

The theory of organizational socialization and its effect on voluntary employee turnover: A critical incidents approach

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Affidavit

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Abstract

This paper focuses on organizational socialization and its effect on voluntary employee turnover in the luxury hospitality industry. The main research question surrounds the process of newcomer adjustment, more specifically the three objectives role clarity, self-efficacy and social acceptance. The literature review give the reader an overview of the significance of the problem of high employee turnover in the hospitality industry and which models already exist to combat it using organizational socialization. This researcher uses a mixed approach for data collection, combining expert and employee interviews with a small quantitative analysis to test the three hypotheses. The qualitative data is analyzed using the critical incidents technique. The results of the qualitative analysis showcase how well the three objectives role clarity, self-efficacy and social acceptance can be fostered during the onboarding process. The quantitative data analysis produced no significant findings. None of the three hypotheses was accepted. The managerial recommendations put a strong emphasis on continuous communication, cross-departmental training, buddy programs or shadow work. In addition, understanding the importance of onboarding in keeping turnover low must be understood and managers and department heads need to be effectively trained to be able to provide a successful onboarding process. However, future research needs to focus further on the unique case of the hospitality industry to better determine how the onboarding process can be designed to retain employees.

Key words: employee turnover, onboarding, organizational socialization, role clarity, self-efficacy, social acceptance

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VIF Variance Inflation Factor

1 Introduction

Employee turnover in the hospitality industry has been an omnipresent concern and a highly researched topic since the middle of the 20th century (Hom et al., 2017). It is important to mention that this paper focuses on voluntary employee turnover, meaning “[...] employees who cease work for an organization for reasons other than being fired, the organization going out of business [...]” (Tuggle, 1978, p. 32). Several reasons can lay at the basis of high employee turnover. Research on hospitality graduates in the workforce exposed long hours, poor working conditions, and low compensation among the least desirable traits of their career (Brown et al., 2015). Similar results stem from research on restaurant managers for which low pay, the high amount and scheduling of work hours, missing fringe benefits and limited training opportunities are among the top reasons for why they would leave their organization (McFillen et al., 1986). In addition to that, with the Covid-19 crisis, the sector has witnessed a large share of workers turning their back on the industry altogether, leaving behind vacancies and hard to mend disruptions within existing teams (Baum et al., 2020). Employee tenure, or number of years spent with current employer, is an indicator which can be analyzed to better understand the situation in the hospitality industry. In the accommodation and food and beverage industry, this value is distinctively low, reaching just 1.9 (Bureau of Labor Statistics, 2022). Theories on how to reduce employee turnover began to emerge long before the pandemic, and yet human resources professionals and researchers can still draw from their findings and implement practical suggestions. One theory concerns the very early stages of employment, a time which is critical for an employee’s future within an organization – organization socialization.

Organizational socialization – colloquially known as onboarding – generally describes the process of becoming a part of an organization and can help in reducing employee turnover (Bauer et al., 2007). In doing so, human resources professionals use all kinds of methods to successfully integrate an employee by familiarizing them with their new role, connecting them with peers to foster organizational identification and generally speaking, by adapting the employee to the organization (Choi, 2018). The main focus of this paper will be the socialization model by Bauer et al. (2007). It is based on the phenomenon of newcomer adjustment, a process divided into three key components:

role clarity, self-efficacy, and social acceptance. If implemented successfully, newcomer adjustment should result in increased job satisfaction, greater commitment to the organization and most importantly, reduced employee turnover (Bauer et al., 2007; Fang et al., 2011).

The body of literature on employee turnover is vast. These days, researchers mostly build on older theories from the 20th century and add new findings onto them (Morgeson et al., 2015; Hom et al., 2012). Until now, turnover has mostly been studied by looking at the individual employee, however, more recent studies try to understand turnover as an organization's collective issue with organizational commitment being low across a whole department (Felps et al., 2009, Heavey et al., 2013). Recommendations for the future of turnover research include using the widely studied turnover predictors (job satisfaction, job embeddedness, role ambiguity) and analyzing them from different angles in order for the highly theoretical body of literature to be followed by practical implications (Lee et al., 2017). Now, while there is a lot of existing literature that provides the researcher with a basic understanding of the topic, this paper will be focusing on one organization socialization model and establish strategies to improve the process of newcomer adjustment (role clarity, self-efficacy, and social acceptance) to ultimately decrease employee turnover.

Findings of this research can help human resource professionals decide on the right tools to reduce employee turnover and make a difference in their employee's professional life by increasing role clarity, self-efficacy, and social acceptance. Readers should in the end be able to answer the questions of which strategies exist to reduce turnover in the hospitality industry and which are most effective when analysed while keeping in mind the process of organizational socialization. The researcher therefore established the following research questions:

RQ1: What are critical incidents for newcomers during their onboarding period in the hospitality industry and how do we use them to better design the organizational socialization process?

RQ2: Which onboarding measures positively influence newcomer adjustment (role clarity, self-efficacy, and social acceptance)?

The remainder of this thesis is structured as follows. Section 2 presents the reader with an overview over relevant literature on employee turnover, first broadly, then specifically for the hospitality industry. In addition, the literature review introduces the model of organizational socialization in three variants, showcasing the significance of the model and its usefulness to reduce employee turnover. Specifically, this author will focus on the three key components role clarity, social acceptance, and self-efficacy. The conceptual model will give a visual representation of the hypothesis. At the end of the literature review, the reader should have a clear understanding of the subject.

In the third section, this researcher introduces the methodology, research objectives and the sample which was chosen for the interviews. The fourth section covers a discussion of the findings and connects the dots between the collected data. Finally, chapter 5 presents the conclusion and practical implications. In addition, this researcher will discuss limitations and give recommendations for future research.

2 Literature Review

In the following chapters, this author will give insights into the topic employee turnover and why it is a concern, especially in the hospitality industry. The later chapters will focus on the theory on which this paper is based – organizational socialization by Bauer et al. (2007).

2.1 Voluntary Employee Turnover

Pioneers in employee turnover research, March and Simon (1958), define turnover as the departure of an employee from “the formally defined organization” (p.99). By simply dividing the number of employees who have left an organization during a certain period of time by those who are in the organization in the respective time period - Price (1977) proposed a more mathematical approach. Even though it is often seen as a natural occurrence in the workforce, turnover can become an extensive problem for companies. It becomes costly to staff new positions and invest in training new employees which is why organizations should invest in efforts to keep it at a minimum (Jo, 2008). A classic example of a direct cost to the organization is a drop in the productivity curve of the organization during the learning process of the replacement (Ongori, 2007). This can be explained by the human capital theory, which establishes a direct relationship between a firm’s productivity and their investments in training and developing their employees (Pennings et al., 1998). In addition to direct costs, the company will experience indirect costs as a consequence of turnover, such as lower morale and more pressure on the remaining staff (Dess & Shaw, 2001).

Early research on employee turnover emerged in the 1940s to 1950s which proposed some first insights into turnover patterns. Moreover, exit interviews shed a light on the common reasons for leaving a company (Hom et al., 2017). Typically, during such an interview, a human resources professional will sit down with an employee who is about to leave the company, to discuss their reasons for having left and how they experienced their time with the employer. In 1958, March and Simon established one of the first theories on turnover in their book *Organizations*. The two researchers proposed the theory of organizational equilibrium and put it at the basis of an employee’s decision to either leave or stay in a company. According to March and Simon, employees weigh up their contribution to the company against the

contribution of the company to one's life. Their model boils down to the perceived desirability to leave the company, and the perceived ease of movement from the company (Anderson et al., 1980). Subramony et al. (2018) conducted a survey based on the theory and measured the company's contribution based on employee's perception of competitive pay and the employee's contribution in terms of labour productivity. Their findings support the theory of March and Simon and establish a positive relationship between perception of competitive pay and labour productivity (Subramony et al., 2018).

One of the more recent theories analysing employee turnover is proposed by Udechukwu and Mujtaba (2007). They see turnover as "an interdisciplinary (social, psychological and economic) and multidimensional (employee, organization and social affiliate) construct" (Udechukwu & Mujtaba, 2007, p. 164). Another study by Zhao & Gao (2014) sees psychological capital as a crucial element in the turnover process of an employee. Luthans et al. (2007) define psychological capital as "individual motivational propensities that accrue through positive psychological constructs such as efficacy, optimism, hope, and resilience" (p.542). Psychological capital aids human resources personnel and managers in understanding why their employees might be unsatisfied and could propose strategies to change the situation. A study by Schuckert et al. (2018) found that authentic leadership, which is characterised as being ethical, transparent, empowering and involves subordinates in the decision-making process, has a positive effect on psychological capital. The study by Zhao and Goa (2014) also identified role stressors and organizational support as variables in the turnover process. According to them, role stressors (role ambiguity, role conflict, role overload) have a positive effect on turnover intention. In addition, they found that psychological capital can reduce the effects of role stressors and therefore help minimize turnover (Zhao and Goa, 2014).

Depending on the model used to try to minimize high levels of turnover, one might put individual factors, like job satisfaction, at the heart of it (March and Simon, 1958; Mobley, 1977; Porter and Steers, 1973) or try to ultimately view turnover as a complex, subjective, and multi-layered phenomenon (Mobley et al., 1979; Udechukwu & Mujtaba, 2007). In conclusion, as individualistic as employees are, as complex are their reasons to leave an organization. It might therefore be more useful

to look at employee turnover from many different perspectives instead of focusing on one root cause.

2.1.1 Voluntary Employee Turnover in the Hospitality Industry

In Austria, the turnover rate between 2017 and 2021 in the tourism and hospitality sector was at about 138%, meaning that throughout the year, a position is refilled at least once (Arbeitsmarktservice, 2022). In addition, it is important to analyse the situation in the hospitality industry further. Entry-level employee turnover, employees who have up to one year of working experience, report higher turnover than managers and directors (Volper, 2002). In addition, 35% of entry-level employees leave an organization after having been employed for less than a year (Volper, 2002). The importance of looking at the first year of employment for entry-level employees is therefore significant and could help in better retaining employees in the hospitality industry.

In 2020, the Covid-19 pandemic posed a great challenge to many industries including the hospitality industry and resulted in 1.69 million jobs being lost in the travel and tourism sector (Jus et al, 2022). While in 2019, 220.421 people were employed in the hospitality industry, in 2020, the number decreased as a result of the pandemic to 178.026 (Arbeitsmarktservice, 2022). The UNWTO (2022) reported a 72% decline in international arrivals in 2020 which implies that the employees of the tourism sector experienced a time of uncertainty and the potential loss of their job. Chen and Chen (2022) have found an increase in voluntary employee turnover and job stress as a consequence of a perceived risk of infection. Hotels were therefore obliged to keep up with the proposed safety measures. The WHO (2020) released information which offer clear instructions on how to take care of sick guests, disinfect areas and keep the infection risk for their employees as low as possible. Communicating this information can have a positive impact on employees' well-being and their turnover intention. Evidence for this assumption stems from the research conducted by Agarwal (2021), which interviewed hotel employees about the measurements their respective hotels had taken during Covid-19. They found that employees were less anxious if the hotels clearly communicated news and information, regardless of if they were good or bad (Agarwal, 2021). Consequently, there is a positive relationship between anxiety and perceived job insecurity (Aguar-Quintana, 2021). In addition, high job insecurity, as

has naturally been a consequence of the Covid-19 pandemic, is generally seen as a contributory factor to job satisfaction (Al-Matari et al., 2022; Bajrami et al., 2021).

In light of all that, the hospitality industry's need for regaining employee's trust and becoming an attractive employer is high. Moreover, it is crucial to realize how expensive turnover can be for organizations. The paper previously mentioned indirect and direct costs of turnover. With regards to the hospitality industry, the full process of an employee leaving the organization to finding a replacement can cost hotels in Austria between EUR 7.400 to EUR 9.900 (Steiner, 2020). The costs are a result of the loss in productivity during the time the position is vacant, the reduced productivity when the position is filled with a newcomer, and the costs accruing from placing advertisements (Steiner, 2020). Therefore, it is important to understand why hospitality workers leave an organization in order to maximise productivity, gain a competitive advantage and become an attractive employer.

In 1996, Young and Lundberg conducted a study on recent graduates from a hospitality administration program who were considered newcomers in their current organization. With the help of a critical incidents approach, the researchers came up with 11 categories ranging from supportiveness / care from others, to training, communication, and task assignment. Forty-nine percent reported having experienced an incident on their first day of work, with 71% of those being negative. This can have a negative outcome on employee turnover according to the theory of met expectations. Porter and Steers (1973) argue that each employee starts a new job with a set of expectations and "it is important that those factors be substantially met if the employee is to feel it is worthwhile to remain with the organization" (p. 171). Incidents which were perceived negatively were a result of initial expectations being different to the reality of the workplace and can end in an employee leaving the organization shortly after having started. In a study of hospitality newcomers in Hongkong, researchers suggest that providing realistic information regarding an employee's role and the working environment in general, can minimize the shock occurring after an employee starts a new role (Lo & Lam, 2002).

The decision to leave an organization does not happen from one day to the next, meaning that there are several steps which precede an employee's intention to either stay or leave the organization. In Mobley's Intermediate Linkages model, the process

starts with an evaluation of the existing job, perhaps experienced job satisfaction or dissatisfaction, and the search for alternatives (Mobley, 1977). Mobley shows that the journey is long, includes comparisons and evaluations. The model is considered foundational and still built on and used today. An adaptation of Mobley's model added internal factors like wage, fringe benefits, working hours, working conditions and job security and external factors like housing, transportation, childcare and social environment (Bonn and Forbinger, 1992). Unfortunately, hospitality workers perceptions of career opportunities and wages are often rather negative (Blomme et al., 2009). This might offer a plausible explanation as to why employee turnover is higher in the hospitality industry than in other industries. Another survey among Turkish hospitality students by Kusluvan and Kusluvan (2000) also drew a rather negative picture of the industry. The majority of students (78%) stated that pay in the hospitality industry was too low to live a satisfactory life, 83% explained that fringe benefits were insufficient, and they described the industry as stressful (78%), exhausting (68%) and having a negative influence on family life (78%). With this study, Kusluvan and Kusluvan (2000) concluded that a negative attitude towards jobs within the hospitality industry can lead to difficulties in retaining employees. These findings correlate with results of other studies (Aksu & Koksal, 2005, Tan et al. 2016) In other terms, negative attitudes towards the hospitality industry can lead to difficulties in retaining employees and in making it attractive for newcomers. In the future, changing the image of the industry will take time and effort but what can be gathered from research is that ameliorating working conditions for hospitality workers will aid hotels in retaining their employees and attract new talent (Ariza-Montes et al., 2019; Diaz-Carrion et al., 2020).

It is also important to mention that large parts of hospitality employee turnover are attributed to the feature of seasonality. The characteristics of this staffing model includes workers who are on a "non-permanent paid job that will end at a specific time or in the near future, once the seasonal peak has passed" (Marshall, 1999, p. 17). In Austria in 2016, only around 46% of employees in the hospitality sector were employed continuously throughout the whole year (Rechnungshof Österreich, 2020). For this paper, the concept of seasonality is acknowledged, but not factored in as a reason for employees to leave an organization.

2.2 Organizational Socialization

In scientific literature, organizational socialization is referred to as “the manner in which the experiences of people learning the ropes of a new organizational position, status, or role are structured for them by others within the organization,” (Van Maanen, 1978, p. 19). Colloquially, it is often used interchangeably with the term onboarding. Organizational socialization will be the main focus of the following sub-chapters to give the reader the necessary background information on its significance and a theoretical background to why it can be an important tool in reducing turnover.

Derven (2008) divides the process into four phases: the prearrival phase, the introduction and orientation phase, the assimilation phase, and the integration and contribution phase. The first phase, the prearrival phase, is used by human resources practitioners to supply the new employee with all relevant information concerning their first day at work and is supposed to make them feel welcomed and at ease. Sometimes human resources professionals also call this the pre-boarding stage. The employee is supposed to have all relevant information to reduce role ambiguity and be clear on what is expected of them. The introduction and orientation phase gives the employee the necessary tools to be functional such as access to a computer and phone, an email address and so on. In the assimilation phase the employee gets to establish all relevant business relationships, the short-term goals of their employment and an important introduction into the company culture. Lastly, the contribution phase concerns itself with long-term goals and their visibility and makes sure the employee is well established within the company (Derven, 2008).

A study by Gupta et al. (2018) on the relationship between the onboarding experience and turnover intention, found that socialization was one of the most critical factors. The paper mentioned the onboarding process of IBM, wherein the newcomers go through a three-step process: affirming, beginning, and connecting. With the start of employment, the “affirming phase” commences. It is a thirty-day period in which the newcomer is familiarized with their new role, their team and their workplace in general. The process is supposed to be completed after a year and ends with the “connection phase”, a way of socializing employees, connecting them with colleagues that have similar interests and offering support to enhance performance (Gupta et al., 2018).

The predominant motivations for organization socialization are mostly to speed up the feeling of being at ease at the company and accelerate the time until a new employee starts contributing to the company (Vlerick Business School, 2018). Another important reason is to be effective in retaining new hires and reduce the costs of a bad hire (Talmundo, 2018).

2.2.1 Models of Organizational Socialization

Bauer et al. (2007) analyzed the effects of organizational socialization – the transition of being an organization’s outsider to an insider (Louis, 1980) – and proposed their own model with the concept of newcomer adjustment at the heart of it. Bauer et al. (2007) analyzed newcomer adjustment with regards to role clarity, social acceptance, and self-efficacy. As can be seen in Figure 2-1, the outcomes of successful organizational socialization are an increase in performance, job satisfaction, intention to remain within the organization and organizational commitment (Bauer et al., 2007). As a result, turnover can be decreased, and the employee will very likely chose to stay within the organization.

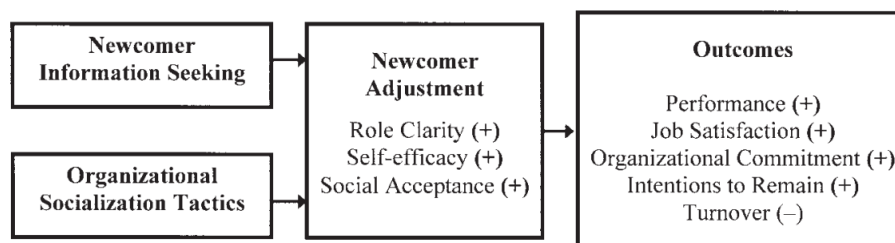


Figure 2-1 Organizational Socialisation Model by Bauer et al. (2007)
Source : Bauer et al. 2007, <http://dx.doi.org/10.1037/0021-9010.92.3.707>

As can be seen in figure 2-2, Fang et al. (2011) have provided an adaptation of the model of Bauer et al. (2007). The main difference is the added component of social capital and the more detailed approach to each of the components. Newcomer Information Seeking and Organizational Socialization Tactics have been combined under the umbrella term *Socialization Factors*. Fang et al. (2011) propose a single continuum of organizational tactics that ranges from individualized to institutionalized tactics. Briefly explained, the first tactic is characterized by an unstructured and informal approach, whereas the latter is defined by a structured approach including clearly defined common training (Saks & Ashforth, 1998). The

concept of Newcomer Proactivity is built on the basis of uncertainty reduction theory, which claims that humans are uncomfortable with feelings of uncertainty and entails that they will adopt strategies to reduce it (Berger and Calabrese, 1975). New employees therefore have an intrinsic motivation to seek information, form new relationships at work and learn as much as they can about their new role.

Briefly explained, the term social capital is based on the idea of harnessing resources from within social structures (Lin, 1999). This means that relationships are a basis for employees on which they build career success and satisfaction. In addition to that, Fang et al. (2011) propose a moderating effect of the employee's personality on their ability to access social capital.

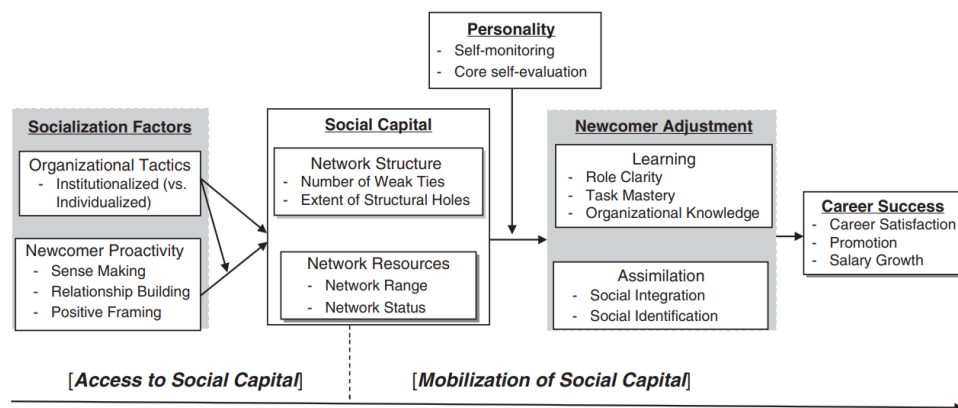


Figure 2-2 Organizational Socialization Model by Fang et al. (2011)

Source : Fang et al., 2011, <https://doi.org/10.1177/0149206310384630>

The following sub-chapters will give more insight into the process of newcomer adjustment and its key components as used by Bauer et al. (2007).

2.2.1.1 Role Clarity

The concept of newcomer adjustment is relatively similar for both Bauer et al. (2007) and Fang et al. (2011). Role clarity or the absence thereof, role ambiguity, describes how well the employee understands the expectations of their role and the tasks associated with it (Jackson & Schuler, 1985). Studies have shown a negative relationship between role clarity and job satisfaction (Jackson & Schuler, 1985) and an indirect relationship between role clarity and turnover intention (Lyons, 1971; Zhao & Gao, 2014). This highlights the importance of supplying the employee with sufficient information on their new position and communicating the expected outcomes and

goals for them. In this case, it can also be beneficial to catch up with employees regularly to see if their expectations of the role still align with what their daily tasks are.

A study by Teas et al. (1979) analyzed the effects of role clarity on salespeople, wherein they highlighted the importance of role clarity for customer-facing staff. Therefore, the implications of their study are also relevant when looking at the hospitality industry. Their findings suggest that high role clarity has a positive effect on higher order needs such as self-actualization and self-esteem. The researchers came to their findings using a questionnaire where respondents were asked to give ratings on a 7-point scale ranging from minimum (amount) to maximum (amount). The ratings were given based on an employee's perception of firstly, how much there is now, how much there would be, and lastly, how important the construct is to them (Teas et al., 1979). For example, role clarity was measured by items such as "The feeling of certainty about how much authority I have in my selling position", or "The knowledge of exactly what is expected of me in my selling position.", (Teas et al., 1979). 146 responses were analyzed from this survey, which was distributed via intracompany mail.

Additionally, role clarity in the hospitality industry is effectively established through leadership, meaning supervisors and managers clearly establishing responsibilities and tasks (Tracey and Hinkin, 1996). The researchers included four scales of the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1989), to which respondents were asked how often their leadership demonstrated certain behaviors. Scales included statements about idealized influence ("Talks to us about his/her most important values and beliefs"), inspirational motivation ("Expresses his/her confidence that we will achieve our goals."), intellectual stimulation ("Emphasizes the value of questioning assumptions.") and individual consideration ("Treats me as an individual rather than just a member of a group.") (Tracey and Hinkin, 1996). Several items were used to determine role clarity, such as "I feel certain about how much authority I have." The analysis indicated a positive correlation between all four dimensions of leadership and the variable role-clarity. A practical implication of this finding could be a question-and-answer session with a manager or senior employee. During the onboarding process, team leaders answer all questions regarding a specific

job description and the employee is equipped with all necessary knowledge to perform their best in their new role.

2.2.1.2 Self-Efficacy

The concept of self-efficacy, the degree to which a new employee deems themselves able to complete the tasks associated with their position, is similar to the concept of task mastery. Bandura's (1977) findings support the importance of self-efficacy in reducing employee turnover since he links high self-efficacy to a resilience to stress and an improved performance at work.

Employees with high self-efficacy also show higher career commitment and increased motivation to learn and become better at their tasks (Niu, 2010). Niu used 50 items of the Career Decision-Making Self-Efficacy Scale (CDMSE) by Taylor and Betz (1983). Participants were asked to indicate their agreement to statements on a seven-point Likert scale. Self-efficacy was tested by looking at five different core competencies: Accurate self-appraisal, gathering occupational information, goal selection, making plans for the future, and problem solving (Niu, 2010). Human resources professionals should therefore recognize high self-efficacy in newcomers, offer training opportunities to better retain these employees and implement motivational techniques. Other studies also highlight self-efficacy's positive effect on organizational commitment and encourage the hospitality industry to continuously foster learning strategies and chances for employees to excel in their field (Wang et al., 2014; Zhao and Namasivayam, 2009). Building on Bauer's organization socialization model, Song et al. (2015) recommend that hotels should prioritize new employees with high levels of self-efficacy and motivate hotel managers to foster it by conducting performance feedback and coaching. This recommendation follows as a result of the fact that in their study, 23.2% variance of employees with low self-efficacy can be explained by organizational socialization techniques. They proceed by saying that organizational socialization therefore has a relatively weak influence on newcomers which showcase lower self-efficacy.

2.2.1.3 Social Acceptance

Social acceptance is the third pillar of newcomer adjustment. Saks et al. (2007) highlight the importance of socialization tactics in the onboarding process and

recommend building relationships with the help of an assigned senior employee, a buddy. Proof of the effectiveness of social acceptance can also be found in the research of Chao et al. (1994) which showed that employees that are well integrated and socially accepted at their job show higher satisfaction scores and are more committed to their work. With specific regards to the onboarding process and social acceptance, Fisher (1985) and Gupta et al. (2018) highlight unsuccessful social relationships with peers as the leading reasons for failure. They recommend leaders to better integrate newcomers into the social network by setting up informal meetings and focusing on the individuals personal identity. Another interesting finding stems from the research of Park and Min (2020) which suggests that in the hospitality industry, social support from co-workers has a more significant effect on employees than supervisor support. According to them, tasks in the hospitality industry require less supervision since they are relatively simple, yet labour-intensive which sees employees turning more towards their colleagues. In addition, communication with co-workers is viewed as crucial in the hospitality industry to understand goals and values of a company in a less formal setting (Hart, 2012). Orientation programs can help hotel employees in strengthening relationships and increase social acceptance (Yang, 2008).

With respect to Bauer et al.'s (2007) model, Tews et al. (2018) studied the exact opposite of social acceptance, namely abusive co-worker treatment in the hospitality industry. Their final survey sample of 979 produced significant results. Tews et al. (2018) were able to support the hypothesis that abusive co-worker treatment resulted in higher turnover among newcomers than in experienced employees. In addition, co-worker support was reported to have a positive effect among all employees in the sample. These findings demonstrate the significance of co-worker support among newcomers and the important role it could play to reduce turnover among new employees.

According to Bavik (2016), understanding organizational culture and being integrated in it, is crucial for employees in the hospitality industry. In fact, ongoing onboarding, as described by Bavik, is a vital pillar when it comes to conveying the organizational culture to newcomers. It is important to note that organizational culture is also strongly shaped by the respective industry the company is operating in (Gordon,

1991). The hospitality industries unique feature, combining product and service that together shape the guests experience, is strongly dependent on the characteristics of the employee and their delivery (Dawson & Abbott, 2011). It makes sense therefore, to weave the aspect of organizational culture into the organizational socialization process, since “being an essential part of not only people in the organization but also the organization itself is another integral aspect of organization socialisation” (Choi, 2018, pp.207-208). This also relates to the previous model, where social capital was at the heart of organizational socialisation. A subset of organization culture is emotional culture, which is evident not only when interacting with other members of the organization but, especially in the service industry, when representing the organization and when delivering a service (Härtel, 2008; Morris and Feldman, 1996). Figure 2-3 shows another adaptation of Bauer et al’s. model which centralized the aspect of emotional culture in the organizational socialization process.

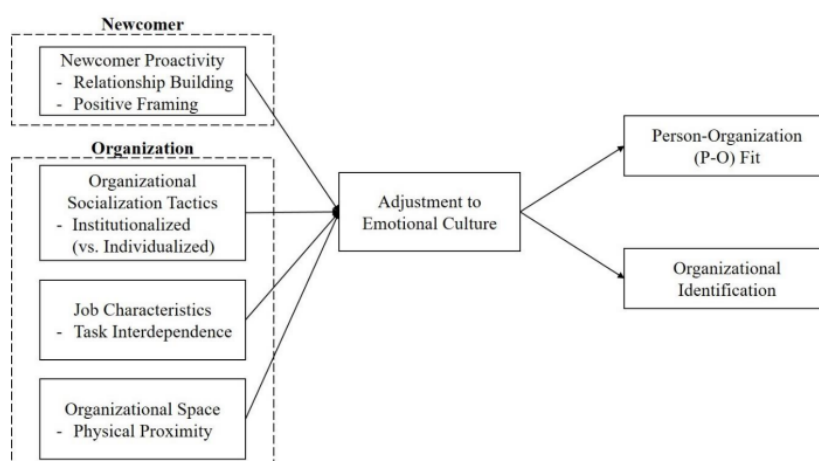


Figure 2-3 Organizational Socialisation Model by Bavik (2016)

Source : Bavik, 2016, <https://doi:10.1016/j.ijhm.2016.07.005>

The model proposes that relationship building, and a high level of organizational socialisation tactics can have a positive effect on a newcomer’s adjustment to the emotional culture. Involving experienced insiders (e.g., long-term employees) establishes an environment where newcomers can access informal information and the emotional culture of an organization (Choi, 2018). Having a healthy emotional culture, which fosters safety, interest, enjoyment, and productivity, will also benefit the learning experience of newcomers, and will ultimately result in a better onboarding experience (Domagalski, 1999).

In conclusion, the relationship between organizational socialisation and employee turnover in the hospitality industry has received a lot of attention from researchers and has been understood as a critical measure in retaining employees and therefore reducing turnover (Pradhan and Misal, 2020). This author has looked at many different theories which have tried to narrow down employee turnover or the onboarding process to a specific model. The literature review already sheds light on one important element to this relationship between onboarding and employee turnover, namely that it is influenced by many different independent variables coming from both the side of the employee and the employer, influencing both the individual and the organisation. It is a manifold relationship and strongly dependent not only on what onboarding process the company is offering but also what the employee takes out of that experience. It is not without reason that in each of the three models, newcomer proactivity, the initiatives they take to reduce uncertainty, build relationships, and gather information, is at the very beginning of the process. Many studies have also underlined and studied the positive effects of newcomer proactivity (Major and Kozlowski, 1977, Miller and Jablin, 1991, Wanberg and Kammemeyer-Mueller, 2000, Zhao et al., 2022). A conclusion that can be drawn from the research is therefore that it is important for human resource professionals when designing the onboarding process to keep individual's needs in mind and understand how high their newcomer proactivity is.

For the sake of this paper, this author will focus on how the process of newcomer adjustment, through role clarity, social acceptance, and self-efficacy, can be optimized further in the onboarding of an employee to reduce turnover.

In light of the conducted literature review and given the arguments, it can be posited that:

H1: High Role Clarity has a negative influence on turnover.

H2: High Self-Efficacy has a negative influence on turnover.

H3: High Social Acceptance has a negative influence on turnover.

2.3 Conceptual Model

Simplifying the model of Bauer et al. (2007) this researcher has come up with her own model, shown in figure 2-4, to analyse the relationship between the three independent variables, making up the process of newcomer adjustment, and employee turnover.

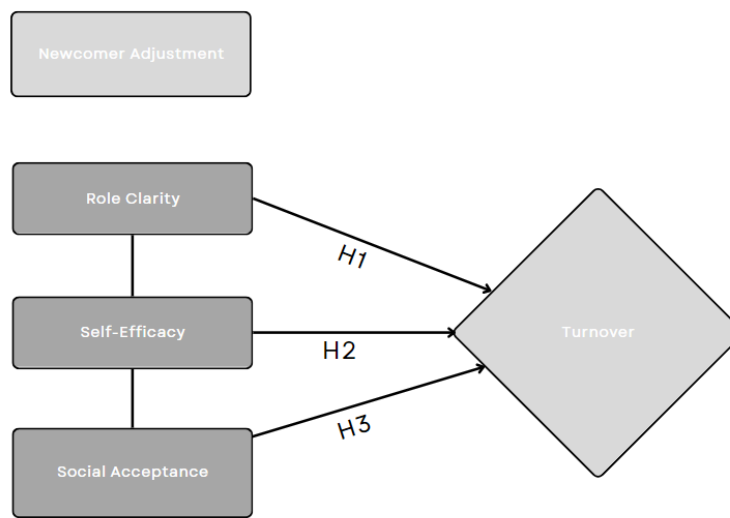


Figure 2-4 Conceptual Model

3 Methodology

The methodology section of this paper will shed light on the research method that will be used and explain in detail how the sample and method will be selected.

3.1 Approach to Data Collection

To collect data, this researcher could choose from three different methods. Firstly, a quantitative approach can be applied when testing hypothesis and the relationship between the different variables. Quantitative research is characterized by the use of a survey including standardized questions with predetermined answer options to get responses from a large number of participants (Garaus, 2022). It is an empirical investigation of a phenomenon where data is collected systematically and analyzed using statistical methods. Using quantitative research, this author could make possible predictions about future scenarios and gains a meaningful insight into certain behaviors. The second form of data collection is the qualitative method. This could include gathering data from a focus group, an in-depth or expert interview, a case study, or a field experiment. The focus hereby lies on obtaining preliminary information and coming up with initial ideas for a research area. According to Creswell (2009), this author has more flexibility when it comes to the structure of the final analysis. Mixed method is the third form of data collection that typically makes use of both qualitative and quantitative options to gather data (Creswell, 2009). Seen as this paper aims to analyze the effects of organizational socialisation on employee turnover within the hospitality industry, this author has decided to go for a qualitative approach, using interviews with line-staff and experts to complement the literature available. Bogner et al. (2009) argue that experts can even recommend further experts which might aid the research and open doors to people of interest. The interviews will aid this author in further testing the effectiveness of organizational socialization on employee turnover reduction and potentially act as a basis for further quantitative research.

3.2 Research Objectives

The objective of this research is to establish first which variables trigger voluntary employee turnover and what factors lie at the root of the problem in the hospitality

industry. Secondly, the literature review sheds light on different models of organizational socialisation and what aspects need special attention to guarantee the employee's integration into the organization and therefore foster low turnover intentions.

In a next step, this researcher gathers their own data through the help of interviews with both experts and employees, to hear first-hand about personal onboarding experiences. The interviews will then be analyzed and used to form recommendations for human resources professionals in the hospitality industry. In the end, the paper should give readers a well-rounded understanding of the relationship between onboarding and employee turnover and strategies to mitigate it.

3.3 Sample

A judgmental, or purposive, sample is compiled consisting of two experts (n=2) in the field of human resources and talent management in the hospitality industry. First contact will be established via email or LinkedIn with a clear explanation of the purpose of the interview, some sample questions and how the interview will be conducted. The participants should have more than 3 years of experience in the hospitality industry and should work in a position related to human resources, talent management or recruiting. The interviews will take place online via Microsoft Teams to make the process easier and more convenient for the participants. In doing so, it enables the researcher to gather data not just from one location but from many without taking into account long travelling hours. Over the course of the interviews, different pre-determined questions will be asked to gain more insight into the company's strategy to reduce employee turnover. Their aim is to keep the conversation going through open-ended questions, introducing a new viewpoint on the topic which each, rather than posing closed-ended questions. The researcher could ask additional questions and probe into the subject in case there is additional information needed. A day after the interview, the researcher aims to send an email expressing their gratitude and adding any follow up questions that arose.

Another judgmental sample is compiled of eight line-staff employees (n=8) in entry-level positions that are currently employed for a time period between two to twelve months. The focus will be upper midscale to upper upscale hotels in Austria and

Germany, therefore some interviews might have to be held in German, if the interview partner prefers.

3.4 Data Collection

The questionnaire consists of 21 questions, some of which are open-ended. At the end of the questionnaire, 10 Likert-scale questions remain to be answered. The Likert-scale is 5-pointed and aims to test the independent and dependent variables, role clarity, self-efficacy, and social acceptance. The interviews do not take longer than 30 minutes and are anonymous.

The expert interviews will be conducted from April to May 2023. During that time, this research will obtain in-depth information on existing turnover reduction theories in various hotels. The two experts should shed some light on challenges with regards to employee turnover and give recommendations for the future in their company and industry.

3.5 Critical Incident's Technique

The data will then be analyzed using elements of the critical incident's technique. Its roots lay with Sir Francis Galton but more importantly within the American Aviation Psychology Program. The aim was to find pilot's reasons for failing to learn how to fly. By moving away from subjective statement, combat veterans began to describe critical incidents which gave clear examples of why a pilot had failed. In the end, this approach moved from the aviation theory to a broad discussion on finding out the "critical requirements of a particular activity" (Flanagan, 1954, p.329). In essence, the goal of this paper is to define how to design the organizational socialization process in a way that allows newcomers to adjust swiftly. The first step of the technique is to establish the general aim of an activity. Concerning organizational socialization, the interviewees were presented with an initial statement giving a clear definition of the goal of onboarding.

Onboarding is defined as the process new employees go through to become introduced and adjusted to the organization and is often characterized by on-the-job training and new hire administrative procedures (adapted by Bauer and Erdogan, 2011).

Next, it is crucial to select the right participants. By deciding on a clear sample frame and judgmentally selecting participants, the researcher ensures that participants meet the requirements. Since the technique is largely reliant on the participants' memory of the experienced situation, when the researcher made the initial contact with the participants, they already informed them that the interview will concern their onboarding experience. Therefore, they had enough time beforehand to revisit this activity in their mind. In addition, since participants were selected which, in most cases, had just experienced the onboarding process, they could easily remember the activity. In asking the interview questions, the researcher then has to carefully use the right words in order to avoid bias (Flanagan, 1954).

According to Flanagan (1954), the sample size for simple activities should be between 50 and 100. For more complex activities up to 2,000 critical incidents. Since the time and the general frame of this study do not allow the researcher to go into such extensive detail, the sample of around 10 will suffice.

Finally, the incidents collected will be classified into different categories. Their significance, with a large sample, is usually tested by means of the chi-square test. For this paper, the researcher has already established the three categories: social acceptance, role-clarity, and self-efficacy. After matching the incidents to their respective category, the next step will be to analyse which of them had a positive or a negative influence on the respective category. The final section will then be a summary of the most common incidents and what practical implications can be drawn from this.

The author acknowledges the risk for bias that arises when conducting personal interviews and analyzing the data. Extraneous factors which could influence the experts' answers and the research situation could be either the Wi-Fi connection, the well-being of the interviewee or the environment from which both interview partners start the online interview.

3.6 Interview Reflection

3.6.1 Expert Interviews

For the expert interview, the researcher has prepared 13 questions, some of which include follow-up questions. In the end, the answers will be used to complement the secondary research. Therefore, there is no testing of the independent variables.

Interview questions for the expert interview include:

- How does the onboarding process look like for line-staff in your company?
- What should be the duration of the new hire onboarding? How long does it take to fully integrate an employee at your company?
- How regularly are you checking in with your employees after they have completed their onboarding?
- What are the key topics new hires are interested to know during the onboarding process?
- Do you believe there is a relationship between onboarding and employee turnover?
- What are some of the specific topics that must be covered in the onboarding? What areas have to be focused on to ensure a successful onboarding process?
- What importance do you attribute to the onboarding process?
- In your opinion, why does the hospitality industry have such high turnover? Would you say that turnover is an industry problem?
- Between entry-level, mid-level and managerial level, which are most prone to leave?
- At which stage during their employment do you see most people leaving (during the probation period, after their probation period, etc.)
- Do you conduct exit interviews?
- How are you implementing feedback from employees which have left the company?
- Which strategies are currently in place to reduce employee turnover?
- How has Covid impacted employment in your hotel (e.g., number of applicants)?

Notably, expert A is located in Dubai and therefore was also able to introduce a different culture of onboarding to the conversation. The expert has 19 years of experience in the hospitality industry, working mostly for Accor and Hilton. They were also part of a hotel opening where expert A designed a 180-days onboarding journey (see Appendix K). Their contributions to this study were eye-opening. The expert highlighted the pain points of the hospitality industry all while delivering valuable and simple solutions. As of right now, the expert has their own consultancy agency with a focus on training and development of hospitality employees.

Expert B has over 30 years of international work experience in the hospitality industry and is now CEO and founder of their own company which specializes in leadership coaching. One of the career steps included being director of a department that specialized in onboarding and training employees in a luxury hotel. Expert B made a substantial contribution to the research by sharing some insights into different onboarding processes and by offering practical recommendations for the hospitality industry.

3.6.2 Employee Interviews

The interview with line-staff employees is built up differently. The lead question will be in line with the guidelines for the critical incident's technique.

“Think about the time you had your official onboarding process and the procedures you went through to become adjusted to the organization you work in. Did you perceive this process positively? (Pause until the participant has indicated they have such a situation in mind) Tell me exactly what your onboarding process looked like that made it such a positive experience for you. Why was this helpful in adjusting to your organization? How long did this process last?” (Adjusted by Flanagan, 1954)

In case a participant did not receive an onboarding or initial training, the researcher will talk more about the general situation of the start of the employment. This concerns feelings that came up with during the first weeks, situations in which the employee found themselves in if they would have liked to receive an onboarding and how it should have looked like.

The third part is testing the independent and dependent variables with the help of a Likert-scale. All items are listed in table 3-1 below. Role clarity was tested using the Role Clarity Scale of House & Rizzo (1972). Measurement items, after being adapted to this study, include “My onboarding experience helped me understand what my responsibilities are”. Self-efficacy was also tested and includes measurement items such as “I have all the skills needed to perform my job very well” (Riggs et al., 1994) and “My onboarding experience increased my confidence that I would be able to perform successfully in this hotel” (Karapete et al., 2007). Social acceptance was measured using the following items: “I was satisfied with the co-worker support I received during my onboarding experience” and “I quickly integrated into the team” (Gupta et al., 2018).

To measure voluntary turnover, the researcher used items such as “I often think about leaving this company” (Karatepe et al., 2007) and “I will actively look for a new job in the next year” (Gupta et al., 2018).

Source	Original	Adapted	Construct
(Gupta et al., 2018)	I was satisfied with the support and information I received before my first day on the job.	I was satisfied with the co-worker support I received during my onboarding experience.	SA
(Gupta et al., 2018)	I had a helpful, knowledgeable point of contact for my questions before I reported to work.	I had a helpful, knowledgeable point of contact for my questions during my onboarding experience.	SA
(Gupta et al., 2018)	My supervisor quickly integrated me into the team.	I was quickly integrated into the team.	SA
(Gupta et al., 2018)	The job expectations as described in the job posting and interview process are consistent with what I am currently doing.	The job expectations as described in the job posting and interview process are consistent with what I am currently doing.	RC
(House & Rizzo, 1972)	I know what my responsibilities are.	My onboarding experience helped me understand what my responsibilities are.	RC
(Riggs et al., 1994)	I have all the skills needed to perform my job very well.	I have all the skills needed to perform my job very well.	SE

(Karatepe et al., 2007)	My past experiences and accomplishments increase my confidence that I will be able to perform successfully in this hotel.	My onboarding experience increased my confidence that I would be able to perform successfully in this hotel.	SE
(Gupta et al., 2018)	I often think about leaving this hotel.	I often think about leaving this hotel.	TI
(Jones, 1986)	I will actively look for a new job in the next year.	I will actively look for a new job in the next year.	TI

Table 3-1 Employee Interview Measurement Items

In the following analysis, the abbreviation SA refers to the variable social acceptance, SE to the variable self-efficacy, RC to the variable role clarity and TI to the variable turnover intention.

4 Data Analysis

By having three different data sources, the researcher is able to provide well-rounded insights and can keep the different viewpoints in mind when giving recommendations. In addition, the full interview transcripts are presented in the appendix (see Appendix A-J). The employee interviews are labeled by number (Employee 1, Employee 2, ...), whereas the expert interviews are labeled by letter (Expert A, Expert B).

Initially, eight employee interviews were conducted and two expert interviews. Since one employee did not receive any onboarding in their current role, their data is excluded from the statistical analysis. It is important to note that all interviewed employees are female.

Following the critical incidents technique, the author first analyzed the data from the employee interviews and began to group critical incidents reported by the interviewees in different categories. The categories translate to the independent variable of the conceptual model. In addition, the expert interviews were used to complement the data by comparing what employees experienced to how experts perceived the situation in the hospitality industry.

In the following, the dependent variable TI will firstly be analyzed, followed by a sub-chapter including data preparation methods for all independent variables. Each following sub-chapter will give a detailed analysis of each hypothesis, combining data from both expert interviews and employee interviews. Chapter 4.7 will be a summary of the data analysis section.

4.1 Dependent Variable: Turnover

The dependent variable TI was measured by two items. TI1 (“I often think about leaving this company”) and TI2 (“I will actively look for a new job in the next year”). Both variables were recorded, where “Strongly agree” is represented by “5”, “Strongly disagree”, by “1”. The recoded variables are now called TI1_RC and TI2_RC.

4.1.1 Data Preparation

Table 4-1 shows the descriptive analysis of the two variables. The mean for TI1_RC is 2.71. Participants therefore indicated that they do not often think about leaving their company. The median of two for both variables reiterates the perception that turnover intention might be low in the sample. Skewness of both variables is positive; the data is therefore skewed to the left.

Descriptives

	Descriptives										
	N	Missing	Mean	Median	SD	Skewness		Kurtosis		Shapiro-Wilk	
						Skewness	SE	Kurtosis	SE	W	p
TI1_RC	7	1	2.714	2	1.704	0.6175	0.7937	-1.396	1.587	0.8485	0.119
TI2_RC	7	1	3.143	2	1.464	0.5556	0.7937	-2.234	1.587	0.7286	0.008

Table 4-1 Descriptives Turnover

In order to test for normality, the researcher conducted a Shapiro-Wilk test, which indicated that the two variables were normally distributed. The p-value for both TI1_RC and TI2_RC is greater than 0.05.

To test the internal consistency of the latent construct, this researcher conducted a reliability analysis. Cronbach’s alpha was 0.8, therefore the construct is reliable. Moving forward, the variable is now called TI_Comp. The Shapiro-Wilk test for TI_Comp revealed a p-value of 0.03, indicating that the variable is normally distributed.

4.2 Hypothesis 1: Role Clarity

4.2.1 Interview Analysis

H1: High Role Clarity has a negative influence on turnover.

Three critical incidents were reported with respect to the independent variable RC. Employee 2 stated:

At the beginning, I wanted to have more fixed information, like more information that is already written down, where I can have a look afterwards at what my responsibilities are and just standard operating procedures for my position (see Appendix B).

Employee 6 gave another interesting insight into their experience, which is both an example for social acceptance and role-clarity:

I turned to the duty manager, but I did not have a specific one I could turn to in case I had questions. At the end I got close to some, so they were my confidants and helped me when I struggled with my tasks. And I for sure perceived that negatively but that was also the feedback that a lot of interns gave them so now they implemented that (see Appendix F).

Adding to that, expert A shared some interesting measures they took during their time in the onboarding and training department to make sure employees have someone who feels responsible:

We created departmental trainers, a position that was taken up by someone in a supervisory or assistant department head level position, who was then responsible for training within their department. Not necessarily training every new employee themselves but making sure it actually happens. So basically, taking that task away from the department head, who usually has a lot of other responsibilities and having one dedicated person really just in charge of training, in charge of creating standard operating procedures for the department (see Appendix J).

This shows how a measure can effectively take some of the responsibilities off the departmental heads shoulders and make someone in supervisory position responsible for training. That way, the new employee is not lost, trying to turn to a busy department head, but has someone with more capacity to turn to.

In addition to having a departmental trainer facilitate role clarity, expert B gave another example of a strategy they implemented:

We created a buddy-system, for new employees to have a buddy within the department, who would have the same schedule as they do for the first couple of weeks and train them using a training sheet created by the departmental trainer with all the tasks that that person needed to learn within the first few weeks (see Appendix J).

This buddy program ensures that newcomers have an informal guide that makes sure the person knows all they need to perform successfully and productively.

Lastly, employee 4 positively remembered their review talks that happened in regular intervals and were part of their onboarding journey. Constantly keeping in touch with supervisors, or a designated employee who is responsible for an employee's onboarding, was greatly beneficial for this participant.

So, the fact that you can somehow get feedback on your performance directly and then do the whole thing again after 60 days and 90 days, I think that makes a lot of sense and is also much better than just such half-yearly talks or annual talks or something, because at the beginning you simply have to be in a more intensive exchange so that you are on the same page about your responsibilities and tasks (see Appendix D).

Both experts A and B agreed on the importance of performance reviews to foster role clarity and confidence in the employee's ability to successfully master their tasks. The end of the probation period was a common time to have a review session, but according to the experts it should not stop just then. For example, expert B shared a document (Appendix 11) of a 180-day colleague experience journey they designed. The journey consists, firstly, of a preparatory period which lasts until one week prior to the start date. Secondly, the employee experiences an orientation period, starting from the first day and ending with the first month. And lastly, an integration period from the 31st to the 180th day of employment, and onwards. Even from 180-days onwards, the direct line manager is supposed to officially check in one a month to offer support and communicate desires for competency development to the learning

and development department. This reiterates the importance of ongoing feedbacks far beyond the probation period, all the way during the employee life cycle.

Other participants reported also having planned on getting a monthly review on their performance, but these talks simply did not happen. In general, establishing role-clarity did not seem to be high on the agenda of the onboarding. Because all respondents reported being onboarded in a large group of around 15 people, the opportunity to go into depth with every employee about their role and which tasks fall into their range of responsibilities might not have been available. In addition, some employees reported having been sent a job description beforehand, so the need to go through tasks and responsibilities again might not have been perceived as great. What is important to note however is that the problem is not employees not knowing what their tasks are, but that there is a significant discrepancy between what has been agreed on and what actually falls within the employee's range of responsibilities. This is also evident in the results of the statistical analysis.

Employee 3, who reported not having experienced an onboarding in their current job, shared that the onboarding process would have facilitated more role clarity and would have helped them understand what their responsibilities are (see Appendix C).

4.2.2 Statistical Analysis

Firstly, the two items used to measure role clarity RC1 ("My onboarding experience helped me understand what my responsibilities are") and RC2 ("The job expectations as described in the job posting are consistent with what I am currently doing"), were recoded, where "Strongly agree" is represented by "5", "Strongly disagree", by "1". The recoded variables are now called RC1_RC and RC2_RC.

4.2.2.1 Data Preparation

Table 4-2 reports the descriptive analysis of the two items. The mean for RC1_RC is 3.57, resulting in the interpretation that participants tended to agree with the statement that the onboarding experienced helped facilitate role clarity. The mean for RC2_RC was lower, namely 2.85. This result of the descriptive analysis reveals that a majority of the respondents reported experiencing inconsistencies between their job expectations and their actual task. The descriptive findings for the two variables

are useful since they point to the fact that role clarity can be facilitated in the onboarding process and that it might be a helpful idea to include elements to mitigate any confusion surrounding one’s responsibilities and tasks.

Descriptives

	N	Missing	Mean	SD	Skewness		Kurtosis		Shapiro-Wilk	
					Skewness	SE	Kurtosis	SE	W	p
RC1_RC	7	1	3.571	1.618	-0.6741	0.7937	-1.151	1.587	0.8635	0.163
RC2_RC	7	1	2.857	1.345	-0.7982	0.7937	-1.280	1.587	0.7851	0.029

Table 4-2 Descriptives Role Clarity

Table 4-2 also gives insight into skewness of the two variables. Skewness of both RC1_RC and RC2_RC is negative; therefore, they are skewed to the right. Kurtosis of both measures is also negative, or platykurtic, meaning that scores are distributed more in the tails of the distribution.

This researcher also ran a Shapiro-Wilk test, results of which are shown in table 4-2. Both p-values are greater than 0.05, therefore the data is normally distributed.

To ensure this researcher is using reliable measures before testing the hypothesis, the internal consistency of the latent construct (RC1_RC and RC2_RC) has to be evaluated. After having reversed item RC1_RC (now RC1_RC_RE), Cronbach’s alpha was 0.063. The value is too low, and the latent construct has no internal consistency. Going forward with this analysis, this researcher has decided to stick with only one item, which best describes the construct, namely RC1_RC. RC2_RC has been dropped.

4.2.2.2 Hypothesis Testing

H1: High Role Clarity has a negative influence on turnover.

Since the data is normally distributed, this researcher looked at the Pearson correlation coefficient to determine the relationship between the independent variable RC1_RC and the dependent variable TI_Comp.

Pearson’s r of -0.22 revealed a weak, negative relationship. However, with a p-value of 0.62, the relationship between the variables is not significant and the hypothesis cannot be supported.

4.3 Hypothesis 2: Self-Efficacy

4.3.1 Interview Analysis

H2: High Self-Efficacy has a negative influence on turnover.

In total, three incidents concerning self-efficacy were reported in the interviews. Employee 2 remarked the following:

So, the official onboarding lasted one day and then now we still have some trainings for example, we also went one day to the reservations department, and we will do a night shift as well, to get more training. This increased my confidence actually a lot because you know what product you are selling when you work at the front desk (Appendix B)

This is an important example of an employee going through different departments closely linked to their own department. Employee 8 had a similar experience when they were exposed to a cross-training during the second week of their onboarding. For five half-days, employee 8 familiarized themselves with the departments that overlapped with theirs. The employee is working in the sales department; therefore, it makes sense that during their onboarding, they met the team of the reservations department, the banqueting department, they looked at different rooms and developed a feeling for the property and the products they are selling (see Appendix H).

Employee 6 shared:

We also had a guest interaction, it was basically like scenarios, and you were like in a couple and then it was, like a roleplay, you were assigned a role and you had to perform. It gave you a lot of confidence in your role because you knew that in case you were ever in a situation like that in real life, you had already done it once, in the roleplay (see Appendix F).

Lastly, employee 3 stated:

In everything which is operations I have to say that I did a lot by myself, and I felt good with the responsibility that I was given (see Appendix C).

Whether confidence is increased through role-plays, familiarizing the employee with situations they could face in real life, or whether the employee is already feeling confident in what they are doing, the onboarding process can help develop self-efficacy further and make sure newcomers have a good start.

Self-efficacy, as demonstrated by the reports of employees, can be increased through reducing uncertainty, familiarizing employees with the product and different scenarios and making them comfortable in any situation that might occur. A study of 264 full-time employees in the service industry by McCarthy et al. (2016) highlighted how personal resources, such as high levels of self-efficacy, can help service personnel deal with insecurities on the job and work stressors in general.

Concerning how long it takes for an employee to be able to have high enough self-efficacy to work by themselves with minimal supervision, expert A shared some interesting insights:

After one month the person should be able to work independently with less supervision. And if the person cannot work independently with minimal supervision, then something went wrong during the training because that's a very clear sign that the training did not work (see Appendix I).

4.3.2 Statistical Analysis

As a first step, the three items used to measure self-efficacy SE1 (“I have all the skills needed to perform my job very well”), SE2 (“My onboarding experience increased my confidence that I would be able to perform successfully in this hotel”), and SE3 (“I feel confident that my skills are on the same level as those of my colleagues”), were recoded, where “Strongly agree” is represented by “5”, “Strongly disagree”, by “1”. The recoded variables are now called SE1_RC, SE2_RC, and SE3_RC.

4.3.2.1 Data Preparation

Table 4-3 reports the descriptive analysis of the three variables. Means of SE1_RC, SE2_RC and SE3_RC indicate a general trend towards higher levels of self-efficacy in the sample, with participants agreeing that they have all the skills needed to perform their job and agreeing that they are confident in their skillset. The data set, as can be seen by the negative skewness, is skewed towards the right. Kurtosis is also negative.

Descriptives

Descriptives										
	N	Missing	Mean	SD	Skewness		Kurtosis		Shapiro-Wilk	
					Skewness	SE	Kurtosis	SE	W	p
SE1_RC	7	1	3.714	1.254	-0.6817	0.7937	-1.099	1.587	0.8187	0.062
SE2_RC	7	1	3.857	1.215	-0.4142	0.7937	-1.525	1.587	0.8586	0.147
SE3_RC	7	1	3.714	1.254	-0.6817	0.7937	-1.099	1.587	0.8187	0.062

Table 4-3 Descriptives Self-Efficacy

Checking for normality, the Shapiro-Wilk test revealed that the data is normally distributed. All three p-values, as shown in table 4-3, are greater than 0.05.

To check for internal consistency in the latent construct, this researcher ran a reliability analysis for SE1_RC, SE2_RC, and SE3_RC. With Cronbach's alpha at 0.69, the internal consistency is reliable. The composite variable is now called SE_Comp.

In the next step, this researcher tested SE_Comp for normality. With a p-value of 0.1, the data is normally distributed.

4.3.2.2 Hypothesis Testing

H2: High Self-Efficacy has a negative influence on turnover.

Since the data is normally distributed, this researcher looked at the Pearson correlation coefficient. Pearson's r shows a negative relationship, but with a value of -0.07, it is too weak. Additionally, the p-value of 0.87 indicates that the relationship is non-significant. Therefore, hypothesis 2 cannot be supported.

4.4 Hypothesis 3: Social Acceptance

4.4.1 Interview Analysis

H3: High Social Acceptance has a negative influence on turnover.

Three incidents regarding social acceptance were recorded during the interviews. In addition, one incident was reported by the employee who did not receive an onboarding.

Employee 1 remarked the following incident:

And at lunch, I sat with two ladies and because of this connection, this initial connection at the onboarding those two were like becoming my friends in the company. Even though they worked in totally different departments (see Appendix A).

Employee 2 reported:

I would say it was especially about the informal way of everything because you felt like part of the team from the beginning. So, as I said, we went to the restaurant, we were able to get to know each other better. We were like in a WhatsApp group from the first day, we also went out like on the weekend and everything. I think this was the best part about it (see Appendix B).

This view was echoed by employee 7 who reported the following:

It was structured in a way that you really made a connection with those people that were there with you and it's always nice to see them afterwards because you were like, even like two months into working there, you saw them in the elevator and was like, how are you doing? Because you know them from the first two days (see Appendix G).

The participant, who did not receive any onboarding in their current position, commented the following when asked about the most important take-away from the onboarding process:

Well, I think the main and most important thing is also just to get to know the team, to feel welcome to kind of feel like you are a part of this, now you're integrated in the whole team and like to get to know the others (see Appendix C).

These responses show the importance of the social aspect of onboarding. This is also supported by Park and Min (2020) who showed in their study that in the hospitality industry, co-worker support is more significant than supervisor support. Another possible translation of these statements is a great need for informal elements regarding the social acceptance element of the onboarding process. Ways in which this could be implemented is through playful sessions where interaction is promoted

and employees can, without the need of a supervisor, get to know their colleagues in a laid-back environment.

Adding to that, expert B shared their opinion on the significant roles of onboarding, where social acceptance and integration in the social environment of the company play a major role.

Onboarding has two roles. On the one hand, making sure that the person feels welcome, feels that there are other people who also just have their first day, finding people to connect with, to have lunch with, to find their place within the organisation from a social perspective. And then of course, getting the information that they need to be able to start and getting all the background information about where they work. These two roles need to be covered in an onboarding process (see Appendix J).

Not only does this statement reinforce the notion that social acceptance is an important aspect of the onboarding process, it also reiterates the value of role clarity, and knowing all important aspects connected to the job as a key component.

4.4.2 Statistical Analysis

As a first step, the three items used to measure social acceptance, SA1 (“I had a helpful, knowledgeable point of contact for my questions during my onboarding experience”), SA2 (“I was quickly integrated into the team”), and SA3 (“I was satisfied with the co-worker support I received during my onboarding experience”), were recoded, where “Strongly agree” is represented by “5”, “Strongly disagree”, by “1”. The recoded variables are now called SA1_RC, SA2_RC, and SA3_RC.

4.4.2.1 Descriptive Analysis

As can be seen in table 4-4, the means for all three variables are above 4. This result can be interpreted as strong social acceptance across all participants. They agreed that they were supported, well-integrated and had people they could turn to in case questions arose during their onboarding process. SA1_RC and SA2_RC are negatively skewed, SA3_RC is positively skewed. Visible in table 4-4, kurtosis of SA1_RC is positive, indicating that scores cluster in the peak of the frequency distribution. For

SA2_RC and SA3_RC, the values for kurtosis reveal the opposite, with scores clustered around the tails of the frequency distribution.

Descriptives

Descriptives	Descriptives										
	N	Missing	Mean	SD	Skewness		Kurtosis		Shapiro-Wilk		
					Skewness	SE	Kurtosis	SE	W	p	
SA1_RC	7	1	4.000	1.4142	-1.9799	0.7937	4.400	1.587	0.7186	0.006	
SA2_RC	7	1	4.571	0.5345	-0.3742	0.7937	-2.800	1.587	0.6644	0.001	
SA3_RC	7	1	4.429	0.5345	0.3742	0.7937	-2.800	1.587	0.6644	0.001	

Table 4-4 Descriptives Social Acceptance

Testing for normality, this researcher ran a Shapiro-Wilk test. SA1_RC has a p-value greater than 0.05, indicating a normal distribution. For both SA2_RC and SA3_RC, the value is 0.001, indicating that the values are not normally distributed.

4.4.2.2 Reliability Analysis

To test for internal consistency of the construct, this researcher ran a reliability analysis. Initially, the construct resulted in a Cronbach's alpha of 0.34. As a result, item SA2_RC was dropped, resulting in a Cronbach's alpha of 0.6. The latent construct of SA1_RC and SA3_RC was therefore reliable. In the following analysis the construct is now called SA_Comp.

SA_Comp revealed a p-value of 0.31. The values are therefore normally distributed, and this researcher can continue the analysis.

4.4.2.3 Hypothesis Testing

H3: High Social Acceptance has a negative influence on turnover.

To test the relationship between TI_Comp and SA_Comp, this researcher looked at the Pearson correlation coefficient. Pearson's r was 0.27 and indicated a weak, positive relationship. However, with a p-value of 0.56, the hypothesis was not significant and could therefore not be supported.

4.5 Additional Information

One of the most striking results to emerge from the qualitative data is also the inconsistencies between newcomer's expectations and the reality of the onboarding

process. Connecting to that, the important role managers and department heads take on to deliver those expectations was discussed. Furthermore, their struggles with sticking to the onboarding guidelines set forth by the human resources department were evaluated.

The experts highlight how important it is to create a proper link between the onboarding framework designed by the human resources department and the employee's needs of being trained and well-integrated. The proper link in this case are department heads and managers that oversee the process and guide newcomers. Repeatedly, the experts shared how managers struggle with that and why. Expert B shared that in their opinion, it is not a matter of how we train managers but if there is any training at all. In the hospitality industry, people are promoted faster than in other industries, but not because they are ready to lead but simply as a reward and to retain them. In expert B's opinion, this is the underlying issue of the malfunctioning link between onboarding frameworks and their execution. Expert B also gave an example of how this issue was resolved at their hotel.

Within the program, we also had three categories, we had an own department for the apprentices, one for the employees and one for the management positions where we focused on giving them leadership tools (see Appendix J).

Expert A shared expert B's opinion and repeatedly stressed the importance of developing leadership skills to be able to take new employees by the hand and train them. In addition, according to expert A, managers and department heads need to move away from sitting down and explaining standard operating procedures but rather train on the job.

This is how training looks like in the flow of work and not that we sit together for one hour. And this is where operations has their misunderstanding. They don't know how to train on the job. It's not the training, it's not the checklist. We have everything ready. They don't know actually how to train someone when that person is right here, right next to me (see Appendix I).

Employee 5 shared the sentiment of wanting to be trained on the job and reported feeling bored after hearing about topics such as fire safety and other procedures

which were taught in a classroom format (see Appendix E). This could be some light evidence of the fact that the hospitality industry should do most of its onboarding in such a format where newcomers are trained on the job.

The following statement describes employee 7's frustration with department heads when welcoming a new colleague.

Everyone understands differently and everyone absorbs differently. So, everyone has a different level of learning, one person may be able to listen for 2 or 3 hours, but not another. They need the practical side of it, and I think this process is getting faster and faster, because you have to perform as quickly as possible. The shortage of staff means that you have to get people as quickly as possible and then that's exactly the mistake or the problem with it (see Appendix G).

Employee 7's frustration is similar to what expert B remarked about the shortage of staff. When people leave and turnover is high, the remaining employees have to take on double the work and then there is no time to slowly integrate a newcomer. In the worst case, that newcomer will leave after a few months because stress-levels are too high and then the vicious cycle begins again (see Appendix J).

As already discussed when looking at the mean for variable RC2_RC, most participants agreed that their job expectations were inconsistent with their actual experiences. Expert B shares how important it is for companies to align the communicated values, and the employee's expectations to what they are experiences in the department.

Then the question is how they are welcomed within the department. And is there someone there to take care of them and to train them on the job to actually do the job they're hired to do. It's not just about background information that you need. And this is another very important part of all. I have a great impression, but now I start working in my department and everything is different from what they kept told me for two days about our values. Within the department you need a certain level of training and making sure that someone's there to train that person and make sure they learn everything they need to learn about doing the job (see Appendix J).

About the implications of not meeting expectations or not being able to hold promises that were made either during the recruiting phase or the onboarding process, expert A remarked the following:

Don't sell, don't promise something that you will not be able to deliver just to get the employee, because they figure it out very quickly and they will leave (see Appendix I).

Some more comments were made about the structure of the onboarding process and the timing. Five of the eight interview partners remarked not having been onboarded right on their first day, but sometimes with delays of up to two months. Upon being asked whether they would have liked to start their job right away with an onboarding program, they responded with yes.

In connection with organizational culture, one participant who did not receive an onboarding expressed the following:

I think it's also important to clearly like identify kind of with the values of the company to know what you're trying to maybe like, sell or show and what you want, like, to kind of to build an atmosphere that you're happy and working with that identifies with the company's values and that you feel like where you're working is also kind of representing a part of you. I think that that is quite important (see Appendix C).

Another good point was raised by employee 7, who worked in the administrative department of the hotel. Upon being asked what they would have wished to have taken place in the onboarding process, they replied:

What I would have wished for, would have been meetings where you go through the pillars and values. So, you were in touch with it every day and that's something that I miss. And it's the only way to pass it on somehow (see Appendix G).

This is linked also to organizational culture, an aspect of the onboarding process that was described in the literature. General feedback from participants also included that they were sent many documents, many readings before their first day at work.

However, they recalled having read through them but simply forgetting most that was written about company values and standard operating procedures. By implementing regular meeting where pillars or values are repeated and department heads demonstrate how to implement them in daily operations, this participant felt like she could better identify with them, keep them in mind when interacting with guests and most importantly, pass them on to other newcomers.

Making newcomers feel important and valued was another reoccurring theme where both an employee and an expert reported similar things.

Employee 1 remembered feeling appreciated and being pleasantly surprised by the way their onboarding went:

I didn't expect them to include two days of onboarding. I got the same onboarding as all the other people working there full-time. So, everybody went through the same process or program. And so that was really nice, and it didn't expect that at all. Right away, this made me feel important and valuable to the company (see Appendix A).

Expert B shared:

You need to feel that someone was awaiting you, that people are excited that you're here and that you can actually start working and start performing. If you have a bad start and you think people don't really care that you're here and you don't feel like you fit, you don't find someone who will take you by the hand and shows you a little bit how things work. Then chances are very big you're going to either be unhappy and have that memory in your mind of what a rough start you had or simply quit (see Appendix J).

These examples show how simple measures to make a newcomer feel like the company is excited to have them, go a long way in retaining employees and making sure they experience an unforgettable onboarding experience.

4.6 Model Testing

Lastly, this researcher ran a regression analysis including an overall model fit to evaluate how well the model predicts changes in the dependent variable. As can be

seen in table 4-5, the p-value of this model is 0.89 and therefore the model is not significant.

The variance inflation factor (VIF) is then used to detect multicollinearity in the data set. This researcher uses VIF to see if there is a linear relationship between two or more of the independent variables. Since all independent variables display a rather low VIF, close to 1, this researcher concludes that there is no multicollinearity in the regression model.

In addition, R^2 provides information on what percentage of the variance for the dependent variable can be explained by the independent variable. In this case, only 16.31% of variance can be explained. According to Ozili (2023), values between 0.1 and 0.5 can be accepted in social science research, as long as some variables are statistically significant. In this case, the model has to be rejected.

Linear Regression

Model Fit Measures

Model	R	R ²	Overall Model Test			
			F	df1	df2	p
1	0.4038	0.1631	0.1948	3	3	0.894

Model Coefficients - TI_Comp

Predictor	Estimate	SE	t	p	Stand. Estimate
Intercept	1.3413	4.9900	0.2688	0.806	
SE_Comp	-0.2421	0.8798	-0.2752	0.801	-0.1623
SA_Comp	0.7585	1.2024	0.6308	0.573	0.3640
RC1_RC	-0.2107	0.4898	-0.4302	0.696	-0.2342

Assumption Checks

Collinearity Statistics

	VIF	Tolerance
SE_Comp	1.247	0.8019
SA_Comp	1.194	0.8378
RC1_RC	1.063	0.9408

[4]

Table 4-5 Linear Regression

4.7 Discussion

What emerges from the results of the analysis is a body of relevant qualitative data that can be used for giving practical recommendations. The quantitative data analysis produced non-significant results, which is attributed to the fact that the sample was too small.

Role clarity reported two negative incidents and one positive incident. Negative incidents involved situations where the employee had no person to turn to in case there were questions about tasks and responsibilities, and no fixed information on standard operating procedures. Expert B gave a practical solution to those issues and introduced practices from other hotels such as departmental trainers, and buddy programs where a specific person is in charge of overseeing the newcomer's onboarding experience. Concerning the quantitative analysis, this researcher found that the data set was normally distributed. One striking observation is the low mean for RC2_RC, which shed light on a reoccurring theme in the data analysis, namely that newcomer's expectations are different from the reality. In the next step, since Cronbach's alpha was low for RC1_RC and RC2_RC, this researcher dropped RC2_RC and continued the research with RC1_RC. Hypothesis 1 could not be supported since the p-value was higher than 0.05 and Pearson's r showed a weak, negative relationship.

In total, three positive incidents were recoded for self-efficacy. Mostly, role-plays and scenarios improved employee's confidence of being able to master their assigned tasks. Interestingly, expert A shared that after 30 days, newcomers should be able to work more independently with less supervision. If not, then this is a clear indicator of failed training. The quantitative analysis revealed that self-efficacy was generally higher in the sample. The construct provided internal consistency, with a Cronbach's alpha of 0.69. However, hypothesis 2 could not be supported since the p-value was significantly higher than 0.05. Pearson's r showed a negative, very weak relationship.

Lastly, this researcher noted down three positive incidents for social acceptance with employees and experts agreeing that social interactions and social integration are very important aspects of onboarding. For the composite variable SA_Comp, variable SA2_RC had to be dropped to produce internal consistency. Hypothesis 3 showed a

weak positive relationship that could also not be supported due to a p-value of higher than 0.05.

In summary, the quantitative data analysis, including the model testing, produced insignificant results. The three relationships as posited in the three hypotheses were found to be statistically insignificant and therefore all rejected. The qualitative data collection of both the employee interviews and the expert interviews gave the researcher some interesting insights into onboarding process of many different hotels and can be used to give further recommendations. Specific onboarding practices, such as regular feedback talks, having an onboarding buddy, role plays and presentations were all positively perceived by participants.

5 Conclusion

This study set out to analyse the onboarding process in the hospitality industry and find the key components that make it effective in reducing employee turnover. The vast body of literature gave the researcher a good preliminary understanding of the complexity of the problem. It taught how manifold the concept of employee turnover is and how many individual factors influence an employee's decision-making process from initial thought to actually quitting. This researcher identified newcomer adjustment, including the concepts role clarity, self-efficacy, and social acceptance as the key components. The interviews were undertaken to evaluate and analyse the onboarding experiences of various employees by looking at specific critical incidents for each key component. In addition, the expert interviews contributed to those findings by sharing the view from the perspective of human resources professionals.

While the quantitative analysis of this research was limited by the small sample size, the qualitative analysis proves useful in expanding the knowledge of organizational socialization and gives practitioners a framework of components which are vital in designing the onboarding process. The present study has confirmed the findings of previous literature in the field by reiterating the importance of establishing role clarity, self-efficacy, and social acceptance for newcomers. Notwithstanding the limitations of the small sample, the qualitative research has identified performance reviews, informal social activities, shadow shifts, role plays, departmental trainers and buddies among the critical incidents which fostered the key components of newcomer adjustment.

Surprisingly, this study has raised further important questions on leadership. Even though it was not the principal aim of this study to investigate the implications of poor leadership on the effectiveness of organizational socialization, it was a reoccurring theme in the data collection process. Further studies regarding the role of leadership would be worthwhile and promise new insights in the topic.

To sum it up, this paper indicates that organizational socialization continues to be an interesting and promising avenue of research. This paper gives recommendations on how the hospitality industry can harness the power of onboarding to better retain employees through the three components of newcomer adjustment, role clarity, self-

efficacy, and social acceptance. While reasons for turnover are complex, the organizational socialization process is a vital instrument for human resource professionals to retain employees and it is a critical time for newcomers to decide on their future within a company.

5.1 Practical Implications

Measures to foster social acceptance were perceived very positively by the newcomers and contributed to an overall effective onboarding. It is therefore of great importance that the onboarding process leaves room for informal activities to get to know colleagues and give incentives for newcomers to connect in a relaxed environment. As mentioned by one participant, it might be a good idea to schedule lunch, go out for drinks or playfully connect through games. In addition, Klein and Heuser (2015) mentioned a welcome call from an executive on the day of the newcomer's arrival. This would be an opportunity to make connections and establish contact with senior members of the hotel that are either, not on property or otherwise prevented from joining any official onboarding activities.

According to one of the experts, and in line with the feedback received from the employees, it is crucial that a newcomer is trained cross-departmentally. A few times in the interviews the theoretical case of a front office agent emerged who had never seen a room from the inside. It is important to realize that, as opposed to other companies, a hotel has many different departments which stand in close relation to one another and where it is vital that one employee knows exactly what is going on in each part of the hotel. The *uno-actu* principle, meaning that production and consummation of the service are happening simultaneously, forces employees to always be up to date with what is happening around the hotel or else the service quality might suffer. Cross-departmental training can therefore foster better service quality and increase employee retention (Chen & Tseng, 2012).

Scheduling review talks that occur regularly and actually take place to discuss questions, concerns, and a future career path were perceived very positively if they took place. One participant remarked on having scheduled a review talk, but no one ever sat down with them to talk. One of the experts, however, discredited the need to actually schedule a meeting, but rather converse in a more informal, on-the-job

way. While this might work in some cases to discuss minor things, it might be more beneficial for both parties to schedule a quiet place, like an office, for the time of the talk so that every question can be answered without interruption. It also makes sense to not wait until the end of the probation period to schedule a call but, similarly to one employee's experience, give opportunities to review the onboarding experience right away. This could begin with an informal conversation right at the end of the official onboarding process and could take on a more formal style after a month, after two months and then at the end of the probation period. Ideally, concerns from both sides can be addressed and clearly communicated about what the employee needs to further integrate into the company.

Making promises during recruiting that a company cannot keep was a reoccurring theme in both the literature and in the employee's experiences. Newcomers negatively reported that job characteristics as described in the job posting were inconsistent with what they were currently doing, and their working hours exceeded what they had agreed on. This finding is in agreement with past research on the theory of met expectations (Porter and Steers, 1973). It states that should an employee's prior expectations not be met; they are more likely to quit. Strategies to avoid this situation are making sure no empty promises are made as a way of better selling a position and regularly checking in with employees if expectations are being met.

Regarding the style the onboarding process is conducted in, feedback from both employees and experts expressed a great need to train on the job. As expert A remarked, the jobs in the hospitality industry have simple, standard operating procedures which are best learned as the newcomer progresses in their role. Busy department heads which cannot take some time out of their day to sit down with new employees need to be trained in how to teach on the job. It could therefore be worth looking into changing from a classroom setting to practical trainings to effectively onboarding newcomers.

Lastly, and in line with what both employees and experts remarked, it is vital for department heads to effectively train newcomers. This starts already with the realization that there is a need for training. The experts acknowledge that time is often limited in daily hotel operations and an effective strategy to still include training could be simply through on-the-job training. Managers or department heads need to be

trained to make the most use of the limited time and create an environment where newcomers feel comfortable asking questions and are allowed to make mistakes. It could also be helpful to have one specific person per department that makes sure new employees are given basic training and feel comfortable in their new role. A manager or supervisor can take on this role, but the experts stress it just has to be someone who is reliable, effective and is already a well-established part of the company.

5.2 Limitations and Recommendations of Research

Several limitations of this study were identified. Most importantly, the sample size was too small to accurately conduct the critical incidents technique. As already mentioned, the sample should have been much larger, including up to 100 and more incidents. This does not only ring true for the critical incidents but also for the Likert-scale questions. The data collected produced insignificant results. This might be largely due to the small sample size. However, the approach was useful in reaching the research objective. Therefore, the recommendation is to replicate the process with a larger sample size to get more significant results.

Initially, the goal was to interview experts which were currently employed at a hotel in the DACH region, in a management position in the human resources department. Since employee turnover is a sensitive topic, this researcher did not hear back from any of the human resources managers they contacted. This might be due to the fact that hotels prefer not to share information on this subject. One expert replied a few weeks later, commenting that they were hesitant about sharing data on employee turnover, and that, if the reality of the situation was supposed to be reported on, the thesis might shed a negative light on various hotels. Even though this researcher shared sample questions with the experts which clearly indicated that no data on employee turnover concerning the hotel was to be collected directly, this researcher understands the manager's reluctance to give an interview. A key priority for future research should therefore be to better communicate the different questions and topics of the interview, to hear back from the sample.

In addition, all interviews were conducted online with one where the camera was turned off and the participant was in a rather distractive environment. This can have an effect on both the accuracy of the collected data and also the amount seen as the

participant might have missed important information due to being distracted. Another recommendation is therefore to either conduct the interviews face-to-face, in a setting that is predetermined by the researcher to minimize distractions, or, in an online setting, make sure no distractions occur and the participant is in a setting that allows for an undisturbed interview.

One participant was part of a pre-opening team, a situation that is more susceptible to deviations from the planned onboarding process. In addition, department heads might either not even be hired yet or not be sure of standard operating procedures themselves. This can have an effect on training and can result in a negative perception of the organizational socialization process. This can give rise to new research projects designing an onboarding process for hotels in their pre-opening stage. A fragile time in which employees operate in an unusual environment with many changes, the pre-opening time can result in high levels of employee turnover which interrupts the opening process and might even delay the opening date (Akova et al., 2015).

All participants of the interviews were female. This characteristic of the sample was not purposely chosen by this researcher and could result in unilateral data. In addition, all respondents fall within the same age range of 18-24. This might be a logical result of the snowball sampling method, with participants turning to colleagues of the same age for further interviews with the researcher. In addition to that, some respondents had never had a job before and therefore battled the additional factor of anxiety and nervousness when starting to work for the first time. A fifth recommendation is therefore to choose a more heterogenous sample to receive more significant results.

The scope of this study was also limited in terms of the participant's perception of the job. Three out of eight participants were employed part-time, working alongside their studies. Turnover intention, as already mentioned in the data analysis section, might therefore be higher since it is just in the nature of a job like that to quit once the studies are finished. If the debate about the importance of onboarding is to be moved forward, a sample focusing more strongly on either full-time employees or any other form of employment must be gathered.

Another problem that arose were participants who had worked at a different property from the same brand before and were therefore treated differently with respect to

their onboarding process. As a consequence, these employees received little to no onboarding at all. Since it is not unusual for employees to change in between properties and it is in the nature of the hospitality industry to transfer and travel, this unique aspect could even be the central research question of a future research project. Analyzing solely the onboarding process for transferring employees, future research could give recommendations on which elements are most important for these employees and which problems arise when they are expected to start working in another property without onboarding simply because they are believed to be familiar with the company already.

Lastly, a positively perceived onboarding process is no guarantee that an employee will stay within the company. One participant clearly remarked on thinking about leaving the company within the next year even though they had a great onboarding. Personal factors, as well as other company-related factors (e.g., low pay, working overtime, no work-family balance) can result in the termination of a contract (Munchinsky and Morrow, 1980). Certainly, most employees cannot afford to stay in a job that is not paying enough, even if they have high role-clarity, social acceptance, and self-efficacy.

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6 Appendix

6.1 Appendix A

Transcript Employee 1 – 31 March 2023

00:00:00 Speaker 2

Hello and welcome to this interview regarding the relationship between onboarding and employee turnover. You have read and understood the cover letter [...]

00:00:13 Speaker 1

Yes.

00:00:14 Speaker 2

[...] so, the survey is anonymous. The first questions are regarding your employment status and the first question would actually be if you are currently employed.

00:00:35 Speaker 1

No, I'm not.

00:00:39 Speaker 2

And what was your last position?

00:00:42 Speaker 1

I worked as a Commis de Rang at [redacted]. Part-time.

00:00:53 Speaker 2

How long have you been employed in that position?

00:01:02 Speaker 1

For a total of four months.

00:01:07 Speaker 2

So that was not a seasonal position, but actually you could have worked there all year long, OK.

00:01:08 Speaker 1

Yeah.

00:01:16 Speaker 2

And when you started working for [redacted], did you receive any onboarding?

00:01:24 Speaker 2

Yes.

00:01:25 Speaker 2

I'd like you to describe the onboarding process now, so examples could include how was the onboarding process delivered, was it in person? Was it online? Were you with other members of your team? And maybe if your company used technology to facilitate the process. What did your onboarding look like?

00:01:47 Speaker 2

It was actually a two-day onboarding program. And it was in person at the [redacted] Vienna with other employees that just started or those that were in the company already for like a month but didn't have the chance to participate in this onboarding.

00:02:11 Speaker 2

So not everyone who starts working there automatically receives the onboarding right when they start working.

00:02:18 Speaker 1

I think actually yes, but because it was a new property, not everybody managed to go in the first month, so they were just put in the second month because there was more time to do the onboarding then because they already worked in the departments. But like normally you start there and then you get the 1st, or like first March, for example 1st and 2nd March you have the onboarding or in the middle of the month they have a second onboarding if a lot of people start in the middle of the month.

00:03:02 Speaker 2

And do you know how many people you were onboarded with?

00:03:07 Speaker 1

We were 16 people from all departments.

00:03:13 Speaker 2

And the onboarding process itself, did you receive a presentation or a house tour or any like group work that you had to do?

00:03:22 Speaker 1

So first of all, it started with an introduction of the hotel chain itself and the hotel group. This was delivered in a video and presentation format, so I think, this is the same in the whole hotel group. They use the same presentation. It was in English. Because a lot of international people were there, it wasn't a problem that we did the whole thing in English. And that was how it started then. And the general manager of the hotel came along and introduced himself and thanked everybody for being there and starting a new position there, I appreciated that so much because it made me feel valued. And then we first introduced ourselves.

We were in a meeting room there and it was set up like a meeting. And then we introduced ourselves and we got little task to do. More playfully, so you had a paper with different questions, and you had to find someone who can name their favourite restaurant in Vienna and then you had to write it down and then afterwards present. This way it was more interactive, and we walked around in the room.

00:05:32 Speaker 2

You had the feeling that not only did you get to know people who started working in the same department, but you really got to meet people from all over the hotel and that really facilitated this initial connection with people?

00:05:51 Speaker 1

Definitely. Because afterwards I met two girls with whom I also had the lunch with. So, after this we had a lunch break where we went to the restaurant, and we enjoyed a meal there. This was also very nice and afterwards they proceeded with general information on all these safety and data issues. A lot of input was coming after the lunch break and on the second day we had like a treasure hunt through the hotel. So, where you get to know the hotel, where is the entry for staff members, where is the restaurant.

And at lunch, I sat with two ladies and because of this connection, this initial connection at the onboarding those two were like becoming my friends in the company. Even though they worked in totally different departments. This was really nice.

00:07:01 Speaker 2

Did you also receive any information regarding your role, like a job description?

00:07:08 Speaker 1

Not really. This was later when I had my first proper working day because there were so many people there from different departments. It wasn't like OK service employees here have to do this and that. That was not the case. So, we received this information afterwards.

00:07:37 Speaker 2

And how long did it take until you get the job description?

00:07:52 Speaker 1

I mean you already got a quick description when you apply for the job. They told me this is what you will be responsible for or in which department we see you. And so, I got an idea of what I have to do. But then on my first working day, it was really described in detail.

00:08:32 Speaker 2

Ok. But then, after those two days, just to clarify, the official onboarding process of [dedacted] was completed.

00:08:38 Speaker 1

Yes. There was another half day where we were introduced to fire safety and also a little bit about the dress code. It was planned that you have like a monthly review of your performance, and I would say that the 1st monthly review is still part of the onboarding process. But this never happened, I never had a review talk with my boss.

00:09:25 Speaker 2

For how many months did they plan these review talks?

00:09:32 Speaker 1

It's every three months. You have these feedback conversations planned, but I know that not everybody had these feedback conversations, and I was working there for four months. I never had a feedback talk.

00:09:55 Speaker 2

Would you say that someone checked in with you though during your onboarding process like a supervisor, regularly, to see how you were doing? Could also be in an informal setting.

00:10:07 Speaker 1

They were definitely curious about how I'm doing and if everything is alright, especially because it's a new hotel. I think they also want to improve where they can do better, find out where service processes maybe need a little adjustment. So that was definitely the case. Just the official and also maybe the more structured conversations were not happening. That never happened. But like in an informal way they checked with me if I'm feeling alright.

00:10:53 Speaker 2

Did you have the feeling that during your onboarding process you got clear information, and this is not just regarding your onboard, not just your job

description, but everything that was delivered to you? If you received clear information, I'd like you to quickly indicate what kind of information you received, so you already talked about fire safety, for example and, but there could also be other things like you're working schedule, holidays. And if you did not receive any clear information or if there's something missing that you would have liked to receive, please tell me.

00:11:37 Speaker 2

I would say kind of yes and no. So yes, the information that was delivered, for example, also about the benefits is something important in most of the hotel groups. Then the whole safety and uniform stuff, which is very important was all mentioned very clearly. And there was a problem with the working hours for example, because I agreed on like totally different working hours then what turned out to be like the case. I mentioned that I cannot work on weekends, and I ended up working every weekend, so that was something that I talked with them in my interview job interview and then afterwards it just happened that I got assigned shifts on the weekend. So that was information that wasn't clear. Also, the staff canteen is something very important, they also didn't really tell us about the opening hours of the canteen or where it is. It's a big hotel, you can get confused where something is, so that would be one thing that I would expect from an onboarding process because it's important where you can have your lunch during doing work. But other than that, the information was very clearly communicated.

00:13:43 Speaker 2

Then a very general question if you were satisfied with the overall onboarding that you received. And if you answer yes, then I'd like you to mention what you liked best about the onboarding process. This can be the mode of delivery or pieces of information that you received. And if no, then why you were unsatisfied with it.

00:14:07 Speaker 1

I would say yes, because especially I mentioned that I was working there part-time, and I didn't expect them to include two days of onboarding. I got the same onboarding as all the other people working there full-time. So, everybody went through the same process or program. And so that was really nice, and it didn't expect that at all.

Right away, this made me feel important and valuable to the company. And the way that it was structured and that it was spread out for like 2 days and with the lunch at the restaurant, which is normally very expensive was also very nice because it makes you have this unique experience that guests normally have. You also understand the service of the company a little more or what the service is like for guests, which is also very nice if you're starting new. And also, to get to know the people, it was structured in a way that you really made a connection with those people that were there with you and it's always nice to see them afterwards. Even like two months into working there, you saw them in the elevator, and it was like, how are you doing? Because you know them from the first two days.

00:16:08 Speaker 2

We are going to move over to the Likert scale questions now. You get a statement for which I would like you to indicate on a scale from strongly agree to strongly disagree where you see yourself on that scale. It's a bit difficult because the some of the statements are formed in a way that suggests you are still working for the company.

00:16:37 Speaker 2

I had all the skills needed to perform my job very well.

00:16:41 Speaker 1

Strongly agree.

00:16:44 Speaker 2

My onboarding experience increased my confidence that I would be able to perform successfully in this hotel.

00:16:53 Speaker 1

Strongly agree.

00:16:58 Speaker 2

I feel confident that my skills were on the same level as those of my colleagues.

00:17:01 Speaker 1

Strongly agree.

00:17:09 Speaker 2

My onboarding experience helped me understand what my responsibilities are.

00:17:18 Speaker 1

Disagree.

00:17:21 Speaker 2

The job expectations as described in the job posting are consistent with what I was doing.

00:17:29 Speaker 1

Strongly disagree.

00:17:35 Speaker 2

I had a helpful, knowledgeable point of contact for my questions during my onboarding experience.

00:17:39 Speaker 1

Agree.

00:17:47 Speaker 2

I was quickly integrated into the team.

00:17:52 Speaker 1

Agree.

00:17:54 Speaker 2

I was satisfied with the co-worker support I received during my onboarding experience.

00:17:59 Speaker 1

Agree.

00:18:05 Speaker 2

I often thought about leaving this company.

00:18:11 Speaker 1

Disagree.

00:18:18 Speaker 2

I was actively looking for a job within the next year.

00:18:30 Speaker 1

Disagree.

00:18:32 Speaker 2

We still have a few demographic questions. How old are you?

00:18:34 Speaker 1

23.

00:18:44 Speaker 2

And what is your gender? The options are female, male, other prefer not to say female.

00:18:47 Speaker 1

Female.

00:18:52 Speaker 2

What is the highest level of school you have completed or the highest degree you have received? The options are less than high school degree, vocational schooling, high school degree or equivalent, bachelor's degree, graduate degree, or doctorate.

00:19:08 Speaker 1

High school degree.

00:19:11 Speaker 2

What category best describes your employment status? Student full-time employed, part-time, employed, marginally employed? Retired or freelancer?

00:19:23 Speaker 1

So right now, I would say student, but I was part-time employed.

00:19:30 Speaker 2

Thank you very much for taking the time for the interview.

6.2 Appendix B

Transcript Employee 2 – 12 April 2023

00:00:00 Speaker 1

Thank you very much for taking the time to answer a few questions for my bachelor thesis regarding onboarding and employee turnover.

Just one important definition beforehand: Onboarding is defined as the process new employees go through to become introduced and adjusted to the organization and is often characterized by on-the-job training and new hire administrative procedures. If you have any questions throughout the survey, you can just go-ahead and ask. The first basic question is if you are currently employed.

00:00:55 Speaker 2

Yes, I am currently employed. I am working part-time in a hotel at the reception.

00:01:03 Speaker 1

What is your official job title?

00:01:06 Speaker 2

Front Office Agent.

00:01:11 Speaker 1

And how long have you been employed there?

00:01:16 Speaker 2

I'm working there since the 1st of February, so two and a half months.

00:01:23 Speaker 1

I gather from what you have told me, you're not a seasonal employee, so you could work there all year long.

00:01:28 Speaker 2

Exactly.

00:01:28 Speaker 1

Were you onboarded in your job?

00:01:40 Speaker 2

It was a bit different than other jobs because I am part of the preopening team. We had a lot of time for onboarding. I had one day, one big day from eight in the

morning to the evening for onboarding and then afterwards it was a little different because the hotel wasn't open yet. We had a lot of time to do some training and everything, but at the same time, it was not like other onboardings where you can train with other guests and everything because we had no guests.

00:02:18 Speaker 1

Your official onboarding lasted for a day, but then you were trained as you went along in this preopening phase.

00:02:32 Speaker 2

Yes. The official onboarding lasted one day and then now we still have some trainings for example, we also went one day to the reservations department, and we will do night shifts as well, to get more training. This increased my confidence actually a lot because you know what product you are selling when you work at the front desk.

00:02:43 Speaker 1

And if you don't mind sharing some information about this official onboarding day, what did that day look like? What techniques did they use? Was there videos used, house tour, where you onboarded in a team or individually?

00:02:56 Speaker 2

I was onboarded in a team. We were about 15 team-members from different departments, so not only from the reception, also from housekeeping. And we had the onboarding with the HR Director and the assistants. They gave us some general information in the morning about the hotel and then we went together to a restaurant to get to know each other personally. And in the afternoon we had presentations from the different managers from every department. So, they gave us just some general information and their name and their function. Also particular was that we can say "You", so in German "Du". We are too young to have like this formal thing and everything. So, it's a really young team. And then we also got a house tour, so they showed us everything. We also had some group work to do. What we expect from the hotel or from the team about the values of the hotel, of the brand. Then they gave us some more information about what we can expect about the benefits of the brand.

00:04:09 Speaker 1

Just a second. When you say that the way in which the managers introduced themselves, they fostered the kind of culture where we're all a young team and would you describe the whole onboarding process in general as a very laid back and fun environment or was this very rigid and strict and you were following a tight plan. Or were they going a bit in each one's individual direction and seeing their needs in this process?

00:04:13 Speaker 2

It was done fun and relaxed. Of course, we could see that they really had a certain plan and structure. It wasn't just fun and everything, so they had some structure.

00:04:57 Speaker 1

When the official onboarding process was finished, did someone check in with you regularly? This could be a colleague or could be some friends you made within the company.

00:05:17 Speaker 2

In an informal way, I would say yes, also on a regular basis. I had one feedback discussion with my front office manager, but it took place like last week. So, after two months when I started, but it should be done after one month after you started. But she also apologized for that. It is because I am only working part-time, so I am only here two days per week. But yes, so I had one feedback session with her and then also in an informal way more regularly.

00:05:44 Speaker 1

And then informally, was that just colleagues who checked in with you or was that also someone who was actually supposed to be checking in with you?

00:05:52 Speaker 2

Yes. Supervisors and front office managers.

00:05:57 Speaker 1

If you look back at your onboarding process, do you feel like the information that you were provided with was that clear for you?

00:06:10 Speaker 2

Yes, I would say definitely yes. Regarding benefits, it was still a bit difficult for them to tell us something because the brand is new. I would say the information the team already had; they were clear.

00:06:35 Speaker 1

And was there something that in retrospective you think you would have liked to know or was there anything where you had to pose a follow up question because the information wasn't provided? Could be related to your task and your job description in general, if something is unclear, but could also be about the hotel or you know where the staff canteen is. I had that in a previous interview, that these everyday touchpoints of your journey throughout the hotel, that those were not clear.

00:07:19 Speaker 2

Let's talk about staff canteens and uniforms. I don't have a uniform yet, and I had to work in the canteen to wait all the tables.

00:07:31 Speaker 1

But that is not how it's supposed to be. It's because there is no one there yet.

00:07:38 Speaker 2

Yes. It was about the first four weeks. About the general information, what they were able to provide, they provided us. And I also understand that it was difficult for them. Regarding my task, I wasn't that satisfied I would say. Because they provided us with a lot of information and for example, I already have some experience at the reception, but it was still different because I worked in a hotel in South Tyrol like in a small family run hotel. So, the processes and procedures were a bit different than they are now. At the beginning they said you have to do it like that, and then when we really opened the hotel, we saw, also the manager and supervisor saw, that some procedures didn't make sense. So, they changed a lot, and especially for me, I am there only 2 days per week, it was very difficult to follow up with every procedure, every new structure. And maybe because we had a lot of time, at the beginning, I wanted to have more fixed information, like more information that is already written down, where I can have a look afterwards.

00:08:47 Speaker 1

Do you feel like the people who worked there full-time were they regularly informed? If you say that procedures had to be changed, were you able to turn to those people or did you feel like they were equally as confused as you were sometimes.

00:08:50 Speaker 2

They were not as lost as I was. But I also have to say that maybe my motivation is still higher than the motivation of the others because they are here every day, they are lost every day. So, I can see that I'm still positive about it, I am motivated when I come to work. I feel like I have a lot of questions and then I ask the others. Sometimes, the others can give me an answer, not always. You can see that the motivation already decreased a bit throughout the team.

00:09:25 Speaker 1

Then now another general question. When looking back at the onboarding process, we've already talked about information that was missing and information that you would have liked to receive, but can you say that you were satisfied with your onboarding process in the whole?

00:09:38 Speaker 2

Yes.

00:09:39 Speaker 1

And is there something that you liked best about it, something where you think that was really nicely done, this really helped me a lot or this may have surprised me this onboarding environment.

00:09:57 Speaker 2

I would say it was especially about the informal form of everything because you felt like part of the team from the beginning. We went to the restaurant; we were able to get to know each other better. We were in a Whatsapp group from the first day, we also went out like on the weekend and everything. I think this was the best part about it.

00:10:20 Speaker 1

So, you mentioned a lot of aspects that are in relation to this social aspect of work. So, getting to know your colleagues, this informal way of meeting everyone around you.

00:10:34 Speaker 2

I think that's very important because this is exactly the people you're working with afterwards, and sometimes when it's with a really straight way and you're also, maybe not afraid, but you don't want to ask questions and everything. And there if you have a question you just ask it because you like the team. It's really about the social aspect.

00:10:57 Speaker 1

We are done with the open-ended questions, so now we have a few Likert scale questions. And if you are unsure about some of the statements you can ask before giving your answer. So, from strongly disagree to strongly agree to disagree, agree and neither agree nor disagree. And the first statement would be: I have all the skills needed to perform my job very well.

00:11:19 Speaker 2

Disagree

00:11:31 Speaker 1

My onboarding experience increased my confidence that I would be able to perform successfully in this hotel.

00:11:33 Speaker 2

Neither agree nor disagree.

00:11:44 Speaker 1

I feel confident that my skills are on the same level of those of my colleagues.

00:11:46 Speaker 2

Agree.

00:11:52 Speaker 1

My onboarding experience helped me understand what my responsibilities are.

00:11:56 Speaker 2

Agree.

00:12:00 Speaker 1

The job expectations as described in the job posting are consistent with what I'm currently doing.

00:12:01 Speaker 2

Agree.

00:12:07 Speaker 1

I had a helpful knowledgeable point of contact for my questions during my onboarding experience.

00:12:08 Speaker 2

Strongly disagree.

00:12:15 Speaker 1

I was quickly integrated into the team.

00:12:17 Speaker 2

Strongly agree.

00:12:18 Speaker 1

I was satisfied with the co-worker support I received during my onboarding experience.

00:12:21 Speaker 2

Agree.

00:12:27 Speaker 1

I often think about leaving this company.

00:12:30 Speaker 2

Strongly disagree.

00:12:32 Speaker 1

I will actively look for a new job in the next year.

00:12:32 Speaker 2

Agree.

00:12:50 Speaker 1

Then I just have a few demographic questions to finish. How old are you?

00:12:56 Speaker 2

21.

00:12:58 Speaker 1

OK, what is your gender? Female. Male. Other or prefer not to say.

00:13:01 Speaker 2

Female.

00:13:05 Speaker 1

What is the highest level of school you have completed or the highest degree you have received? Less than high school degree, vocational schooling, high school degree or equivalent, bachelor's degree, graduate degree, doctorate?

00:13:12 Speaker 2

High school.

00:13:14 Speaker 1

What category best describes your employment status? Student, full-time employed, part-time employed, marginally employed, retired, freelance or unemployed?

00:13:22 Speaker 2

Part-time.

00:13:24 Speaker 1

I thank you very much for this interview. Thank you very much for taking the time and just thank you for providing insight into your own onboarding experience.

6.3 Appendix C

Transcript Employee 3 – 13 April 2023

00:00:00 Speaker 1

Thank you for taking the time to answer a few questions regarding employee turnover and onboarding. As I've already said the interview is anonymous, but I am recording it to better transcribe it. I will read out the definition of onboarding for you: Onboarding is defined as the process new employees go through to become introduced and adjusted to the organization and is often characterized by on-the-job training and new hire administrative procedures. We will now go through a few questions regarding your current employment. So, the first question would actually be if you are currently employed.

00:01:11 Speaker 2

Yes.

00:01:11 Speaker 1

What is your job title at the moment?

00:01:21 Speaker 2

Lady in red, so guest relations agent.

00:01:24 Speaker 1

And how long have you been in this position? When did you start?

00:01:31 Speaker 2

I started in mid-November of 2022.

00:01:34 Speaker 1

OK. And I gather that this is not a seasonal employment, but you could work there all year long.

00:01:44 Speaker 2

Yes.

00:01:45 Speaker 1

We move now to the actual part about onboarding and the first question would actually be if you received an onboarding, how did that look like, which technologies were used? Did you get a house tour? Were you onboarded by

yourself or in a group? Just tell me a little bit about how that official onboarding process looked like for you.

00:02:16 Speaker 2

I already worked at the same company before, so this time when I started working there I actually didn't have an onboarding process, which was a bit odd. Of course, I already experienced the whole onboarding process the first time I started there, which was quite nice, so, it was like a group activity, however it was also not in the beginning of the employment. I was there for two months as an internship, and it was after a month or so I had the onboarding, so it was already halfway over which was a bit sad, but in general it was like a 2 day workshop where we were introduced to the brands, to the brand image, the values and also to the hotel property itself also like the owners of the hotel, also the different gyms, and also to see like where everything is, so a hotel tour. This time I didn't have that. Which in my opinion was also not too bad, because at the same time I really learned all those values and already knew the hotel itself, so it wasn't that necessary. However, it would still be nice to have like a welcome thing.

00:03:43 Speaker 1

But the internship that you did before was at a different property, right?

00:03:49 Speaker 2

No, that internship was at that property and then I did another internship at another property in Malta. But there I also had an onboarding and since I did basically the onboarding for the same brand and company twice, I think that was also the reason why I didn't have to do it again in Vienna.

00:04:15 Speaker 1

The people that you are now working with in your position as a lady in red, those are not the same people that you worked with during your internship, right? So, because a big part of your onboarding would be to get to know your colleagues. How did that affect your start at this property?

00:05:23 Speaker 2

So basically, I didn't get to know like the people in the hotel as such through the onboarding. However, there were still some people employed there that were employed back when I did my internship in 2021. So, it was quite nice to see them again as they were already familiar faces and you already talked to them before, and this kind of helped like integrate back into the team. Also, my manager was the same manager that was in that department back then, which was nice as you already knew her. Although I was working in a different department at that time. And I must say, in general, the connection towards the entire was rather weak. But to like my own team, it was quite strong because we did different activities or also external activities during my employment basically. So, we got to know each other

also a bit personally, which was quite nice as I think it's also important to know each other as people outside of work to be able to work together better.

00:06:57 Speaker 1

And so, this on this onboarding that you received one month after your employment during your internship, how did that look like? You just got some information about the values and the company, right? That's what you told me so far.

00:07:21 Speaker 2

Exactly, yes. So, a bit of team building exercises were also part of it and that was quite interesting because back then when I did the orientation, there was a colleague of mine that I am working with now, who also did the orientation, so it was nice as we had like the orientation together back then and we're working together now. So, I think it also kind of helped to like to integrate into the team now as you already knew the person and you had a different like view or insight to them by getting to know them through, like an orientation progress in advance.

00:08:01 Speaker 1

And then just to clarify in this role that you are right now you said that you did not receive any onboarding at all because you already had this onboarding in your internship.

00:08:16 Speaker 2

Exactly.

00:08:18 Speaker 1

Ok. And would you have liked to?

00:08:23 Speaker 2

What I got is I got a handbook from the front office to like learn kind of what's, how procedures work and where to post different things and stuff, but I didn't get like a proper training or anything.

00:08:38 Speaker 1

Did someone check in with you regularly like a supervisor after your start? Did someone contact you whether you had everything that you needed? Did someone work with you through this handbook?

00:08:56 Speaker 2

It was on my own because since I kind of know how to work on the front office already, and at the hotel property was not that much new stuff to learn, and there

was also not that much interest in training or development from the managers perspective.

00:09:19 Speaker 1

OK, and who did turn to in case you had any questions. Were those primarily like supervisors, managers or maybe co-workers?

00:09:30 Speaker 2

Mainly co-workers, yes.

00:09:34 Speaker 1

What would you have liked to know in an onboarding process? What would your expectations have been? Which areas, would, do you believe are important to tackle during an onboarding process? What do you need to show employees to onboard them well?

00:10:03 Speaker 2

I think the main and most important thing is also just to get to know the team, to feel welcome to kind of feel like you're a part of this, you're integrated in the whole team and to get to know the others. Otherwise, I think it's also important to clearly identify with the values of the company to know what you're trying to sell or show and to build an atmosphere that you're happy and working with that identifies with the company's values and that you feel like where you're working is also kind of representing a part of you. I think that that is quite important.

00:10:45 Speaker 1

Did you get any feedback from other people who are currently there, who have received onboarding actually?

00:10:50 Speaker 2

Yes, but the main thing is that the onboarding happens in two days and it's quite a long process because usually it starts like at 9 and goes until 5 and you are just exposed to a lot of information in a short time. And I think that it would maybe be better to actually just divide that onboarding onto different days to have that spread out, because I feel like it's a lot of information in the beginning. If you've never heard about these things before, and to take that all in that quickly and to stay concentrated, it's quite hard. I mean, of course there were team building exercises in between, which kind of are a mental break and you can also have some breaks in between, however, I think it's still too much information too quickly, to actually make it stick.

00:11:26 Speaker 1

OK, in previous jobs, did you receive onboarding something that really stuck out to you that you were like that is an interesting way to onboard an employee. How did that look like?

00:11:36 Speaker 2

During my internship in Malta, it was definitely made a lot differently. There were not that many team building exercises but after arriving there for the 1st workday there was in the morning an enrolment process, basically where HR came and they like took time to individually talk to you, to get you acquainted with everything, to get to know the teams, to see the whole property. That was also the property where you had the housing on, so you were staying there. They showed you around, they really made you feel welcome which was quite nice. At that property the orientation, however, was also done really late. It was done like 2 1/2 months or so after I arrived there. This was however the case because the learning and development manager from the property was on task force on a different hotel and therefore she was not there. I think that should have definitely happened a lot earlier, because of course after working there for 2 1/2 months you feel like you know the property, you feel like you know what you're doing. Of course, your direct supervisors or managers are also in charge of showing you what the brand is, what the values are, what is expected, and what are the goals, which was also definitely brought over very well in my opinion, and we also have as a team personal meetings every month where they were talking about how we did, what we need to do better, and what this has to do with like the company as a whole.

But when we had the orientation then and it was quite well. During our shifts, there were different schedules with different groups where we were approximately around eight people or so in each group. And during your shift, you would leave for like 1 1/2 hours or so and you would go to a different kind of module. The whole orientation was broken down into five parts and you have to complete all of these five parts in order to complete your onboarding. And that was done in the time period of the week. And you had different groups and meetings for the different topics. Which in my opinion was a lot better as you had some breaks in between, and you could really reflect on what you were taught and not just be overwhelmed with all the information.

00:13:32 Speaker 1

That sounds very extensive actually, but as you mentioned, it's good for them to break it down over a week. That's definitely a good strategy, I think, because from my own experience as well, many companies tried to push all that information into one day or two days and it's almost like you can't even process any more information because you already have received so much from HR or managers.

00:13:52 Speaker 2

Since it was a property that was not home and you kind of had to get settled in and to get used to where you were, there were a lot of changes in the beginning and different information, in that case, I didn't find it too bad that the orientation was directly in the beginning. But I think it was also quite good to settle in, to get to

know your own team first a bit and to have everything kind of sorted before you start with new information right away.

00:14:18 Speaker 1

OK, thank you very much for sharing this information. We have finished the open-ended questions now and I have a few Likert scale questions for you now and I would like you to indicate your attitude towards the following statements, now on a scale from strongly disagree to strongly agree. If you have a question about one of the statements, then please feel free to ask. I would start now with the first statement. These are all statements that you should answer with regards to your current position. The first statement is: I have all the skills needed to perform my job very well.

00:15:04 Speaker 2

I would say I strongly agree to that.

00:15:09 Speaker 1

My onboarding experience would have increased my confidence that I would be able to perform successfully in this hotel.

00:15:12 Speaker 2

Agree.

00:15:19 Speaker 1

I feel confident that my skills are on the same level as those of my colleagues.

00:15:23 Speaker 2

Agree.

00:15:25 Speaker 1

My onboarding experience would have helped me understand what my responsibilities are.

00:15:29 Speaker 2

Agree.

00:15:32 Speaker 1

The job expectations as described in the job posting are consistent with what I'm currently doing.

00:15:38 Speaker 2

Disagree.

00:15:41 Speaker 1

I was quickly integrated into the team.

00:15:43 Speaker 1

Strongly agree.

00:15:45 Speaker 1

I often think about leaving this company.

00:15:47 Speaker 2

Agree.

00:15:49 Speaker 1

I will actively look for a job within the next year.

00:15:50 Speaker 2

Strongly agree.

00:15:53 Speaker 1

There are four demographic questions left. The first one, how old are you?

00:16:01 Speaker 2

21.

00:16:02 Speaker 1

What is your gender? Female, male. Other or prefer not to say?

00:16:03 Speaker 2

Female.

00:16:08 Speaker 1

What is the highest level of school you have completed or the highest degree you have received less than high school degree, vocational schooling, high school degree or equivalent bachelor's degree, graduate degree, or doctorate?

00:16:15 Speaker 2

High school degree.

00:16:18 Speaker 1

And what category best describes your employment status? Student; full-time employed, part-time, employed, marginally employed, retired freelance or unemployed?

00:16:20 Speaker 2

Part time employee.

6.4 Appendix D

Transcript Employee 4 – 17 April 2023

00:00:01 Speaker 2

Hello Klara, thank you for taking the time to do this interview with me. Could you firstly tell me your current job title?

00:00:43 Speaker 1

Food and Beverage Marketing Executive.

00:00:56 Speaker 2

And for how long have you been employed in this position?

00:01:12 Speaker 1

Two months.

00:01:21 Speaker 2

And were you onboarded in your current job?

00:01:29 Speaker 1

Yes.

00:01:32 Speaker 2

How did that official onboarding process look like? Which mode of delivery was chosen? What were the main elements?

00:01:47 Speaker 1

We first had a wardrobe fitting and a rough tour of the back office on one day. That took about an hour and then we signed the contract before that I only had a provisional contract. And then a little information sheet about how the first days should go. Then, on my first day of work, I did the first part of the three-month discovery that [redacted] always does. On the first day, I got to know the company, the company philosophy, the company structure, where the locations are, what different companies belong to the [redacted] Hotel Group, a guided tour, a meal in the restaurant, getting to know other people with whom you go through Discovery Day one. And that took about eight hours, eight and a half, a normal working day.

Then there was the second Discover Day. This was once again the corporate values, the corporate philosophy, a standardised process that runs in all the houses of the chain at the same time. Getting to know a bit of Vienna, because that is relatively important for [redacted] and the Sense of Place idea, that you really know the city in which you work, that you can give good recommendations. And a city tour, which

lasted another eight and a half hours, so that was about the end of the two main days of this 90-day Discovery. This entire onboarding process is stretched out over these 3 months. That's one of their corporate things and then after 30 days you have your 30-day interview, which is the first feedback interview, a bit about what are the strengths, what are the weaknesses, what do you like, what don't you like? After 60 days you have your 60-day interview, which is exactly like the 30-day interview. And after 90 days, you have your Discovery End interview, which is when the onboarding process is finalised. You are a full member. Often it overlaps with the end of the probationary period and then you have a little celebration where you spend an hour together evaluating why you like the company so much and you drink a glass of champagne and play some kind of team-building game.

00:04:46 Speaker 2

And that is not just the theoretical framework but actually how this onboarding process took place in your case?

00:04:53 Speaker 1

So, for the first two and a half months I did not have a supervisor which is why the 60-day talk did not take place in my case, simply because there was no one who I could have done it with. And my 30-day talk was with the general manager. That's why my case kind of deviated from the norm, but in general it was exactly how it was supposed to be. It all went according to plan. And actually, they really pay attention that these things happen according to plan.

00:05:33 Speaker 2

Would you say you always received clear information during your onboarding? Or were there situations where you would have liked to know more about certain things, did you miss anything?

00:05:51 Speaker 1

No, that was very clear information. Well, I also received additional information, which was then adapted a bit. In my case, it was simply the move to Austria for which I received another long email from our HR office with the most important points: Registration, re-registration, social security etc. Which you practically got as an individual add-on. They are very trained in doing these onboarding processes, and since we all started around that time everything was still very fresh.

00:06:26 Speaker 2

I can already guess from what you have told me so far, but would you say you were satisfied with your onboarding experience?

00:06:36 Speaker 1

Yes. Everything was well structured and planned.

00:06:42 Speaker 2

Was there anything you liked best? Something that really caught your attention, maybe because in comparison with past onboardings you were positively surprised? Or maybe something you would like to see again because it was such a positive experience for you?

00:07:03 Speaker 1

I only have one company in comparison and that's the company where I did my apprenticeship. What helped me was that in the first 90 days there are really these three conversations, during which you can directly address points that are close to your heart, and then you can also find out within the first 30 days, is it really my company or are there points that are unclear to me and as soon as I have more information about them, is it no longer the right company for me? The fact that you can get direct feedback on your performance and then do the whole thing again after 60 days and 90 days, I think that makes a lot of sense and is also much better than just such half-yearly talks or annual talks or something, because at the beginning you simply have to be in a more intensive exchange so that you are on the same page, as far as your areas of responsibility and tasks are concerned.

00:07:58 Speaker 2

We now move on to Likert-scale questions where you tell me about your attitude towards the following statements. The scale includes strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree. The first statement is: I have all the necessary skills needed to perform my job very well.

00:08:28 Speaker 1

I agree.

00:08:30 Speaker 2

My onboarding increased my confidence that I would be able to perform successfully in this hotel.

00:08:32 Speaker 1

Strongly agree.

00:08:43 Speaker 2

I am confident that my skills are on the same level as those of my employees.

00:08:50 Speaker 1

I strongly agree.

00:08:53 Speaker 2

My onboarding helped me understand what my responsibilities are.

00:08:58 Speaker 1

I fully agree.

00:09:01 Speaker 2

The job characteristics as described in the job posting are consistent with what I am currently doing.

00:09:10 Speaker 1

Strongly disagree.

00:09:13 Speaker 2

During my onboarding I had a helpful, knowledgeable point of contact for questions.

00:09:21 Speaker 1

I strongly agree.

00:09:23 Speaker 2

I was quickly integrated into the team.

00:09:27 Speaker 1

I strongly agree.

00:09:29 Speaker 2

I was satisfied with the co-worker support I received during my onboarding process.

00:09:36 Speaker 1

I strongly agree.

00:09:37 Speaker 2

I often think about leaving this company.

00:09:44 Speaker 1

I strongly agree.

00:09:46 Speaker 2

I will actively look for a job within the next year.

00:11:20 Speaker 1

Yes, even though I had a great onboarding process.

00:11:33 Speaker 2

How old are you?

00:11:40 Speaker 1

21.

00:11:42 Speaker 2

With which gender do you identify?

00:11:49 Speaker 1

Female.

00:11:51 Speaker 2

What is the highest degree of schooling you have?

00:12:04 Speaker 1

High school degree.

00:12:06 Speaker 2

And which category best describes your employment status?

00:12:10 Speaker 1

Full-time.

6.5 Appendix E

Transcript Employee 5 – 24 April 2023

00:00:45 Speaker 2

Onboarding is defined as the process new employees go through to be introduced and inducted into the company and is often characterised by on-the-job training and administrative procedures for new employees. Please now share some information about your current employment.

00:01:38 Speaker 1

At the moment I am doing my apprenticeship since September. At the moment I am at the front office, but it depends on where they need me. Sometimes I also work in F&B when there is a shortage of staff.

00:02:39 Speaker 2

Unfortunately, that's often the case with apprentices that they are simply put wherever they need to be.

00:03:06 Speaker 1

Exactly. You also get the information on short notice. So that is a bit of a problem. But I don't mind too much. But normally, it is regulated exactly where you are supposed to be. They really put an emphasis on having apprentices in their designated departments. And we have to all put it in a Berichtsheft. Depending on where you are in Germany it's a bit different. Once a month, you have to write what you did in that department or what you learned. It depends also on how much you still go to school.

00:06:11 Speaker 2

Thanks for the information. Now, I would like you to think about your onboarding process, so the official onboarding process that you experienced. If you did experience that, please tell me what that looked like.

00:06:50 Speaker 1

I had two hotels that I worked at during my apprenticeship. In the first one, where I did the first year of my apprenticeship, I did not feel that comfortable, which is why I decided to leave that hotel and look for a different one. When I got recruited for the second hotel I looked at the property, the trainer then showed me around and just told me a bunch of things about it. And then I moved into the hotel a few days before my first day of work. For the first two days we had an induction period. Presentations about fire safety, how to book stuff in the F&B departments. Then we looked at all the departments, took a few pictures. After the two days I already started working where they trained me a little bit but then I started to work independently.

00:10:13 Speaker 2

The information that you received during those two days, was that done in presentation mode?

00:10:15 Speaker 1

Yes.

00:10:22 Speaker 2

And who conducted the onboarding?

00:10:35 Speaker 1

HR did that. They took care of that. But a lot of things are done by the management team and by the apprentice trainers. We have one person from [redacted] who teaches us etiquette, grooming standards and things like that.

00:11:49 Speaker 2

Do you have regular trainings with that person from [redacted]?

00:11:54 Speaker 1

Yes. Especially if you work at the front office.

00:12:05 Speaker 2

Did you have someone who checked in with you regularly during your onboarding process?

00:12:34 Speaker 1

So, the department heads check in with you informally to see how you are doing. But there is a regular feedback session which is scheduled. You are supposed to have one feedback session for each of the departments you go through but for me, in the department I am currently working, that did not happen. But I also get told, I am apprentice who is working more than she should be. I stay longer if I have to and I had a total overtime of 200 hours for the last summer, I am doing a lot. What I am trying to say is that work attitude also plays a major role in all that.

00:14:24 Speaker 2

Would you say that all the information presented to you was clear? Was there anything that is still unclear? If something is missing, please tell me what you would have like to know during your onboarding process.

00:14:50 Speaker 1

About the whole apprenticeship program and certain processes within the hotel, I already knew a lot when I came here. There are a lot of apprentices who are doing

their first year and I am really bored sometimes. So, during the presentations I felt like I am just sitting around, waiting for time to pass. I was not missing any information and even if I was, if I got to a department that I had never been in before I could just ask and then they told me that's how it works and that helps a lot.

00:16:12 Speaker 2

Were you satisfied with the onboarding you received? Or was there something you did not like about the whole process? Can you think of any incidents that really helped you during the process?

00:16:54 Speaker 1

All in all, I was not satisfied. I just wanted to work. I was used to working a lot and then the peace of those first days kind of irritated me, if I am being honest. What I found really nice was getting to know how the whole reservations process works. They said they were really going to involve us in that. In the end, that's something you only really know if you explicitly ask to see the reservations department. You have to ask a lot to see different aspects. I really would have liked to just start working. But the insights I got during in the MICE departments was really nice.

00:18:47 Speaker 2

Would you have liked it if it would have been more practical? I recently had an interview with someone who works for a hotel where they are doing shadow shifts, so being with someone else who is on duty and then just following what they are doing.

00:19:23 Speaker 1

For some of the regular newcomers they are doing those things already. Just not for apprentices. What I did like, which was practical, was that they showed apprentices how to set a table properly. How to fold napkins properly and things like that. Some aspects were a bit boring but still it was good.

00:21:05 Speaker 2

For you as well this problem that expectations are different to how the actual process is in the end, is evident. Also, how differently HR frameworks for the onboarding process can be executed when you look at administrative departments or F&B departments. It seems to be difficult to stick to those plans in F&B.

00:21:57 Speaker 1

Yes, that is true. It is interesting how my view on things is different than those of others. I am more relaxed but at the same time I am effective in what I am doing. When I started in hospitality, that was a bit different obviously. The IHK, so the governmental department that sets up training schedules for apprentices is very slow. And also, how those training schedules are put into practice is also different to how they are intended. A friend of mine who worked in a different hotel was

never given any responsibility during his apprenticeship. The hotel did not stick to the plan therefore he was not able to start as a demi-chef de rang after his apprenticeship. Now in this hotel they are really adept at asking you how much responsibility you are ready to take on. I also learned that its important to ask questions.

00:25:21 Speaker 2

Your apprenticeship is also a time where you should be able to make mistakes and learn from them.

00:25:38 Speaker 1

Well, that is also a problem for those who did their apprenticeship during 2020. When hotels were closed during Covid, people could not gather any practical experience.

00:26:03 Speaker 1

Thank you for sharing all this information. We now move to Likert-scale questions, and you give me your answer on a scale from strongly disagree to strongly agree. I have all the skills needed to perform my job very well.

00:27:11 Speaker 1

I agree.

00:27:13 Speaker 2

My onboarding increased my confidence that I would be able to perform successfully in this hotel.

00:27:22 Speaker 1

I neither agree nor disagree.

00:27:33 Speaker 2

I am confident that my skills are on the same level as those of my colleagues.

00:27:41 Speaker 1

I disagree.

00:27:43 Speaker 2

My onboarding helped me understand what my responsibilities are.

00:27:50 Speaker 1

I strongly disagree.

00:27:52 Speaker 2

The job characteristics as described in the job posting are consistent with what I am currently doing.

00:28:02 Speaker 1

I agree.

00:28:05

During my onboarding process I had a helpful, knowledgeable point of contact.

00:28:15 Speaker 1

I agree.

00:28:33 Speaker 2

I was quickly integrated into the team.

00:28:37 Speaker 1

I strongly agree.

00:28:39 Speaker 2

I was satisfied with the co-worker support I received during my onboarding process.

00:28:46 Speaker 1

I agree.

00:28:48 Speaker 2

I often think about leaving this company.

00:28:53 Speaker 1

I strongly agree.

00:28:55 Speaker 2

I will actively look for a job in the next year.

00:29:00 Speaker 1

I strongly agree.

00:29:11 Speaker 2

I now have a few demographic questions for you. How old are you?

00:29:22 Speaker 1

18

00:29:28 Speaker 2

What is your gender?

00:29:45 Speaker 1

Female.

00:29:45 Speaker 2

What is the highest level of schooling you have?

00:29:48 Speaker 1

Vocational schooling.

6.6 Appendix F

Transcript Employee 6 – 21 April 2023

00:00:01 Speaker 1

Thank you very much for agreeing to do this interview with me. I would just like to give you a quick definition of onboarding first: Onboarding is defined as the process new employees go through to become introduced and adjusted to the organization and is often characterized by on-the-job training and new hire administrative procedures. So, the first few questions actually are regarding your current position. Are you currently employed?

00:00:35 Speaker 2

I am.

00:00:39 Speaker 1

And what is your job title?

00:00:41 Speaker 2

It's sidekick. Which is F&B in rotation.

00:00:51 Speaker 1

And how long have you employed in your current position?

00:00:52 Speaker 2

In my current position 7 months.

00:01:05 Speaker 1

Now, we've covered all the basics of your current job position. We will now go to your experience at the onboarding process and if, the first question is actually if you received any onboarding in your current position.

00:01:17 Speaker 2

I did.

00:01:23 Speaker 1

I would like you to describe your onboarding process now in terms of, were you alone, onboarded in a group with your whole department or was it just everyone who started that month, which technologies were used, how did that official onboarding process look like?

00:01:26 Speaker 2

So, I would just like to start with the one I got in Amsterdam. Because I think it was more a big onboarding because now in Vienna I only got a really small one because I already knew a lot of things. So, for the [redacted] Amsterdam, basically my first day we had 2 days where we were not on the floor but we were in meeting rooms with everyone that also started with [redacted] International and Amsterdam. So, the interns, events, general manager was there, so there was everyone there which started in that month. So, you always have every month one onboarding for the people which started that month. And so, for me it was my first day but there were some people that had already been there for like one week.

00:02:03 Speaker 1

Is there any point in the onboarding where actually split you into your departments or were you always with everyone else?

00:02:09 Speaker 2

No, I was always with everyone else.

00:02:11 Speaker 1

Do you still remember what you did in those three days?

00:02:14 Speaker 2

On the first day we got to know each other, like a game, and then the trainings. Basically from 9 to 5. On the first, on the second and on the third day. And there were trainings on the values of [redacted], like all these kinds of things. And then there were all the managers who also did the trainings, so it was not only HR. There was a brand and content manager she gave us a training. We had the POS, PMS, the reservations, we had a cocktail and menu training as well. Fire alarm, safety. Then, at the end of the first day, I remember that we were on a explore the city hunt as a team and went for a beer. We also had a guest interaction, like scenarios, and you were in a couple and then it was like a roleplay, you were assigned a role and you had to perform. It gave you a lot of confidence in your role because you knew that in case you were ever in a situation like that in real life, you had already done it once, in the roleplay. So, like how you would do it at [redacted]. Then you always had lunch with the team.

00:03:16 Speaker 1

That official onboarding process as planned by [redacted] lasted for three days?

00:03:19 Speaker 2

Yeah.

00:03:20 Speaker 1

Did you have a supervisor or a manager who regularly checked in with you?

00:03:25 Speaker 2

No. But I know that now, because I was there in February, and they told me like that now they have a more organized approach.

00:03:32 Speaker 1

Who did you turn to in case you had question?

00:03:33 Speaker 2

I turned to the duty manager, but I did not have a specific one I could turn to. At the end to I got close to some, so they were my confidants.

00:03:37 Speaker 1

That is something you perceived negatively?

00:03:48 Speaker 2

For sure. But that was also the feedback that a lot of interns gave them so now they did it.

00:03:53 Speaker 1

Would you say you were provided with clear information during your onboarding process?

00:03:54 Speaker 2

Yes. I would say it was very nice, the problem was it was very theoretical. So, for someone that doesn't have experience, yet it was super hard to then put it into practice. But one thing when you then start working is you have shadow shifts, so you basically follow someone for the whole shift and see what they do.

00:04:30 Speaker 1

Would you say now that now some time has passed, you can look back at your onboarding process: Were you satisfied with the overall experience or was there something that would have made it even better?

00:04:50 Speaker 2

Overall, I was super happy and satisfied with it. Because I think I really had something to rely on and it was my first working experience so I didn't really know what the onboarding process could look like. I just took it as it came and went with it. It was my first working experience; it was a bit overwhelming. And it was a lot of information. We were given a lot of information, after two days you had basically all the information you need but it's super hard to process it.

00:05:18 Speaker 1

Would you have liked it to be spread out more?

00:05:19 Speaker 2

I think it would be nice but at the same time I think their process is already pretty good. I forgot something about the onboarding. You also get a manual, a [redacted] manual. Its 150 pages and you have to read it and then after 3 weeks you have to do a Quiz. That you need to pass. But it's a super easy quiz.

00:05:44 Speaker 1

And what would you say was something that really stuck out to you? What was the best part about your onboarding process?

00:05:56 Speaker 2

I think what was super nice was that there was not only HR speaking but literally the managers, and also the brand and concept manager. All the people that gave the trainings were the people that actually do it.

00:06:07 Speaker1

This is also something that I talked to some people about that HR makes these really nice frameworks for how it should look like and then somewhere along the line and it's oftentimes the managers, they fail to put the trainings into practice then which is really sad.

00:06:28 Speaker 2

Yeah, that's true. I also had that with my shadow shifts, because I think it's different being trained and I was trained by the same positions as I am now and sometimes it got messy.

00:06:39 Speaker 1

So, shadow shifts, that literally means you're following someone.

00:06:41 Speaker 2

You're following someone. But I have to say that at some point, you're busy and then you just try to survive, and you get lost. And they are like: Do that! And you're like, OK I am going to try my best.

00:06:51 Speaker 1

So, there wasn't a lot of time for you to actually use this as a learning experience?

00:06:55 Speaker 2

It was learning by doing. In everything which is operations I have to say that I learned a lot by myself. [Redacted] is a place where you can basically do what you want, as long as it benefits the company. So, I had my own ways of doing things,

maybe different to how someone else did it and I just did my own thing and it turned out to be fine.

00:07:14 Speaker 1

So, as you just mentioned, in operations at least in the hospitality industry, most of the time there's not enough time to take some time out of that shift and actually train that person. Probably it's different in the administrative departments where there's not a lot of stress. You can take like half an hour in the morning to just sit down and walk that person through the program.

00:07:30 Speaker 2

Exactly.

00:07:34 Speaker 1

I will now read a few statements and you have to indicate your attitude towards those statements on a Likert-scale, it's a 5-point Likert-scale. So strongly disagree, disagree neither agree nor disagree, agree, or strongly agree. The first one is: I have all the skills needed to perform my job very well.

00:08:01 Speaker 2

I agree, not strongly agree because we got the basis, but the thing is that you have to take the basis and then do something with that and do it your way.

00:08:11 Speaker 1

And a lot of that comes from you and not from the company.

00:08:12 Speaker 2

Exactly. How you transform it is up to you.

00:08:16 Speaker 1

My onboarding experience increased my confidence that I would be able to perform successfully in this hotel.

00:08:22 Speaker 2

I guess for some people it is. For me, it was not. Disagree. Because I was super shy and it was my first work experience, so I was super stressed. And I was really anxious, I made myself super anxious that I wouldn't perform. But in the end everything turned out super nice.

00:08:39 Speaker 1

I feel confident that my skills are on the same level as those of my colleagues.

00:08:47 Speaker 2

I agree.

00:08:53 Speaker 1

My onboarding experience helped me understand what my responsibilities are.

00:08:55 Speaker 2

Strongly agree.

00:08:57 Speaker 1

The job expectations as described in the job posting are consistent with what I am currently doing.

00:09:00 Speaker 2

Agree.

00:09:02 Speaker 1

I had helpful knowledgeable point of contact for my questions during my onboarding experience.

00:09:09 Speaker 2

Agree. And you could also go to always go to the HR, and we also had trainings which were super interactive. They were actually talking to you and if you had questions you can always ask.

00:09:11 Speaker 1

I was quickly integrated into the team.

00:09:13 Speaker 2

Agree. But there is also a difference if you work part-time or full-time. If you work full-time and you are there all the time it gets kind of like your home and if you work part-time, I will say, it's more difficult. So, I agree.

00:09:30 Speaker 1

I was satisfied with the co-worker support I received during my onboarding experience.

00:09:35 Speaker 2

Agree.

00:09:37 Speaker 1

I often think about leaving this company.

00:09:44 Speaker 2

I think it's a really nice place to work and I encourage everyone to work there, but for me, at some point I wouldn't work there. I just got different motivations in my life, I want to focus on other things, I want to focus on myself instead of working there.

00:10:13 Speaker 1

So, I input agree, because you think about it or should I say, "neither agree nor disagree".

00:10:20 Speaker 2

Yeah. Neither agree nor disagree.

00:10:22 Speaker 1

Then the next one is similar. I will actively look for a job within the next year.

00:10:25 Speaker 2

No, I strongly disagree. Because if I would want to have a job I would stay with [redacted].

00:10:26 Speaker 1

Ok. Then I just have four more demographic questions. How old are you?

00:10:32 Speaker 2

21.

00:10:38 Speaker 1

What is your gender? Female, male, other, prefer not to say.

00:10:40 Speaker 2

Female.

00:10:40 Speaker 1

What is the highest level of school you have completed? Less than high school degree, vocational schooling, high School degree, bachelor's degree, graduate degree, or doctorate.

00:10:45 Speaker 2

High school degree.

00:10:47 Speaker 1

And what category best describes your employment status, student, full time employed, part time employed, marginally employed, retired freelance or unemployed?

00:10:54 Speaker 2

Part-time employed.

6.7 Appendix G

Transcript Employee 7 – 25 April 2023

00:00:10 Speaker 1

What is your current job title and how long are you in this position?

00:00:35 Speaker 2

For around 2 and a half months I am now working as a Human Resources Coordinator.

00:01:09 Speaker 1

If you think back now to your onboarding process, I will ask you to just briefly describe how long did that take? Did you start with others or were you alone? What was the expectation of onboarding and what was it really like?

00:01:59 Speaker 2

I actually started out on my own, so I was first trained by my team, by my colleague, for a few weeks. The expectations were of course very high. This is a chain with very high standards and a hotel where you actually have to perform directly and are thrown straight into the deep end. And yes, I was really focused on myself, on myself, but of course I always had my colleagues around me who I could bombard with questions and the onboarding week actually took place 2 months later.

00:02:49 Speaker 1

That means it just happened.

00:02:52 Speaker 2

Actually yes, 2 weeks ago. I saw everyone who started with me in the same month. But I started in February, and we were a group of 15 people.

00:03:25 Speaker 1

How long did that official onboarding process take?

00:03:43 Speaker 2

They talked about the philosophy of the hotel, how the hotel came into being and what the hotel is all about, what values they want to convey, what values they want to convey with the locations of the hotels. What all this entails and that you can also live this message every day, that you become part of the hotel and that's what it's all about. If you work in a hotel, you should be able to identify with it, I think. You should actually agree with the values, and that's what the orientation week teaches you, in a playful way of course, so that the information actually sticks

better, because not everyone is such a frontal learner and accordingly it was a great mix of theory and practice.

00:04:41 Speaker 1

The first two months you spent there you spent a lot of time with your colleagues. So, the information you got then right in the beginning was all specific to your task. And only now you were introduced, in deep, to the values and the hotel chain itself.

00:04:49 Speaker 2

Exactly.

00:05:03 Speaker 1

And you say you're thrown in at the deep end. Was that the case for you or what were the expectations? There's always this issue of expectations that you have, whether they're really fulfilled or not, and also being thrown in at the deep end, that you first have to take a breath and look at everything, that this entry is sometimes very crass and because there's simply a lot coming at you. Did you also experience it that way?

00:05:43 Speaker 2

Definitely, because it also has to do with the fact that I come from a different hotel, which has a completely different standard and the standard to which one was accustomed for two and a half years changes with a new employer with a new team and with the origin of the hotel.

00:06:08 Speaker 1

It has often happened in the interviews that elements from the job description, for example, that the areas of responsibility are somehow different from what was promised in the job description. Then today, for example, I had a conversation with an expert who said that job descriptions are no longer needed, that they will no longer be done, because then employees come and say OK, but I won't do that now because it's not in my job description. How is it with you? Do you do the things you thought you would do?

00:07:05 Speaker 2

I read the job description of course when I got the contract package. I would have to lie to say I could actually remember the job description, that was so long ago and then you just don't read through it anymore. Precisely because I was fresh into this field, I'd say it's important to me to actually go in without expectations, and the tasks I have now also fit in with the entry level, yes. When I think that in Baden Baden I would have had much more responsibility, much more tasks, then I would really have been dreading it.

00:08:16 Speaker 1

In the whole process of this induction and I'm not just talking about the last week, but about the whole time now, these two and a half months, would there have been a contact person? Is it actually foreseen that you have a review talk?

00:08:57 Speaker 2

All the time I had the opportunity to get in contact with my colleagues. Of course, you first get to know each other and then you find out more about that person. But the possibility was always there.

00:09:16 Speaker 1

Do you have the feeling you were provided with clear information during your onboarding process? Was there anything where things were unclear, where you would have needed more input?

00:09:49 Speaker 2

I actually got everything that I needed. I still knew a lot from the cross-training that I did there, so it made things easier for me.

00:10:08 Speaker 1

Were you disappointed by the fact that your onboarding took place rather late?

00:10:24 Speaker 2

I actually would have liked it to have happened much earlier. Yes, you get a contract package, handouts and college handbook and you read through that, but you don't have a picture in your mind. Onboarding is done by someone who is really passionate about this and can really bring it across well, explain things and answer questions. Accordingly, I would definitely have wished that it would have happened much earlier, so I actually only know that in my old hotel you start directly in the orientation week and after that you only come into the field for which you were hired.

00:11:18 Speaker 1

This happens a lot of the time. In previous interviews people reported having started and then after a few weeks someone finally introduced them to the company and the concept. At the beginning there is just a lot of time that passes in which you are sort of on your own and you have to orientate yourself. Can you, looking back on your onboarding experience, say that you were satisfied? If not, could you elaborate on what you would have like to experience? You can also compare with your previous experience if you want to.

00:12:45 Speaker 2

What I would have wished for would have been meetings, like they are held in the operational departments where they go through the pillars. To explain, what are they, what is the weekly pillar. There were daily meetings in my previous company.

There was the line-up, the small line-up in the departments themselves, then there was the big line-up every Tuesday. And then there was the OBS meeting, for example, where the trainees also went. It wasn't always necessary for the supervisors to take part in these meetings, and I actually thought that was a good way to start. What I liked very much was that you were always involved, you were in touch with the concept every day. And that's something that I miss in the new hotel, for example. Sure, you have the work processes that have to be carried out every day and are also important in the area where you're working right now. But it's important that you don't forget all these messages and values because I did it once, now for a week during my onboarding, and since then I've never come into contact with it again and that's one thing that I miss a bit. Because I think that's the only way it can stick with the employee. And it's the only way to pass it on somehow, for example when staff members have questions about certain things. I can remember it because it was two weeks ago and therefore not so long ago. But I would really like to come into contact with it on a daily basis, by transferring the meetings that take place in the operational department to the administrative department.

00:15:03 Speaker 1

So also, across departments? Where are we involving our values in our daily operations?

00:15:18 Speaker 2

Yes. But it doesn't necessarily have to be interdepartmental. It can also be within a team. At my previous hotel, for example, if you were a team of three, you were given a brief meeting, structured in such a way that every day there was a different philosophy on a card. With the occupancy, with the current VIP report. Where do we stand on ratings et cetera? And that's one thing, every employee was involved every day, so you really knew where you stood, you knew who you had in the house, and that's one thing that I actually miss now, because you do get a daily briefing sent to you every day, but you don't look at everything. I don't think it's that clear, because it's just such a huge table with small columns, etc. Of course, as an HR person, there are more important things than who do you have in the house, but this all-round information that you could have had about current events is important. Because you are already a bit separated from the whole operations in the hotel, also because of the different office locations. But that would be one thing I would find quite good. As a coordinator or as a supervisor you only take part in these meetings now, maybe as a supervisor, when the manager or director are not there.

00:17:14 Speaker 1

Also, if you, from an HR perspective, are hiring someone who is from the operations department, then you are simply lacking the connection to that part of the hotel. You simply cannot answer certain questions. You are now in a special role, on the one hand having experienced the onboarding and on the other hand working in HR. Therefore, I think it is extremely important to not lose touch with what is going on in the operations. Prejudices surrounding HR are also that they simply sit in their

office but do not even know what is going on in the hotel. But that is not due to the fact that they are not interested, but there is simply not the time nor the possibility.

00:17:48 Speaker 2

Exactly.

00:18:26 Speaker 1

If you have any thoughts about your onboarding process that you would like to share, you are welcome to say them now, otherwise I would like to give you 10 different statements and you say on a scale of I strongly disagree, I disagree, I neither agree nor disagree, I agree, I strongly agree, your attitude to the statements and the first one is: I have all the necessary skills to do my job very well.

00:18:56 Speaker 2

I disagree.

00:19:07 Speaker 1

My onboarding has increased my confidence that I can work successfully in this hotel.

00:19:14 Speaker 2

I agree.

00:19:16 Speaker 1

I am confident that my skills are on the same level as those of my colleagues.

00:19:22 Speaker 2

I disagree.

00:19:24 Speaker 1

My onboarding helped me understand what my responsibilities are.

00:19:33 Speaker 2

Neither agree nor disagree.

00:19:40 Speaker 1

The job characteristics as described in the job posting are consistent with what I am currently doing.

00:19:53 Speaker 2

Neither agree nor disagree.

00:19:57 Speaker 1

During my onboarding I had knowledgeable, skilful points of contact.

00:20:06 Speaker 2

I strongly agree.

00:20:08 Speaker 1

I was quickly integrated into the team.

00:20:16 Speaker 2

I agree.

00:20:20 Speaker 1

I was satisfied with the co-worker support during my onboarding process.

00:20:25 Speaker 2

I strongly agree.

00:20:27 Speaker 1

I often think about leaving this company.

00:20:43 Speaker 2

I disagree.

00:20:45 Speaker 1

I will actively look for a new job within the next year.

00:20:48 Speaker 2

I disagree.

New audio file: To the situation where a new employee is immediately deployed in the department without training:

00:00:00 Speaker 2

And then I think to myself, you have to realise that it's really not efficient that way, if you let them work directly, if you know that the result won't be what you originally imagined, because he doesn't know what's coming. He doesn't know how he is supposed to perform, he is just supposed to perform. You don't know how it all happens and accordingly it is always difficult to maintain a constant quality in

the team because they all come from different hotels, different standards and then they are in a hotel where the standard is completely different.

00:00:55 Speaker 1

When you think about it, when I start in an [redacted] Hotel, for example, the operating procedures are relatively simple and the guest has no expectations, but in a luxury hotel the expectations are extremely high right from the beginning, You know that an extremely high standard is simply expected from the guests and there you are as an employee, you approach the whole thing in a completely different way, you have respect for what you are going to do and for that you need a good induction and you have to admit that it takes a certain amount of time to give the employees the time to identify with that, because these pillars you can understand them but it is something else to really live them and to identify with them.

00:02:03 Speaker 2

Absolutely. Sometimes, I get so annoyed because it just doesn't and then you just wonder, why? Why doesn't it work? Because you don't train them properly. You just have to have an enormous amount of patience. Everyone understands differently and everyone absorbs differently. So, everyone has a different learning level, one person might be able to listen for 2 or 3 hours, but not another. They need the practical side of it, and I think it's getting faster and faster, because you have to perform as quickly as possible. The shortage of staff means that you have to get people as quickly as possible and then that's exactly the mistake or the problem with it.

00:04:06 Speaker 1

Yes, but as you say, it's all these different departments that actually need something else. So, I talked to an expert today and she is completely against this sitting down and giving a two-hour lecture and she says there is a very simple solution to not having enough time. There has to be on-the-job training, but the on-the-job training cannot be like: Someone says now do this, zero explanation, just do it, like one so often does with a trainee. You have to teach these department managers: How can you train someone? Learning by doing, how can you create an environment so that this person is not afraid of making mistakes? To learn these values also by doing them, integrating them in daily operations.

00:05:18 Speaker 2

In any case, I think it is also very demanding from a psychological point of view. You really have to learn to be empathetic. You have to learn to recognise the different types of learners directly, because not everyone is the same. I think it's good if more about psychology is shared in these kinds of trainings and that's one thing I'm still missing and that should definitely be in there.

00:06:17 Speaker 1

The curious thing is how much empathy with regard to guests is always the decisive criterion. I often notice at university that this is the decisive criterion - why do we

work in the hospitality industry? Because we are empathetic, because we sense what our guests want before they have even expressed the wish. This sensitivity that you show to the guests, you should actually be able to show to an employee and that is very frustrating, and I can understand when you say you get really angry when you talk about it, because the solutions to the problems would actually be relatively simple. It is clear how we could tackle this problem and then you ask yourself why is the implementation so difficult? And, of course, it also depends on the people.

00:08:19 Speaker 2

And there should really be more people like that because that's the only way. People forget that if you transfer your passion to others, then they become just as passionate as you and then there are many more people who would love their job and you would see it immediately in the guest. The employee is the key and if he or she is not satisfied and passionate, then the guest can't feel that either and that's one of those things that is just a shame if that's not the case.

6.8 Appendix H

Transcript Employee 8 – 13 May 2023

00:01:41 Speaker 1

Onboarding is defined as the process new employees go through to be introduced and inducted into the company and is often characterised by on-the-job training and administrative procedures for new employees. If you do not have any further questions I would ask you to simply tell me a bit about your current position.

00:02:09 Speaker 2

I've been with hotel [redacted] since March this year and my position is Group and Event Sales Coordinator, so it's a very classic entry-level position after the apprenticeship, during which you can still make a few mistakes. I haven't been there long, and it just takes a while until you arrive, of course, until you understand these systems.

We work with Opera; we did that in my training company too. That is a huge relief. It makes it much easier for me than for other colleagues who didn't have that. I supervise events. Until now, as I said, I've done smaller things, but I also do a lot of internal events to support the work processes. Just to be prepared for bigger things and somehow learn something small in addition to every task, and then you see OK, I am much, much faster already with my work processes. It's not only events, but also group sales. For us, groups arrive via the sales team and then we also enter them into the system.

00:04:17 Speaker 1

It's actually good for you that it's easier for you to start in this position, and, as you have just said, a good start directly after the training. When you think about your onboarding, the initial period in the company, did the hotel have an official onboarding process at all? And if so, just tell me everything you can think of about your onboarding process.

00:05:00 Speaker 2

In our company it is always the case that a relatively large number of new employees join at the beginning of the month. This is sometimes more or less per month and when a group of, let's say, 15 or more people is formed, an onboarding is started. It consists of 3 days in which we are in a room with all the new employees, and then we are introduced to the company. Where are the values, what do they pay attention to? Grooming standard, all these classic things, because that always varies from hotel to hotel. At the same time, the management introduces itself and all employees in management positions. Then we had lunch together in the restaurant. We did a hopp-on, hopp-off tour through Hamburg.

That was really cool and the nice thing about it is that we were all new and so you already have this direct connection to everyone and know someone from the service, from housekeeping, from reception, and you are already a bit networked

and of course that opens up networks again and again. That's great in any case. Then we set up the email account and clarified things with the insurance company that were somehow still missing.

That was the first 3 days Wednesday, Thursday, Friday. Then I started a cross training week. That was in the departments with which I had overlapping points, so I was in the kitchen for one day, I was in the kitchen for half a day, and in the patisserie for one day, which I thought was great. I spent one day in housekeeping, one day in reception, half a day in the switchboard and in reservations. The schedule also makes sense in retrospect because these are really the departments I had to deal with. You have direct contact persons, you are together with the people, you get to know the processes. It's great when you know who you're talking to on the phone, where or with whom you're having email conversations, or when you're not sitting alone at dinner, but are directly in the team structure.

00:09:50 Speaker 1

Has this strengthened your confidence, this cross training, or this onboarding process in general, that you are up to the role?

00:10:20 Speaker 2

Well, it felt a bit like a little training. That's a difficult question, because everything is new in a company, and everything is still a bit uncertain. But it definitely made me a bit more secure within the company, in the long run. But I think it takes time to get a sense of security. And I also saw from my time in training, which was very operative, that they basically do the same thing here and that the work process is more or less identical and that naturally gives you a sense of security in the sense that you know a bit about something.

00:11:30 Speaker 1

I interrupted you earlier while you were talking about your cross-training week, but that means you had these 3 days Wednesday, Thursday, Friday where there was theoretical knowledge and then a week of 5 days of these cross trainings in the different departments. That means that the official part was finished, or did it continue? Would you say that during this time you had someone who was specifically responsible for you, who asked how you were doing?

00:12:36 Speaker 3

No one was holding my hand through this process. And I would have experienced that as not befitting of the situation actually. That would have made me more insecure, in a way that I would have thought: Do I really look that insecure that there always has to be someone who is looking after me and what I am doing. But I did have the impression that I could have always turned to someone in case I had any questions or doubts.

So, both within my team and within the teams I was in or even within the HR team there was an open-door mentality, I would definitely say yes.

00:13:27 Speaker 1

But has there been, for example, I don't know if you've reached the end of your probationary period yet, but has there been an end of onboarding interview?

00:13:39 Speaker 2

There is a Day Thirty, so after probably 30 days there is such a conversation. It's not the classic sitting in an office, but I'm asked what I want to do. We can also go for a walk around the Alster or go for a coffee somewhere or something where you feel good and it's not necessarily about how I'm doing. Of course, it can also be about that if there are any challenges, but in itself it ensures that there is a close relationship and not just this anonymous working relationship. So, if I go for a coffee with them I can also talk about what dog breed I find cutest.

00:14:25 Speaker 1

And did you already have that?

00:14:30 Speaker 2

No, I didn't. But I heard positive things from the people that already had it. What is also problematic here is looking for an apartment. I lived in the hotel for the first two months, which was pretty cool. You also get a completely different connection to the hotel when you are so close to it all the time. Everyone was also very proactive in asking me how I am doing and sending me postings of apartments. I did not expect that.

00:15:18 Speaker 1

Would you say that you received all the information you needed? Or was there something missing, maybe?

00:15:45 Speaker 2

The first three days were really very informative. Also, the group benefits, since there are so many, we didn't talk about all of them but there is definitely the option to look through them on the website. We also have an app where you see all your overtime and weekly, monthly hours, which is cool. Concerning the most important stuff, I think I really got everything. You also reach a point where you can just not absorb any more information. But I definitely feel well-informed to work in this company.

00:17:04 Speaker 1

Would you say that you are satisfied with the onboarding you received? If yes, please indicate situation that were particularly great, that you really liked a lot. If not, please tell me what you would have done better, what is still in need of improvement.

00:17:34 Speaker 2

In terms of information, I think everything we got was good. What I found cool, because I hadn't expected it either, was this bus tour. I thought it was funny because it was also a break into the third room and out of the hotel, which I thought was kind of cool. Of course, there are always little things and questions that come up during the days when I was in the departments, but it wasn't about you being perfectly trained in this department, but that you simply get to know the work processes and understand the procedure, and in that sense I would say that it was really very, very good.

I can also say that from the start, I was dragged along to all the meetings, and everyone was very nice, very familiar. Of course, it's just a big company, almost 300 employees, you can't forget that, but it's super, warm.

00:20:27 Speaker 1

I'm going to read you 10 different statements and after each one you tell me whether you disagree at all, disagree, neither agree nor disagree, agree or, agree fully. I have all the necessary skills to do my job very well.

I strongly agree.

00:21:05 Speaker 1

My onboarding has increased my confidence that I can work successfully in this hotel.

00:21:10 Speaker 2

I strongly agree.

00:21:12 Speaker 1

I am confident that my skills are on the same level as those of my colleagues.

00:21:19 Speaker 2

I agree.

00:21:39 Speaker 1

My onboarding helped me understand what my responsibilities are.

00:21:44 Speaker 2

I agree.

00:21:46 Speaker 1

The job expectations described in the job advertisement correspond to what I am currently doing.

00:21:53 Speaker 2

I didn't have a job-posting.

00:21:58 Speaker 1

During my onboarding process, I had a helpful, knowledgeable point of contact for my questions.

00:22:03 Speaker 1

I strongly agree.

00:22:05 Speaker 1

I was quickly integrated into the team.

00:22:08 Speaker 2

I strongly agree.

00:22:14 Speaker 1

I was satisfied with the support of the staff during my onboarding.

00:22:20 Speaker 3

I strongly agree.

00:22:22 Speaker 1

I often think about leaving this company.

00:22:24 Speaker 2

I strongly disagree.

00:22:29 Speaker 1

I will actively look for a job within the next year.

00:22:34 Speaker 2

I disagree.

00:22:40 Speaker 1

How old are you?

00:22:45 Speaker 2

28.

00:22:53 Speaker 1

With which gender do you identify?

00:22:56 Speaker 2

Female.

00:22:58 Speaker 1

What is your highest degree of schooling?

00:23:07 Speaker 2

High school degree.

00:23:11 Speaker 1

What category best describes your employment status?

00:23:22 Speaker 2

Full-time.

6.9 Appendix I

Transcript Expert A – 01 May 2023

00:00:00 Speaker 2

I'd appreciate it if you'd give you would give me some information on what your current job position is.

00:00:16 Speaker 1

I'm Sylvia and I have spent 19 years in the hotel industry. 17 with [redacted] and with [redacted] and [redacted]. But basically, I went through the ranks I worked in operations and then eight years ago I moved into learning and development, and I worked at hotel levels and corporate levels. Currently I am doing my own consultancy. Basically, looking at employee experiences from recruitment, attraction all the way to exit. What do we do in terms of processes and policy and to make their experience better and that has impact on retention, turnover.

00:01:40 Speaker 2

So, you have your own consultancy right now, the hotel that you worked in?

00:01:48 Speaker 1

That was [redacted]. I opened [redacted], which is a 5-star luxury brand. It's a big hotel.

00:01:56 Speaker 2

And could you tell me what the onboarding process there looked like?

00:02:10 Speaker 1

The onboarding process at [redacted], I can only talk about [redacted] because that's where I have my experience from, we don't have a standardized onboarding program and probably that's the problem where it all lies. However, corporate always approaches these kinds of practices, like they want to try to stay away from standardizing it because the application at hotel levels are very different. And they are not monitoring, they are not auditing. So, what's the point of mandating something when you are not checking on it? What we have is an induction day that is mandatory. And I have seen that everywhere I have worked. What we at [redacted] recommend within the first 30 days to have that induction day, we moved away from: "You joined the company on the first day and you go into induction". That doesn't work. Nobody is soaking up the information and we don't want to do that. And I completely agree with it. Induction and onboarding is basically in the in the hands of managers. The induction is taken care of by L&D or HR. And the onboarding is really the colleague handed over to the management team, to the supervisors, within the department, and this is where we all get lost. What I did in SLS Dubai, because I understand how difficult it is, onboarding or induction was scheduled the first 30 days from when the colleague is joining. I have

created a map for them for the first nine days or first 180 days depending on the probation period. And I broke it down into four actions. Prior to arrival: What supervisors and managers need to do and HR then we decided that we are going to hire somebody. What do we do one week prior to that, start contacting the person, sending an e-mail, welcome e-mail, introducing the department trainer. On the first day of arrival, what do we need to do with the employees, so the manager meets the employee, go for a coffee just introduces the department, show around the hotel, introduce to everybody, then organize the locker, the uniform, the key cards, and then go home for the day. You don't need to work on that day and from Day 2 the department trainer is taking care of the person and for 30 days that department trainer is working together basically with that employee. Maximum two people should be training one person, otherwise it gets too complicated. What you will find during onboarding or these training sessions, especially during the first one month that these poor new joiners are passed on to so many people. So, when you are new you're just saying: OK, how am I supposed to do this, because I've been showed five different ways and people get very frustrated. Therefore, it's maximum two people department to trainer, maybe another person. Then every single week during the first one month, the new colleague should be having a small check in. 5-10 minutes with the line manager with the supervisor. Just to check in. How's the team atmosphere? How is the communication? Maybe there is no synergy between the employee and the departmental trainer, and sometimes that happens. So, should we change the department trainer? What kind of other information the person would need, etc. We don't need to do a whole massive change, but maybe change some elements. After one month the person should be able to work independently with less supervision. And if the person cannot work independently with minimal supervision, then something went wrong during the training because that's a very clear sign that the training did not work. And after one month, for the next three months or two months, every two weeks we have a check in with the line manager. There's a lot of information. Obviously, during that time the first three months, the departmental Trainer talks with HR, about the mandatory trainings, because you have your mandatory from HR as well. That needs to be coordinated and delivered parallel, but in small chunks. So, the person is not overwhelmed with the amount of information. That's how we that's how we do that. Constant communication and have that one go-to person if I have a question.

00:07:57 Speaker 2

Just two things because I've interviewed people who are from the operational side, as in like F&B and then we have people who come from the admin side and sometimes the perception of onboarding, or the time that can be made available for onboarding is very different for those two groups. Whereas in admin you can just take 5 minutes and sit down with that person and give them all the necessary training in an F&B setting, there's just not enough time to do all these kinds of things. I remember from my time in HR we had a lot of great trainings that had to be done on the computer and a lot of people in F&B, they just had one computer maybe in an in-room dining office and then things just kind of got lost. Do you have a distinction between the process for F&B and front of house employees?

00:09:03 Speaker 1

There is no distinction because what you have for each of the departments and there are two more elements to the onboarding. Onboarding new joiners, training checklist, training plan. So, for every single role in my hotel, I had a training plan and it's very detailed and it depends on the role and department. I had 36 roles and I had 36 different training plans for new joiners, which needs to be completed during the first month. There is also another element to it, which I introduce that is the online training, which is like a treasure hunt, based on QR codes because my hotel was very tall, it's 75 floors high. And with eight different outlets, so on the 3rd or on the second day, the colleagues are going through with their mobile phones, and they have their guide tour around the hotel. They get to know the hotel. Unfortunately, you will learn that hoteliers have a disease, that we are busy. No matter what time of the year you ask them, how is it? Busy. They are very disorganized. They are not focused on training and there is no such a hotel, I have worked in enough hotels in my life. But it doesn't mean that we are busy enough not to train someone. And when people are thrown into their roles, especially new joiners. For example, F&B is really bad at that. It is the fault of the manager because when the manager takes training seriously, that would never happen. If you are my supervisor, then you are going to allocate somebody, you can do it in the flow of work, because most of the training happens while we are doing the job. I don't want training like sitting down. You train on the job, but it still needs to have the elements of training. So, then I go with you, and you explain everything. We get the job done, we reset the restaurant, we serve the table. We recommend wine. I'm observing you. I'm asking question and you're explaining what we are doing step by step. This is how training looks like in the flow of work and not that we sit together for one hour. And this is where operations has their misunderstanding. They don't know how to train on the job. It's not the training, it's not the checklist. We have everything ready. They don't know actually how to train someone when that person is right here, right next to me.

00:12:37 Speaker 2

You said that you have this road map for newcomers that lasts for the first 180 days. Do you think that this is a sufficient time frame in which that new hire has completely been adjusted to this new work environment?

00:13:04 Speaker 1

People are very quick to adjust. The hotel industry is a very simple industry. The jobs are not complex. Any of the jobs in the hotel industry is not a complex job. So especially when people already had the background, you take me from one hotel to another within two days I know what needs to be done because it's the same thing. When you have a new person who is completely new to the hotel I would say, you can see that in 30 days, if the training is sufficient and the person is guided, then it's fine, but let's say three months is more than enough for anybody to learn any kind of job to perfection in the hotel industry.

00:13:52 Speaker 2

Do you then at the end conduct an end of the onboarding process interview because you said it's continuous communication and we have these measures in place to as you go along ask people how they perceive this onboarding process.

00:14:20 Speaker 1

We have the probation period, end of probation period conversation and that's really just the summary of all the other conversation that we had had with the with the new employee during the first three months, six months.

00:14:38 Speaker 2

As I've been going through statistics and data I got across a statistic from the American Bureau of Labour Statistics where they ranked the hospitality industry with regards to job tenure. The time people spend with their employees very low. You spend about 1.5 years in average with your hotel. Do you see that as a problem in the industry, or is that just the way that it is?

00:15:22 Speaker 1

I think it depends where we look at it. It's a problem because the high turnover it's always unsettling for the operation and for the people around. High turnover is, no matter where I look at it, it's not a good thing for anybody. In terms of why it happens, we know the reasons is poor leadership. There is poor training, there is low salary, there are long working hours. And this is the hotel industry. Everywhere you go. Because there is a massive talent turnover, there are always vacancies and I guarantee you that every single staff in every single hotel, they are looking for job at any given day. That's just the nature of hospitality. These iconic hotels, for example, [redacted], the staff are very stable. They are very proud to work there. They would not move. They've been there for 30 years and are very happy with that. When you manage to do that, develop this identity and bond to the brand and to that particular property, which is very hard because this is a unique hotel.

There is always a job somewhere, you know, and people just go, and it is a problem. And it's maybe not so much of a problem for the employees, but it's definitely indirectly even facing them because it's the team who I'm working with constantly turning around. The standards cannot be maintained. There is no customer satisfaction. You are fighting fire, but not actually addressing the source of the fire.

00:18:14 Speaker 2

Did you conduct exit interviews like when people left?

00:19:27 Speaker 1

We sell roles, we sell jobs for more than what they are. We paint these pictures and I have talked to managers many times about it. Don't sell, don't promise something that you will not be able to deliver just to get the employee, because they figure it out very quickly and they will leave.

And as for job descriptions, we will have to at some point move away from job descriptions. Because they are just not realistic, they are very limiting. There are so many problems with that because they limit human creativity and I don't know if it came up in your research, but people are very bored. They are intellectually bored in the hotel industry. The jobs are repetitive. Yes, you speak to hundreds of different people every single day, but it's always the same questions. There is nothing challenging in the hotel industry and therefore people are very, very bored. We need to look at how we can diversify their learning experiences and unfortunately the job description doesn't allow us. When we start asking them, can you do something which is outside of your job description? The first thing they say, it's not in my job description. Because nobody is winning that game.

And I we sell roles for something bigger than they are. Interns suffer a lot because interns are told just do this, but we don't allow them to do anything. And also, because the same working conditions, you have in every single hotel. If somebody pays me €1000 per year more I go there. Why would I not? There's a lot of elements for hospitality to achieve this. Hoteliers they know, they are aware of the problem, but we are just not willing to fix it because there's a lot to fix. We are a very close-minded population.

If that was more of an option to be creative and to to, you know, be challenged intellectually, then a lot more people, a lot more talent that studying to go in that direction will actually stay in that direction.

Also, we need young people. We bring them in here with our old school processes, with our old school mentality. And what are you going to do with them? Because these guys are going to be bored, they need to be constantly stimulated intellectually.

00:25:48 Speaker 2

We recently had a presentation from Jumeirah, for example, do you see major differences in the mindset of employees between Dubai and Europe?

00:26:18 Speaker 1

I think we should never look at the GCC or Dubai in terms of mindset towards the hotel industry because here this is just the job. Everybody comes here, they send the money home and finish. They couldn't care less where they go. That's the wrong comparison here. People are literally just here for the money. Of course, they progress along the journey, but they don't really care if you offer them another job in a different industry to get more money. The problem is that hospitality used to be a very, very respected profession. They lost this because of the poor conditions. And for example, in the United Kingdom, I was just talking to a friend, he's a general manager, he says, hospitality professionals are not respected. Nobody wants to do it. And so, there is no pride working in the industry. I would love to see it turn this around and everybody to be very proud again.

00:28:35 Speaker 2

How do we how do we make it more attractive?

00:29:42 Speaker 1

We can do whatever we want to do, and we don't take this liberty. We are waiting for somebody to tell us what to do. I created this fantastic program. It worked very well. It was very hectic, but it worked. It had a lot of flexibility. I managed to get the managers understand it's their job to train their employees on the job, and it's not my job to train their employees.

We can put any kind of program in that we want because I managed to do it and nobody asked me, I could have just gone with like whoever had that. Because all they see is a pair of hands like that pair of hands is useless until it is trained. You don't exist for me as an employee until you actually know how to do the job. Even on the duty roster, I would schedule for the first one month or six weeks to be with somebody. That person doesn't really exist for me, I can't count on you for productivity. But people don't see it this way. The moment you step in, they rely on you. How can we make that learning experiences better? By creativity. You can literally do whatever you want. Managers, they don't want, they just complain. And I always thought, and if I can make it, you can make it. And it's just the laziness. It's just the narrow mindedness. It's just the lack of effort. It's just the overstressed mind that is already somewhere else. It's always poor leadership. If I want to make something happen, I will make it happen and I'm not waiting for anybody to tell me how to train my stuff.

We need to train our management. To allow these people to be trained before they can actually stand behind the front desk and increase awareness. Also, especially for people who are not from the industry but are new to the industry. They still need to see all the rest of the operations of the hotel. But they don't even have an idea of what's going on in the rest of the hotel.

[Unrelated dialogue]

00:38:51 Speaker 1

Give them the information. Behave in the way that they want to fall in love with you and the team and the hotel and the company. But if you don't give them the opportunity to fall in love with you through your behaviour, it's not going to work.

6.10 Appendix J

Transcript Expert B – 03 May 2023

00:00:01 Speaker 1

I would love for you to give me some background information. I mean, I've had you as a lecturer, I know a lot about your experience in the industry, but specifically about the experience that you had as a director of the [redacted]. Because as I've read also on LinkedIn you had a lot to do with recruiting, training and maybe also the onboarding of employees. Just to give me kind of an idea of what your tasks were when you were employed there.

00:00:34 Speaker 2

Absolutely. With pleasure, Franziska. So, the [redacted] was an internal training academy for [redacted]. The idea was really to be able on the one hand to train the employees who were already there to, you know, upkeep that level of service that was expected in that hotel and on the other hand as well, to play into employer branding and to attract new employees as a benefit basically for them to know that they will be trained once they start. And even the idea was there to recruit people from outside of the industry and give them the tools that they need to succeed within the hospitality industry. And obviously, you know, this is a huge project. So, we had to think of how to approach it. And finally, I designed a process based on 10 pillars and we started implementing one pillar after the other. One of the pillars was onboarding, so I had nothing personally to do with the recruitment. There was a human resources department with three people really taking care of you know, advertising the jobs and recruiting people, interviewing them, and hiring them and so on. And then I took basically right over on their very first day of employment with an onboarding process that started with half a day and then grew to be a three-day programme. Basically, that we put together involving many other departments and department heads and so on. And then you know, kind of designing a path that employees would take with some mandatory trainings that they needed to take, some basic trainings that we didn't make really mandatory, but where they would really get the basics. And then as they progressed with the company, tailor making the trainings more towards their needs and where they wanted to go with their career. So, in order to be able to do that, we then designed a process of having yearly development talks with the employees, appraisal interviews and including basically, as one of the results of these appraisal interviews, where the employee saw himself in the future or herself and which trainings were necessary to get the person there. So, out of all of the information we collected from 800 employees, we then knew which trainings to offer, how many times to really tailor make the Academy to the needs of the employees there. And then we started saying, OK, but we need on the job training as well. We just can't cover everything with external trainers and the experts there are people working in the departments. So, we created those departmental trainers, a position that was taken up by someone in a supervisory or assistant department head level, who was then responsible for training within their department, not necessarily training every new employee themselves, but making sure it actually happens. Assessing the training needs within the department, communicating that to me. So basically, taking that task

away from the department head, who usually has a lot of other responsibilities and having one dedicated person really just in charge of training, in charge of creating standard operating procedures for the department, training those on a weekly basis. So, we had this programme where every week a standard operating procedure was talked about in 5 minutes, prior to the shift. Just to keep it up to date and in people's head.

And then we created a buddy-system, for new employees to have a buddy within the department, who would have the same schedule as they do for the first couple of weeks and train them using a training sheet created by the departmental trainer with all the tasks that that person needed to learn within the first few weeks. And then both had to basically sign the sheet that they were trained and then the department head or the departmental trainer would kind of check on it and see how far they've gone and whether the person really understood what they had to understand with the idea of having a feedback talk at the end of the trial period of the employee and giving them feedback on what they did well and where they needed to improve.

The project went on with the [redacted], where we implemented the e-learning as well. We had to introduce a whole new software, which then became bigger than we originally thought because we then implemented a talent management software that started with recruiting and went all the way to succession planning. So really through the entire employee life cycle. It was a bigger project to implement, but then we had this tool available for us to create our own online trainings and which was a great thing, especially when COVID hit because then, we started a project called "100 questions, 100 days, 100% quality" and basically the idea was that people would have three months' time to go through 100 questions and answers and then take a quiz at the end so they wouldn't forget everything while they were sitting at home. Training on all levels, on the job, off the job. Within the Academy, we also had three categories we had an own Academy for the apprentices, one for the employees and one for the management positions where we focused on giving them leadership tools. And then we had a two-day retreat for all the managers once a year as well, outside of the hotel with team building activity. We worked a lot with the values that [redacted] had. Every year we had one value of the year and then we created some activities around that value. We also created the "Excellence Award", an employee of the month type of thing, where somebody who did excellent work, was then awarded with this award. Then we also started celebrating, under the umbrella of the [redacted], employees birthdays once a month together in the cafeteria, organising excursions for apprentices once a year, doing a lot of social work as well. Cooking for the homeless or picking fruit with disabled people. It was it a very wide range of activities that that we did.

00:08:50 Speaker 1

It's very nice to hear because I've had so far, about 8 interviews with line staff employees, people who recently just experienced their onboarding. I've just noted down some things which are actually excellent answers to some of those negative perceptions some people had about their onboarding or this organisational socialisation process. We see HR designing these great frameworks but then we

have departmental managers who fail to implement these steps. And who are given new employees and just see this pair of hands that they can put to the front office without considering how we need to train that person first. You said that you have these leadership tools and having a special part of the Academy that focuses on training managers is something that will definitely be a good solution to this problem. The reason why I actually started my research, was this perception that the hospitality industry has a very high level of turnover, people just stay with their employees for a year or two years and then obviously through the research confirming this initial fear. Would you say that the hospitality industry has a problem with turnover? Or is this just the nature of the business?

00:10:33 Speaker 2

Both to be honest with you. Some natural fluctuation in general is not necessarily a bad thing. Getting in new people, new ideas and it has to do with the nature of the hospitality industry, where it's a good thing when you've seen the world, when you've travelled, when you've gathered experience in different types of properties. Privately owned chains, larger hotels, smaller hotels, resort hotels, city hotels until you really find you know what you actually enjoy. On the one hand, I think a certain amount of fluctuation which, in general is higher maybe than in other branches is quite normal and not necessarily a bad thing for the hospitality industry, however, on the other hand, I see people stay for a very short period of time and some of the fluctuation obviously is not due to "I've seen everything I can see, I've learned everything I can learn here and I'm moving on to the next career step" but people leaving you know, after just a few months because they're unhappy and obviously that's obviously not a good thing. And as we know, people join companies, and they leave managers or leaders and that's somehow the issue of not having enough staff right now. It's this spiral of not having enough staff. But then you hire new people, you don't have the time to really train them well, then they're unhappy, they leave again. Then the people will remain there, have to do double the work, and then they're fed up and they leave and it's. It's a bit of a difficult situation right now for many hotels, but yes, in general I do agree with you, the fluctuation is higher than in other industries and to a certain extent it's understandable and fine, but I think it is higher than it actually should be.

00:12:59 Speaker 1

The fact that you specifically designed a pillar that is onboarding already tells me that the significance of the process is high for you, you believe that there needs to be this process in place of integrating and training this person, but do you believe that there actually is a relationship between onboarding and employee turnover. Or do you think that there's just so many other different steps then also play into that. How do you see the role that onboarding takes in the process of employee turnover. How significant is it really for you?

00:13:41 Speaker 2

It is very significant and if an employee leaves within their trial period or just a couple of months after they started many employers fail to see how much money that actually cost them in recruiting the person, interviewing them, going through

all the administration work that needs to be done from preparing the contract, to getting them registered with Social Security, and getting a uniform for them, getting them started, training them to a certain extent. And then they leave, these are the most expensive employees you could have. And just like a guest has a first impression when they arrive at a hotel, and this is usually quite fundamental in the experience, they're going to have afterwards, an employee also has a first impression, and that happens in the first few days where they start, and onboarding has two roles. On the one hand, making sure that the person feels welcome feels that there are other people who also just have their first day, finding people to connect with, to have lunch with, to find their place within the organisation from a social perspective, and then of course, getting the information that they need to be able to start and getting all the background information about where they work. These two roles need to be covered in an onboarding process. The other day I was training a bar manager who was complaining about how people nowadays flake out really fast and he just had an employee and in the middle of her shift, she actually decided to quit. I asked a little bit more about what happened and finally, he said, "When she started, she was given her name tag and then she was sent to the department and then she started working there and he was so busy and he didn't have time to really train her and after two weeks, she said she's sick and tired of feeling incompetent because people ask her questions about the hotel that she simply cannot answer, so she's not going to want to feel ashamed longer than that." And off went and this is exactly it. You don't know where you work, what's the history of the place, who's the owner of hotel, which other restaurants do you have there? Where do I change my clothes? Where do I go for lunch? You do need those basics in in order to have a good start, and I'm not talking about the advanced art of onboarding where you might even have a bouquet of flowers on your desk or a note from your manager saying that you're welcome or some desk that's actually prepared with your passwords and everything. You need to actually be able to start working and not have to run around and try and find these out to yourself or deal with IT. The actual minimum. You need to feel that someone was awaiting you, that people are excited that you're here and that you can actually start working and start performing. If you have a bad start and you think people don't really care that you're here and you don't feel like you fit. You don't find someone who will take you by the hand and shows you a little bit how things work. The chances are very big you're going to either be unhappy and have that memory in your mind of what a rough start you had or simply quit.

00:18:34 Speaker 1

How do you believe we can design the onboarding process in a way that's beneficial for employ? Of course, keeping in mind certain things are aspect to personalization. Not everyone likes the way we might design the onboarding process. What do you believe are the most important things we need to consider when designing this journey?

00:19:42 Speaker 2

When I designed the journey at [redacted], I really had a look and at many different concepts and what other hotels did to try and find the right way, and I think there is not the one design that works for everyone. It really depends on many things

starting with how many employees do you welcome every month? If there are two, you have to design it differently than if you have 12, you're not going to have 10 people present to two people. That would be a little bit strange, so it really depends on the resources you have and the number of employees you're onboarding. I found out back that Kempinski did the whole week and that people got very overwhelmed sitting in a room a whole week. And it was too much information for the beginning. Too long is also not good. Then in the hospitality industry, you have cooks, you have servers who are used to running around all day. You cannot sit them down for 8 hours. That doesn't go over very well. Then it really depends on how much information you think they actually need to be able to be effective. What information you want to transmit to them, and at [redacted] we had grown from half a day to three days just because of issues of, you know, IT security, that all of a sudden became very important, we trained them to use the internal Internet and communication tool that was called hotel kit to make sure that they actually use it. All the department heads came by to present themselves. But we also did a lot of walking around and tour of the entire building. We took them to the staffer cake manufactory because we said you cannot work at [redacted] without having seen how the cake is produced. Then we had fun activities as well. When the weather was nice, we went to do them out at the park, or we had a blind [redacted] tasting with three different ones from three different places. We did a number of team building games as well. It wasn't all presentation mode. The values for example, we presented the values but then we had them working groups to decide what these values meant to them and how they could live the values. So, it was very interactive in the way we did it and it wasn't sitting in a room for three days there was a lot of movement and excursions and so on, included. But another hotel that might not have a cake manufacturer. It wouldn't need to do that, so it really needs to be designed based on whether you are a smaller hotel, larger hotel, how many people you welcome at a time. And one system that I really liked as well was a system implemented by a hotel in Tyrol. They said that they cannot wait till the 1st of the month to hire people. They hire people during the month as well. So rather than having someone start and then wait three weeks to have their onboarding, they had 1/2-day session every Monday morning. And their entire onboarding session consisted in four half days or five half days. Every Monday they could hire a new person who would start with a block of four hours, then go into their department. And it was clear to the manager that person would not be there for the first four or five Monday morning. They broke it up. They said that way it's not too much information at one time, the system is a rolling system. You could start with any of the modules and then just be there four times or five times and it was bits and pieces of information. Not altogether it was easier for the department heads, when someone new started to say "I don't see them in a week, but actually I don't have them right away, I can plan for them to be gone for five half days it's easier and that worked really well for them. Then the question is how they are welcomed within the department. And is there someone there to take care of them and to train them on the job to actually do the job they're hired to do. It's not just about background information that you need. And this is another very important part of all. I have a great impression, but now I start working in my department and everything is different from what they kept told me for two days about our values. Within the department you need a certain level of training and making sure that someone's

there to train that person and make sure they learn everything they need to learn about doing the job.

I have another hotel I'm working with, and they have around 100 employees and they don't have 10 people starting at the same time. And they say, you know, we cannot put one person or two in a seminar room and then have presentations and all of that. They're designing a process with buddies. I see them more as mentors, people from different departments, who volunteer to kind of do that induction for new people. That's only half the day, but you're then handed over from HR to what they call buddy, and that person takes you by the hand, gives you a tour of the hotel, tells you a little bit of background information and gives you some of this information you would get in an official onboarding, in a much more casual, one-to-one way, which is a nice way of doing it as well. It's less formal, but you have someone from outside of your department who you could become friends with right away. So not just the people in your department who give you a good overview of the place you're working before handing you over to your department. It's a mini onboarding, but it's much more personalised. It's one-on-one and it's also a way of doing it. It needs to work for your hotel.

00:27:59 Speaker 1

Yeah. Sounds also very nice cause I've had people say, the way that I experienced the onboarding was kind of different to how some people who started with me experienced it. And this is a way of as you said, ensuring this level of personalization. It might even be beneficial if you don't have a lot of people joining at the same time and you have this way of doing it. If they're volunteers, then chances are higher that they can actually convey the message in a way that sticks with that employee, and that this excitement is transferred to that new employee.

00:28:36 Speaker 2

But they just need to be trained on what to say and how to do it so that it doesn't become: everyone tells their own story.

00:28:47 Speaker 1

Yeah, this actually brings me to my next question, as I was talking to this expert yesterday and also some people before we all shared this frustration that there seems to be something going wrong between HR and you know this kind of linking module between HR's design of the onboarding process and then the actual execution of it. And you also just said it, these people need to be trained on how to transfer the values. How do we how do we tackle this issue? You just gave a great example with having volunteers, people who actually want to take on this role of trainers. But how do we make sure that the onboarding process doesn't get lost in translation with the department heads?

00:29:53 Speaker 2

It's not the question of how we train them. I think the issue starts elsewhere. People within the hospitality industry are promoted pretty fast compared to other industries. And often you're promoted because of your longevity in a certain role,

so you've been here for a year as a server. Then in order to retain you, we'll promote you to the next level and then the next level, and many a time you would find someone who might be a great server is not necessarily the best restaurant manager because they have all the expert skills, but sometimes they lack leadership skills. And leadership skills include setting priorities, training other people, time management, motivating employees, training employees and so on. And often, you know, these people get very caught up in day-to-day business and need to take care of their guest. And you worked at that restaurant before. You know what to do. Run. Do your thing. And very often I see them confusing, urgent, and important matters and focusing only on what's urgent and what's in front of them right now, without thinking a little bit further towards the future. I don't invest the time in that person now, they're never going to be able to work well and actually do the job they're hired to do. So, I better train them now and take the time now so then they don't make mistakes in the future, and rather than doing that, it's like, we're so busy. And then, people start doing whatever and then the manager is just running around trying to fix things. And everyone's running around like chickens without heads. And the question is, do you train your leaders, yes or no? And the answer is they need to be trained to actually understand a little bit more about human resources, about how to give feedback, how to motivate an employee. That's the next thing you know. People who are new somewhere make mistakes. How do you deal with these mistakes? How do you give them feedback. This is why I started my own company because that's what I teach. There are skills that you need as a leader that are often lacking. And then it becomes, HR's issue. Why don't we have enough people? HR isn't doing their job, but if you don't do your job to retain the people it are, HR cannot keep up with hiring people forever. If then they spend 3 weeks with you, and they're gone. It's really about ensuring the leadership skills are there and people in the departments, the leaders understand the importance of taking new employees by the hand and really training them. And I think there's another issue there is the generational issue. Understanding how today's generation that is joining the workplace actually functions. And they function very differently sometimes than generations before them. If the age gap is quite big, there might be just misunderstandings there right from the beginning of, what it means to work hard or what is expected. I'm happy that the tone of voice in some kitchens has changed over the years, for example, but also in service and other departments where some employees think that because they worked 16 hours and six days in a row in some ski resort and what they've been through, everybody else has to go through this as well. They sometimes have unrealistic expectations towards a generation that has very different concerns. And sometimes there's just a culture clash between generations there where they don't seem to get each other.

00:35:14 Speaker 1

I've noted down three kinds of takeaways from this, the first one being just generally understanding the significance of onboarding, understanding that it's an important tool to retain your employees to make sure they stay within the company. Understanding how important it is to give them an orientation within the first weeks or even the first year of employment, then the second thing, also understanding the importance of personalization, not just on an employee's perspective, but companywide. Seeing what onboarding process best fits your company, how many people are employed each month and then looking at the

individual employees level. What do they need? The third being training your department heads, making sure that the message of it are actually reaches the employee. Would you agree that we can say that these three things are important when we look at the onboarding journey?

00:36:21 Speaker 2

Very well, summarised absolutely.

6.11 Appendix K

180-Days Colleague Experience

PROCESS / MINOR	PREPARATORY UPON THE DECISION		ORIENTATION 30 DAYS - ACTIVE LEARNING		INTEGRATION 31 TO 90 DAY - EXPANDING, LEARNING, DOING		180 ONWARDS
	A WEEK PRIOR TO START DATE	FIRST DAY	FIRST MONTH	DURING SECOND & THIRD MONTH	END OF PROBATIONARY PERIOD 90 DAY		
DIRECTLINE MANAGER	Schedule new colleague (on the notice) & inform the team about the new arrival.	Personally call to welcome and confirm the start date and time.	Ensure the completion of 30-day and L&D training plan. It is important that maximum time is spent with the D and L training and onboarding.	Ensure the completion of 30-day and L&D training plan. It is important that maximum time is spent with the D and L training and onboarding.	Ensure the completion of 90-day and L&D training plan. It is important that maximum time is spent with the D and L training and onboarding.	Complete final performance review based on this progress.	Focus on competency development milestones. In the end and provide a final review.
	Designate a Departmental Trainer who will spend the first 30 days with the new colleague.	Ensure everything that is necessary for the uniform, mobile key, business card, etc.	Check in with the new colleague. Focus on experience, learning, adaptation, and progress. If something is not working, take a moment to discuss it with the D and L training and onboarding.	Check in with the new colleague. Focus on experience, learning, adaptation, and progress. If something is not working, take a moment to discuss it with the D and L training and onboarding.	Check in with the new colleague. Focus on experience, learning, adaptation, and progress. If something is not working, take a moment to discuss it with the D and L training and onboarding.	Set specific, departmental and individual goals for the next 30 months. Record and email it to HR.	Check in once a month with the colleague to check for experience. You may not need to do anything as the colleague is doing well. Still have the conversation and show your appreciation.
	Departmental Trainer prepares the New Joiner Training plan. Training plan must include: few days case training in related areas on department, on mandatory to enable the employee to sufficiently do the job after 30 days.	Create a welcome pack (specific to department)	Handover the welcome pack if the team, English, workshop facilities & breaks.	Complete 30-day performance review form and email it to HR.	Check in with the new colleague. Focus on experience, learning, adaptation, and progress. If something is not working, take a moment to discuss it with the D and L training and onboarding.	Check in once a month with the colleague to check for experience. You may not need to do anything as the colleague is doing well. Still have the conversation and show your appreciation.	
Departmental Trainer	Collect as much info about the new colleague as possible. This info should be considered and prepared for a personalized welcome.	Introduce the new colleague to the Departmental Trainer.	Departmental Trainer prepares the 31-90 day performance review form and email it to HR. We need to do a little more to bring it out. We need to help in whatever way we can.	Provide continuous coaching and training. Refer to your support by being available, when help is needed. Have lunch together!	Provide continuous coaching and training. Refer to your support by being available, when help is needed. Have lunch together!	Provide continuous coaching and training. Refer to your support by being available, when help is needed. Have lunch together!	Provide continuous coaching and training. Refer to your support by being available, when help is needed. Have lunch together!
	Meeting with L&D about the training plan	Manager or DT shows the new colleague around the hotel and ensures to meet with the GM.	Join our social media community	Check in at the end of the day and ask about the experience & clarify questions.	Check in at the end of the day and ask about the experience & clarify questions.	Check in at the end of the day and ask about the experience & clarify questions.	Check in at the end of the day and ask about the experience & clarify questions.
LEARNING & DEVELOPMENT	Email New Joiner training plan, SS Brand Book, CHG Guide, and the Stage Director Guide (welcome email)	Send a welcome email to the new colleague.	Send a welcome email to the new colleague.	Send a welcome email to the new colleague.	Send a welcome email to the new colleague.	Send a welcome email to the new colleague.	Send a welcome email to the new colleague.