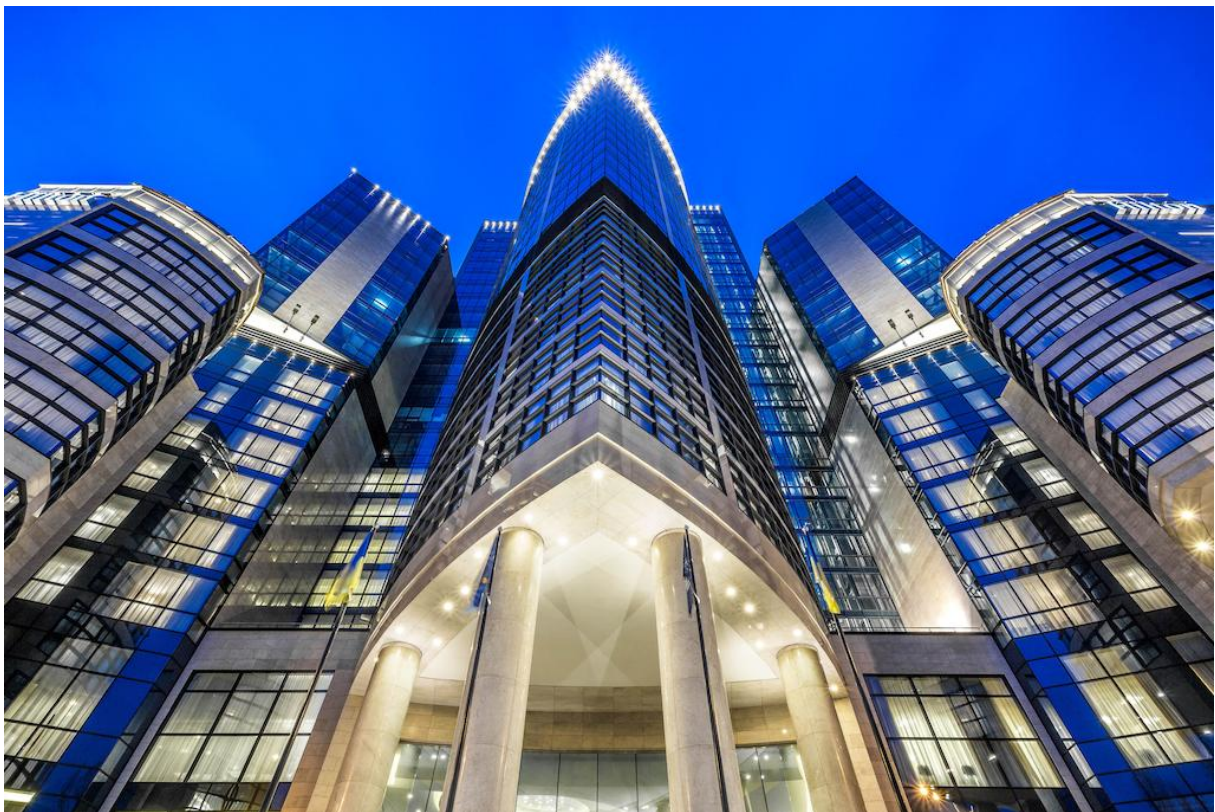# Advice on HRM: decreasing employee turnover and applying a new retention strategy at Hilton Kyiv

Written by Cristian Turcu

January 2019

Thesis

Advice on human resource management: decreasing employee turnover and applying a new retention strategy at Hilton Kyiv.

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I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name **Turcu Cristian**

Date: **14.01.2019**

Signature

Preface

Dear reader,

The following thesis project is composed to finish up my bachelor studies in Hospitality Management at Saxion University of Applied Sciences.

This project is aimed at HR from Hilton Kyiv for the HSK and F&B departments. This project was written in Kyiv, Ukraine.

I would like to thank my examiners for their help during this project, support, and guidance. Furthermore, I would like to thank the company and the client for this great opportunity, I felt welcomed in the company and cared about. In conclusion, extraordinary gratitude to everyone who was a part of this project, and to those who took part in it.

Kind regards,

Cristian Turcu

Kyiv, January 2019

Executive Summary

This research project based on HRM at Hilton Kyiv, in F&B and HSK departments. The research was conducted in Kyiv, Ukraine.

Within the F&B and HSK departments, have been always issues relating to the high turnover rate as well as low retention rate. This causes a constant flow of employees, additional training, poor customer service, and unsatisfied guests. Following the management question:

> **How can Hilton Kyiv implement a new HR strategy with regards to the retention of employees and respectively decrease the employee turnover by 3%–5%?**

Research has shown that staff retention and employee turnover are correlated. Furthermore, the researcher examines only inner reasons, as the client may not affect external reasons, implying it cannot be resolved.

In order to figure out the causes for high employee turnover and poor retention rate field study was conducted through interviews and information analysis. It indicated that F&B and HSK departments at Hilton Kyiv face several problems, such as low wages, lack of communication, poor teamwork, and hard physical work. Employees retorted that there are not enough coaching programs and meetings as well as definite professional paths. In addition, some participants indicated that the opportunities within the company are generally understood, while others were not conscious of them. Finally, participants were not happy with their salaries, although the hospitality industry and particularly the operating departments are among the lowest paid sectors in the globe, which is what was anticipated.

The researcher performed field studies and conducted meetings with hotel staff in both departments to come at a compromise on the above-mentioned problems. Enhancement points were gathered through meetings with employees from both departments as well as exit surveys: implementing rewards and recognition programs, improving team building operations, managing efficiency, performance management, improving salaries, etc. The findings were concluded by responding to the primary research question and to the sub-questions.

Following the research section, the advisory section outlined the suggested and assessed alternatives for the advice, further presented the execution plan with the assistance of the PDCA cycle and presented economic consequences.

A report on day-to-day operations as well as the value of this project for the sector is provided at the end of the thesis project.

Table of Contents

1. Introduction

The following chapter will depict the context data, about the organization, outline the reason for this project. Management problem as well as the research questions and the core concepts will be discussed and clarified.

1.1 The company

The company chosen for this thesis project is Hilton Hotel Kyiv, which a 5-star hotel, the only Hilton representative in Ukraine with a unique location in the heart of the city. The main client and supervisor is the HR manager of the hotel – Anna Medvedeva. Anna, is in charge of the HR operations, recruiting and finding talents. The hotel has about 243 employees and Anna and her team are in charge of their development, learning process and motivation. Hilton Kyiv opened in 2014 and offers 262 guest rooms, a contemporary restaurant, a business center, meeting rooms, and a spa. Various business centers are located in walking distance from the hotel. Boryspol airport is only 35 km away from the hotel, which for such a big city (2.9 m) is fairly close.

The thesis project will mostly focus on the operational departments of the hotel because this is where the problems are observed the most. The two operational departments that this thesis aims for is HSK and F&B. Mrs. Medvedeva sees that there are potential improvement points regarding HRM in the company, which this project will be aiming at.

1.2 The reason behind the project

Hilton Kyiv Hotel has some issues regarding HRM within the operational departments. Due to the lack of profiled universities and current political and the economic situation in Ukraine, there is a comprehensive shortage of qualified employees. Hilton Kyiv has recently been suffering from high employee turnover (38%) and respectively low retention rate. The main issue disclosed is observed within the operational departments, which affects the quality of services offered. According, to the HR Strategy from Hilton Kyiv for 2018, the current HR team has developed the F&B school of excellence, which within 4 weeks of training will show the youth how they can start and build their career within the F&B department. Furthermore, within the global initiative Careers Hilton together with different partners (local universities and Ministry of Economics of Ukraine) hotel will host 106 students from all over Ukraine for a contest organized by the university, and the 2nd day will consist of interactive activities with Hilton Kyiv team. There is a constant process of development and search for new employees in different operational departments at Hilton Kyiv, different strategies for retention and attraction are applied, for example, interview style with new employees, approach with the new employees, etc. However, the gap between the current result and required is still dramatic. The current local goal of the hotel is to decrease the employee turnover with 3%–5% during the next 6 months, fulfill the open positions and apply a retention strategy. Thus, the client wishes to reduce the employee turnover within Hilton Kyiv and apply potential changes in the HR strategy related to attraction and retention of new and existing employees.

After the depiction of the organization and the purpose of the project, the management question is expressed underneath.

> How can Hilton Kyiv implement a new HR strategy with regards to retention of employees and respectively decrease the employee turnover by 3%–5%?

1.3 Objective and Research Questions

Objectives and research questions will be discussed in the following part. Researcher requires additional information in order to develop the advice for the client. Furthermore, based on the information gathered the management question can be answered.

The starting point for the research will be the research objectives and the questions for these objectives.

1.3.1 Objectives

Following the management question and management problem formulated, objectives are developed as follows:

Research objectives:
- To gain an insight into employee turnover and employee retention concepts
- To gain an insight into what is causing high employee turnover in F&B and HSK departments of Hilton Kyiv
- To gain an insight into how employee retention and employee turnover is correlated
- To gain an insight into which HR instruments can help increase the retention rate in HSK and F&B department of Hilton Kyiv.

Advice objective:
- Present an action plan, with an adjusted HR strategy, that will fit Hilton HQ, to Hilton Kyiv management on how to decrease the employee turnover and implement a new retention strategy in HSK and F&B departments.

1.3.2 Research questions

The central research question and sub-questions are drawn based on previously mentioned information. The central research question will serve to guide the research, while the sub-questions translates the research results into reliable advice for the Hilton Kyiv.

Central research question:

1. What is/are the reason(s) for the high turnover rate in HSK and F&B departments and how is it contributing to retention strategy?
   1.1 What is the definition of employee retention?
   1.2 What is the definition of employee turnover?
   1.3 What is employee opinion on the current retention strategy?
   1.4 What is the view of staff on the elevated turnover factor?
   1.5 What is employee opinion on reasons behind the high turnover rate in HSK and F&B departments that are contributing to the retention strategy?

Advice question:

2. Which HR-instruments can Hilton Kyiv implement in order to decrease employee turnover by 3%-5% and increase retention rate?
    2.1 What is employee opinion on how retention strategy can be changed?
    2.2 What is the view of staff about how to resolve the cause for elevated turnover?

1.4 Project framework

Above, the researcher has developed questions, which will direct the reader through the research, up until the ultimate recommendation. Initially, there will be two core concepts for the theoretical concepts, namely employee turnover and employee retention. This will assist to respond to the knowledge questions as well as the sub-questions of the main research questions. Furthermore, using the findings of the core concepts, the base for conducting the first field research will be made. First field research with the employees of the hotel will help answer the following sub-questions of the central research question. Lastly, the researcher will conduct the second field research, analyzing the exit interviews, to clarify the results of the first field research. This will help to gather another angle of view over the same questions. The findings of the field research will form the basis for creating advice and answer the advice question.

1.5 Reading guide

The upcoming chapters will represent research and advisory. Inside the research section of the thesis project, the researcher begins with meanings of key concepts of the project in theoretical framework part. Theoretical part talks about the meanings of the core concepts just as components and sub-components of it, which are displayed by the methods for operationalization. The theoretical framework depends on past inquiries, studies, and articles, which are carefully chosen and assessed. Section proceeds with methodological decisions for research, including research procedure, information accumulation techniques and strategies for information investigation. Besides, research results are introduced, that is followed by outcomes which comprise of responding to the research questions. Research section closes with a discussion of legitimacy and authenticity of research.

The accompanying section – advisory section, begins with the assessment of alternatives. In an attempt to determine which one is appropriate and the most viable for the company, the researcher presents a number of alternatives, or a mixture of alternatives and assess them. Moreover, the investigator introduces the implementation scheme using the PDCA cycle after choosing alternatives for the company. A debate of the economic consequences, advantages, and hazards follows on from the implementation scheme.

Finally, the project finishes with a keyword, while the researcher focuses on the daily practice and the importance of this thesis for the work field.

2. Theoretical framework

The key core ideas of research are outlined in the theoretical part. The basis for the research can be established by identifying key research ideas and using the definitions as a starting point for this research.

This section is intended to explain the search method selected and define two core concepts of this theory: employee retention and employee turnover, consecutively operationalizing these concepts.

Search process

Web reviews have been held out to identify the key ideas and establish the framework. When the appropriate articles are discovered, the snowball technique is used so that extra references can be revealed which are appropriate for this venture.

Search process description can be found in *Appendix 1 – Search process*.

The theoretical framework will be built on the key concepts of this research. This will offer an insight into the key concepts and how they relate to the research objectives and the advice.

2.1 Employee turnover

The employee turnover relates to the amount of staff leaving an organization and replacing them with fresh staff, according to an HR topic specialist (Mayhew, 2018). Some studies may choose to define employee turnover as *"employee movement indicator, which indicates the share of dismissed employees irrespective of the dismissal reasons in the average number of employees in the certain period of time"* (Martin, 2010), or *"a measurement of how long your employees stay with the company and how you have to replace them"* (Woods, 2015).

Author	Definition
Mayhew, 2018	The amount of staff who quit and are substituted by fresh staff.
Martin, 2010	"employee movement indicator, which indicates the share of dismissed employees irrespective of the dismissal reasons in the average number of employees in a certain period of time"
Woods, 2015	"Measure the time and frequency of your staff remain with the business."

Table 1.1 Employee Turnover

In addition, distinct causes could arise for employee turnover, which has revealed the previous elements:

Author	Aspects
Mayhew, 2018	*Uncontrollable* – of which company has no impact and c*ontrollable* – of which company has an impact on employee turnover.
Mayhew, 2018	*Voluntary turnover* – *it's when* a worker leaves with his own wish. This may be associated with a fresh job, transfer, private matters, which prevent him from working. *Involuntary turnover* – it's the completion for a poor job, absenteeism or violation of workplace policies, rules, and regulations. It is involuntary as the decision was made from one side.
Kim, 2012	*Internal factors* – organizational assistance, healthcare, aid for oversight, professional progression, and *external factors* – pensions, stronger employment prospects, family reasons, etc.

Table 1.2 Employee turnover aspects

Besides, it is important to identify how does turnover influence hospitality sector. It goes without saying that hospitality has a high turnover rate in comparison to other domains, as the hospitality industry has unskilled jobs and options where the turnover is more likely high. For this reason, (Narkhede, 2014) states that turnover in hotel industry triggered by such dissatisfaction factors as the relationship with supervisors, job content, working conditions, work timing, salary, and other benefits, etc. Moreover, high employee turnover negatively affects the quality of services and customer satisfaction (Chi, Gursoy, 2009).

Conclusions

Looking at the above studies, there are different aspects of employee turnover, and some of them might not be suitable for this thesis project, therefore the most appropriate have to be chosen. For this project, it is of no utilization to concentrate on the components that the organization has no impact on and can't be improved. On account of this project, employee turnover will mirror that factors that are of direct impact by the organization. Moreover, involuntary turnover will also not be a part of this research, as the company itself chooses to release the employee, knowing that it will affect the employee turnover or there might be a higher priority (budget cuts, conflicts, etc.) and therefore it will be excluded from this project.

The author decides to examine voluntary turnover induced by inner factors, which are: appreciation, organizational assistance, and equilibrium between work and life. Any further debate of employee

turnover in this thesis project, therefore, focuses on these factors. Finally, the amount of staff who abandon the organization because of inner factors is described in terms of employee turnover.

2.2 Employee retention

This chapter will describe the next core concepts for this thesis project, employee retention.

To a great extent, customer satisfaction, organization success, satisfied colleagues, effective succession planning is dependent upon the ability to retain employees in any organization (Lahkar & Baruah, 2013). Encouraging employees to remain in the organization for a long period of time can be termed as employee retention. A study by Walker (2001), recognizes that managing and retaining employees is an important and fundamental mean of achieving competitive advantage among organizations. Some studies may choose to define employee retention as "*customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and last two being behavioral constructs*" (Stauss, 2001), or *"various policies and practices which let the employee stick to an organization"* (Juneja, 2018).

Author	Definition
Walker, 2001	Encouraging employees to remain in the organization for a long period of time.
Stauss, 2001	"customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and last two being behavioral constructs"
Juneja, 2018	"various policies and practices which let the employee stick to an organization"

Table 1.3 Employee retention

What makes retention difficult as a topic is a fact that every employee has their own set of motivational attributes (Rossi, 2018). Several studies indicate that the input to retention and happiness of employees is distinct. Some of the things that the organization influences are: overall satisfaction, wage happiness, job satisfaction, oversight fulfillment, dedication to the organization, work stress, work safety, coaching opportunities, advancement opportunities, as well as organizational justice, according to Loretta Pang (2015). Those elements will be grouped for this thesis project into organizational support, rewards, and recognition, work-life balance.

Maertz and Campion (1988), stated that less turnover research has focused especially on how an employee decides to remain within the organization and what determines that bond, retention process has to be analyzed aside with quitting process. Therefore, exit interviews will be analyzed and categorized.

Conclusions

By looking at the above statements, it can be concluded, that some people may be motivated by financial incentives, whereas others may appreciate freedom in their work, while yet others may be driven by finding meaning in their work. It can also be said that the employee retention comprises of four principal components by connecting these various researches to identify the appropriate concept for this thesis project: health, essential needs, organizational support, and career development. Moreover, there are individual reasons why employees decide to depart from their current work. By understanding these reasons, companies could enhance their employee retention rate and also avoid risks causing employee turnover. In addition, understanding their reason could potentially turn the organization into better workplaces by recognizing employees individual and differing needs (Rossi, 2018).

The researcher chooses to describe retention as different policies and procedures that allow employees to stick to an organization for this thesis project.

2.3 Connection of concepts

During the analysis of components of the two core concepts, some components can be noted to be comparable. To begin with, the author will investigate the internal reasons, which shows that the elements that are defined in employee turnover will be evaluated by the means of retention and how the employees are connected with it. If employees are not content with some aspects of the retention strategy, this could be an influential factor to employee turnover.

Several studies show the fact that employee turnover intentions, on which the company has an influence on, are highly affected by employee satisfaction (Kim, 2012). Satisfied employees are a necessity for a company that is seeking growth and development, therefore more and more organizations are acting accordingly (Sandhya & Pradeep Kumar, 2011). Sources of employee satisfaction may vary, from different organizations and companies, but there is 1 common, high employee retention. Satisfied employee` are easier to retain than unsatisfied ones (Sandhya & Pradeep Kumar, 2011). That demonstrates that there is an important link between the turnover and retention of employees. A conceptual model, for the illustration, will be presented below.

Table 1.4 Conceptual model

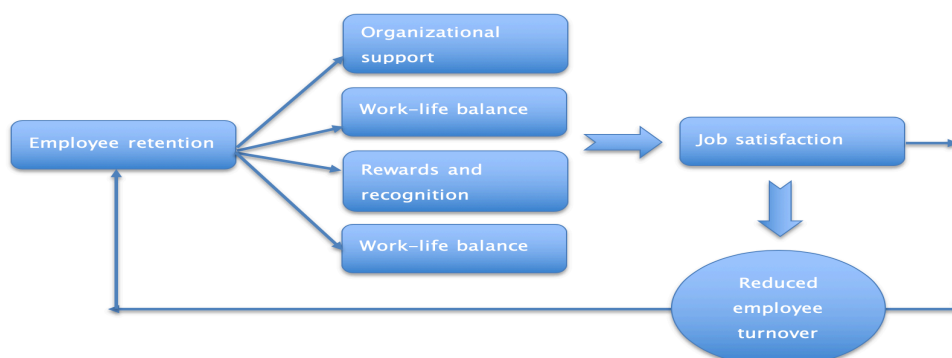## 2.4 Operationalization

According to Shields and Tajalli (2006), Operationalization defines the extension of the concepts – describing what is and what is not an instance of that concept. Dependent on the definition of the mentioned key concepts and the components which contribute to the key concepts, a tree diagram is developed and can be discovered under *Appendix 2 – Operationalization.*

3. Methodology

Callaos (2014, p.15) describes the methodology as a science of methods or the theory of methods. Furthermore, a methodology is a network of methods with their respective tools and techniques. In other words, in an attempt to attain the goal, the following part will portray the method of this study, address the study concerns and give Hilton Kyiv asolid advice.

3.1 Research strategy

When glancing back at the central research question proposed, it tends that the emphasis is on purposes for the issue, implying that there is a need to investigate the circumstance, which makes the idea of this research exploratory (Brotherton, 2008). The objective for such research is to get comfortable with workers from the operational departments and issues included, build up an all-around grounded image of the situation. For this approach qualitative research design is applicable, as there is a need to investigate employees opinions about the company regarding retention and turnover, gain insights, therefore there is a need to investigate entities and relations between them, rather than variables. For this thesis project, quantitative research isn't reasonable, as numeral examination would not invigorate the investigation of new experiences and conclusions (Verhoeven, 2015).

3.2 Research design

In order to accomplish the research objective – case study technique is picked. A qualitative case study is a methodology that permits to investigate a phenomenon inside its setting utilizing an assortment of information sources. This will guarantee that the issue isn't investigated through one perspective, yet an assortment of lenses, which considers different components of the phenomenon to be uncovered (Brotherton, 2008). The aim of this thesis project has both elements of a case study, employees as a context and employee turnover and retention as issues, which according to Brotherton (2008), allows performing a case study. Also, another reason could be that there have to ponder a specific phenomenon inside a situational setting since they are interrelated and indistinguishable. Glancing back at the Theoretical Framework, a few specialists have purposed that turnover and retention in organizations are firmly associated and that turnover can be impacted by retention in some matter. Since the study questions focus on this subject, the interrelated occurrence can be: association among retention and turnover with respect to the employees, which will permit to decide the relationship and study on the off chance that one prompts another, this can be investigated utilizing contextual analysis (Saunders, Lewis and Thornhill, 2009). As the project centers around Hilton Kyiv, a single case study with a holistic approach will be applied. As the hotel has all the condition important to accumulate insights into a phenomenon. A holistic examination is known as studies done on claim turf, in their ordinary encompassing, this is known as holistic qualitative research (Verhoeven, 2015).

3.3 Research method

According to Verhoeven (2015), case studies can have several methods of data collection to answer the central question, for instance, interviews, documentary analysis or focus groups.

Interviews and documentary analysis will be the techniques for information aggregation in this thesis project. Interviewing is seen as a useful methodology where qualitative information is needed, and further experimentation is needed (Brotherton, 2008).

As this project is aimed at employees, their sentiments about the issue are imperatively vital, therefore there is a need to conduct interviews with them, so as to pick up bits of knowledge and a better understanding of the situation. The principal preferred standpoint of interviews, when contrasted with other information gathering techniques, is the level of adaptability that exists while the way toward gathering information is partaking (Brotherton, 2008). As indicated by Verhoeven (2015), in-depth interviews for the most part take one of a kind courses, contingent upon the respondent, anyway the controlling from the questioner remains the equivalent, and the respondents are allowed to offer interesting commitment and express them however they prefer, along these lines interviews can give and animate surprising and new experiences. The interviews will be recorded for information investigation purposes and ought not to take longer than 30 min.

Another data collection method will be documentary analysis, within Hilton Kyiv, existing exit interviews will be analyzed. Since, exit interviews are already existing data, research method is, thus documentary analysis. Exit interviews are chosen to be a research method for data generation since it contains critical and important information regarding employee`s feeling, thoughts, and insight on improving the working environment (Rossi, 2018). Exit interviews are conducted with employees who decide to leave the company. Exit interviews aim to observe information to answer the question of why people leave. Purpose of exit interviews is to find patterns and real causes resulting turnover, by gathering and analyzing this data, the company could tackle issues deriving from the interviews, especially if similar reasons rise often. In addition, exit interviews are designed to give data regarding engagement, communication and improvement suggestions thus, linking research data to the theoretical framework where reasons for voluntary turnover is investigated as well as employee retention (Elo, 2008). Although the design, of existing exit interviews, contain closed questions, the majority of data is collected from open, interview questions (Rossi, 2018). Exit interviews are written with a standard set of departure related questions. Written interviews enable comparison of data since data generated through a standard set of question is straightforward. The researcher would like to observe the common points and analyze the interviews by structuring and grouping them.

3.4 Data collection

After describing the methods of data collection, it is necessary to define the sources of data collection. A sample is a group of people, objects, or items that are taken from a larger population for measurement (Bineham, 2006).

Interviews and documentary analysis will be the techniques for information aggregation in this thesis project. Interviewing is seen as a useful methodology where qualitative information is needed, and further experimentation is needed (Brotherton, 2008). As this undertaking is gone for workers, their feelings about the issue are crucially imperative, therefore there is a need to conduct interviews with them, so as to pick up bits of knowledge and better comprehension into the circumstance. The fundamental favorable position of conducting interviews, when contrasted with other information gathering strategies, is the level of adaptability that exists while the way toward gathering information is partaking (Brotherton, 2008). As indicated by Vehoeven (2015), in-depth interviews usually take unique courses, depending on the respondent, however, the guiding from the interviewer stays the same, and the respondents are free to offer a unique contribution and express themselves however they prefer, in this way the interview can provide and stimulate unexpected and new insights. The

meetings will be recorded for information examination purposes and ought not to take longer than 30 min.

As referenced beforehand, it would be fairly hard to conduct interviews with the entire population (F&B and HSK departments, over 60 employees), considering the time allotment of the research, in this manner, non-probability sampling was picked. Non-probability sampling has distinctive example types: purposive, expert, convenience sampling, and so on (Vehovar, Toepol, and Steinmetz, 2016). Purposive sampling (judgmental examining) is utilized to choose samples dependent on the given qualities. This type of sampling is regularly utilized when working with small samples, for example, on the off chance that review explores, or when you wish to choose especially instructive respondents (Verhoeven, 2015). Taking a gander at the above hypothesis, it tends to be seen that judgmental sampling is the most appropriate for this thesis project, as it focusses on issues that are in a relationship with workers. Judgmental sampling chooses samples by given qualities, subsequently, there is a need to characterize these specific attributes. For this research project, the attributes will be founded on the department (operational), position and time spent in the organization. As this thesis project centers around operational departments, the picked divisions will be F&B and HSK. Besides, picking distinctive divisions will offer the chance to get diverse bits of knowledge, while picking respondents of an equivalent position would even lower the portrayal of results for the entire populace (Verhoeven, 2015). In addition, time spent in the organization is imperative, the scientist needs to discover bits of knowledge from various respondents, simply utilized and individuals that include involvement inside the organization. Along these lines, there will be 3 respondents from the two departments 1 representative that went through more than a half year in the organization, 1 worker that was employed currently, and departmental director. So as to direct the interview, the interview guide will be constructed, in light of the theoretical framework and operationalization. Transcript of the meetings will be made, so as to investigate and structure the information.

Another data collection method selected is – documentary analysis. As mentioned before, this data collection method will be used to analyze the exit interviews from employees from the operational departments at Hilton Kyiv. The documentary analysis will also be used to find the correlations between the 2 issues and finding any relevant information that could contribute to answering the research question. In order to choose which, exit interviews to analyze the same sample method will be applied as described above, only that the time within the company will not apply. According to Briggs, Coleman & Morrison (2012), there are 2 types of documentary analysis – primary and secondary. Primary sources can be interpreted as data in much the same way as interview and focus group transcript because this data contains raw data. For this research project, primary data analysis will be done, as the exit interviews are raw, however, can be subjected to a level of interpretation and analysis (Briggs, Coleman & Morrison, 2012). The researcher would like to observe within the exit interviews patterns and real causes resulting turnover, if there are same causes observed often if the causes are internal or external, does the company have a direct influence on the cause or not. Open coding, axial coding, and structuring will be applied to analyze the gathered data.

3.5 Data analysis

As indicated by Saunders, Lewis, and Thornhill (2009), qualitative data analysis concentrates more on the examination of words as opposed to numbers, which is the motivation behind qualitative research.

For this thesis project, grounded hypothesis methodology will be utilized. For this research project, explicit investigation methodology is utilized to manufacture a clarification or to produce a hypothesis around the issues that rise up out of the gathered information. For this research project, the information assembled from the interviews and documentary analysis will be broken down utilizing open coding, axial coding, and structuring. In the grounded hypothesis the breakdown of information into units is called open coding and the way toward perceiving connections between classifications is axial coding (Saunders, Lewis and Thornhill, 2009).

Researcher will attempt to utilize the open codes dependent on the operationalization of hypothetical ideas, anyway interviews might be top to bottom (little structure), the interviews can bring a few ideas or bits of knowledge that have not been incorporated into the operationalization, consequently the structure can be some time lost for important data that could be gotten, despite the fact that the specialist will endeavor to adhere to the operationalization however much as could reasonably be expected. In addition, axial coding will assist to categorize and design the data when naming the transcripts with open codes (Saunders, Lewis and Thornhill, 2009). The principal focal point of axial coding is to investigate and clarify the phenomenon by distinguishing what's going on and why, and how it is being overseen inside the setting being inspected. Last, yet not slightest is organizing, a procedure, amid which you bring the connections and rankings together in a model, or a graph (Verhoeven, 2015). Also, organizing will discover common connections between center ideas and might give a general thought whether a few angles are associated (Verhoeven, 2015). As referenced already, in the theoretical framework, that employee turnover may be impacted by employee retention, in this way it will be conceivable to check whether there genuinely is a connection between the ideas, and of what degree it is.

4. Results of the Field Research

The findings of field research will be defined and discussed in the following part of the project. There are 2 different data collection methods used in this thesis project. To begin with, the researcher interviewed the hotel's staff. After that, the researcher has analyzed the exit interviews in order to find if the outcome of the interviews has similarities with reality. Employee turnover intentions, low retention rate, and improvement points were discussed. A table with codes was developed and it can be found in *Appendix 3 – Code tree interviews.*

4.1 Interviews with hotel employees

There are three primary factors to be discussed in the first information-gathering technique: Employee retention, turnover intentions, and improvement points.

4.1.1 Turnover intentions

Salaries

One of the most common heard intentions is the minimum salary, as the operational department get quite a low wage, there is a lot of annoyance, which is not surprising.

"Mostly the turnover in my department is related to salary." (Interviewee 1); "They expect a lot from the hotel, but after they work here for some time, they learn they dream for a high wage, but with physical work, the amounts they dream about is quite hard to earn, therefore the turnover is high." (Interviewee 2); "Salary of course also can be a reason, it is the main question for many, of how great it is." (Interviewee 3); "First of all, the main reason is probably the salary level, it is not a secret that the operational departments do not have the highest salary." (Interviewee 4); "Well again, the salary most likely, it will be our hostess, with a great English level, hostesses have great possibilities to get better positions quite easily, they could become administrators, because all the details are known, communication with the guests, however, the salary isn't satisfactory, and they try to find something different." (Interviewee 5); "In my opinion, the insufficiency of money, salaries, etc. but in the end, it depends on the employee." (Interviewee 5).

Hard physical work – diversification of employees.

This situation mainly concerns the Housekeeping department. There is a lot of physical job in the department, according to several participants, that has to be performed by women, besides not everyone is prepared to do the hard work. The average age within the department is quite high, as a consequence, the characteristics of the employees do not always suit the job. Furthermore, there is not enough time to reset for the new working day.

"Yes indeed, because the job is difficult, hard work." (Interviewee 1); "But it's hard if working 5/2, and trying to make 15-17 rooms, but we request quality, before quantity, sometimes you may have to come out in your day off, in order to earn more." (Interviewee 1); "I could say about laundry, that the turnover here is high and employees switch quite often, one reason is that it is heavy hard work." (Interviewee 2); "12 hours you are working 2/2, 12 hours you are busy you don't have when to rest and chill if you make

a quick break to breathe a bit, 12 hours you keep on working." (Interviewee 2); "physically tired, that would be a reason for me to be honest." (Interviewee 2); "Well, if we talk about our department, HSK, most likely the turnover is occurring due to it is heavy hard work, and not every person is ready for that." (Interviewee 3); "the turnover is occurring due to it is heavy hard work, and not every person is ready for that." (Interviewee 3); "people that have worked outside Ukraine, told me that out there the hard work is done by man, when the laundry arrives when you need to send the laundry, it is quite heavy 50kg per cart, they said that men take part in the heavy work." (Interviewee 2).

High expectations – high demands.

Respondents from both departments have shared their thought about the overall experience here at Hilton, there are a lot of non-local employees that have very high expectations, whereas the hotel has at the same time high demands, and according to the respondents they are not always on one line.

"Very high standards, our guests always leave pleasant commentaries about us, if we compare with other hotels within the Hilton brand, we are a bit higher than others, looking at the cleanliness." (Interviewee 1); "A lot of employees, a lot – there are high requirements, high expectations, but you knew where you come, when you come for your interview, it is clearly stated what are the expectations, and we have the internship days, where the person gets to know the working place, they learn, you are trying the entire process by yourself, get to feel, if you understand that that is not your job, then you will not make face, why are you making it even worse for everyone." (Interviewee 1); "one person had different expectations, and the work would be different, while the reality is a bit different." (Interviewee 6).

4.1.2 Employee retention

As discussed previously in the theoretical framework, employee retention is influenced by employee satisfaction and the points described below are some of the dissatisfaction that is currently present, and that influence employee retention. It seems to be true as some of those dissatisfactions could be a reason for some of the interviewers to leave the company. Besides, the above-mentioned situations will also be a part of that discussion.

Salaries

Some of the respondents described that salary and compensation changes could be a good motivational reason to save an employee.

"the salary is something different, what I was getting 1.5 years ago, I still receive the same." (Interviewee 1); "you take an expensive piece, that you have the responsibility, this is quite important for the hotel, that you have to clean, it is not easy this is a 5-star hotel, the expectations are quite high. Yes, I cleaned it I got it out to the room, and you if you make the guest happy, you respectively want to have a good salary." (Interviewee 1); "Rewards and recognition aren `t very developed." (Interviewee 1); "maybe it would be rather efficient to use a bonus system." (Interviewee 4); "If it wouldn't be there, of course, motivation is always important, especially here." (Interviewee 6).

Team development and overall atmosphere (communication)

With regards to the team, both departments were happy with the atmosphere within the team, however according to several interviewees that could be a reason for low retention rate, as the overall atmosphere in the team is very important for successful integration. Furthermore, in order to keep on working for a longer period of time, you need a healthy relationship with the team.

"For one question, everything is good, and everyone is happy, for the next one, a bit rephrased, it is not that good anymore." (Interviewee 1); "if the collective is friendly, you close your eyes for some problems." (Interviewee 2); "if everything went smooth, if the team accepted you successfully, if you have accepted everything around here, there will never be problems, that would make you leave the company beforehand." (Interviewee 3); "There are a lot of people and everyone has his own thoughts, dreams, bugs if I could say so. It is either, again that the team accepts the person and it all goes nicely, or not." (Interviewee 3); "personal achievements would not be that fair with everyone." (Interviewee 5); , "the person is training for a while, is getting settled, is getting along with the team and then with the time he wants more, and when this feeling comes, he/she needs to talk to the management, how could I achieve that, how to get a higher position, how to get a higher salary, and the manager would totally be happy to discuss that with you, what you need to do and when, and if the person really wants it he would get it for sure." (Interviewee 5); "if the team wouldn't accept me here well, that could be a reason to leave, that is quite important for me." (Interviewee 6).

Competition and more attracting employers.

With regards to the competition on the market and how employers attract employees, there were some thoughts shared related to that topic, that people leave for better conditions, those will be described below.

"young potential employees, they have good opportunities and choices where to work with their possibilities and knowledge, there are different industries that can offer better income options, IT companies, that would like to employ them and train." (Interviewee 5); "Competition is playing a great role here." (Interviewee 5); "Therefore people are leaving, they learn here, and then they leave for apartments, for let's call them high-class people, and they earn there quite more than here." (Interviewee 1).

Overall, if the turnover rate is high, consecutively the retention rate is low, according to the interviewees the overall progress and steps done from the organizational side are positive and appealing, however, the above-mentioned reason could be influential when talking about retention.

4.1.3 Improvement points

The last main point, discussed within the interviews conducted, is the suggestions and improvement points. Besides the managerial roles, the employees are of the lowest operational level, however some of their ideas are quite interesting. Most of the time it was related to the salaries, bonus systems, motivational tool, communication development, and clear career paths.

- Salary related improvements: *"wish employees would earn a bit more than that."* (Interviewee 1); *"increase the salary, or if you have more responsibility you get more, make it fairer, not everyone is allowed to work with guest clothes, so who does, in my opinion, should get a compensation."* (Interviewee 1);

- Improvements in benefits and recognition: *"money compensation could work out quite well as a motivation."* (Interviewee 2); *"however I would never say no, to additional reward systems."* (Interviewee 3); *"maybe it would be rather efficient to use a bonus system."* (Interviewee 4); *"rewards system would work out because if we would have a bonus system related to the budgeted amount per month, and if we could receive some kind of percentage for that, I think it would be a good motivational tool."* (Interviewee 5); *"If it wouldn't be there, of course, motivation is always important, especially here."* (Interviewee 6).

- Communication within departments and support from the organization: *"With the employees you should always communicate, every month you should have conversations with employees, departmental meetings, just informal conversations, cause during the morning meeting they may not open up, informal atmosphere may help, you can go out, we can't do it too often though, just keep on communicating and listening, collective discussion, in the end it will come out."* (Interviewee 1); *"You need to talk, the people here are open, and they are willing to list and to explain what you should do."* (Interviewee 5). *"The person is training for a while, is getting settled, is getting along with the team and then with the time he wants more, and when this feeling comes, he/she needs to talk to the management, how could I achieve that, how to get a higher position, how to get a higher salary, and the manager would totally be happy to discuss that with you, what you need to do and when, and if the person really wants it he would get it for sure."* (Interviewee 5); *"You know, it actually does, even short 5 minutes meetings could help to recuperate some energy and rethink what you are doing."* (Interviewee 1).

Overall, the ideas are quite interesting and related to the issues that are present, they are briefly and simply explained, therefore exit interviews will be analyzed and one of the questions asked, is related to what if it would be possible to return in time, what would you change, and what suggestion do you have for the company, it will be discussed in the following pages.

4.2 Exit interviews
Looking at the exit interviews, the researcher is willing to observe the common points and analyze the interviews by structuring and grouping them. Exit interviews consist of a common set of straight-forward questions and would help to have a look at the issues and reasons, as well as improvement points from another angle.

4.2.1 Employee turnover intentions
In the first field research, there were 3 main points discussed, salaries, hard physical work, and high expectations and demand. In the following field research, different topics may appeal as the questions are straight-forward and from employees that are actually leaving.

Salary

Question: Which is the most negative experience, looking back at your job at Hilton? *"the experience that I work much more than I get."* *(exit interview 1);* Question: What is the main reason you are leaving? *"insufficient salary."* *(exit interview 3);* Question: If you would have the opportunity to "turn back time", what would be a reason to stay? *"Salary."* *(exit interview 3);*

Team development and overall atmosphere (communication)

There are several comments related to communication and training. As we have seen in the first field research team work sometimes is more important than disadvantages, and people may close their eyes for some problems if they enjoy the atmosphere.

Question: Is there a concrete reason why you are leaving? *"shortage of employees, with time it became worse and worse working here."* *(exit interview 4);* Question: Did you take part in departmental communication? *"No." (exit interview 1);* Question: If you would have the opportunity to "turn back time", what would be a reason to stay? *"Breaks during the shift, full lunch break – 1 hour." (exit interview 3);* Question: Which is the most negative experience, looking back at your job at Hilton? *"with the time passing, the relation towards employees was getting worse." (exit interview 4).*

4.2.2 Employee retention and enhancement points

Looking back at the theoretical part, it was determined that employee retention is closely related to employee satisfaction, below the employee dissatisfactions will be discussed and the proposed improvement points. Those concepts are united in this part, as the employees have left the company, and they are only suggesting what would have changed their decision, instead of what is currently being done.

Salary

Question: If you would have the opportunity to "turn back time", what would be a reason to stay? *"Salary improvement." (exit interview 4);* Question: What would you recommend our company in order to decrease employee retention? *"Increase the salary in order to attract more employees in this hotel." (exit interview 4);* Question: If you would have the opportunity to "turn back time", what would be a reason to stay? *"Salary improvement." (exit interview 1);* Question: What do you think is going to be better in your new job? *"Salary and health." (exit interview 3).*

Team development and overall atmosphere (communication)

Question: What would you recommend our company in order to decrease the employee retention? *"you should try to create a competitive atmosphere, you employ everyone that comes." (exit interview 1);* Question: What do you think is going to be better in your new job? *"working atmosphere." (exit interview 1);* Question: What do you think about the departmental communication? *"All in all I think it was great, however, I would change several things." (exit interview 2);* Question: Which is the most negative experience, looking back at your job at Hilton? *"I wish that the rules and regulation would apply to everyone and the hierarchy rules would also work properly, not only for the new employees" (exit*

interview 2); Question: What can you say about the communication? *"Insufficient within the department"* *(exit interview 3);* Question: What would you recommend our company in order to decrease the employee retention? *"I wish every employee would get an assistant which will coordinate my progress." (exit interview 3);* Question: If you would have the opportunity to "turn back time", what would be a reason to stay?

5. Conclusions

The following chapter will answer the research question proposed previously. First, the primary research question sub-questions will be replied, and second, the primary research question will be addressed. Some advice sub-questions are also answered in this part, however, the main advice question is answered in the final part of this thesis project. The data below is focused on the theoretical framework and field study.

What is the definition of employee turnover?

Based on the literature review, there are several definitions for employee turnover, therefore they were combined in order to create the most applicable one for this thesis project.

The amount of staff who abandon the organization because of inner factors is described in terms of employee turnover.

Furthermore, there are different elements which employee turnover consists of. For this thesis research the elements go as follows:

The author decides to examine voluntary turnover induced by inner factors, which are: appreciation, organizational assistance, and equilibrium between work and life. As it was previously discovered, there is a correlation between the core concepts, and after investigation of the employee retention, it was determined that those elements contribute to the employee turnover, and if so then the concepts possess the same elements.

What is the definition of employee retention?

Based on the literature review, there are several definitions for employee retention, therefore they were combined in order to create the most applicable one for this thesis project.
Employee retention – various policies and practices which let the employee stick to an organization.

Furthermore, as discussed above there are different elements which employee retention consists of, for this thesis project it will be the same elements as for the employee turnover. Organizational support – is the overall degree to which there is support for the employees. Rewards and recognition – perks and reward system for different achievements in an organization. Work-life balance – how well does the organization find the balance between work and personal life.

What is the view of staff on the grounds of high turnover?

There are 4 commonly discussed situations causing high employee turnover according to the interviewed employees: Salary, high demand – high expectations, hard physical work, Team development and overall atmosphere (communication).

Salary – according to the interviewees and exit interviews, salaries is a big issue for the company, as the operational employees from the F&B and HSK departments get the minimum wage, and the progressive salary plans are not working as they wish.

High demand – high expectations – respondents shared, that a lot of employees have very high expectations when they come to Hilton, whereas the expectations for the job is also high, and after a while, they give up. During the internship days and training, they don't understand precisely where and for what they come. Sometimes the brand can also play a confusing role, as mentioned in the interviews, some people hear Hilton, and their expectations bloom.

Hard physical work – Mostly according to the Housekeeping employees there is a lot of physical work in the department, and besides the fact that not all the ladies are capable of doing the job, not everyone is willing to. As a consequence, respondents wish they would have a helping hand around them, and some diversification in the department. As there is always a rush, in order to finish the task of the day, there is no time for a break, which with the time could cause mental stress.

Team development and overall atmosphere (communication) – respondents expressed that the atmosphere within the team and the communication within the departments are sometimes more important than some issues in the company. As a consequence, if the communication and the atmosphere within the team are not pleasant it becomes a reason to leave the company.

What is employee opinion on the current retention strategy?

After discussing the employee turnover intentions with the interviewees, they were asked what they think about the retention strategy, and what the company is doing in order to retain employees in the company. It was discovered that most employees are happy with the perks offered from the company, however not everyone would like to have gym access and insurance, but money compensation. Some respondents shared that for them it was very important to have a good working atmosphere, and when it has changed with the time it was the main reason to leave.

What is employee opinion on reasons behind the high turnover rate in HSK and F&B departments that are contributing to the retention strategy?

After discussing the current retention strategy with the interviewees, they were asked about the contribution towards high turnover rate, it can also be observed within the exit interviews, that there are questions that are related to the contribution one to another. It was discovered that the same elements that are influencing the employee turnover were discussed within the retention strategy. That means that in order to minimize the turnover in the hotel, management must solve the issues described by current and previous employees as reasons for employee turnover.

What is the view of employees on how to solve the cause for high employee turnover?

Once the motives for high turnover were discussed, the staff were questioned how to improve the situation. In the exit interviews, there is a question, that asks what you would suggest the company in order to reduce turnover. Some general ideas and overall thoughts were shared:

Salary improvements – employees constantly feel, that they do more than they receive. Supervision, understanding how much responsibility and how hard it is wished that there would be higher wages as well. This can be done through bonus systems, rewards, and recognition.

Better communication and teamwork – a lot of answers were related to communication and atmosphere within the team, some expressed that it would be nice to get additional support and to get a counselor that would give additional training, and career planning, while others wish to work in couples due to hard physical work and diversification within the housekeeping department. Some employees suggested there should be more meetings and involvement in decision-making, this is giving another angle to the daily routine you have. Enhance the communication within the team and with the management, give the opportunity to speak out.

Rewards and recognition – most of the employees have agreed that purely increasing the salary would only help for the short-term, there will always desire for more, however everyone has agreed that a rewards and recognition system, even though there is one, it is a great motivational tool, which has perks both for the company as the task or budget is complete, and for the employees that get compensations.

Development – besides financial development, some respondents expressed that it would be great to grow in the company, that there are no particular steps, in order to get promoted.

What is employee opinion on how retention strategy can be changed?

Looking at the responses about the current retention, it seems like everyone is happy with the current retention strategy however there is still a gap somewhere. According to some employee during the GTMS, there is a questionnaire, where people get to choose perks, and it seems that everyone agrees to something, while later on, it isn't so anymore, it seems like that everyone is so different that is impossible to find something that everyone likes, and in the end the perks that are applied are not being visited or used. Now if we look at the suggested improvements, is that the company should keep on doing what they were doing as this is working out, while looking at the turnover intentions and knowing that they are correlated to the retention strategy, not everything is that smooth. Mostly the suggestions were related to the rules and regulations, communication strategy, and communication participation.

The central question is answered after the research sub-questions:

What is the reason(s) for the high turnover rate in HSK and F&B departments and how is it contributing to retention strategy?

Looking back at the interviews and at the exit interviews there are 4 situations causing employee turnover in the HSK and F&B departments: salaries, hard physical work – diversification of employees, high expectations – high demands, team development and overall atmosphere (communication). These elements were discussed previously, where interviewees expressed their opinions toward those situations, as well as exit interviews, were analyzed, and similar elements were observed. When looking at the interviews with the current employees, it is clear that the biggest issue for them is the salary, however as mentioned above, purely increasing the salary would only solve the issue short-termed. Moreover, there seems to be a lack of proper characteristics for particular jobs, the fact that there are a lot of complaints about hard physical work, brings dissatisfaction within the team, as employees feel like they need a helping hand in order to perform the task. Furthermore, this can bring both physical and mental stress and spread very quickly. Employees also feel that the atmosphere within the team and communication is very important, and sometimes even more important than some issues that may dissatisfy them. Mostly, this situation lacks communication, the researcher observed also that employees

would like to have the opportunity to communicate more, from 1to1 to collective communications. Furthermore, it is important for employees to receive proper training and a clear career path, for some of the employees it is just a time job with no future possibilities, even though they may not want a higher position or may not be able to get it due to the education, it would work as a great motivational tool. Lastly, even though when looking at the interviews, it seems like most employees are happy with the retention tools that are applied now, the bound between turnover intentions and retention strategy is found therefor in order to minimize the turnover rate, it would be crucial to take care of those elements.

After discussing with the interviewees, they were asked if those particular issues that they have described could become a reason for them to leave, while some said that they could always find a way around it, others said yes. So those situations indeed can bring to potential turnover.

6. Discussion

For this thesis project, the constructed validity, internal validity, and overall reliability have to be discussed.

6.1 Construct validity

Construct validity relates, according to Brotherton (2008), to "the complexity of the operational definition used in the examination strategy". At the end of the day, to what degree the operationalization made inside the examination is real, and whether the estimation instrument estimates components inside the operationalization. In this project, operationalization was made dependent on the hypothetical structure, which was worked with the assistance of writing survey. The writing utilized was chosen from confided in web search tools, for example, scholar.google.com and Saxion library database. The articles were assessed dependent on AAOCC criteria, which implies that the researcher took a gander at the solid sources as they were. There were numerous sources found on both employee turnover and employee retention, which enabled the researcher to genuinely pick up learning into the ideas, look at the examinations, and operationalize it fittingly, so information could be gathered appropriately.

In order to make the interviews with employees, an interview guide was created that was based on the operationalization and theoretical findings. This means that during information gathering, the gained insights were discussed in the element of the operationalization made. In this way, every aspect of operationalization is well-known. Furthermore, operationalization helped during the coding process, to group different labels. Furthermore, the researcher has shown that the previously discussed correlation between the core concepts is on point, as it was found that those same elements that influence the employee turnover are applicable to employee retention and overall satisfaction of employees. This demonstrates that this project's construct validity is powerful.

6.2 Internal validity

The careful and precise selection of interviewees, as well as the right exit interviews, ensures the degree of internal validity. Furthermore, internal validity refers to what degree the researcher has answered the question properly. For this thesis project 2 data collection methods were used, interviews and documentary analysis, which strengthens the internal validity, as the same situation was looked from different points of view. First of all, the interviews were held with the employees from both departments, analyzed and grouped, after the exit interviews were chosen for the documentary analysis, the researcher was looking for common points and elements. It is also important to mention that some of the data collected were discussed with the client, which increases the internal validity. (Verhoeven, 2015). Furthermore, during the interviews wherever the questions were not clear, the researcher explained and described the particular concepts, in order to limit some interpretations, which increases internal validity. Lastly, due to the fact that the researcher is not working in the company, any sort of bias has not occurred. In summary, this research has a powerful internal validity.

6.3 External validity

External validity relates to the level to which other appropriate population can apply the outcomes of the research. This means, wherever the results of this thesis project can be transferred to similar situations.

In this project purposive sampling was used, therefore it is quite hard to generalize, the sample is also quite small since it has specific characteristics. Looking at the interviews and at the exit interviews, the outcome was quite similar, even though the employees were from different departments, it can be assumed that circumstances and setting for a stable turnover rate based on the findings could be similar to other brand hotels, or companies with a similar concept. If we look at totally different concepts, it is not recommended applying these findings. Looking at some of the aspects, as communication improvement and salary improvement, these are essential to many populations, not only the ones that were investigated in this thesis project. To sum up, the most situation with the same conditions and characteristics would produce the same finding's, therefore the external validity of this project is on point.

6.4 Reliability

Reliability is whether the techniques and analytical methods of information compilation would replicate coherent finding if they were reproduced or replicated at another time (Saunders, Lewis and Thornhill 2012). Thus, the research findings are based on Hilton Kyiv where the data was gathered.

It is important to mention that all the interviews were conducted under the same circumstances. Moreover, the interviews took place in different locations while no other people were present during the action, in order to minimize the false answer factor and to let the interviewees feel free to share their thoughts and ideas. Furthermore, there were not more than 2 interviews conducted per day, in order to minimize the researcher potential errors and interpretation. Reliability of this study can be challenged, as only one organization has been researched and no information is accessible to match the outcomes (Verhoeven, 2015). Employees may also change, as well as the circumstances and strategies within the company, which may potentially produce different answers. On the other hand, the process was recorded, and everything is as transparent as possible, which improves the reliability of the research. Mostly the goal was to not have any random mistakes, and it can be concluded the reliability of this project is strong.

7. Advice for Hilton Kyiv

After the field research was conducted and the results are drawn, advice for Hilton Kyiv is presented. The following will represent the implementation of the advice for the client. First of all, the alternatives will be described as well as criteria for evaluation. After comparing the alternative, the final advice is presented. Finally, there will be a discussion of the financial implementations.

Advice question:

1. *Which HR instruments can Hilton Kyiv implement in order to decrease employee turnover by 3%–5% and increase retention rate?*

In order to be able to answer the advice question, first of all, the HR instruments definition has to be specified. According to different sources, HR instruments are steps and actions of HRM that are aimed at the development and maintenance of employees. For example, implementation of a new strategy, developing a new program for employees, rewards and recognition, cross training, etc. Looking back at the conclusion, the 2 sub-questions were already answered, and some HR instruments were suggested in order to solve the situation in the hotel. The following will reflect on which particular HR tools and instruments potentially can be applied to decrease the employee turnover and to adjust the retention strategy. Besides the findings in the field research, some additional information may be used for the validity of the propped alternatives.

7.1 Solutions for the Management Problem

As it was previously discussed there are 4 situations that are influencing the employee turnover rate in the hotel and are correlated to the employee retention: salaries, hard physical work – diversification of employees, high expectations – high demands, team development and overall atmosphere (communication). Due to the fact that there are 4 situations in this thesis project, there will be 3 alternatives, because some of the alternatives could solve 2 of the situations. In addition, the alternatives are focused on field research outcomes and some extra documentary evaluation.

7.1.1 Alternatives

Alternative 1 – Improving salaries

Looking back at the field research almost every employee has mentioned the dissatisfaction with the salaries and have proposed the hotel to improve that situation in order to retain more employees, and consecutively reduce the employee turnover. One of the interviewees suggested that there should be a progressive growth according to employees experience, knowledge and performance. Furthermore, there were several suggestions related to a bonus system. Reward and recognition systems implementation can be a very good motivational tool, it can be either a bonus especially when the hotel can offer things that don't cost the hotel too much, like dinners or free nights at the hotel, or profit sharing when an estimate budgeted amount is reached. According to Mars (2009), compensation strategies have to be structured, affordable and reasonably competitive. If we look back at the field

research, one of the interviewees has mentioned that there is insufficient rivalry within the department. On the other hand, others mentioned that team achievements would be more important than personal. Bonuses would slightly compensate the low salaries and work out as a great motivational tool.

Alternative 2 – Improving work conditions and teamwork

Field research has shown that there is a lot of hard work involved in the daily routine of operational employees. It was also observed that if employees are happy in the team and everything Is going smoothly with the atmosphere from the inside, they close eyes to other situations that may disturb them. The main point of this improvement is to combine together people from different cultures, different sex and interests, different abilities and core possibilities in one working mechanism. There were some suggestions, that HSK ladies need more men in the department for the hard-physical work or working in couples so they could help each other. Again, looking back at the field research, it seems that the main point of teamwork is communication. Even though managerial interviewees showed there is a lot of communication and their doors are always open, not everyone is willing to come first, or speak out first, culturally, religiously or for any other reason. It is also possible that the characteristics of the employees are not fitted for one or another job, in this case first of all the hiring process has to be improved, so the right people are selected for the job, as one of the exit interviews mentioned, "I have the feeling you take anyone that comes to your doors." (exit interview 1); Moreover, the teamwork can be improved by having team building activities.

Team building activities – looking at the interviews it seems like employees perform better if they feel there is a good atmosphere in the team, and if employees are in good relationship with each other. Different activities are possible, based on the interest and average age in the department, dinner, cinema, billiard, etc. These activities can potentially improve the atmosphere and become a motivation for employees.

Communication – for the employees it is important to understand the tasks and procedures they have to do. This way, any misunderstandings can be limited. Also, there should be more meetings, looking back at the field research, interviewees mentioned that meetings have a positive effect, you get to rest a bit and feel that you have different responsibilities than daily routine. Therefore, there should be regular meetings, one-on-one, and team meetings, in order to discuss how is everyone doing, discover any unpleasant situation, etc.

Hiring process – he corrects individuals for the work must be chosen to make everyone glad. Managers should create a list of characteristics for the vacant positions, which consists of relevant skills as well as expectations from the employee, and in order to be employed for that position this checklist has to be filled in, therefore, later on, there will be less dissatisfaction in the departments.

Alternative 3 – Performance management

According to Aguinis (2013), performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with strategic goals of the organization. Aligning the interview results and strategic goals that the company has set, performance management alternative was created for the future development of employees as well as reaching the goals set. For the moment there is the initial training that is taking part, and no

future proficient training and developments offered. In order to meet the strategic goals, as for instance reducing the employee turnover there should be a continuous development of the team and individuals within the hotel. As previously discussed improving the hiring process is very important, using the checklist will help find the most appropriate employees. Furthermore, it is very important for every employee to develop and grow, in order to be happy, if we look back at the field research, there are some employees that do understand that, and they know what to do, whereas others are not aware of the possibilities to learn and grow within the company. Therefore, implementing activities that would help the employee understand, his growth potential, an employee could express his wishes, and he could get additional support and help with a career plan, tasks, and goals. Moreover, yearly, monthly meetings where this progress is monitored and discussed, the supervisors as well as HR reflects on the progress of the particular employee, besides the fact that the employee will feel cared for, he will be motivated and will feel the power of his potential. As the goal is reached, new tasks, a new development plan can be invented, and the process can go over again.

It would also be important, looking back at the field research, to train the managers on the communication skills, on one hand, everyone is happy with their managers and their performance, but on the other hand not everyone is ready to express their feelings and thoughts, therefore for communication skills it would be great to have some additional training. Furthermore, the employees and the management will have more meetings for the progress monitoring, communication needs to be handled carefully and on point.

7.1.2 Criteria
In order to evaluate the described alternatives, there should be settled criteria, that has to be agreed with the client. For this thesis project the criteria for evaluation:
- Staff
- Finance

Staff – In order to achieve the advice goals and tasks, the client wouldn't like to hire any additional staff. It is clear that there are going be particular activities and changes, however, it should not alter the daily processes. That means that the advice should be usable without drastically increasing the workload.

Finance – looking at the above alternatives there will be activities, which involve investments, it can be financial investments and/or time investments. Mostly, in the operational departments, the budget is not very broad, and the possibilities for activities is limited, although if that would solve the current management problem there is willing to invest into the activities that would help. The researcher should settle a limitation for investments for this project, a sufficient amount of investments is 8000uah/month. Above described alternatives are not about the initial investments, more about monthly activities and training, therefore the budget is indicated per month.

7.1.3 Evaluation
In order to conclude which alternative would serve as the best solution, alternatives have to be evaluated within the criteria set. Below is a grading scale for visualization of the evaluation.

	Staff	Finance
Improving salaries	++	––
Improving work conditions and teamwork	++	+
Performance management	++	+

(++) – outstanding solution, (+) – acceptable solution, (–) – uncertain solution, (––) – unacceptable solution

Table 1.5 Evaluation

Alternative 1 – improving salaries

Looking at this alternative, there is no need for additional employees, therefore the evaluation regarding staff scored ++. Moreover, the daily processes won't be affected, even though there has to be time invested in order to find out who deserves the raise.

Regarding finance, this alternative does require financial implications, however, it is hard to predict the amounts, as it is unknown how many employees would get a bonus or a raise. Even though salary boost is only a short-termed solution and it has the lowest rate within the evaluation table, the researcher would still recommend relooking the reward and recognition systems that are established and implement new ones.

Alternative 2 – Improving work conditions and teamwork

Improving work conditions and teamwork does not require additional staff, mostly requires a right diversification of employees, and there is no drastic change in the daily routine, which wouldn't bring a lot of workloads. Improving the hiring process, which wouldn't bring additional daily operations, it is a one-time occurrence. Communication is rather hard to describe, as conducting meetings will take some time, daily or weekly in any case that requires time management, it is also hard to conduct meetings with the whole team as the operational departments have to be out with the guests or in the rooms, therefore the meetings have to be held during shift changes and during the quiet times in the hotel for one-on-one meetings. Moreover, team building is taking part outside the working hours, and again there is no influence on the daily routine. Taking into consideration the above mentioned, the evaluation regarding staff is rated with ++.

It was classified in terms of financial feasibility with +. As the team building activities would require some financial implications and they are compensated by the company. It is quite hard to predict the amounts required for team-building activities, it all depends on what the team is going to do, it is recommended to hold the activities once a month or two.

Alternative 3 – Performance management

Improving performance management does not require additional staff, as the process of improvement does not bring a great workload. There are a lot of similarities with the 2nd alternative and as mentioned above, improving the hiring process and training managers on communication skills would be a one-time occurrence, which does not affect daily routine. In the end, it is about time management. Regarding communication training, this can be done while the hotel is quiet, so the daily activities are not shifted. This alternative has been rated with all things considered ++.

If we speak about finance, it was rated with a +. Management involved would receive some communication training. On average, the price for 1 training, approximately 8 hours is roughly 2000uah per person (effective communication in professional progression), and this could be a one-time investment. Thinking about employee's preparation and advancement activities, this would require a bigger venture than the recently expressed option. All in all, it comes down to the resources placed into the exercises, which as referenced, additionally implies investments. Next to daily activities, now and again, both employees and management should put some time in yearly examination gatherings and training. Obviously, everyday activities can't be ignored just to have a meeting, along these lines different representatives should get the work. Likewise, training and gatherings can be held after the shift, in spite of the fact that regardless, time spent in the organization must be represented. This implies the organization should pay workers when the training and gatherings occur. There is a payment of 50uah per hour for the operational employees. So, in order to compensate for the additional time spent at work, they could be paid for that time. The training and communication do not have to be done by the manager, potentially supervisors can also do it. As the employee amounts are constantly changing we will count for an estimated amount of 30 employees per department, which would equate to roughly 3000uah per month for both departments. The estimations were assumed that the operational employees get 50uah per hour. Looking at the above-provided information, the finance criteria score a +.

7.1.4 Final recommendation

As it can be observed, the first alternative scored lower than the other two. Therefore, the first alternative will be neglected for this project and the last two will be discussed. Even though both of them have scored the same amount on the criteria scale, the researcher believes that improving the performance management would be more efficient, as it can close the gap for the most issues that were discovered within the field research. It is also important to say that both alternatives have similarities, as the hiring process and communication improvement. Looking back at the field research, communication in the team is very important and it can be the key to have good teamwork. Even though the 2nd alternative doesn't have that much focus on communication, the meetings can be of great assistance to improve the overall atmosphere and to enhance the trust in the team. The career development and promotions will help employees to focus more on the task and goal than at the salaries that they complain about, the often meetings and communication with them will assure that they are goal oriented and they can reach what is that they wish. This would also contribute to the strategic ambitions of the company as the most hospitable hotel. However, if there is a constant change of employees, this is hard to accomplish. Looking at the complaints shared within the field research and applying the described alternatives will help reduce employee turnover, which consequently will have a footprint on the retention strategy and improve the overall guest satisfaction in the hotel. The overall satisfaction will grow, employees that are more goal-oriented than task oriented can grow as a strong team that motivates each other and know

well what they have to do and why they are here. Performance management would also allow a better task rotation, as they are well-trained and can assist each other in case there is a need for that. Task rotation can also positively affect guests` satisfaction.

7.2 Concluding advice and implementation strategy

The PDCA cycle helps to define the implementation plan after choosing the appropriate option. PDCA is a four-stage process that guarantees performance monitoring when improving. The comprehensive plan for execution is set out in Appendix 6 – implementation strategy.

7.3 Financial implications

In the previous sections of the thesis project, the financial consequences for this recommendation were discussed, in this part, they will be discussed in more detail. The costs that will be described are based on the average wages, as the daily routine cannot be neglected, therefore the daily tasks have to be undertaken by other employees.

Taking into consideration that during the individual meetings, there is a need to discuss the task training, progress, feedback, and evaluation, there is a need for 1 hour per employee. There are roughly 30 FTE`s in both departments, of which 2-3 supervisors, so counting 27 meetings for operational employees and 3 for the supervisors. Taking a rough amount for the operational employees of 50uah per hour, while supervision 60uah per hour it is possible to make the estimates towards these amounts, please note that the amounts of FTE`s are roughly estimated as well as the estimated amount of income per hour. Estimates are available below in *Table 1.6 Estimation.*

Furthermore, it is important for the management involved to get training in communication skills, first of all, to find different angles to speak to employees and to keep the atmosphere in the department stable. Therefore, this one-time investment is required, as described above one training on communication skills is roughly 2000uah.

Estimations are demonstrated below.

Expense	Amount
Communication training	2000uah per 8hours per person.
	1hour per month for training and development of the operational employees. 27 employee meetings x 1h x 50uah = 1350uah 27 employee meetings (supervisor) x 1h x 60uah = 1620uah 3 supervisors meetings x 1h x 60uah = 180uah While the managers should be a part of this calculation, this might be a part of his/her tasks. Total: 3150uah – monthly

Table 1.6 Estimation

Potential benefits

Looking at the overall advice and trying to reflect on financial benefits it is quite hard, as the main goal of the advice is to not the money but the people. Implementing these steps, will reduce the employee turnover, give a new angle to the retention strategy and strengthen teamwork and communication. The main benefit here is related to saving management time, on recruiting new employees, training them and taking care of the paperwork. It costs a lot of time to find new employees, as well as to let go, old employees, therefore the main benefit that pops up beside the ones described above, it is related to time management and efficiency. It is rather hard to count the exact amount of time or money this could save, it will only be clear after an amount of time if the errors of employees have decreased, consecutively there is economy on offered complementariness. Same can be said about the time save for the implementation of new employees, this time can be used for the meetings proposed above.

7.4 Conclusions

In order to sum up this chapter, the central advice questions have to be discussed:

> 1. *Which HR instruments can Hilton Kyiv implement in order to decrease employee turnover by 3%-5% and increase retention rate?*

If we look at the field research and the alternatives offered there were several instruments offered: communication training, employee`s performance, meetings, rewards, and recognition, etc. After analyzing the interviews and exit interviews 2 alternatives were chosen for this advice. In order to evaluate the alternatives, criteria were created that was based on staff and finance. Looking at the criteria table, the researcher decided to improve communication, employees development, and management development. In order to improve communication, there are several HR tools required, training, meetings, feedback sessions. Furthermore, this improvement required improving the hiring process and communication training.

Afterword

First of all, it took a longer time than I thought it would initially take. First of all, I have not passed the defense thesis proposal from the first time, rating a 4. Fortunately, the retake took place within 2-3 weeks, and I completed it effectively, and I was given the approval to proceed with this thesis.

Shortly after the defense, I have received the feedback from the examiners and what has to be changed and adjusted, and some additional recommendations regarding the writing style and overall content. The examiners have informed me that I have to adjust the structure of the work, use the conceptual model more in depth, and make use of the operationalization for future reference. It is important to mention, that the help of the examiners was of great extent, I have received proficient feedback, sometimes it took longer than expected, however, the only means of communication we had was skype, mail, WhatsApp.

If we speak about the data collection, I was a lot of time at the hotel, and there was no issue to organize the interviews, as mentioned previously, a maximum of 2 interviews per day were held. I first spoke to the HR manager (client), afterward I have addressed my question regarding interviews to the managers of the particular departments, which were very happy to assist me with. I also wanted to make sure that all the interviews are held in the same way, location, time-wise, atmosphere. It was difficult to organize that, but in the end, it all worked out perfectly.

If we look at the communication topic, first of all, the communication with the client was brilliant, they gave me the opportunity to spend time in the office and work on the project, consecutively in case of any questions I could have always approached the client, and she was very open to assisting me. It was hard to communicate with the examiners as I am abroad for this project, but in the end, I am thankful for their assistance, even though sometimes I have asked for too much feedback. Besides, it was interesting that other managers were interested in the project I was working on, giving more motivation to work on, knowing that other people are interested besides the client and want to see the results.

Approaches for potential projects:
- Time, time, time – overall good planning and time management can be the key
- Share the information gathered
- Use the feedback possibilities
- Keep contact with client, teachers, as much as possible and when it is very important

Now that the value for the industry will be discussed, is it not a secret that the hospitality industry and especially operational departments are among the lowest paying industries. Non-managerial employees in the hospitality industry have poor salary relative to other sectors, resulting in a high turnover of employees (Alonso & O`Neil, 2009). Looking at the number of complaints related to salary, the one should search for different ways to keep the employees motivated and keep a good atmosphere in the company. If we glance back to the field research, there were several comments, that hospitality is teamwork, and one by one we could not face these tasks, therefore it is crucial to have well-organized teamwork in the operational departments. This report reflects on how the employee

turnover can be reduced and how the retention strategy may be shifted. Human resources play a very important role in every corporation in the world, especially in hospitality where most relations rely on human interactions. Therefore, the advice focused on implementation career development programs, communication training, meetings and feedback sessions for better employee management, employees will be more content and would know what their goals and task are for a period of time. Last but not least, is the salaries, even though the hospitality companies are not able to provide desirable wages, employees expect some additional bonuses and rewards, such as free dinners or a night at the hotel, although during this project this was not a focus point.

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Information gathering

On google drive, all the relevant information can be found. The link for the google drive can be received from the writer.
- Interviews – coded and exit interviews – coded
- Interviews with F&B (3)
- Interviews with HSK (3)

Appendix 1 – Search process

Web review will be conducted to identify appropriate references and appropriate data for the definition of key ideas. When appropriate papers are discovered, the snowball technique is used to identify extra references for this project.
Search terms that were used to define the core concepts for this project:
- Employee retention, "employee retention AND hospitality" , "employee retention AND strategies".
- HR strategies, "human resources" , "strategy" , "human resources AND hospitality" , "types of HR strategies".
- Recruiting, "types of recruiting", "recruiting AND hospitality" , "recruiting defined".
- Employee turnover, "types of employee turnover", "employee turnover AND hospitality, "employee turnover defined".

Search outcome:

Search engines used in the process to be certain of applicable and appropriate references: SaxionBibliotheek, ScienceDirect, and GoogleScholar. The researcher tried to stick to articles that are related to the hospitality industry in order to give relevant core concept definition, researched thought that sticking to the industry while searching for the core concepts would help, later with the operationalization, as the elements of the concepts might be different per industry. The researcher attempted to use different search terms sticking to the first rows of articles/documents. In order to assess the sources, AAOCC criteria were applied, even though not all the articles are current, researcher believes that there should be a combination or current trend and historical ones. It would be impossible to read all the articles, therefore to identify if the topic of the article is relevant, the researcher checked the executive summary and introduction. Below an assessment of a source by AAOCC criteria can be found below.

Assessment of the source:

Source: Narkhede, P. (2014). Staff turnover in hospitality industries. A study of service staff. Chap. 1, p. 1-2.

Authority: Mr. Narkhede is MBA in HR and Ph.D. in Management, Teacher for Business Research methods, CSR and HRM for MBA students and supervising Ph.D. students under North Maharashtra University, India

Accuracy: Detailed overview of hospitality industry staff turnover. Turnover description in hospitality and reasons.

Objectivity: Research is based on a quantitative research method, whereas around 26 selected hotels from Jalgon city took part. The data were collected from 100 members of line staff. Furthermore, the writer used reliable sources based on the snowball method some of the were used.

Currency: Since the article was written in 2014, the information is up-to-date.

Coverage: The study is published as a study on variables affecting staff turnover for the hospitality sector. This data is important to this project because there are several important terms in the data given in this research: staff turnover, hospitality management, client service

Appendix 2 – Operationalization

Employee retention

```
                                              ┌─────────────────┐
                                              │ Organizational  │
                                              │   commitment    │
                                              └─────────────────┘
                          ┌──────────────┐    ┌─────────────────┐
                          │ Organizational│   │ Organizational  │
                          │   Support     │───│     justice     │
                          └──────────────┘    └─────────────────┘
                                              ┌─────────────────┐
                                              │  Supervision    │
                                              │    Support      │
                                              └─────────────────┘

                                              ┌─────────────────┐
                                              │   Job Stress    │
                          ┌──────────────┐    └─────────────────┘
                          │  Work-life   │    ┌─────────────────┐
                          │   balance    │───│  Private life   │
                          └──────────────┘    └─────────────────┘

     ┌──────────────┐                         ┌─────────────────┐
     │   Employee   │                         │  Bonus sytems   │
     │   Retention  │                         └─────────────────┘
     └──────────────┘     ┌──────────────┐    ┌─────────────────┐
                          │ Rewards and  │    │    Rewards      │
                          │ recognition  │───│    systems      │
                          └──────────────┘    └─────────────────┘

                                              ┌─────────────────┐
                                              │      Pay        │
                                              │  Satisfaction   │
                                              └─────────────────┘
                          ┌──────────────┐    ┌─────────────────┐
                          │  Essential   │    │  Work Nature    │
                          │    needs     │───│                 │
                          └──────────────┘    └─────────────────┘
                                              ┌─────────────────┐
                                              │    General      │
                                              │  satisfaction   │
                                              └─────────────────┘
```
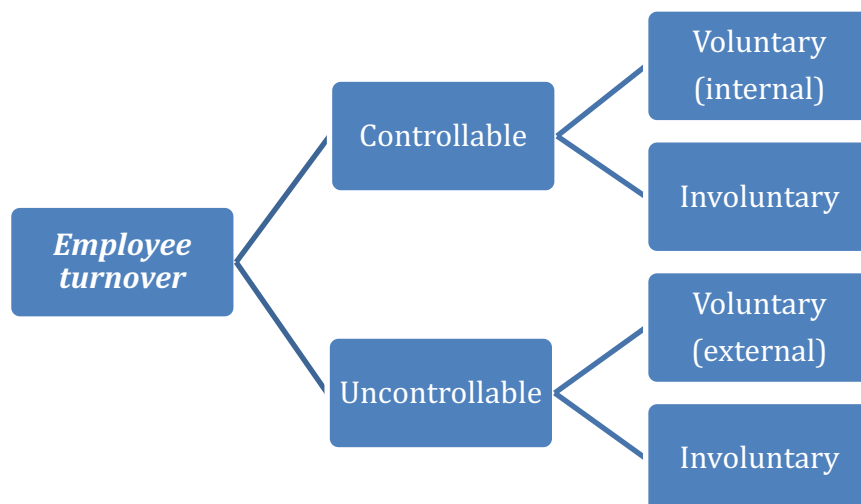
Employee turnover

```
                                              ┌─────────────────┐
                                              │   Voluntary     │
                          ┌──────────────┐    │   (internal)    │
                          │ Controllable │    └─────────────────┘
                          └──────────────┘    ┌─────────────────┐
                                              │  Involuntary    │
     ┌──────────────┐                         └─────────────────┘
     │   Employee   │
     │   turnover   │
     └──────────────┘                         ┌─────────────────┐
                          ┌──────────────┐    │   Voluntary     │
                          │Uncontrollable│    │   (external)    │
                          └──────────────┘    └─────────────────┘
                                              ┌─────────────────┐
                                              │  Involuntary    │
                                              └─────────────────┘
```

Appendix 3 – Axial coding, interviews. F&B and HSK employees.

Using code trees, the axial coding will be demonstrated below. Because this study contains three main points: Employee turnover, Employee retention, improvement points, the researcher has grouped them per department, and a color for each of the main points, so it can be observed which concepts requite the most attention.

Approach	Branch	Open Code
Organizational support	Housekeeping	• Salary (4) • Hard work (8) • High demands (2) • Increase salary (2) • Better propositions • Personal wishes (2) • Communication • Collective discussions • Work in couples • Cross-departmental support • Lack of employees • Lack of employees • Diversion • Salary (2) • Full team • Hierarchy • Meetings • Diversity • Place to stay • Team > disadvantages • More hours for the task • Team(2)
	F&B	• Salary (3) • Better opportunities • Competitive market • Relationship with the team (2)

		• Non-experienced employees • Career map • Misunderstanding • Management communication • Management communication • Communication • Expectations vs reality • Studies • Training
Work-life balance	Housekeeping	• Days off for a bonus • Not enough rest • Be more down-to-earth • Schedule • Family (2)
	F&B	• Good work-life balance • Could influence the decision
Rewards & recognition	Housekeeping	• Days off for a bonus • Poor communication • Rewards system for everyone • Compensation, motivation • Place to stay • Personal approach • Bonus system (2) • Transportation ticket – outside the city • Team work > Personal achievements
	F&B	• Perks (2) • Bonus system

		• Bonus system

Appendix 4 – Axial coding, exit interviews.

Using code trees, the axial coding will be demonstrated below. Because this study contains three main points: Employee turnover, Employee retention, improvement points, the researcher has grouped them per department, and a color for each of the main points, so it can be observed which concepts requite the most attention.

Approach	*Branch*	*Open code*
Organizational support	Housekeeping	• Salary(2) • Training • Communication • Salary • Lack of employees • Lack of employees • Work conditions
	F&B	• Salary (2) • Schedule • Full break • Rules for everyone • Additional support
Work–life balance	Housekeeping	• Working atmosphere • Communication • Work conditions
	F&B	• Communication
Rewards & Recognition	Housekeeping	• Salary(2) • Competition • Motivational tools
	F&B	• Salary

Appendix 5 - Interview guide.

Good day, thank you for your time today and taking part in this interview with me. As you probably heard, I am doing research within the hotel in order to determine the reason for high employee turnover, and low retention rate, and how the current situation can be improved.

In case you have any questions about employee turnover or employee retention strategy, please let me know.

This interview will be registered for study purposes in an attempt to create a published record, and you can think safe to convey your ideas and views as this interview is purely private.

Before we begin, do you have any questions?

- – What in your opinion is causing high employee turnover regarding organizational support?
- Would that affect you?
- How can this be enhanced?

- – What in your opinion is causing high employee turnover regarding work-life balance?
- Would that affect you?
- How can this be enhanced?

- – What in your opinion is causing high employee turnover regarding rewards and recognition?
- Would that affect you
- How can this be enhanced?

- – What in your opinion is the reason for the low retention rate?
- Do you think that the current retention strategy isn't sufficient?
- How can this be enhanced?

- – What are the other inner factors, in your view, why would individuals leave the company?
- How can this be enhanced?

Appendix 6 – Implementation strategy

The implementation plan is presented by the means of the PDCA cycle in a four-step circle, which is useful for quality control while implementing a new process or program.

Plan – The motivation behind this counsel is to reduce employee turnover. Enhancing profession advancement was the decider as the best answer for the organization, as it not exclusively would expand representative fulfillment yet would likewise enhance organization's matter of fact. Representatives who can be advanced inside the organization are superior to anything the ones who originate from outside, as workers definitely know the organization and its tasks, individuals in the organization, and so on.

If we talk about the goals, as proposed, the administration ought to right off the bat enhance the hiring process, so individuals with great attributes are chosen first. Furthermore, supervisors must be prepared on communication skills, so they could have information and aptitudes to approach representatives in an unexpected way. In conclusion, the entire execution and improvement process ought to be actualized. As the initial step of the PDCA cycle is to set objectives, the objectives towards these 3 exercises are made. So as to set realistic goals, SMART criteria are connected. The SMART abbreviation represents explicit, quantifiable, attainable, reasonable, and time-related.

To go more in detail these are the *goals*:

- Employees with a performance and development program

- By May 2019, 80% of the employees in HSK and F&B receive their development program
- Managers trained in communication skill
  - By April 2019, at least 80% of the managers and supervisors are trained on communication skills.
- Hiring process improved
  - By May 2019, 100% of employees in HSK and F&B are assessed by the criteria checklist.

Steps:

- Employees with a performance and development program
  - Weekly meetings
  - Training and feedback sessions
  - Career map
- Managers trained in communication skills
  - Send the managers and supervisors for the training courses
  - Share the knowledge with the team
- Hiring process improved
  - Defining what is needed in every department (skills, experiences).
  - Checklist implementation
  - Hiring only with the checklist

Do – Refers to taking actions and implementing these actions to reach the goal. As the steps to achieve the goals are already presented, the researcher decided to not repeat himself.

Check – At this stage, the managers of the divisions are assessed themselves, in this way the check stage is dealt with by the top management of the organization. Upgrades in regard to employing procedure can be assessed by taking a gander at the agenda criteria and how it is taken care of amid the contracting stage. Now, the client's cooperation is required, as he could watch the managers amid the meetings with a contender to check whether the agenda is being utilized and, in the event, that it helps in picking the correct individual. Concerning training on correspondence, the client can likewise see how the administrators and bosses handle their group, and if there is a requirement for more training. In conclusion, the client should likewise watch if the leaders of the divisions are including their colleagues into execution and improvement programs. This should be possible by checking the printed versions of minutes of meetings. This will enable the client to perceive what number of individuals are taking part in the preparation procedure. The administration should likewise check if the proposed exhortation is inside the financial plan.

ACT – the last advance of the cycle. To finish up whether the guidance was effective, the outcomes ought to be contrasted with the destinations that were set toward the start of the section. As every one of the procedures proposed is inside the organization, it is very simple to quantify that. As to identify with the contracting procedure, managers must track how often the agenda is utilized amid the meetings with potential applicants. Same runs with the second and third objectives. Top management of Hilton Kyiv must assess the offices' administration to check whether they are all around prepared on

communication skills, to explore if the execution and improvement forms happen. It would then be possible to check whether or not the goals are being reached.

In order to see if the advice decreased the employee turnover, there is a simple way to check that, looking at the turnover rate for the period since the advice is implemented. And in case this is successful, that would allow the PDCA cycle to continue.