The influence of Organizational structures on talent development and retention

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Abstract

Topic: The influence of organizational structures on talent development and retention

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Content: The aim of the thesis is to identify how different management structures have an impact on employee retention and employee development. Hypothesizing that a negative correlation between the development and retention of talent exists. Qualitative data was collected through in-depth semi structured expert interviews. Interviews were structured as mix-methods.

This thesis found that within talent management, employee commitment is of high importance which increases in the priority of correctly managing talent. Talent was also seen as being secondary to culture with companies needing to aim on correctly identifying their culture to attract the right talented individuals. The thesis rejects a claim that companies search for talent and adapt to retaining every individual, it is important to focus on culture with the right employees joining the company for retention to reflect good management. Retaining employees is all about hiring the right employees to the company rather than the job, with different management structures seen to attract different individual talents, employees are also reflected to choose and find the organizational structures that fit to their working styles and matches their culture. Incorrect retention of employees can also hard a company and retention are not a figure of measuring company success, rather, adding new insights into project in the form of new talent can be on many occasions the breakthrough companies needed to realize their goal. Nevertheless, retention does also evaluate the strength and commitment of a company to its employees as its not sustainable for employees to be constantly leaving. Talent can be taught or bought by companies however culture is not and therefore is larger than talent. Development of talent is also never always looking up, with companies needing to understand their employees to know how to respond to certain wished as some individuals are happy in the position that they hold while others only want to grow. Within the two organizational structures measured, hierarchical and flat line for being ones of the most common in the word. Development of talent for within the two is seen as inversely important, with the hierarchical management system proving that promotion of talent being the most direct way of rewarding success while within the flat line, more into the benefits and luxuries of working are needed to reward individuals due to the limits in position gains within such a structure.

Supervisor: Eva Aileen Jungwirth-Edelmann, MA

Table of Contents

Affidavit

I hereby affirm that this bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere

Date: 31st of May 2022

Signed:

List of Figures

List of tables

1   Introduction

Within this chapter, the motivation for researching talent will be discussed. Furthermore, the reader will gain a deeper insight into the main aim, the secondary aims, the derived research questions and finally the formulated hypothesis. Lastly, the researcher has outlined and analysed the limitations to this thesis.

1.1   Motivation and cognitive Interest

Since the late 20th century, talent was not seen differently from the general workforce when referring to its impact on businesses. It was only in the latter part of the century that *The Mckinsey Quarterly*, a business magazine for senior executives, centred on talent as the main topic for discussion. In 1997 talent was already hard to find, especially higher up the management ladder. The findings suggest that the next corporate struggle would be for senior executive talent (Chambers, Foulon, Handfield-Jones, Hankin & Michaels III, 1997).

Twenty years on, companies have changed how they search for talent. Led by consumer demand for ethical products and purpose-driven organizations, the struggle for talent has employees raising demands, and companies meeting these demands (Thomas, 2021). In America, 50% of the workforce in organizations want to work for responsible businesses and 37% are motivated by strong corporate values (Bravery & Baldwin, 2021). These are trends that once were not topics of concern for companies but are now in the spotlight, due to social change. Responsible businesses have a duty to improve the lives of their customers, the community, and the environment in the selected industry by focusing on all the stages and materials of their products and services.

A new era of managing talent emerged with the COVID-19 pandemic that started at the end of 2019. In Europe and North America, what were once thought of as leading employee-centric industries such as restaurants and hotels chose to avoid bankruptcy by letting a substantial portion of their staff go. As a result, these businesses are finding it challenging to re-hire talent that they previously let go (Barone, 2021). The employees that were let go took the chance to change industries (Naylor, 2021). On the other hand, the companies that managed to keep their employees found it much

easier to re-enter daily operations. Employees that were kept during the pandemic are noted to have brought higher levels of value back to their employers, increasing employee retention rates despite the current situation (Barone, 2021).

The influences of talent and its change in focus over time from a company's perspective, merged with the modern focus on the employee centric mindset, sets a level of interest towards understanding what companies are doing differently to address talent. While change is often seen as progressive, what charges such discussion is the insight into management and its structure, which has been in development for hundreds of years with little to no innovation (Zhang, 2008).

Management forms the structure that sets operational processes, and with so much focus on development towards employee centric companies, the future change occurring in the recent years within development sets a spotlight on management and how it has tried to adapt. For example, enforcing flexible working hours and common working spaces. These management systems haven't followed the same path in development, staying stable over the last decades and would be interesting to understand why.

Retraining employees is very cost effective in the long run as employees with knowhow and training are already part of a company's dynamics and therefore require no extensive extra training (Grawatsch, 2021). Linked to Employee Loyalty, companies that have low turnover rates on their staff are seen to have a very loyal employee with high internal hiring rates (Grawatsch, 2021). Internal hiring offers greater benefits for improving employee engagement and experience, by using homegrown talent to fill skill gaps (Ghosh, 2021).

Despite the enormous potential for promotion, companies are still choosing to hire rather than to promote. Research shows that it is cheaper to promote than to hire externally (Lemaster, 2021), bringing into question why companies are missing these opportunities and if their organizational structure could be at fault. Globally, the number of Brain Drain individuals has also increased with individuals choosing to search outwards for new challenges and opportunities. Brain Drained is referred to a region's loss of highly skilled individuals that have permanently changed their location, creating a loss in the market.

Investigate how talent development may be influenced by management structures, which will support a prominent knowledge gap in this area of research. By researching organizational structures and their effects on talent development, a greater understanding of the market can be achieved

1.2 Outline of the thesis: Main aim, secondary aims, research questions and hypothesis

As mentioned, the organizational structures within the management industry have been developing steadily while the working environment around employee structure has grown at a far greater pace. The significance that employees and therefore talented individuals have within the growth and operation of a company is however still not as well defined in its understanding according to the available literature.

Taking note of this gap in the research, the main aim of the thesis is to examine organizational structures and their impact on talent development, retention, and loyalty amongst employees.

The following secondary aims need to be researched:

- A clear understanding of the terminologies surrounding the topic of talent and talent management needs to be gained for the researcher to be able to identify possible challenges in modern organizations.
- A definition of both organizational culture and structure is given to allow a comparison of organizational culture and the various types of organizational structures. Moreover, the advantages, disadvantages and psychological attributes will be analysed and connected to the field of talent management.
- An in-depth analysis of employee retention, its various methods and loyalty will be provided and connected to employee development theories. Lastly, these concepts will be connected to talent management and embedded into their role in organizational structure and culture.

The Aim and secondary aims align the studies focus and produces 3 research questions:

- To what extend is talent management a solution to solve challenges in organizations?
- In what way is organizational structure a catalyst for talent development and promotion and what role does organizational culture play in it?
- Is employee loyalty an influencing factor within talent development and employee retention?

The three research questions will be used to answer the hypothesis, which reads:

> *Organizational structures have a positive influence on employee retention, yet in the same instance a negative influence on employee development.*

1.3 Limitations

In gathering the required data there are limitations that must be taken into consideration. Time is an issue for the research period, this thesis is being written for the completion of a bachelor's degree and therefore the period of research available is limited to the end of the course. By also not being an expert, the research must find ways to research and develop a base of field experts that the data can then be based around, creating a demographic limitation. Experts will be chosen based on their experiences and industry. With a hand full of the experts already being acquaintance to the topic, the focus of such experts will be located to two industries, the tourism/hotel industry as well as the real estate and project development industry, with the limitation being the demographic location and similar market, A topic bias may be produced.

Being 2 years into the Covid-19 Pandemic, the ease of meeting with individual's offline has increases and become more challenging, with online interactions becoming more common. Aligned with talent, individual connection is critical and therefor the thesis will find it hard to turn out many of its interviews because of in-person contact. Added, the data collected due to the pandemic could present new findings as the views of many experts has changed and not reflected in depth into the literature due to the proximity of all events to the time of analysis.

2 Literature Review

Within the literature review, the main topics related to this thesis will be researched and the relevant academic literature, cited. The literatures main aim is to centre the topics already present academic literature as the common knowledge base so that a knowledge gap can be found and further developed.

2.1 Talent Management

From the critical review on talent management by Lewis and Heckman (2006) the clear definition of talent is understood to not hold one definition. Its miss interpretation is due to the variety of fields in which the term 'talent management' is used (Lewis & Heckman, 2006).

Defined as the organized process of finding and developing talent (Ghosh, 2021), talent management has its focus on the retention and development of motivated and skilled individuals (Grawatsch, 2021).

While talent management is mostly related to its role in HR, topics like; talent strategy, succession management and human resource planning have seen a merger into their definitions. Therefore, talent management for the purpose of this study will fix to the literature from Ghosh (2021) and Grawatsch (2021) as their definition is management specific.

2.1.1 Definition of talent

Talent is becoming ever harder to find with a staff shortage problem that is related to the increasing aging population and decreasing youth population. Defined as the special ability to withhold skill without practice or the aptitude to gain skill with limited practice (Zhang, 2008). For many industries and corporations that like longevity and employee loyalty, attracting skilled youth is an important step in achieving their mission. Skilled youth is also facing scarcity in developing countries and so a challenge for industries (Zahorsky, 2019). As a highly looked out for asset, and the war for talent ultimately requires the investment for larger corporate budget to manage and understand the skills needed to produce future leaders in a such competitive environment (Boudreau, & Ramstad, 2007).

Through a constant focus on employee wellbeing and skill development, a company's commitment to its employees is as important as its commitment to its customers (Gallardo-Gallardo, Dries & González-Cruz, 2013). Allowing employees to work in fulfilling tasks generates more productive working environments for businesses, and as talent grows within businesses, many individuals push for growth or otherwise are seen to stagnate (Collings and Mellahi, 2009). Placing a large focus on how businesses operate and on how individual stimulus is so important to.

Most talent starts out with individual interest towards a topic (Black and van Esch, 2021). Within society's needs, talent allows for there to be a wider range of professionals, focusing on certain aspects that together work for community progress (Schulman, 2020). However, for society and its needs, opportunity dictates demand, shifting talented individuals from different areas to support these needs according to (Lings, Durden, Lee and Cadogan, 2014), what this means is that either employees are the ones to show their skills and work themselves hardest or lose their hope of being in the desired industry/ job.

Talent is mainly focused on the program and not the outcome. Within HR, systematic processed are envisioned into a companies planned operational steps that follow a progress that is shared with every employee, Enrolling talent is done with the assistance of management.

2.1.2 Talent development

Led mostly by a company's Human Resource (HR) department, development of talent is the new trend that is powered to make or break a company's longevity in business. (Mahapatra and Dash, 2022). It shares different interests and forms of developing talent and how these are then measured and organized within a corporate environment.

Within the publication by (Boudreau & Ramstad, 2007) titled Beyond HR, the topic and concept of the peanut butter approach is evaluated to two very distinct approaches within talent development. This divisive term is used in business to underline the spreading of any business-related topic or function (West, 2019).

Commonly used for money, time and energy, a business's choice on how it allocates its assets is also a reflection of its strategy and goals.

The peanut butter approach within talent development indicates how a company is willing to share its development throughout its ranks and employees, either equally or through special emphasis on specific individuals or ranking levels (Boudreau, & Ramstad, 2007).

When developing talent, the peanut butter approach is noticed to be a descriptor to how companies allocate their recourses. With a main reference towards financials, differencing the values within departments for talent is spread in two potential outcomes. A corporation can decide to equally distribute its spending for personal development equally across the company or chose one or a few more favourable departments or individuals from where to start pushing company investment. According to (Boudreau, & Ramstad, 2007) the main advantage for choosing where to spend the most goes hand in hand with the output potential that the department or individuals bring directly as return to the corporation, adding that results and improvements from such development approaches can start to expect results very soon after. The disadvantages for such approaches are of course the segmentation on the community which can be noticed, limiting the employee value and community aspect that are also very critical towards employee satisfaction and individual development (Boudreau, & Ramstad, 2007).

2.1.3 Globalization of talent

It would be ideal for many companies if their employees would never leave their company. If maybe possible a few generations ago, today, because of the interconnected global market and individuals need to set and accomplish goals, it has become a common part of business to see employees and colleagues leave and move companies and industries throughout their career, questioning how this impacts the search within companies for talent.

According to 'The Gardner Group', globalization has driven multi-national corporations to set different parts of their operations around the globe due to cheaper labour and talent costs and is referent to as offshoring. Globalization has indirectly helped increase the global understanding of talent and the labour market,

as not only low position jobs are on companies' radars but also positions for higher ranking leaders which sets a bar and gives chance for a wider reach of individuals to be a potential hire and taken advantage.

With companies choosing to enter offshoring, they are also in the lookout for capable individuals that can also take on the senior roles for a company within these different markets. By choosing to hire locally, companies' gain local knowledge and expertise from the markets, reducing outsiders' risk as well as hiring locally, leading to better profit margins or competitive pricing for companies. ("Global Talent - Increasing Importance for Today's Economy", 2021)

2.1.3.1   *International strategies*

When viewed overall, the war for talent and its international strategies is more about the assets that every individual adds to a company's list of skill firepower, and which can be used to retain or enter markets according to 'The Garden Group'.

With European countries currently heading into record numbers of Demographic ageing (Ageing Europe - statistics on population developments - Statistics Explained, 2022), the stain on the economy is noticed by multinational corporations and businesses who are stretching their retaining and hiring protocols to try and keep as many of the great workers which they have. With over 4.3 million having left their jobs in the US in December of 2021 alone (De Smet, Dowling, Mugayar-Baldocchi and Schaninger, 2022), the trend out of traditional jobs and job security isn't anymore a huge anchor for many individuals currently working for large corporations. Not attracting to a position was made easier because of the increased influence which the internet and social media creates, where the need to be physically present no longer is an underlying factor to get a job.

When local workforces start to become scares, companies aren't at liberty of being picking towards the talent which they take on, added by the benefit of low-cost operations overseas (De Smet, Dowling, Mugayar-Baldocchi and Schaninger, 2022). Jobs are also changing their approach on how to hire talent, with a much larger focus towards employee competence, rather than on degrees (Katz and Katz, 2022).

It is hard to imagine how offshoring would ever revert itself, having become such a strength power with emerging markets noticing a 5.5% increase in available talent per year, with developed markets only growing at a low 1% rate ("Global Talent - Increasing Importance for Today's Economy", 2021). Summarizing that the talent of the future isn't likely to grow within developed countries but rather within developing countries, expanding the global talent pool.

Managing this talent, (Figure 1) which is extracted from the article (Collings and Mellahi, 2009), shares a view on how HR and corporate strategies can align their strategies to merge with the changing and shifting talent pool present internationally. To achieve a high and effective working environment during such a shifting and adapting environment, (Collings and Mellahi, 2009) proposes to start by simplifying talent into their respective talent pools, both within the internal and external market. The next phase is to identify Pivotal talent is talent which is viewed as extensively important to a company's ability to create ideal outcomes that benefit its staff and customers (Wilson, 2022).
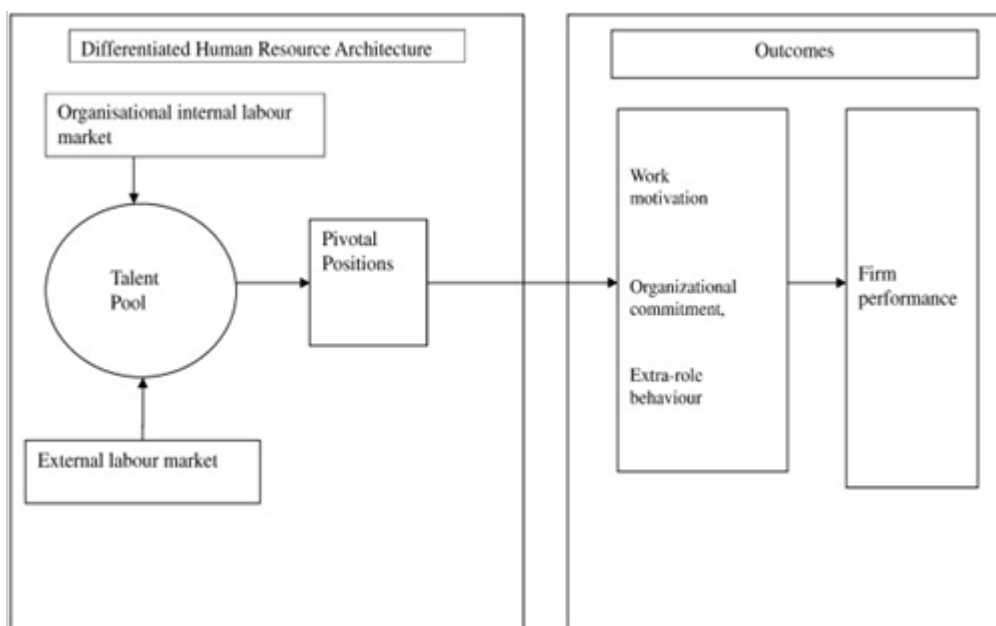
Figure 1: Strategic Talent Management

Collings and Mellahi, 2009

2.1.3.2   Talent pools

Management structures are broken down clusters of employees, based on individual talent and abilities. At different ranks, management structures keep a detailed overview on company talent and company organization and have been given the term *"talent pools"* (Lewis & Heckman, 2006).

According to Adam Barratt from Guidant global, talent pools are defined as a list of dedicated employees that have or are currently working for a corporation (Barratt, 2022). Listed to showcase skill and mostly used within Multinational corporations (MSC), talent pools are purposed for organization of an organizations human resource. With an increase in global competition worldwide, talent pools can either be created to select highly efficient talent or grouped by company departments.

Setting up a system within management through *"talent pools",* allows for personal development to prosper and evaluate positive gains in company development. *"Talent pools"* take into consideration the best employees. HR assist employee focus and designates employees per department uses it. Talented individuals have the benefit of being able to take on more responsibility, allowing departments to adjust employee count by means of management feedback, gathered throughout the company (Mäkelä, Björkman & Ehrnrooth, 2010).

For MSC, the purpose of talent pools is all about knowing their employees, and due to the lack of research in the field, about how talent is categorized, talent pools are still being underused and undervalued for their potential (Mäkelä, Björkman & Ehrnrooth, 2010). Fully functional, talent pools at their core should be able to attract, select, develop, and retain talent by sharing the complete overview of the internal workforce at its core. Able to also locate old workers, such a system when fully functional allows for the visualization of the bigger picture, reinforcing the employee's potential and understanding trends and employee output over rank in order to also be able to determine the hiring and promoting structure (Mäkelä, Björkman & Ehrnrooth, 2010).

2.1.3.3   Pivotal Talent

Not all talent is aimed at direct revenue generating. The main purpose that HR and departmental managers play when searching and acquiring talent is understanding the division between profit generating employees to non-profit generating

employees. The difference is defined as pivotal talent and it describes the maximization of company performance through the hiring of certain skills, creating positions that make work easier and more efficient, improving the flow and retention of business (Wilson, 2022). Even though such positions aren't directly related to the generating of profits within the company, their use within the company indirectly retains and increased customer satisfaction. Businesses also aim 10%-15% of their positions to pivotal talent across all industries (Hydes, 2022).

2.1.3.4 Recruiting

With the war for talent intensifying as companies look out for the best individuals, as a company, understanding the available positions is the first step into understanding the kind of employee needed (Black and van Esch, 2021). According to (Boudreau & Ramstad, 2007) finding specialized talent early is crucial to reduce costs at a future stage making the recruiting process so valuable. With the gradual increase in recruitment volumes over the last decade, and with the number within recruiting teams staying very similar, the process in which companies take towards sorting out their applicants has a larger impact on company performance today more than ever before, leaving a huge gap for companies to try and find new ways in how to sort out such talent (Allal-Chérif, Yela Aránega and Castaño Sánchez, 2021). AI (artificial intelligence) has been showing its effectiveness through its ability to sort out applications on pure performance requirements set by company and position requirements (Black and van Esch, 2021).

(Black and van Esch, 2021) shares the influences that IA have in the recruiting of talent. As technology grows and enables talented individuals to move out and into jobs more easily, the finding of talent and retaining can be met with such advanced technologies. (Black and van Esch, 2021) shares its point within AI and being the solution towards ending the stress around the war for talent.

The human resource which is talent can be large enough to have companies having to go through difficult financial periods stressing that talent is either found at an early point in time and groomed with the position or poached from other companies at a premium is especially true for companies which require specific high educated types of talent with long development periods.

Securing key individuals represented a drastic shift in many corporations and their search for talent, as it went against the industries normal workforce planning that had at the time employees only filling vacancies. (Boudreau & Ramstad, 2007)

P&Gs strategy shift is one of the clearest that shows how strong AI can play an effect. P&G was one of the first companies to utilize technologies and the power of AI to select and recruit its applicants at the same time (Allal-Chérif, Yela Aránega and Castaño Sánchez, 2021). With a shift in its focus, P&G took a step back from the generic recruitment strategy which searched from a small group of candidates and cost a lot to upkeep and was able to reach for the best talent among other schools, unbiased to racial ethnicity or social background. The result, P&G was able to build an inclusive community which only progressed the community and increase employee satisfaction and retention rates within the company (Boudreau & Ramstad, 2007).

Utilizing AI within the recruiting processes has however some disadvantages as AI technologies cannot sort positions to take on social jobs like those within the hospitality industry (Black and van Esch, 2021). Such jobs are searched more for an individual's character over an individual's experience and study level.

2.1.4   Natural Born Talent

Natural-born talent is an outlier in its right as individuals with talent don't necessarily always shine in their skilled areas as dedication and hard work are in all cases, the difference is therefore believed to not be major for influencing talent management (Zhang, 2008). Natural born talent is defined as the innate or inborn ability to do a specific task without previous knowhow or the ability to gain rapid skill with minimal practice (McGee, 2006).

Defined by their disproportionate importance within a corporation's structure, A Performers or also known as A Positions produce the most maximizing economic gain to a corporation and can be seen as invaluable (Lewis, & Heckman, 2006). Like C performers, that are noted as average but stable performers, these two employee groups outline how Managements role within talent can be shared. Differentiating between A performers or C performers to take on Management positions, corporations prefer to choose "A performers" to hold management potions due to the higher working competency levels (Collings & Mellahi, 2009).

There is more to management than just qualifying high achieving "A performers" with basic academic excellence in management. "C performers", with proven higher levels of management talent, should be the modern line for hiring and the future for businesses implying that not all jobs should require a master's degree (Claussen, Grohsjean, Luger & Probst, 2014).

2.1.5 Brain Drain

The phenomenon which is Brain Drain or Skills mobility is one which sees the movement of talented, professional, or educated individuals, migrating away from a region usually because of the search for a greater quality of life, supported by better pay (brain drain, 2022). Within the research gathered by (Murphy and Pacher, 2022) which focuses on flat line management structures, a better understanding of the push factors which effect areas with high outmigration are found. One main point was within the lack of information available to students during their studies. Not informing and attracting students of possible working possibilities was seen as being the number one reason for Brain Drain.

With the focus on the loss of talent, the suffering that countries have from talent deprivation in the future is impacted by a poor management performance today, and since countries function in similar ways to businesses, larger corporations that find it challenging to search for talented individuals are already paying for the lack of investment into attracting and retaining the right talent (Biglari et al., 2022).

Brain Drain impacts all areas of social life, therefore by increasing the investments within education, it has shown to secure students to a region more effectively (Murphy and Pacher, 2022).

2.2 Organizational structure and culture

In integrating talent management into organizational structures, there are two point of views that are assessed: One from an HR perspective whereby the action is to focus on the employees, "hiring the right person for the right job at the right time" (Jackson and Schuler, 1990) and the second focuses on the effects of talent from a management perspective, defining employee potential and analysing how the working environment has an impact on employee performance. Organizational culture brings the value into the roles within both HR and management, creating the overlap between structure and culture (Grover, Tseng and Pu, 2022).

Talent management and organizational structure/ culture when merged, support the framework which is present in most companies worldwide and with individuals emotional and organizational needs. With that, there are some management structures currently present today that prioritize either organizational culture or structure identifying its management style (Understanding and Developing Organizational Culture, 2022)**.**

2.2.1 Organizational Culture

Organizational Culture are the values and practices that embody the routes of a company. It influences performance by appealing to an employee's Pathos through the creation and management of community and tradition. Organizational structures are the framework of a company, and targets employee's ethos (Schein, 2010).

Organizational culture is functional throughout collaborative tasks and within groups. It tends to not be as present for individuals with a lack of team activities which influences overall employee spirit, in comparison with companies that change their structure to allow for more interaction, a positive effect on team culture is observed (Grover, Tseng and Pu, 2022). Noticing this trend within different business structures, the study by (Gamage and Tajeddini, 2022) shares an insightful perspective into the roles that the hospitality industry has with the different areas of culture, researching that, organizations which focus on the vision and values end up building a stronger

social bond with and among their employees stressing at the same time the importance of stewardship.

Culture and leadership are also understood as being very similar in their approach as they both have a very strong link, based on the same fundamental processes which define its products and its traditions (Schein, 2010). When viewed apart, it can also be noted that it's within the right leadership that culture is founded, sharing on the research by how family hospitality companies have an easier push towards attracting and retaining the right talent due to their strong bond with their product, and strong culture (Gamage and Tajeddini, 2022). With its effect within organization culture being more effective within a more robust stewardship approach, long term company culture according to (Gamage and Tajeddini, 2022) is viewed as being responsible for the largest retention of employees, adding to the importance of a defined and concise organizational culture.

Stewardship is defined by the Cambridge dictionary as the managing, supervising, and conducting of a task or operations by controlling the environment ("stewardship", 2022), stewardship is the role and conduct of how middle to high management lead and progress tasks down the chain of command as well as how they control and take care of tasks. And while smaller companies might benefit from passion to drive stewardship and therefore culture in the long run, it is in the short run where management can change and implement culture within the organization.

2.2.2   Organizational Structure

Organizational structure is critical in establishing employee order. Within complete management structures like the hierarchical management system, the complex structure limits an individual employee's level of responsibility within a company but also reduces the same individual's ability to create positive change. In comparison, companies that don't have such complex structures are more inviting to change which leads to a higher flexibility within company dynamics.

Through the research conducted by (Robinson and Riddell, 2022), leadership is noticed as being an integral part of the role management has with their colleagues

and employees. The research focuses on the impact that collaborative leadership has on a company structure. Collaborative leadership is mostly noticed during employee interactions like through meetings, email, and casual talking, where the groups decision takes role on the group and isn't hung on one person's last verdict. Instead, through the function of collaborative leadership each meeting is set with a functional objective which it would like to achieve and is always seen through. Seen from another perspective, corporations state that overall leadership must be aimed at the overall business strategy and aimed at achieving the business which the company is in. according to (McGee, 2006) that suggest the view that the best strategy in leadership is when a business can conduct its roles in the shortest time and most direct way possible. Supported by top corporate CEOs, the research that (McGee, 2006) shares, impacts corporate working environments through the accomplishments of tasks through high leadership tasks. The relationship is see as being positive t success when leaders within a corporate environment are able to be better overall leaders and take closer attention towards their departments, adding once again over the importance of talent management within leaders and how such positions are far overdue and way too important to be held up only within HR departments (McGee, 2006).

The mixture between culture and structure outlines most company's organizational structure and vision (Gitman, McDaniel, Shah, Reece, Koffel, Talsma & Hyatt, 2018). One indicator of choosing the right management structure is to understand the market and the people around, reflected by customer and employee base knowledge (Gabcanova, 2011).

Generational management effects organizational culture by requiring a different focus as two generations have two very different ideals of the best working environment.

While management can be seen today as a common form of organizational and structural development towards a company's daily operation, it is sometimes missed at how these structures evolve and which systems and forms of management are in play.

2.2.3 Hierarchical management systems

The two most known and used management structures are the Hierarchical management system and the flat management system, both with opposite reactions towards talent management (Hamilton, n.d.) and seen in (figure 2).

Characterized as the oldest Human organizational system, the *hierarchical management system* is subject to frequent criticism because of its history against the trend of modern society and the future of the workplace (Deric, 2019). *Hierarchical management system* is a system of delegation of power that follows a train of command. The immediate positives of such a system are in the flexibility given to the middle management to command focus outward into the workforce and to create directions for entire teams (Gur, n.d). The *hierarchical management system* has drawbacks however, for instance, with so many levels of management, communication flow from lower management to higher management takes time and information may not always reach the intended person or its meaning may be shifted. This management procedure that many companies have in place, limits the possibility for higher management (corporate) to have an overview on operations, relying on middle management to share and report on any possible improvements (Deric, 2019).

Within the *hierarchical management system,* due to its pyramid structure of command, a corporation is more likely to be stagnant to lateral shifts and therefore suffer in potential short term profit opportunities by not being physically capable to react in time (Meehan, 2019). The *'flat organizational structure'* which is an alternate management style, primarily values change. Its main structural difference relies on fewer management levels, giving a more authoritarian role to all the employees (Nouri, 2019). It was also one of the management systems that are in higher trend due to the pandemic, shifting company's goals to online, the flatline management system functioned well in certain situations (Hamilton, n.d.).
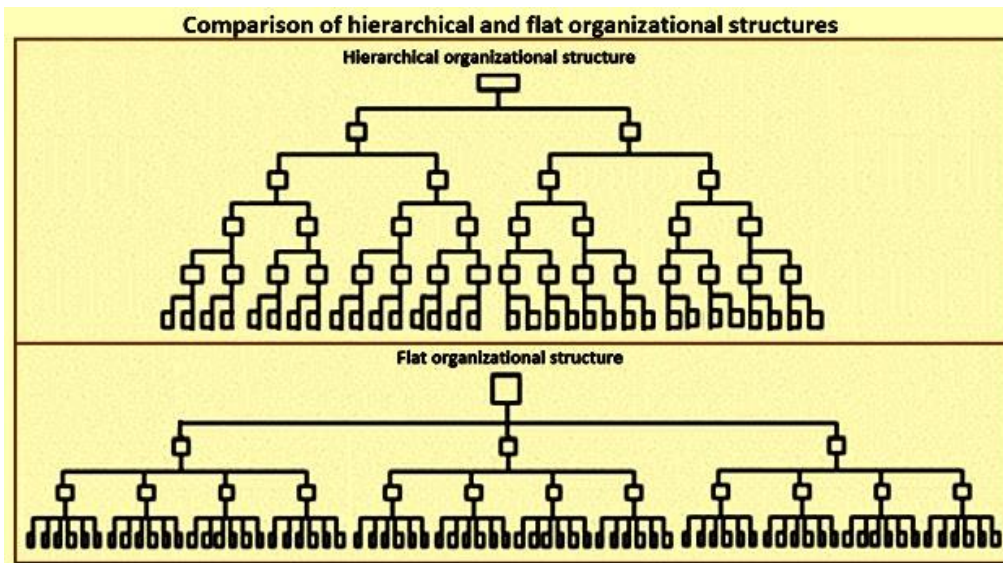
Figure 2: Comparison of hierarchical and flat organizational structures

Satyendra, 2013

2.2.3.1   Performance Measurement Systems role in management

Through the inclusion of *performance measurement systems* (PMS) within the hotel industry, for teaching purposes, a study found that by properly measuring performance activities in the hotel industry, it is possible to develop and organize efficient structures that assist in benchmarking hotel performance. PMSs could alleviate the management gap between higher and middle management by processing measurable data and help with decision-making (Lai & Choi, 2015).

Performance generation is however not the only stage in filling a gap that the hierarchical management system creates. Management is known to take on various forms of management structures to suit its industry and its region. In the article "What do urban and rural hotel managers say about the future of hotels after COVID-19?" hotel managers were found adapting to businesses while under unseen pressures, looking at competitors for inspiration. A switch to a functional system was found to be the best suited management structure (Robina-Ramírez, Medina- Merodio & Estriegana, 2022). Hotels that switched from a more hierarchical stand within operation into a more functional structure, like a hotel in Barcelona, found that they were also empowering their staff by giving them a larger role than usual in allowing

certain groups of employees to take on more leading roles, leading into a flat management system.

This shift in management allowed hotels to operate with less staff which kept operations running, stabilizing low customer retention rates and occupancy to a high community average (Awa, 2016).

2.2.4 Flat line management system.

Defined as a system of management that works with as few management systems as possible by spreading the authority between employees. The Flat line management system functions with less supervision over its employees by empowering them to manage their own individual tasks, no matter the department (Meehan, 2019). Hit with bigger saving possibilities for corporations, such a system eliminates its middle management positions by sharing larger roles of responsibility with more employees.

Such a system has also drawbacks that must be addressed. Seen in (Figure 2), allowing for such a liberal working environment and maintaining the structure can be challenging without having employees move out of line and overstepping (Hamilton, n.d.). The confusion that can be created in the structure, which is also seen as causing miscommunication in the lack of chain of command. New employees which either have little experience or come from a more hierarchal system share their issues in integrating initially because of being unsure with whom to bring up certain issue, either departmental related or personal is confusing (Gordon, 2022). A solution to such is by having HR work on the creating of an employee handbook, that clearly defines certain procedures as well as systems to follow (Hamilton, n.d.).

Flat line management system is also ideal for interacting with common trends in work after corona, sharing with employees the possibilities of working from home, corporations where keen to start supplying the materials needed to have employees work from home (Satyendra, 2013). Reflecting later that a common struggle between employees was then with maintaining a stable work-life balance (Hamilton, n.d.).

The flat line management system is also very hard to allow for organized growth even through focus shifting even if inter departmental communication is one of its strengths (Kelchner, n.d.). The Management system finds it hard when found in a growth period of its development and must therefore hire more people in a very short period. During such an occasion, the flat line management system is seen according to (Satyendra, 2013). to have no choice but to impose a stricter management order which makes its management style start to look like that of the hierarchical management system. A smaller but necessary tasked middle management group is therefore imposed, seen as a mix from both diagrams present in (figure 2).

2.2.4.1   Functional management systems / start-ups

Like the Flatline management system, the functional systems operate by including the whole team and spreading out tasks throughout the organization. It facilitates in defining clear roles in times of crisis and creates clear expectations. Functional management systems are also key to allowing for rapid skill growth as they don't focus on employee growth but company market growth (Awa, 2016) in comparison to the flat line management system. Disadvantages are present only in the long run of operations, as such a system limits flow of information, leaving individuals finding it hard to switch tasks and roles due to overload (Awa, 2016).

Very present in start-ups, the *start-up world leads* to the belief that growth and market adjustment happens easier within smaller organizations that have everyone collaborating and believing in rapid success. Start-ups also have the benefit of working together and creating strength in numbers, for example when within an *accelerator program* (Moritz, Naulin & Lutz, 2021). A short-term boost for growth in an accelerator program is not as helpful to larger organizations, however due to the demanding hotel industry's competitive market, the view towards opportunity creates a sharing economy culture. In the same way as accelerator programs brought start-ups to collaborate intensely in recent years, the hotel industry, to stay ahead, adopted this culture of sharing which had a massive impact. Besides the information shown to guests through loyalty programs and 'In group' accessible point systems, being able to share information across company chains, allowed for rapid and efficient expansion of the hotel industry (Akbar & Tracogna, 2018).

2.3 Employee retention and development

With the growth in employee awareness and the need to succeed, how companies start to view the world around Employee retention is without question one of the most make or break moments that they can have (Lee, Hom, Eberly and Li, 2018). With the millennial mindset, fighting to keep employees in companies has become one of the most important and high priority tasks for companies, reflecting the cost which companies must spend for replacing a quit position can amount at to as much as 200% of an employee's annual salary according to (Lee, Hom, Eberly and Li, 2018). The costs are broken down through recruiting, hiring, and on-boarding. This raised the main issue which is, how can companies motivate their employees to stay.

2.3.1 Employee development

Developing the right talent is also not the easiest of tasks, with companies having to be motivated to wanting their employees to succeed (Allal-Chérif, Yela Aránega and Castaño Sánchez, 2021). Employee development is defined as "The expansion of an individual's capacity to function effectively in his/her job" (Dachner, Ellingson, Noe and Saxton, 2021), it incorporates the employees' ability to retain knowledge and successfully grow in a positive way. Managing, and running a fully effective development program is therefore not the easiest for businesses and therefore it is also crucial that employees are themselves motivated (Allal-Chérif, Yela Aránega and Castaño Sánchez, 2021).

Developing talent is seen as important towards the future of jobs due to the slow movement of talent scarcity which is a by-product of the lack of employee development within the industry (Dachner, Ellingson, Noe and Saxton, 2021). Together with employee retention, employee development makes up talent's biggest hurdles. The millennial mindset towards pursuing personal development, reduces employee need for job security. According to (Lee, Hom, Eberly and Li, 2018), the Millennial movement is creating a culture of leaving jobs, where the focus for many employees is on job satisfaction, with millennials being of the idea that, because work takes up most of the day and week, it's important to feel a contribution and that salaries aren't a deciding factor anymore. Reflecting that the lower employee

retention rates are cause from higher levels of employee Wanderlust (Lee, Hom, Eberly and Li, 2018). In contrary, (Dachner, Ellingson, Noe and Saxton, 2021) suggests that the idea behind employee retention isn't based on the shift in the millennial mindset and can still be stabilized and overturned by applying an intelligent restructuring to the management systems (figure 3). Adapting to the employee beyond the employee leaving or even arriving at an organization, AI is used in scanning employee trends and create a profile towards what the company needs in their employees while scouting. Principles within development, four sectors are identified: Anticipating Skill needs, Recognizing the benefits, creating opportunities for growth, and Identifying options for learning. The concept is that, by analysing the field and business a company can attract the right individual to work for the right job with proven increase in retention rates (Dachner, Ellingson, Noe and Saxton, 2021).
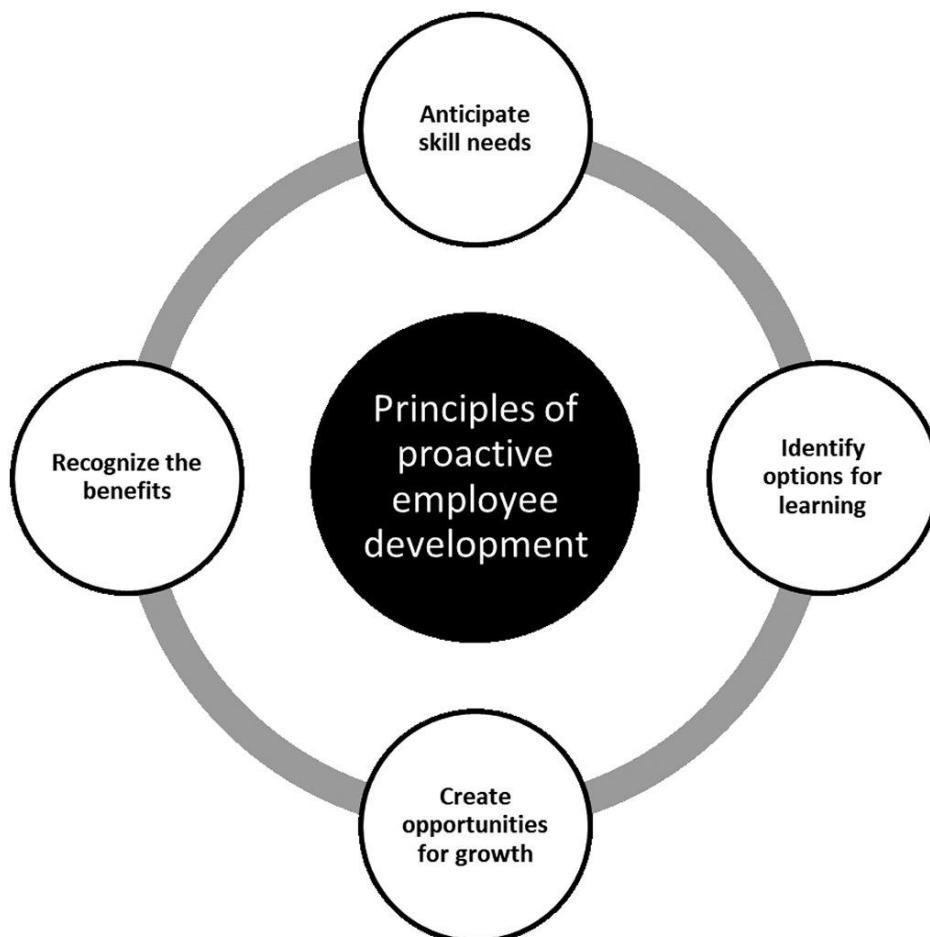
Figure 3: Principles of proactive employee development

Dachner, Ellingson, Noe and Saxton, 2021

2.3.2 Employee retention

With the retention of employees being particularly challenging and costly for managers and corporations (Mattox and Jinkerson, 2005). Understanding what makes employees stay and want to leave is the key to improving the global employee retention rates outside what has already been mentioned on the influences of talent within the millennial mindset is important and the start into understanding employee retention. According to (Lee, Hom, Eberly and Li, 2018), only 33% of the workforce in the US are engaged workers and the impact within HR and management grew by 21% from 2013 to 2016. These statistics are an indication towards the gravity of the retention rate issue globally, (Coetzee and Stoltz, 2015) relates employee engagement with employee retention to having an extraordinarily strong correlation. With this view, by engaging employees within the workforce, it is proven that retention would also increase, covered within a company's ability to be career adaptable. (Coetzee and Stoltz, 2015) sees retention filling companies within five key areas:

- employee satisfaction
- work life balance
- training
- development
- great career opportunities
- job overall characteristics

Coetzee and Stoltz, 2015

These retention sectors if focused and insured are the starting step in increase retention rates (Coetzee and Stoltz, 2015) and Key on being the growth start for valuable experience.

With Labour shortages becoming ever more worrisome and now with a predicted negative growth rate in talent since 2015, keeping higher performers within organizations is not important but vital for company growth and cost saving (Coetzee and Stoltz, 2015). Within the study, on the satisfaction of employees within retention, the use of training and retains more employees within the first years of within the

company, influencing and adjusting companies struggle to find and retain talent (Mattox and Jinkerson, 2005).

2.3.3 Employee mindset and management impact

Employee mindset is a costly resource and a liability if not managed well. Studies have shown that managing talent is as important, if not more, than managing your customer base (Heatherfield, 2021).

The article on 'Customer mistreatment and service performance' (Park & Kim, 2020) studied the effect customers might have on company talent, reflecting that service standards decrease if feedback or customer interaction is negative.

What the article enlightens is the direction and source of where such employee mindset and self-esteem can be "buffered". Suggesting that internal losses of control are found to come firstly from a heavy working environment transferring the weight onto management for results. In other words, a lack of employee control with customers and unhappy customers being able to get into employees' emotions, is a matter for management to focus above all (Park & Kim, 2020). Management therefore has a large role to play in ensuring employees are well managed and satisfied with their jobs which has a lot to do with the employee mindset and levels of self-esteem (Jaksic & Jaksic, 2012). This relates to employee mindset, influencing company growth and leading to the modernized view within companies that employees come first (Park & Kim, 2020).

2.3.4 Structures within employee retention

Strategy and talent are two departments within HR that instead of having their own independent view, are often seen as being one. This limits knowledge transactions from within each individual towards the company, having strategy outspeak talent in most occasions (Lewis & Heckman, 2006).

Businesses, when viewing and analysing employee potential, take into consideration the level of education, any past experiences and inhouse management reviews. All of which go into sketching potential directions for everyone (Lewis & Heckman, 2006). HRs aim is to know their staff and the dreams that everyone follows, however they also aim to search out for potential "A performers" (Collings & Mellahi, 2009). "A

performer" are considered as the future of the business and are in effect a handpicked number of people that are developed to take over higher positions in the future within every department.

A company is not only the product it produces today but the minds that reside within that will ultimately be the product of the future (Jaksic & Jaksic, 2012). These individuals need stimulation as most have the potential and the need to accomplish more (Lewis & Heckman, 2006).

Companies match employees with available positions and talent management understands that, for impact beyond HR, management should spot potentials within everyone (Lewis & Heckman, 2006) referring to "C performers". "C performers" are individuals that businesses need because of their pure talent and outward thinking skills (Collings & Mellahi, 2009). Businesses also need to have a mind for retaining personnel which isn't about increasing employee salaries but creating a welcoming and meaningful environment, started by aligning company values with individual values. This leads to the saying, "Retention is a personal mission to seek growth" (Jaksic & Jaksic, 2012).

2.3.5 Direct relationships that lead to promotions

The topic of promotion changes the roles within the professional environment between employee and employers (Claussen, Grohsjean, Luger & Probst, 2014). It explains how the employee is seen within the company structure, and the longer they choose to stay, the more it reflects how they value their time within the company (Claussen, Grohsjean, Luger & Probst, 2014).

Retention has a huge influence within promotional patterns (Claussen, Grohsjean, Luger & Probst, 2014). If a company has an internal referral atmosphere, sticking to the vision might get you promoted sooner which is why it's important to match company and personal visions (Claussen, Grohsjean, Luger & Probst, 2014). Studies have shown that promoting internally boosts overall company atmosphere and production levels from all ranks (Buchko, Buscher & Buchko, 2017). Training also increases the probability of a company maintaining their employees as it shows emotions of fitting in (Buchko, Buscher & Buchko, 2017).

3 Methodology

With an understanding of the current literature in talent management, organizational structure/ culture, and employee retention/ development, the literature review present shows prominent and current literature that sets the literature currently present in the field. Even if already analysed in depth, primary data enables for a clearer understanding on the three research questions to be gained, adding to, or questioning the topic's literature. Overall, adding to the secondary research validity (Kallet, 2004).

According to Garg (2016), gathering of new knowledge is about a planned approach and involves choreographed steps and interferences. This method phase is seen as the outlining phase for the collection of primary research for this study (Kallet, 2004).

3.1 3.1 Aim

The aim of this thesis is to identify how different management structures have an impact on employee retention and employee development. With the hypothesis sharing its opinion of a negative correlation between the development and retention of talent.

3.2 Research design

There are 3 main ways for collecting data according to Gill, Stewart, Treasure and Chadwick (2008), Qualitative, Quantitative, and mixed methods. When chosen, one of these methods are independently favourable depending on the kind of data which is being collected (primary data).

Brooks (1997) shared that Quantitative data reflects quantifiable information that is used and measured within mathematical statistics. Usually collected through surveys, this form of data collection collects larger quantities of data to assume an outcome without significant discrepancies of an entire group or population. Questions surrounding quantitative data usually start with how many? how often? or how much? And are mathematically verified. Classified as either longitudinal or cross-sectional, Quantitative data has the chance, depending on the focus of the study to produce observational studies by analysing patterns in data and time or by

understanding different sides from a singular time-period. Quantitative data is also measured in a controlled setting. Qualitative data in contrary has a limited structure and is measures in a natural environment through many forms. The most common form for measuring qualitative data is through one-to-one interviews however data can also be collected within focus groups, record keeping, process of observation or case studies. Similarly, like quantitative data, qualitative data collects results through longitudinal studies where one method is enacted over a chosen time frame. An example of this could be seen at asking a entrepreneur how he feels risk averse his company is over time to find out if the mindset of an entrepreneur changes in regards to risk towards his company. Qualitative data does not include numbers and is more interested in understanding points of view and thought process, determining the frequency or characteristics of traits. Mixed methods in the other hand are the middle point between the two, sharing a combination of quantitative and qualitative research tools and techniques. Mixed methods are chosen in behaviour, health, and social sciences topics primarily and especially in multi-disciplinary settings as their question structure allows for numerical and non-numerical question styles. This allows the data to be more dispersed and gather date from a larger sample group (Smith, 2015).

The primary research will be built through the collection of semi-structured in-depth interviews with a Qualitative data approach. It is collected through a field of experts in the business field, primarily focusing on corporate and Hospitality individuals for their view in management and experience within both Flat line and Hierarchical management system. The data will be collected through personal interviews with industry experts and will be analysed and compared. Later discussing on its similarities with the already presented secondary data research. Qualitative research was chosen because the ability for the interviewer to understand more about the experts and for the experts to share more on how feel and think about the topic.

Semi-structured in-depth interviews were chosen due to their flexibility which allows the interviewer to feel the flow of the interview and ask further questions accordingly. Within Semi-structured interviews, having a formulated script for the structure, helps to evaluate the results from all experts. Another reason why semi-structured interview is the way forward is due to the different directions that both management structures (flat-lined and Hierarchical) follow added with the different years in

experience from each expert, it would be risky to target one group within depth questions while not allowing other experts taking part in the in-depth interview to elaborate on their experience and knowledge.

The in-depth interviews focus points will be sectioned into the three main topics present which are correlated with the three research questions and sub sectioned into about 5 questions per topic. Keeping in mind that interviews especially when in person are very time consuming so must be structured to allow for flow and get the expert directly to the point without manipulating and guiding the questions.

The size of the sample can vary in reference to the type of study (Tuovila, 2021). The sample studied for this research will be between 8 to 10 answered interviews. The study believes that 10 is enough within such a specific industry, as the quality of the chosen experts is more important than the quantity of the interviews answered.

To choose the experts to answer the survey, the researcher must be able to find a sample from within the Hotel and Business industry. Individuals answering the survey can be either in or around Vienna as well as overseas. Vienna is the researchers' base and where the thesis will be written. If the option of in-person interviews is made available, it will be the researcher's preference choice because it will enable for a deeper understanding, nevertheless, interviewing online or in person shouldn't change the interviewees overall mind and response to the questions. Interviewing in person creates a deeper connection with the interview through the personal connection that the researcher can have with the interviewee. that otherwise isn't present during online interviews because of the online barrier (Maurer, 2022).

The scope of research will be cantered in Austria, due to the researcher's location and industry connections, it also allows for the opportunity to conduct all interviews in person. The first questions will allow the individuals to get used to the topic, which will be important for establishing grounding. The other, open-ended, and closed-ended questions will all be qualitative and will be answered in as concise as possible per a verbal request from the interviewee to each interviewee. The interview will aim to flow in structure, for the study it is important to not promote any change in thought process but to follow through with brought up topics by the interviewee. Promoting thought is considered as leading and may disrupt the researched conclusion.

3.3   Construction of the Interviews

According to Trull (2022), in depth interviews are defined by the process by which 2 individuals exchange information. During such interviews, information is not only limited to facts, but the point of view and opinion of the interviewee is also taken into consideration and is included into the data. Therefore, in-depth interviews work best when targeting experienced individuals also known as experts. Being able to search out for the right experts to interview is also a reason why in-depth interviews are one of the most time-consuming ways of collecting data. In-depth interviews can be conducted as structures, unstructured or semi structured depending on the aim and outcome.

- **Structured interviews** Very formal interview with planned out questions which are planned and asked to all interviewees.
    - Advantages: Easier to compare answers as questions are the same.
    - Disadvantages: harder to develop and to make work for all interviewees. A one question fits all approach is hard to manage as you are very stuck and aren't at liberty to ask follow-up questions.
- **Unstructured interviews** Very casual with a dialog with unprepared questions which are asked to the interviewee, with every candidate being asked different questions. This form of interview process takes place in sectors where experience can vary significantly.
    - Advantages: targets the interviewees personality and isn't structured allowing for both parties taking part to be more relaxed resulting in more honesty.
    - Disadvantages: questions at the end are harder to compare, limiting the possibility of evaluating interviewees objectively.
- **Semi structured interviews** A mixture between the two mentioned above with only a few predefined questions with the rest of the questions able to ask interviewees as follow-up questions (Skene, 2007).
    - Advantages: enables structure to allow for easier comparison between partied being interviewed and doesn't hinder the possibility of going deeper into topics with follow-up questions.
    - Disadvantages: however harder to compare in comparison to structured interviews.

Pollock (2022)

Unimportant to which structure of interview is taken, interviews are very time consuming with a variety of forms available, for example, Face to face, Telephone, messenger, Email (Simpson & Koo, 2006). With face to face being the most popular of the four the increase in technology has also expanded the field and scope of one's studies with online interviews growing in popularity especially through the Covid-19 pandemic years. Interviewing either online or in person the interaction of the parties' present should be the same even through virtual interviews gives the interviewee a larger sense of security which might influence the interaction and the interviewer asking follow-up questions (Maurer, 2022).

The target group that will be chosen for the interviewing process needs to be defined prior to the interview along with the scope (Books, 1997). Sampling of interviewees is a very time saving process however can risk having an incomplete scope of the sample and therefore reduce in the study quality.

Finding out how to sample is in turn the same as understanding your target audience and being sure that the list of chosen experts covers enough of the points and difference in the study to resemble a well-rounded sample, these are the characteristics of the purposive method are preferred by Books (1997) over random sampling due to the more realistic approach it shares during in-depth interviewing. To conduct in-depth interviews, "Workbook E" elaborates four steps important to conducting these types of interviews.

- Developing a sampling strategy
- Writing an in-depth interview guide
- Conducting the interviews
- Analysing the data

Conducting In-depth Interviews, 2022

By shortening the process into these four key points and saving in time, it is first important to understand the audience that you want to interview to give you the best chance at supplying the best data (Trull, 2022). The literature by Boyce & Neale (2006) reveals that the data

3.4 Reflection of Questionnaire

The purpose of this thesis is to determine whether organizational structures have a positive influence on employee retention, and a negative influence on employee development. For this reason, three research questions were developed to guide the development of the interview questions:

- To what extend is talent management a solution to solve challenges in organizations?
- In what way is organizational structure a catalyst for talent development and promotion and what role does organizational culture play in it?
- Is employee loyalty an influencing factor within talent development and employee retention?

The interview questions and transcripts can be found in the appendix and are conducted all in the English language. The transcripts are marked by respondent and numbered randomly for identification purposes. Each transcripts shares a heading with the job title of the individual, management structure present, date and the length of each interview.

The interview contains 21 questions and are split into four parts, with the first part being an introductory warm up part for the interviewees. The question formulation will follow a process that starts by underlying the attributes from each expert. Their position in the industry as well as a few personal questions like gender, age, and nationality. These statistical questions help with the formulation and development of the data. The following three research questions will determine the structure of the following 3 parts of questions.

Within the following phases, the questions bring the interviewee to the different subtopics of the research, starting with basic fast intended questions before focusing on certain topics brought up also during the literature phase. With an average of 5 questions per section, the questions are separated by the same order as the research questions and follows a similar construction to that of the literature compiled within the literature. The interviewer finds this process important, especially when bringing up the topics as one topic is more technical then the other and therefore also requires

a certain phase of preparation which is provided through the flow of the questions asked. An advantage to such a flow of structure also allows for some of the questions to revise the knowledge currently present in the industry as some sources are more than 20 years old.

Within talent management a mixture of open-ended questions, closed-ended questions and one leading question are asked. The first, a closed-ended question that refers to the experts' awareness of the term "war for talent" followed shortly by a follow up question to allow the expert to elaborate. "War for talent" is a term that is crucial for this topic and therefore important to understand where the interviewee stands in his field and experience spectrum. The following questions are open ended to get a further insight into the expert's viewpoint and understandings. The leading question asked is an extract from the literature which then the interviewer must answer either if he agrees or disagrees with the extract chosen before being quickly followed up with follow-up question. This allows the statement to firstly set the stage and to improve the accuracy of the answers given.

The questions around organization structure and culture takes on a similar structure to talent management however while the topic is also broader, direct questions are believed to be the better option to align the study. They are also based off the second research question and therefore asked accordingly.

The questions around employee retention and development are more in line with the prior knowledge already gathered within the literature, with the first two questions asking questions which the literature already gives hints toward as well as asks to order and prove two bullet pointed lists which again are present in the literature. As above mentioned, this point is to test the literature but also to analysis points of view as the two structures play different roles within retention and development of talent.

3.5   Data collection process and analysis

Data collection is defined as according to Creswell & Poth (2016) as a "series of interrelated activities aimed at gathering good information to answer emerging research questions". The activities which are mentions are as follows.

- o   Location site / individual
- o   Gaining access and making rapport
- o   Purposefully sampling
- o   Collecting data
- o   Recording information
- o   Resolving field issues
- o   Storing data

Visualised as currently as bullet points, Creswell & Poth's (2016) view on the process of collecting data is circular with all the points eventually going interacting and not really having a starting point. With this philosophy, the data collection process can start with the location site or individual or through purposefully sampling to gain first an idea into where the study could be leading before collecting the data. The author therefore decided to start by purposefully sampling by firstly asking acquaintances their view on the topic of study before committing to a group. This phase enabled the author to gain basic knowledge into the field of study find that the best examples of hierarchical systems would come from 5 start hotels as well as the best examples for flat lined systems would be present from within very modern companies.

 The goal was to sample a total of 10 interviews with 5 experts coming from a flatlined system and 5 from a hierarchical system. Keeping in mind to other important metrics the study also aimed at balancing the age ration by getting a mixture of talented individuals at different ages as well as splitting the interviewers with a 50% female to male ratio. The experts/ interviewees that were asked to participate where present within the Austrian capital of Vienna while time was of a constraint to get the interviews done as well as the inconsistency with experts writing back and answering emails. On average for every 2/3 emails sent out, one interview was able to take place and be used towards this study.

Because of this limitation, the author couldn't be as picky as he would have wished with the interviews that he took on leaving the number of hotel/ Hierarchical interviews to the lowest side with a total of only 2 interviews made possible added with an additional time constraint. In total there where 6 interviews that were completed and take to use in the research. All of the candidate where of management positions and with more than 6 months in their current position and 2 years in their current industries.

All 6 interviews occurred in between May 13 and May 20, 2022, all with similar durations limes. The shortest interview taking 18minutes and the longest interview taking 35minutes. All but one of the interviews was done face to face. And after the 5th interview, a clear pattern was emerging, and the author could start to notice similarities within the data. All interviewees gave their consent to use the information for collecting of data and agreed to share their title. The author gave each interviewee the possibility to include their company name and understood that their name was not to be used in any of the documents due to a few experts not feeling comfortable with sharing their name due to personal reasons. Even though the names weren't shared, the author has shared in privacy the names with thesis supervisor.

In sharing the questions with the experts, the author firstly separated the questions to order of the three topics and then later per individual question. The author leads the interview in the English language while recording on his phone the entire interview. After the interview the author used an application called Otter to transcribe the spoken text to text, later adjusting and organizing the data to be presentable.

4 Summary and Interpretation of collected data

This section will showcase the findings form the interview as per the methodology. The data from each in depth interview was analysed individually and colour coded to resemble the different topics which were addressed by each expert. The data was then compiled and then split into topics resembling the knowledge and information gained from the interviews which are also aligned to the three research questions.

Quantitative style research questions were asked at the beginning for the warmup questions, available for a more detailed demographic overview to be available and deeper analysis, the table below (table 1) organizes the data to be visually available.

Respondent	1	2	3	4	5	6
Gender	Male	Male	Male	Female	Female	Female
Age	42	29	36	28	38	36
Nationality	Austrian	German	German	Austrian	South Korea	Ukrainian
Position	Managing Director	Guest experience Manager	Financial analyst and researcher	HR administrator	HR associate	Founder and Managing Director
Management structure	Flatline Management system	Hierarchical Management system	Flatline Management system	Flatline Management system	Hierarchical Management system	Flatline Management system
Industry	Serviced Apartments	Hotel Industry	Real estate development	Real estate development	Real estate and Hospitality management	Hospitality
Years in industry (years)	10-12	8	7	1.5	2	15+
Time within Current position (years)	0.5	1	7	1.5	2	6

Table 1: Quantitative data displayed from interviews

The data shows within (table 1) that the interviewer was able to successfully interview exact 3 male and 3 female experts for the topic. The age range studied was between 29 and 42 with a mixture of 4 nationalities answering the in-depth interview questions in total. The positions interviewed shares that the data which was gathered doesn't come from one single industry position, with the interviews sharing a total of 6 different titles within the industry. The years that each expert has been in his/her industry also allows to give reasons for backing up of the data provided with three out of the 6 industry experts having more than 8 years in the industry and some with more than 10 years' experience. The industry which was focused was also the targeted industries, being mainly the hospitality industry for the classical hierarchical management system and the modern-day flexible working office concept, which is present within many of the modern companies, in this case, focusing within student living and real estate for the experts.

Overall, it is believed that within the interviewed industry experts, a well-rounded and complete sample was achieved with a balanced gender, a sufficient age gap of 13 years and even though only 2 interviews were conducted relating to the hierarchical management system, all experts which were interviewed added to the research of this topic and answered all the questions.

4.1 Interview Question 2.1

Respondent	Are you aware of the term; "war for talent", and do you know what it stands for? Do you look out for talent within your role in your organization? If so, how do you do so?
1	Yes, I am. We need to look for hiring, interesting people hiring for attitude, hiring for new input and I think that's very challenging at the current situation, coming from a change background of the new generation…. we are not fixed to a certain place anymore…. I just must open a team's channel and then we can work together… So, the war of talents is has become global.
2	Aware of that exact definition, No. I think it's … something to do with recruitment, that you must get some talents … in your company … trying to reach the most talented one. … Especially … right now… we hire for will not for skill.
3	Yes. I hope so. My understanding is it means that employers fight about the most talented people… I think so.
4	Yes, I've heard about it. Well, warfare and when I hear that I think of know the competitions within … companies, organizations… there's a lack of, … professionals ….

5	Not well. the war for talent is when companies fight to acquire the best employees for their positions. The companies are fighting are on the same industry, obviously. Yes, I'm also part of the recruiting team. as far as in Austria or just domestic recruitment process concerns, I would say talent management works quite well.
6	No, I'm not. I believe it stands for the competition on the market of acquiring talent. What is important is that my talent shares my philosophy … it's easier for me and more efficient. … I am less effective when looking for talent, understanding only through an interview or a series even of interviews.

Table 2: Interview Question Number 2.1

Through the interviews there was a mixture of answers into the awareness of the term "war for talent". Nevertheless, all experts where able to currently assume its possible meaning and aim on the importance of hiring talented individuals while also being aware of its scarcity in the industry. Taking this through further, the term "war for talent" reflects currently a more global war due to the flexibility technology adds to hiring and work as shared by respondent 1. Hiring of talent was also mentioned to not being all about skill but personality, stressing the ability which teaching skill has on businesses and employees. Within the interviewed sample, about 60% of the respondents also shared their interest within searching for talent and noticing talent within their industries.

The flexibility present within the working environment of a flat-Lined management structures as elaborated by respondent 1, is not fixed to hiring locally. Talent is seen in this instance as being wide in its flexibility with its working hours as technology has spread the ability to search for talent outside the geographical area. Seen from another perspective, respondent 6, a founder and managing director creates importance on an individual's morals and philosophy, suggesting that when working with talent, working closely with individuals allows for talent to be observed and developed. While sharing both a flat line management system, the difference in working environments benefits each managers ideals and view of talents role within their industry, not necessarily giving negative remarks to either but sharing the importance of having management that looks out for talent and to be comfortable with the structure they adopt.

While defined as the special ability to withhold skill without practice or the aptitude to gain skill with limited practice (Zhang, 2008), the definition of talent even when not asked to specifically define, was challenged with the experts agreeing that talent

is found within the best employees with the best skill. However, personality and attitude are two points which were stressed as these are not learned while skill and talent are.

According to Boudreau & Ramstad (2007), the highly looked out for asset which is talent is ultimately an investment for larger corporate budget to manage and understand. Highlighting the biggest point that talent is expensive to acquire, respondent 4 agrees with the statement and adds that sometimes, it is just easier than investing in long-term developing of skills.

4.2   Interview Question 2.2

Respondent	How would you classify talent development's role within an organization? Is it dependent of managers or HR purely? If not, are there specific elements that HR or management should focus on?
1	It's very important to see especially with the new challenges we have, … we all need to adapt our leadership skills… talking to the leaders…was a big challenge for us because we were used to…work hard work long. If you want to get through somewhere, you will, you were used to do work 40, 50, 60 hours. This is not the motivation anymore, … earning is not an interest … HRs part it's more about preparing the leaders of the management to react accordingly. …
2	It's difficult if we're talking about hotels, …if we get the wrong persons, we … won't satisfy our guests as we want to. Yeah, so yes, in my opinion, it should be one of the top priorities, … Yes. HR must lead… HR should also know what must be done… mostly they know the legal restrictions. …
3	-
4	From my point of view, I would say that it depends on the manager themselves. … the managers are much better placed to … evaluate… how the employees are doing in their position and together with HR, they can… create a specific or a certain…. development program ….
5	-
6	So, yes, then it depends purely on manager or me (Founder and managing director). If it's particularly related to my industry and the specifics of the work of my company, then the right key factors … can determine if… talent would be suitable…, efficient or not. Such like being flexible and stress resistant, open to new approaches…and communicative.

Table 3: Interview Question Number 2.2

In classifying talent development's role within an organisation, an adoption of the leadership skills is seen necessary in adopting to the change in the industry. Work-life

balance takes a bigger role to salary, and the role of HR is to prepare the leaders to act accordingly. With the largest focus from HR on understanding the legal side and taking control of the recruiting and talent development.

While it is mentioned that employee earnings aren't as important to individuals as before, a balanced work-life balance shares higher importance. It is also important to note the employees are also more likely to move jobs if they aren't happy or able to live a with the quality of life that they want. Identifying a point which needs to be stressed with companies having to be aware of offering competitive salaries.

With HRs responsibility within Talent development being secondary to all experts within the flat-line management system, within a more hierarchical format, HRs role is still seen as being more involved and identified, holding the responsibility of leading employee development through the management of higher numbers of staff. Nevertheless, the hierarchical management system has shifted its core by having management be more in control of its departmental development with HR taking a more diverse and administrative role.

According to the literature from Black and van Esch (2021), most of the talent starts out with individual interest towards a topic, with society creating demand for this range of professionals in the industry, focusing on different areas and aspects related to their interests. Within HR, the progress and communication between employees and management is not affected by HR proving Mahapatra and Dash (2022) claim that talent is not an HR topic entirely but managed internally by the managers.

4.3   Interview Question 2.3

Respondent	With the millennial mindset focused on values and wellbeing impacting employee retention rates, how would the business industry shift or adapt to these changes? Is it worth retaining employees for longer?
1	it's about how you manage people … so you need to see what is motivating the new generation…. And learn from them. …. I think this is something we need to learn as management….
2	…. The focus on values and mental well-being… are important parts which right now starting to get into the minds of employees…like a four-day week that the employees get three days off, …. benefits like …. free nights, F&B discounts, … Corporate benefits …. you can draw the attention but to get to the well-being, you must address certain things. …. private life takes a huge … part of that. …

3	Probably to create not only big projects with results in five years, but also paced projects. You know what I mean? That to have successes more often, whenever it's possible, you should. You should create milestones.
4	I think very well because I would say that our companies have a young spirit. I think that we act, we have like an adaptive mindset, quite agile, I would say.
5	I see the changes and I feel that change .... That means provide more flexibility in home office, remote work, and Flexi time and so on. … please … must also change. Because the society changed.
6	my company, although it's small, it has a variety, great diversity of, of age groups. And … when interviewing a millennial … that what really drives them is not so much the benefits and the renumeration, but rather, what impact they bring, and whether … how significant is what they're doing? how business interests should react and adopt is in really thinking of goals … then particular benefits for the talent.

Table 4: Interview Question Number 2.3

In understanding the mindset towards values and wellbeing that millennials share into the working environment, all experts agree with having an adaptive mindset that targets points like flexible working hours, shorter working weeks, and businesses that target employee interactions. When elaborating, motivating the new generation is about learning from them and understanding what they can add to the corporate environment. Impacting retention rates has managers link this to the industry and its creativity, especially when individuals are focused to a project with long term outcomes and short-term gains, maintaining employee engagement is challenging.

The focus on employee motivation is one which is met through the ability to interact with and adapt to the employees which a company has and aims on acquiring in the future. Retention rates are challenged by creating internal motivation and found solutions through the uplifting of staff and motivating mainly the youthful spirit of company teams. Acquiring measures to assist retention leads company projects to shift achievements according to time frame, setting achievement roadblocks as phases which can be simplify employee's personal impact and impact feeling. Within a hierarchical management system, reflected within the industry, impacting retention, and feeling personal impact shares a different impact, with employees needing greater team bonding and persuasive gestures like discounts and corporate benefits to feel taken care of by the company.

Similarly, according to Park & Kim (2020) their view on the retention of talent is directed to the mindset of each employee, sharing those employees losing interest

and focus is gradual and related mostly to a lack of employee control with unhappy customers being able to get into employees' emotions with management therefore holding a large role in ensuring employees are well managed. Experts that where interviewed share similar perspectives that retaining employees, especially millennials is about understanding and being there for them and adopting the way of business to fit into these new ways of working. Able to communicate with the employees effectively the overlying factor when millennial retention comes to concerns

4.4   Interview Question 2.4

Respondent	"Through a constant focus on employee wellbeing and skill development, a company's commitment to its employees is as important as its commitment to its customers" (Gallardo-Gallardo, Dries & González-Cruz, 2013). What is your take on such a statement? Should companies focus more or less on their employees in comparison to their customers?
1	You put so much effort in recruiting people as you do in recruiting customers or getting customers sayings from successful managers: as long as I take care of my employees, my employees will take care of my customers. So, looking at that it might, it has some truth in it. I think it's equally important due to the fact you work with them. Type over the time all the time, a customer might come and go. So, focusing on this group, what you can inflate and what you really can control might be a good idea.
2	There has been a shift in mindset, or there is a shift. without that focus on the employees, you won't have a company running well.….. You can also compare that to private life. You're trying to develop yourself in every way. And if you're not you're unhappy. Same thing in workforce.
3	I think so yes, it is. But because it's also the second part. I wouldn't say that one is more important than the other. It's the same level. And it's funny because one or two weeks ago I saw a picture on Twitter in a restaurant somewhere in Germany, asking the guests to be nice to the waiter because it's harder to get waiters, than guests.
4	I kind of disagree with the statement because I think that employees are the main resources of a company itself. So, I think that the commitment from the employer to their employees should be much more important.
5	Yes, of course, definitely.
6	Yeah, absolutely agree. And I also believe that internal culture within the organization should be based on same principles as, as the approach to customer relationship management, so it's as important as customer. In such type of services as we do, which is base a lot of it on intellectual property and not physical production. I think it's especially important and I would say it's 50/50 maybe for other industries, it would be different.

Table 5: Interview Question Number 2.4

With a levelled concession that all experts agree that there must be similar levels of energy shared between employee and customer by the company. The importance is not questioned, however the more contact the interviewees have to their employees, the more in depth and attached they reflected, with an expert quoting "if I take care of my employees, my employees will take care of my customers".   Unique perspectives shared where the comparison to one's private life and how developing personally and in the workplace makes one happy.

Personal development created by company trust increases focus on customers through an internal focus on employees. With everyone agreeing with employee commitment being of high importance there is little to challenge this statement.

According to the literature by Collings and Mellahi (2009), allowing employees to work in fulfilling tasks generates more productive working environments for businesses and as talent grows within businesses, many individuals push for growth or otherwise are seen to stagnate. Placing a large focus on how businesses operate and on how individual stimulus is so important within company culture.

By committing to their employees, this environment is the first stage which is agreed by all management structures in the interviews. According to Lee, Hom, Eberly and Li (2018) and elaborated within the literature, the Millennial movement is creating a culture of leaving jobs, where the focus for many employees is on job satisfaction, with millennials being of the idea that, because work takes up most of the day and week, it's important to feel a contribution and that salaries aren't a deciding factor anymore. This trend is also one to be noticed indirectly by the experts and one that is becoming more challenging to forecast or retain, especially after a pandemic with many service individuals searching for other job opportunities according to respondent 2.

4.5   Interview Question 2.5

Respondent	Please describe how you see talent being created within your company and industry and what aspects are in your mind important to the succession of roles and the build-up of the right employees for the right job.
1	… Talent is currently like the attitude part, knowledge can be taught, but attitude is hardly to be developed. …. the global thing about recruiting to the fact that we are so much interior working already. …. we don't need to hire locally anymore if you look from an headquarter

	point of view it's most of our people have already three days home office during the week, so you see them twice a week. So why not hiring them?
2	… always the first part but not only role models, it starts with feedback to a feedback conversation on a regular basis. …
3	There's a program for supporting young talent that want to develop the science director of management and everybody has a training budget …
4	…. from what I've seen and heard is that the managers and the CEOs they are very … observance so I think they know how to promote. I think that we kind of have an overview of employees and of their skills and what they can do.
5	… Individual meeting or one on one meetings, regular meeting through this or through or through this meeting. The managers find positions needed and communicate this further to HR, they can then plan together…
6	…. company where you don't have a lot of career steps to take so it's not really the option where we climb the career level, but at the same time how and within your role. And my talent doesn't necessarily have to progress in their position as such. But it's rather the growth they get on with their set of skills, expertise, and experience with different directions of the role that they're currently doing.

Table 6: Interview Question Number 2.5

Talent can be created in a variety of ways as expressed by the experts, created by focusing to a culture can bring individual touches to a team which adds a flare of excitement and ideas to the company. Important to the build-up of the right talent is with the choosing of the right individual with attitude being mentioned that it can't be taught while knowledge is more flexible to build. This goes in the same direction with performance reviews with feedback conversations within an employee being crucial to employee build-up within the hierarchical management system. Acceptability of moving on and changing jobs is also part of the build-up of the right talent.

With talent being mostly created through the picking and reflection of individuals within companies across the management systems, it's within a more intense and levelled systems like the hierarchical management system where this point has been highlighted as a main phase to talent build up. Important to the future of talent and succession within the experts, the notice that not everyone can and will stay on mixes with retention to an extent but helps improve the map of the succession of roles, which is achieved through a higher relationship and contact with the employees.

According to The Gardner Group, globalization has driven multi-national corporations to set different parts of their operations around the globe due to cheaper labour and talent costs and is referent to as offshoring. This point is seen as completely accurate by the experts interviewed especially in current view of the last pandemic. By enabling there to be a majority of input and cultural exchange, for within the companies that are equipped for such a working environment, enabling this section of literature to merge and be accurate still in the view of the experts interviewed.

4.6   Interview Question 3.1

Respondent	What is your view on fast company development? Which management structure would you chose if you are to develop in a fast-growing environment?
1	Sometimes a common goal is the reason why everyone is working together. Rather than having something in mind like growth, which is more like okay, you can grow on different levels or markets, with no specific goal. quite challenging how you want to develop.
2	…Neither the hierarchical nor the flat one. If a company really grows that fast. You always must have a structure… That doesn't have anything with the hierarchy system…
3	I think that there's some dangers when the company is growing very fast. Because you must be lucky to have the right people in the right positions when you start growing.
4	Well in some areas in some companies you just need an adaptive mindset, and you know, they must be quick when it comes to changes. When it's a company, which is developing very quick, I think maybe to provide a transparent or quick communication. I wouldn't recommend the flatline structure.
5	There might be some problems in structure or organization in general and it's not so easy to have flat-line systems efficient in place, there might be some management problems with the organizational structure
6	In my company, I see company development as extending the horizons, basically, the quality of services that we do, the regions we cover, for example, the level of complexity of projects that we do. And this is how we grow I would choose the flatline system.

Table 7: Interview Question Number 3.1

Within the experts, the question of what is fast as well as what management structure to use suggested that the flat line management system isn't highly recommended with the need for a defined goal to follow a structure which is not present within the flatline management system.

In a more critical sense, what the overall context of the topic made the author understand was that growing fast is seen as dangerous due to the ease in loss of focus and structure. From two of the experts, by going for a flat lined management system you can shift your focus and be directly in the market at the right time however, the other point of view suggests that with the hierarchical management system, by only having a few people making the bigger decisions, you can lead better and bring all your team with you. that is already used to working in a team and therefore, through the addition of more employees at a fast pace, the structure would be more risk averse.

According to the literature, the *hierarchical management system* notices a forward-thinking shift in the thought process of what this management system can only supply, defined as a pyramid structure of command, and categorized as a corporation that is more likely to be stagnant to lateral shifts its loss is within its short-term profit opportunities by not being physically capable to react in time (Meehan, 2019). This literature view into the hierarchical system has changed in light of what has been shared by the experts that would opt to go for the hierarchical management system.

A short description of why this might be might have something to do with the question itself as fast growing doesn't mean shifting in direction which is slow for a system like the hierarchical management system. Nevertheless, the information available shows enough light into the potential of the hierarchical management system, with responsible reasoning to allow it to explore and questions the already existing literature by Meehan (2022).

4.7   Interview Question 3.2

Respondent	Do you believe that organizational culture is important to employee retention and development? please clarify and using your experience in the industry!
1	employees quit bosses, not jobs. Facilitating good communication is usually very attractive to employees. Therefore, I really see a clear benefit of having clear culture. However, not every culture is for every employee So, the culture needs to fit the employees.
2	-
3	I think it's yes; it is ethical. I think even less because culture is about treating everybody respectfully.

4	Yes, I think it's very important, especially for employee. culture is something that reflects your own values any similarities can that match with your values helps retain employees.
5	Yes, of course, because we spent more time at work and all employees, or all workers are influenced by a management style or culture. So, company culture impacts every everybody who works.
6	Yes, absolutely. I believe most of the topics related to corporate culture.

Table 8: Interview Question Number 3.2

All experts agree broadly that organizational culture is important to the retention and development of employees. Explained, the experts elaborate that employee don't quit jobs they quit bosses, and that a organization only benefits form clear culture with clear communication. Unique perspectives shared the view point that Individuals attracts to different structures according to how the feel more comfortable and their work ability and their values.

Viewed more critically, the importance of culture goes beyond the mission and vision of a company and is the base for everyone to feel like he or she is making a difference and an impact within the organization. Employees are influenced by managers and its also in ensuring that if the managers are passionate about the culture of the company, there then little worry about having their employees to be passionate as the outcome is most likely going to be positive.

The literature explains that culture and leadership are also understood as being very similar in their approach as they both have a very strong link, based on the same fundamental processes which define its products and its traditions (Schein, 2010). The experts within their interview agree and are all got this therefore strengthening the knowledge of the source.

4.8   Interview Question 3.3

Respondent	Would you say that different management systems (hierarchical or flat line) produce different kinds of employees with different competencies? If so please clarify?
1	I don't think they produce them. I think the employees, or the management chooses them. it's not about producing talent from my point of view, it's about choosing where do I want to stay?
2	Yes, it makes a huge difference. Focus is currently too much on the hierarchy of the title then on the development itself. That's way more important

3	I think perhaps not everybody prefers a flat hierarchy, flat structure. Also, the hierarchy has advantages, because there's always another person responsible for decisions.
4	Of course, of course, it's not for everyone. Yeah. I think that the employee must task to find the management structure, which is best for them because everyone, you know, like is only can unleash their own potential. If there, you know, if they're if they feel good in this within the structure. So
5	Yes, of course, because we spent more time at work and all employees, or all workers are influenced by a management style or culture. So, company culture impacts every everybody who works.
6	Yes, I do. I think again, it's the question of corporate culture that may influence the outcome.

Table 9: Interview Question Number 3.3

Employees chose the management structure they want to work for and with rather than the management structure convincing them, It's the other way around, is mentioned by most of the experts interviewed. With that, employees need to find structures that suites their style best and not the other way around. Choosing the management system makes a difference, but it isn't on the system rather the management structure and openness which is the focus point.

With that, developing the right talent isn't influences on the management structure chosen but the effectiveness which you can get your managers to react and be with the employees. It's all about personal development that influences talent and so therefore with the wrong structure but right approach and management structure, more is possible.

This analysis disproves the current literature by Meehan (2022) as the command of corporate shifts within the hierarchical management system to start off is unrelated to the corporation not being physically capable to react in time. This effect of change and corrections are therefor made within management within the hierarchical system. Similarly, within the flat lined management system Satyendra (2013) shared that within such an open system, the ability of adapting to change is possible and that Hamilton (n.d) suggesting that its within management where order and security is ensued with many employees during corona losing a lot of freedom just by bringing work with them home in the form of home office.

4.9 Interview Question 3.4

Respondent	Which management system would you chose or adapt to fit a flexible working environment? What do companies of the future need to keep in mind when building their employee structure?
1	there is from my point of view, no right or wrong organizational structure. It all has benefits and downsides. it's what is needed, at which time and that companies themselves would need to find their employees which fit their culture and vision.
2	A smaller hierarchy, flatline. Why? Because I think it's easier to handle especially regarding flexibility.
3	I think you need a certain hierarchy transforms a legal point of view which is also scalable, which means that you do not have a big structure in the beginning it is too small structure later but
4	The values are different (Gen Zed and the Gen Y), So I think.
5	Flatline.
6	Flatline. I think it's very important to communicate company goals, mission and vision. Talent needs to be flexible to this change organizations need to do so to

Table 10: Interview Question Number 3.4

Most experts opted to choose the flatline management system with culture being still a focus. In an overview the flat line allows for dynamic and dramatic change which is positive with talent needing to be flexible.

Understanding the employees within the company and how these then match with the mission and vison and has a large effect on the structure used. According to expert 4, it's within this type of structures and mixture of structures that a company has which then defined which management structure works best due to the difference in values. This also goes to add with the technology boundary that adds a critical role to the ease of moving operations even if in flat line into a home office format.

This is related to the literature in understanding the types of performers that a company has, within the literature these are classified as A and C performers both with different objectives and roles set by the company to them (Collings & Mellahi, 2009). "C performers" are individuals that businesses need because of their pure talent and outward thinking skills. "A performer" are considered as the future of the

business and are in effect a handpicked number of people that are developed to take over higher positions in the future within every department.

When building employee structure the literature aims on these two kinds of performers for the development of a successful company, this according to the experts is still true and isn't based on the type of management structure one uses or implements.

4.10 Interview Question 4.1

Respondent	Is retaining employees valuable for you and your organization? At what point in an employee's time at the company seen as important to keep him/her? Is there really a time frame can this be pinned at other points in the acquiring of new talent?
1	it's always important to keep employees since you put effort into get them on boarded. I also think there are times where employees need just to move on. There are times to bring also in new input. Retaining talent is not always possible.
2	Yeah, definitely. Definitely. Especially during our organization. Yep.
3	Yes. I think it would be important from the very beginning because if you want to develop people and train people
4	Not really a timeframe, but I think it's also about the knowledge the employee has. So when you lose some employees, so it's like, everything is gone.
5	Yes,
6	On regular basis to notice someone that should stay, or leave.

Table 11: Interview Question Number 4.1

Retaining employees is seen valuable to all experts however there is a moment when one just must let employees go as everyone is on a different path, no matter how hard it may be or how much it might feel like a complete loss. In reference to the timeline, it was ranged from immediately to 6 months as a minimum.

Retaining employees is important to all experts interviewed especially the ones working within the hierarchical management system. However, the custom of working for a company for the ones entire life is farfetched and no longer a common trend. Keeping knowledge is all about keeping built knowledge and growth within corporations especially when this knowledge is of a delicate kind. What has been mentioned however is the importance of not being shy of change and this might also

mean getting a change in structure and colleagues that could produce newer and more unique ideas and concepts.

According to the literature, employee mindset is a costly resource and a liability if not managed well. Studies have shown that managing talent is as important, if not more, than managing your customer base (Heatherfield, 2021).

According to the experts, this is true, even today and within their individual companies no matter the structure, however what isn't mentioned and should be added is the effect of change within the workplace leading onto the next point that is true to a certain extent as shared by the experts interviewed.

A company is not only the product it produces today but the minds that reside within that will ultimately be the product of the future (Jaksic & Jaksic, 2012).

If knowledge is exchangeable and not individually bound, then adding a new perspective is mostly never a bad call.

4.11 Interview Question 4.2

Respondent	What are your points of view on internal developing of talent and of acquiring already built talent? Where are the advantaged and disadvantages to both in your point of view?
1	It is upon attitude. you always can teach knowledge. if you call talent knowledge, if you have some experience already that would take years to develop. It's easy to buy it that simple quote **if it takes longer to build this knowledge, then it's easier to buy it**. Believe in developing employees, making sure that there is a plan.
2	you can never set a certain timeframe.
3	both advantages and disadvantages, of course. It is important to be open to new ideas.
4	well, yeah, you will lose time and money in order to train the new people.
5	At least six months. To just form an opinion too early is quite dangerous for HR management or internal. already talented people. people who are motivated and passionate stay longer in the company
6	-

Table 12: Interview Question Number 4.2

Developing talent is costly and time consuming and so is purchasing of already built talent, however either way it's necessary.

Experts 1, 3 and 4 were asked and are aware that talent is more costly to acquire once built, however influenced on Attitude and commitment a company's race be first in the market might bring some math into the equation. Expert 1 shared that talent which takes a long time to build is easier to acquire, and knowledge/ talent that is less time sensitive is better to build internally.

According to the literature and using the peanut butter approach by Boudreau and Ramstad (2007) talent and corporate outcome can be lead in two ways. In short, either through the development of internal talent similarly throughout the company or through focus areas. The literature present is accurate and still up to date.

4.12 Interview Question 4.3

Respondent	Companies which strive at targeting all the points below have been seen to retain their employees more. great career opportunities, job overall characteristics, employee satisfaction, work life balance, training, development Analysing the list above, would you agree to all points? Are there any that you would change?
1	employee satisfaction might be different for everyone, for some it's being in a well-known company.
2	I mostly agree with the list, it's very important.
3	I think for every point that people every company needs it has waited for, but I think it's not for every person. Every point is important.
4	Well, I think yeah, the Yeah. The points mentioned below. Yeah. Yeah. Yes, I think it's correct. But I think there's more. There's more maybe for you know, a Gen X. It would be enough but like for Gen Y. I think Never. Never. There's so much more, you know, between.
5	Yeah, of course, all points are important However, development and work life balance are vital points.
6	I agree with all these points and no, I don't think there is anything to change

Table 13: Interview Question Number 4.3

The points shared for the experts to review were seen as complete. With an emphasis on employee the generation of focus as well as the benefits which are added. A recurring point was the ability to make working life easier with items like good and

affordable food at work. This impacts overall job characteristics and the engagement of the employees.

The comforts provided by the job one is at was seen as the most important to companies which strive at retaining their employees, whatever that may be. Matching generation is also a crucial point with wanting to retain. Form the beginning, fast paced youth are more likely to generally get bored and change jobs however the older generation is resilient and would stay one longer. This puts a challenge to the employer on how exactly to deal with two or more generation gaps within the corporation while maximizing retention rates.

According to Park and Kim (2020) within the literature, how companies grow is affected firstly through the employee mindset. This mindset is also seen when experts relate the different strategies to the different generation gaps and how these then create challenges. Coetzee and Stoltz (2015) then also add to this by sharing that employee engagement is directly related with employee retention which helps to see why by targeting the listed points a company can move away from focusing on the different gaps and instead offer focused points that can be shown more attractive to a more diverse age range.

4.13 Interview Question 4.4

Respondent	How does internal promotion impact employee development and retention? Please indicate a few areas that would strengthen within an employee's mindset towards to company.
1	Sometimes people don't want to get promoted because they don't want to take the additional responsibilities and it might take another knowledge to be in this position.
2	care within development and within promotion so that you don't promote the wrong person, or that you only promote a certain person. Not every person needs to have to promote not every person needs to have certain trainings.
3	It's still impacts on every person. But of course, everybody has things he wants to develop.
4	It's a good employer branding, maybe you will not have to look for talents, maybe they will come to you.
5	It Is it important! Yes. But I would like to say that by promoting and being aware of your colleagues that when you promote it is done fairly, promoting helps the most if a company want to retain their employees.

| 6 | I think the promotion is another way of gratitude and of the company towards the employees. So, when they see the gratitude and a positively this gratitude positively influences their personal life and then of course, it's good for both employee and organization. |

Table 14: Interview Question Number 4.4

In understanding how Internal promotion impacts employee development and retention the experts that where interviewed suggested that people don't always want to get promoted. There was caution added to promotion as many individuals don't want to take new or different roles as it means new or different kinds of knowledge. To therefore be able to communication and understanding the employees is more important than offering the next position. With that, there are also challenges that occur with Incorrect retention through simply incorrect hiring which leaves more capable individuals wondering their own worth as this is internally felt quickly.

It is therefore within the incorrect retention or promotion where a company can end up losing employees instead of keeping them. Keeping in mind that employees don't always want to be promoted it's interesting to see how the view from each expert changes in relation to his current title and industry. Within the hospitality industry respondent 2 targets more on the emotions side, being in a position in the industry where the hospitality industry has more employee contact and workflow management is key to success.

Reflected within the literature, the literature doesn't go into depth on the fact that retention can be a sensitive topic with the mindfulness needed from companies to not hire incorrectly for retention purposes as this might backfire. This point is important to add to the existing literature accumulated as it adds an important point which wasn't touched on before.

With this the point by Lewis and Heckman (2006) needs to be corrected or given more direction as it currently shares that "individuals need stimulation as most have the potential and the need to accomplish more". What is missing to this statement is of course that incorrect stimulus also has negative effects on retention through negative employee satisfaction.

4.14 Interview Question 4.5

Respondent	For developing employees and their talent, would you agree that the input of energy must be the same from both employer and employee? **Employee development shares four Principles** Anticipating Skill needs, Recognizing the benefits, creating opportunities for growth, Identifying options for learning Analysing the list above, would you agree to all points? Are there any that you would change? Could you also please rank the list from more to least importance from your experience in helping development of employees.
1	For sure. I mean, this is not a one-to-one director role. Both need to work for it. 1. Personality development 2. Creating opportunities for growth 3. Identifying options for learning 4. Recognizing the benefits 5. Anticipating skill needs
2	1. Creating opportunities for growth 2. Identifying options for learning 3. Anticipating skilled needs 4. Personality development
3	I would agree. yet I'm not sure whether its fullest because I think we're talking about the management level. But what more also things like the person with a hobby and 1. anticipating skill needs 2. Recognizing the benefits 3. Creating opportunities for growth 4. Identifying options for learning
4	1. anticipating skill needs 1. ~~Recognizing the benefits~~ 2. Creating opportunities for growth 3. Identifying options for learning Okay. The question mark would go on identifying options <u>for recognizing the benefits</u>. I think that it's, we cannot always use like the benefits as a reason. I think that when it comes to development, it's something that comes from within, you know, so yeah,
5	it works both ways because it's about partnership. how much the company puts into keep the employee to try and make the employee happy. It must be the same energy from the employee side but also from the employer side. 1. Creating opportunities for growth 2. Recognizing the benefits

	3. Identifying options for learning 4. Anticipating skilled needs
6	1. Anticipating skilled needs 2. Creating opportunities for growth 3. Recognizing the benefits 4. Identifying options for learning

Table 15: Interview Question Number 4.5

For developing employees and their talent, all experts agree that the input of energy must be the same from both employer and employee. With points focusing on the different generational gaps to it not being a one-to-one role and rather the energy must be from both sides.

It was learned from the experts intuitively that when reciprocating the effort, the author likes to use the example of it being a 50 / 50 exchange but that it should be the same, not wanting to add a figure to it.

In analysing that data, when asked, the experts ordered the four principles in order of more to least important in their opinion. This however only proved with a certain level of certainty that recognizing the benefits had an overall weak liking with exert 4 and 1 commenting on its poor choice alongside the other three points.

Referencing to the list and to figure 3, the principles of proactive employee development by Dachner, Ellingson, Noe and Saxton (2021) were seen initially as not well received by the experts, with no clear order being able to picked out, however since the list is meant to be a spherical as shown in figure 3, completing a loop of proactively measuring employees is still there shouldn't really be a order which in that case is shown by the inconsistency within the data of pointing a singular element which is greater on average. The one point which was already mentioned was the weakness and dislike of the point, recognizing the benefits as the benefits cannot be always shown as being part of the benefits.

5 Conclusion and recommendations

This thesis's aim is to identify how different management structures have an impact on employee retention and employee development. With the hypothesis stating a negative correlation between the development and retention of talent, In-depth expert interviews where therefore conducted. The experts where from a mix of the two main management structures currently present, hierarchical, and flat-line management structure.

A selection of sixteen questions that were split up into three main research questions, which undertook the main topics around the research questions. Talent management as a possible solution to solve challenges in organizations, how can organizationally structures influence talent development and promotion as well as the role organizational culture plays, and lastly to try and figure out how employee loyalty impacts development and retention on talent.

"To what extend is talent management a solution to solve challenges in organizations?"

Technology within talent and especially within the flat-line management system has spread the ability to search for talent outside the geographical area, increasing a company's possibilities from where to hire. This ease in acquiring talent is present within companies which focus on flexible working hours by prioritizing work-done over in office hours, seen mostly through a flat organizational structure. Within smaller companies, talent is acquired through personal qualities and retained through the sharing of the same philosophies, with communication and efficiency being the main driving factors. Smaller companies find that it's within the interest of the company to understand where to find their talent, and that hiring for culture is more important than hiring for skills within most positions as skills, unlike culture can always be learned. Therefore, employee commitment is of high importance which makes managing talent correctly a larger solution to solving company challenges according to the experts interviewed.

"In what way is organizational structure a catalyst for talent development and promotion and what role does organizational culture play in it?"

Personal development created by company trust, increases focus on employee through the equal input of energy shared between employer and employee. Talent is developed with the choosing of the right individual with the right attitude. The employee mindset has also changed, with employee earnings being not as important to individuals as before, and work-life balance taking centre stage. Therefore, within both management systems, technology can search for talent outside the geographical area which is key in establishing organizational structures. The flat line management system being a great platform for development due to its attraction and flexibility within structure, however, also limits its promotion capabilities due to its lower levels of structure. The same but inversely is seen within the hierarchical management system that uses promotion as the biggest tool available for retaining their employees. Therefore, organizational culture shares its role in establishing a framework for choosing the individuals with the right talent, while keeping in mind that talent was noted to be a subproduct of culture.

 "Is employee loyalty an influencing factor within talent development and employee retention"

According to the responses it hurts companies to let individuals go constantly. The experts interviewed feel that talented employees are easier to buy than to build because of the long-term cost which is brought up with such created talent. This is said even though it is clear the buying of talented individuals is more costly. Some experts believe that retaining employees is a thought that happens even before the employees first day and is then cemented over the first 6 months to a year. While keeping employees is key, the verdict of letting employees go is also understood within the experts interviewed, with the notion of everyone having their goals and paths being the key factor for employees leaving their positions. To minimize the frequency of employee turnover, creating internal opportunities and supplying great working environments are two very strong ways to keep employees. In conclusion, retention rates are challenged by creating internal motivation and found solutions through the uplifting of staff and the motivating of mainly the youthful spirit within a company. Employee don't quit jobs they quit bosses, and an organization only benefits form clear culture with clear communication. This shares the benefits of loyalty within an organization. With employees choosing certain companies for their

clear communication and matching culture, companies have the upper hand within retaining their employees. Development is seen a little different as even if not matched with company culture, employees view the development of staff as a cost that isn't related to whether an employee will or will not stay longer within a company.

In answering the hypothesis, the three research questions mentioned above share a structure that assists in understanding the hypothesis goal and therefore assist in creating for a complete understanding of the topic.

> *Organizational Structures have a positive influence on employee retention, yet in the same instance a negative influence on employee development.*

With knowledge extracted from the literature available to the knowledge shared by the six experts interviewed, the hypothesis, which wants to understand if there is an inverse corelation between employee retention and employee development was studies.

The information present currently shows that, within both organizational structures, talent, retention, and development are fundamentals to the growth in adapting to business within the business industry. Viewed form two organizational angels to reflect the two main organizational structures, the hypothesis, even when shown signs of positive correlation must be rejected due to the limited reach and depth of knowledge obtained in the study and in response from the experts interviewed for accepting of such a claim. The study also shares the retention can still be possible within companies with hi levels of development adding to the reason for rejection of the hypothesis. Within companies of high levels of development and retention it is within the structure and focus of the company to impact and culture for benefit of the employees.

This study was done within the central eastern market focusing on mainly two types of company's structures. In understanding the differences which the data shares and adds to the already present literature, the topic and points brought to light could be seen bringing effect to more industries and companies across the globe due to the simple fact that their information gathered has no specific and direct relationship to

the country but to business styles which are also not based on a region. The one change which this study might encounter, being experimented on another demographic is through the needs and wants of everyone as culture which is shared as being a prominent point within the study is sure to change with location and difference in traditions. The study was conducted across the hierarchical and flat-line management system with the bases that these two organization structures form the foundation of the most popular structures for conducting business. If this study was to be used within a other organizational structures, it is still believed that the data is based and stays to follow a similar focus with differences maybe noticed within the structure of how employees and employers find synergies.

A recommendation for this study is done over would be to aim at interviewing and gathering a wider range of responses and spending more time with the data in understanding the possible outcomes as the hypothesis was found to lack sufficient data for it to be proven even through certain traits within the study pointed towards the correlation mentioned. The study also has a few missed opportunities within its literature as the correlation between HRs performance with company growth, Employee movement and Cross-sharing increases competency where all left out from the literature and the body of discussion due to time and resource constraints, however looking back would be topics to add to the study in keeping with the focus of employee retention and development.

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Appendices

5.1   Interview Questions

<u>Questions:</u>

TOPICS:

TALENT MANAGEMENT

Talent development

Globalization of talent

International strategies

Talent pools

Pivotal Talent

Recruiting

Natural Born Talent

Brain Drain

ORGANIZATIONAL STRUCTURE AND CULTURE

Organizational Culture

Organizational Structure

Hierarchical management systems

Performance Measurement Systems role in management

Flat line management system

Functional management systems / startups

EMPLOYEE RETENTION AND DEVELOPMENT

Employee development theories

Employee mindset and management impact

Structures within employee retention

Direct relationships that lead to promotions

#	Topics	Questions
1.0	**Warm Up Questions**	
1.1	Warm Up Questions	What is your gender?
1.2	Warm Up Questions	How old are you?
1.3	Warm Up Questions	Nationality?
1.4	Warm Up Questions	What industry do you currently work in?
1.5	Warm Up Questions	What is your current position/ title in this industry? What management structure does your company adopt? Hierarchical or flat line management system?
1.6	Warm Up Questions	Roughly state the number of years you have been working in your industry.
1.7	Warm Up Questions	How long have you been at your current position? How much longer do you believe you will stay/ are you expecting to leave soon, if so, why? What is keeping you at your company? What would need to change to see you stay/leave?
2.0	**Talent Management**	
2.1	Talent Management	Are you aware of the term; "war for talent", and do you know what it stands for? Do you look out for talent within your role in your organization? If so, how do you do so?
2.2	Talent Management	How would you classify talent development's role within an organization? Is it dependent of managers or HR purely? If not, are there specific elements that HR or management should focus on?
2.3	Talent Management	With the millennial mindset focused on values and wellbeing impacting employee retention rates, how would the business industry shift or adapt to these changes? Is it worth retaining employees for longer?

2.4	Talent Management	"Through a constant focus on employee wellbeing and skill development, a company's commitment to its employees is as important as its commitment to its customers" (Gallardo-Gallardo, Dries & González-Cruz, 2013). What is your take on such a statement? Should companies focus more or less on their employees in comparison to their customers?
2.5	Talent Management	Please describe how you see talent being created within your company and industry and what aspects are in your mind important to the succession of roles and the build-up of the right employees for the right job. Ref. Talent Pools, Pivotal Talent & Brain Drain.
3.0	**Organizational structure and culture**	
3.1	Organizational structure and culture	What is your view on fast company development? Which management structure would you chose if you are to develop in a fast-growing environment?
3.2	Organizational structure and culture	Do you believe that organizational culture is important to employee retention and development? please clarify and using your experience in the industry!
3.3	Organizational structure and culture	Would you say that different management systems (hierarchical or flat line) produce different kinds of employees with different competencies? If so please clarify?
3.4	Organizational structure and culture	Which management system would you chose or adapt to fit a flexible working environment? What do companies of the future need to keep in mind when building their employee structure?
4.0	**Employee retention and development**	

4.1	Employee retention and development	Is retaining eployees valuable for you and your organization? At what point in an employee's time at the company seen as important to keep him/her? Is there really a time frame can this be pinned at other points in the acquiring of new talent?
4.2	Employee retention and development	What are your points of view on internal developing of talent and of acquiring already built talent? Where are the advantaged and disadvantages to both in your point of view?
4.3	Employee retention and development	Companies which strive at targeting all the points below have been seen to retain their employees more. ☐ great career opportunities ☐ job overall characteristics ☐ employee satisfaction ☐ work life balance ☐ training ☐ development Analysing the list above, would you agree to all points? Are there any that you would change?
4.4	Employee retention and development	How does internal promotion impact employee development and retention? Please indicate a few areas that would strengthen within an employee's mindset towards to company.
4.5	Employee retention and development	For developing employees and their talent, would you agree that the input of energy must be the same from both employer and employee? employee development shares four Principles ☐ Anticipating Skill needs ☐ Recognizing the benefits ☐ creating opportunities for growth ☐ Identifying options for learning Analysing the list above, would you agree to all points? Are there any that you would change? Could you also please rank the list from more to least importance from your experience in helping development of employees.

5.2   Interview

5.2.1   Respondent 1

Respondent: Corporate Managing director, Milestone, (Flat management system).

Date of Interview: 13.05.2022

Length of interview: 30min

Interviewer	So, to start off with the questions, what is your gender
Respondent	Male
Interviewer	How old are you?
Respondent	42
Interviewer	nationality?
Respondent	Austrian
Interviewer	what industry do you currently work in?
Respondent	That's a difficult question. Is student living an own industry or is it the lodging industry as such? Because I think student living serviced apartments is more like a broad picture of travel industry or not. So, it's student housing is my current industry.
Interviewer	Would you say it's part of the hospitality industry?
Respondent	more like Yes.
Interviewer	What is your current position?
Respondent	Managing Director milestone?
Interviewer	And what management structure does your company adopt?
Respondent	So, if you look at your questions, generally I would say we have a real flat infrastructure due to the fact it's very small. I have more like all direct reports, and then it's just one level. So, flat line.
Interviewer	Roughly state the number of years you've been working in the industry.
Respondent	In the hospitality industry, it's more than 10 years. So 10-12 years.
Interviewer	How long have you been at your current position?
Respondent	Six months
Interviewer	How long do you believe you will stay or expected to leave soon?

Respondent	I think I will be here. At least for next three, four or five years. I don't know.
Interviewer	Why would you say that?
Respondent	I think it's more like a question of how we how fast we develop, what opportunities are there. Currently, we have a big expansion plan. So when this expansion plan takes us at least the next five years, I'm pretty sure will guide this through this.
Interviewer	And what is keeping you at your company currently?
Respondent	The challenges I mean, the interesting challenges in front of us having grown up there and looking for new opportunities, so that's a real interesting situation being in
Interviewer	and what would need to change for you to see yourself leaving?
Respondent	um, I think it's more like about the, the framework around me, I mean, having currently the contact direct to the owners to the CEO, CFO, and I think if we if we cannot have the same aligned picture, I think this might be one thing when I said I would leave.
Interviewer	The first questions were rough warm up questions to get into the topic. The next part, which regards five questions will be on talent management. Are you aware of the term war for talent?
Respondent	Yes, I am.
Interviewer	What do you believe it stands for?
Respondent	I think it's in the current situation. We need to look for hiring, interesting people hiring for attitude, hiring for new input and I think that's very challenging at the current situation, coming from a change background of the new generation.
Interviewer	and how would you say you are focused in the war for talent?
Respondent	I think currently we have very broad distributed recruiting, meaning that we are not hiring only in Austria we are trying to hire in Poland we're trying to hire in Portugal. So, as we are not fixed to a certain place anymore, with all this tailor working home office situation, the war for talent is not a regional issue. It's a global issue. So, the thing is, I can hire currently in the Philippines if I want because it's only it's the same situation. They don't need to go to the office. I just must open a team's channel and then we can work together so I can do with any Austrian. So, the war of talents is has become global.
Interviewer	And how would you classify talent development's role within an organization?
Respondent	I mean, it's very important to see especially with the new challenges we have, I mean, we all need to adapt our leadership skills. I mean, talking to the leaders, within our company, but also in other companies. This was a big challenge for us because we were used to certain behaviour, like work hard work long. If you want to get through somewhere, you will, you were used to do work 40, 50, 60 hours. This is not the motivation anymore, because if you work longer, you told you earn more. So today earning is not an interest of many of this new generation. They just work life balance

	comes into play. So, there's a big change also for management behaviour and also for the hiring process itself.
Interviewer	So, do you believe these stands for purely within HR or within management as well?
Respondent	I mean for the HR part it's more like preparing the leaders of the management to react accordingly. Because you cannot use your old methods of hiring or you cannot use your methods of managing people. You need to adjust yourself as well. And this is something I think we are currently learning ourselves.
Interviewer	So HR was focuses more on developing the managers.
Respondent	I mean, they need they need to adapt both. So they need to adapt their hiring process which is completely different right now. And also they need to develop their leaders in that direction, that they can cope with all those different issues, what they have now facing.
Interviewer	And with a millennial mindset focused on values and wellbeing, impacting employees retention rates, how would your business industry shift or adapt to these changes? I also am aware you've already answered that.
Respondent	Yeah, I mean, most of the things it's really about how you manage people, upon this generation or with these desires. I think it's give and take so you need to see what is motivating the new generation of new people. And also learn from them. I mean, we all know it's no good that you work 5060 hours. We all appreciate time off and we all appreciate ourselves developing our own personality or whatever you'd like to do in your free time. I think this is something we need to learn as management. So I think this is might be very interesting in the next few years.
Interviewer	And do you think it's worth retaining employees for longer?
Respondent	I think that said, it all depends on the attitude that retaining employees is usually as long as the attitude is there to be focused on on certain things developing in there also there is like a timespan where you see okay. It's worth retaining people. Sometimes you just need to let go due to the fact they need to develop and if you cannot offer them what they are looking for. Then there is from my point of view, little chance to retain them it's usually when you offer them more money, you offer them more responsibilities, but at the end, if you cannot offer him what he wants, what he's expecting, maybe development maybe decision power may be new opportunities, then it's really hard to fulfill those needs.
Interviewer	The next question, I will read a statement that has been suggested by Gallardo, Gallardo, dryers and constancy crews in 2013 through constant focus on employee well being and skill development, a company's commitment to its employees is as important as to its commitment to its customers. How would you how would you take on such a statement?
Respondent	I think it's it's correct because you put so much effort in recruiting people the same as you do in recruiting customers or getting customers and there are several sayings from really successful managers where they say, as long as I take care of my employees, my

	employees will take care of my customers. So looking at that it might, it has some truth in it. I think it's really equally important due to the fact you work with them. Type over the time all the time, a customer might come and go. So focusing on this group, what you can inflate and what you really can control is might be a good idea.
Interviewer	Please describe how you how you see talent being created within your company and industry and what aspects are in your mind important to the succession of roles and build-up of the right employee for the right job?
Respondent	I think I said before, talent is currently for me it's more like the attitude part. Because like, knowledge can be taught, but attitude is hardly to be developed. So as long as as soon as you see someone who is really fired up for a specific company who likes to bring in his own time, spending time having fun at work, this is something I always appreciate. And for me, this is a really very important part. Certainly initially, also the global thing about recruiting I mean to the fact that we are so much interior working already. The global situation comes in place, as well. I mean, currently, we don't need to hire an Austrian anymore if if you look from an headquarter point of view it's most of our people have already free days home office during the week so you see them twice a week. So why not might not hiring in? I don't know Bulgaria, Asia, America. Doesn't matter for me. So so. So therefore, the pool of possible employees expands which also means new influences out of those cultures, directions come into the into the company, which also leads to certain excellence. Certain new input what you have not experienced so far, making you aware of a global economy. Also like as we are looking for students globally, why not bring someone who understands Chinese people who understands Brazilians? So the job opportunities out there are amazing right now, and that's why I'm really looking forward to it.
Interviewer	Those are the last five questions on talent management. The next four will focus on organizational structure and culture. What is your view? On Fast Company development?
Respondent	I mean, it's, it's challenging if you really look into how fast companies can develop. Sometimes. Sometimes you have a common goal and that's why everyone is working towards this one goal, then it's a bit easier sometimes if this goal is more like not a specific one, rather than having something in mind like growth, which is more like okay, you can grow on entity levels you can grow on bat you can grow in different markets. So if there is not one specific goal, rather than having several goals, it's quite challenging how you want to develop
Interviewer	in which direction and which management structure would you choose, if you are to develop in a fast growing environment?
Respondent	I mean, as I said, sometimes it's a hierarchical company structure is very simple to because if then you clearly focused on on this one decision because one decision is made. And then you push it down and everyone goes in that direction. So if you want to be fast, hierarchy might be a solution, but only if you don't need to develop a certain product or if no development of structure is needed. So if there's no creative part in the hierarchy, or very little creative creativity in a hierarchical structure. So if you want to develop something, a product brand or something, it's usually easier if you have a

	flat hierarchy, because then you get different input from different people. But if you really want to grow fast, and you have one common goal, it's a clear vision, then a hierarchical organization is usually faster.
Interviewer	Do you believe that organizational culture is important to employ to employee retention and development? Please clarify using your experience in industry.
Respondent	I mean, employee stays so employees don't quit jobs, they quit bosses. So if the organization is somehow facilitating a good communication within the management and the employees or the among the employees. It's usually very attractive to stay within this company. Therefore, I really see a clear benefit of having clear culture. The other hand is the employee need to fit this culture. Not every culture is for every employee. So usually, if you if you hire someone, we've we've who needs a hierarchy because they don't want to take decisions. They don't want to involve themselves. Coming to a culture where everyone is heard everyone is needs to participate in decisions, he will not be happy so therefore he will not be effective. So the culture needs to fit the employees and the other way around.
Interviewer	Would you say that different management systems hierarchy or flatline produce different kinds of employees with different kinds of competencies?
Respondent	I don't think they produce them. I think the employees or the management chooses them. So it's more like an employee will stay for a certain period and then recognizing I don't, I'm not born for hierarchy, and then there might be some other circumstances where he stayed or not. But out of my experience, it's usually the ones who stay, they fit the culture. So therefore, it's not creating someone sometimes people are not yet decided what they need or I'm not experienced enough to see what they want. But I think over the time, they realizing that I like that or they don't like it, so and then they make the decision to leave. So it's not about producing from my point of view, it's about choosing where to where do I want to stay?
Interviewer	Okay, so to go in depth with that, the employee and its mindset stays the same. It's about the company with this with one goal finding the right employee that has its or his or her fixed, working style, and way,
Respondent	in a certain way, sometimes used to, if they're not experienced enough to know what they want. They see a certain style and say, Okay, I would stay there. So that's when when you could say the produce people, but I don't think you can. You can change a mindset. You can. You can support, unconsciousness. way of thinking, but to make it consciousness, yeah, but you cannot change a complete mindset or you cannot fake it too long. So therefore, sometimes you fake a certain mindset in order to be successful in a certain company. But there will be this is it possible over a certain period of time? In the long run, you would always choose when you mindset is going to
Interviewer	and which management system would you choose or adapts to fit a flexible working environment? What do companies of the future needs to keep in mind when building their employees structure?
Respondent	I think taking into consideration what we already talked about the culture needs to fit the employees. It's there is from my point of view, no right or wrong organizational

	structure. I mean, it all has the the benefits and downsides. Depending on where the company is currently in that might be a different situation. So I would rather say it's a sit on a situational company structure where it's what is needed, at which time. Um, but I think the companies themselves said would need to find their employees which fit their culture would fit their vision. Who who likes to who can identify with this all corporate structure, corporate culture, and common goals.
Interviewer	Would you include a home office style into an hierarchy system?
Respondent	It depends on on on the the roles which we need to fulfill I mean, sometimes there is no possibility for home office. Sometimes also, there are advantages and disadvantages of home office because like I think the informal communication in an office cannot be replaced with MS teams. So whoever has a certain responsibility, only working on specific topics. This can be done everywhere. If you need to work with several people, several departments being more creative. I don't think this is possible at at home alone. But that does not mean need to include a specific building. This also can be somewhere together so just to foster an easier way of communicating because what you lose with all these teams is the sense of who is talking when. But do you feel the reactions? So there's that there are things getting lost in this home office situation? Although everyone likes the possibility to work from home, but also differentiating? What is work time and what is spare time? Because it's very important because sometimes it just feels like we all working the whole day anymore. And not really having okay, this is our clear free time. We are not used mean don't need to answer any calls. We don't need to react on any emails. So this is something you might lose with this home office setup.
Interviewer	Okay, so it's around the structure of how the company actually the tasks that the company needs to do rather than the structure of how they manage their employees.
Respondent	And I also like to put, I always like to have them target. So whoever when if you get the specific tasks you need to fulfill. I don't care how you reach it. And how fast you reach it. It's just you need to reach it. And this is sometimes possible. In an office this is possible if you sit in a pool and drink something and then you came up with the best best idea you ever have. Wherever this may happen, they should be there. Time is not an effective for you. For me it was if someone can fulfill their tasks within 10 hours, or if someone can fulfill it in three hours. I don't care. We are in a situation where we can we are really task oriented. This is not working for every position. This is not working for every job we can offer but some jobs really task for target oriented.
Interviewer	Thank you. Those were the last questions on organizational structure. The next four will be around employee retention and development in retaining employees, employee value in retaining employees valuable for you and your organization, at what point in an employee's time at your company. Sorry, I'll start again, is retaining employees valuable for you and your organization? At what point in an employee's time at the company is seen as important to keep her or him?
Respondent	I think it's always important to keep to try to keep employees to the fact you you put effort in it to get them on boarded you keep you build up certain relation to them, so therefore keeping an employee is always better than the need to find someone new. Nevertheless, I think there are times where employees need just to move on just making sure they can. They can fulfill their own desire for development. If it's not

	possible within the organization. There are times to bring also in new input so there are certain situation where it makes sense to bring in new people. So for me, it's kind of weird if everyone is working 1015 year for the same company which means either you're you're too uncomfortable to try something new, which also I cannot understand from my point of view just out of my past. But within the company, I would always try to keep them just because I want to give them the opportunities to grow within the company. But they said sometimes it's not possible
Interviewer	okay. And what are your points of view on internal developing of talent and of acquiring already built talent? What are the advantages and disadvantages of both in your point of view?
Respondent	It's funny it's a question of how you would describe talent is talent for me is really, most of things is upon attitude. I said you can you always can teach knowledge. You always have your own ways of doing things. What I like about if you call talent knowledge, if you have some experience already would take years to develop. It's easy to buy it that simple quote or formula if you if you if it takes longer to build this knowledge, then it's easier to buy it. So therefore, finding someone who is already capable of doing it. But and this is something where our employee roadmap comes into play as we always build free years development plans for all our employees. We try to make sure do we have a position next year in the next three years? What might be interesting for you, and also the situation of of employees might change. Becoming a parent requires different organizational things. Sometimes you want to reduce your work to the fact you want to focus more on your cares. You want to see the world maybe would have not been an issue five years ago, but now you see, okay. I want to live in Africa. This these things, life is about changes and therefore, sometimes you can foster this sometimes you cannot and therefore, you always notice the management you need to react on such interest changes, so why not reacting? Nevertheless, I really believe into developing our employees, making sure that we have a certain plan into place, but also understanding sometimes their goal might not be our goal and we cannot offer everything for everyone.
Interviewer	Companies would strive at targeting all the points below have seen have been seen to retain the employees more. The points are great career opportunities, job overall characteristics, employee satisfaction, a work life balance training and development and analysing the list above would you agree to all points are there any of that you would change?
Respondent	I think points look good as a list itself. employee satisfaction is quite a challenging word in such a list because employee satisfaction might be different for everyone. So for some is is it's a nice office for some it's the the trip I need to take coming to the office sometime for some it's the colleagues around them for some it's getting something to eat in an office. So for some it's being in a well-known company. So, someone to try and a big company so I want to be in a small company. So, so satisfaction is very subjective. So therefore it's for me. I would rather also say the company culture. What we had before is a bit missing here because the company culture gives you back a bit more because how you treat your employees mean will influence the employee satisfaction. So so therefore, this might be one interesting part of it, but generally, I would say it's completed.

Interviewer	Thank you. How does internal promotion impact employee development and retention?
Respondent	But we all think that promotion of an employee would keep him sometimes people don't want to get promoted. Because they don't want to take the additional responsibilities with him. Sometimes they don't want to be promoted to in fact, it might take another knowledge to be in this position. It's very interesting to see that some people just want to be in this position. They are what they are. So what are your tools then? If you if promoting an employee is the only thing that you can do? So yes, it can impact employee's retention. But that's not all. So communication under understanding the employee. I think this is way more important than always offer your next position
Interviewer	for developing employees and their talent, would you agree that the input of energy must be the same from both employer and employee?
Respondent	For sure. I mean, this is not a one-to-one director role. Both need to work for it.
Interviewer	employee development shares four Principles: ☐ Anticipating Skill needs ☐ Recognizing the benefits ☐ creating opportunities for growth ☐ Identifying options for learning Analysing the list above, would you agree to all points? Are there any that you would change?
Respondent	I also would put into like personality development, because currently you refocusing on hard facts rather than soft facts or soft skills also. So really, personally, personality development is one thing, but you can really have communication skills identifying how would you how to reward functioning, so reward father working so there are a few things which would also support those development.
Interviewer	Could you also Please rank the list from more to least important from your experience and helping develop the employees or development of employees?
Respondent	5. Personality development 6. Creating opportunities for growth 7. Identifying options for learning 8. Recognizing the benefits 9. Anticipating skill needs
Interviewer	and personality development Where would you put that?
Respondent	Oh, then this is one and I said personality always comes first.
Interviewer	Do you have any other comments or things to add if you'd like?
Respondent	No, I'm good. Thanks. Thank you so much.

5.2.2 Respondent 2

Respondent: Guest Experience manager, (Hierarchical management system).

Date of Interview: 13.05.2022

Length of interview: 35min

Interviewer	So a lovely Good afternoon. So to start, what is your gender?
Respondent	Male
Interviewer	How old are you?
Respondent	I'm 29 years old
Interviewer	Nationality?
Respondent	German
Interviewer	What industry? Do you currently work in?
Respondent	hospitality
Interviewer	What is your current position?
Respondent	My current position is guest experience manager
Interviewer	And what management structure does your does your current company adapt?
Respondent	Let's say it's a more rather flat one
Interviewer	State the number of years you've been working in your industry
Respondent	started in 2014. So, eight years.
Interviewer	How long have you been in your current position?
Respondent	The current position in this job I have been for right now two months as I started the job, but I had experience with my former employees as well. So you could say about a year with with exact position.

Interviewer	How much longer do you believe you will stay or are expected to stay in this position? Why?
Respondent	about one year? Because that's just a very subjective, subjective thing because I myself, I'm trying to get a development every year which doesn't mean position, but maybe also means a sidestep. For example, I one time due to COVID. I changed from reception to accounting, which was also a step forward to me as I totally learned something new. I that's just a mindset of mine.
Interviewer	what is keeping you at the company?
Respondent	What is keeping me at the company definitely, how they handle their staff and what they offer them regarding development because development and mentoring is a very, very important part for me. Because I think okay, with the personnel, you have a running machine and to keep the machine running, you need to keep the people running in a good mood. And that's so far what I saw is it's definitely happening with our company, not only in my establishment, but all over the world. And I really, really appreciate that,
Interviewer	what would the company need to do, So you would stay longer?
Respondent	that I would stay longer? Of course, everyone always says salary is, is not that important? In my opinion. It's true. It's not that important, but it is important. But as I said, I want to I want to develop myself so I have a few goals like for example, some some, not apprenticeships, some courses, for example, which I want to take, which are gonna be part of what they're gonna participate and for example, paying or at least, to paying to pay that or to get me help to get me to do that or to get me for example, things like departmental trainer that I also can do this for other people. That's what I want and if they do that, they will keep me for very, very long term. yes. Not not only self development, that's not true. That's, that's not true. I like it when they in general, take care of the development of every employee not only not only me, that's why I set the parchment to train and also I do not know the English word, I'm sorry. When you do an apprenticeship, the company has to have the person who is the Teacher kind of Yeah, that's what I want to be as well so that I can do that and so that I can teach other people also what I'm doing because, in my opinion, especially due to COVID so the hospitality has suffered huge loads, but not only numbers, but also in the total skill level. No, not the skill level. Everyone hates it. And I I don't like that. I really don't like it because for me, and this really seems like a cliche sentence, but I really love what I'm doing. I really do that. I'm doing that because I like it. And I think there are so many facets in this industry, which are just right now thrown away, kind of because everyone says okay, no, that's not possible in this way. That's not possible and this way, you earn two less and so on, and I want to show the people okay, but you can do many, many things in this industry. Okay.
Interviewer	So those are the first five questions to get started into the topic. The next five questions will be regarding talent management. Are you aware of the term war for talent?

Respondent	Aware of that exact No, I would not know the exact definition if there is one, but I can't imagine. Yeah.
Interviewer	So what do you think it stands for?
Respondent	I would say right, like I said, I don't know the exact definition but I think it's either has something to do with recruitment, that you have to get some talents or in that regarding in your, in your company that they are trying to reach the most talented one, but I'm not sure. Okay, so, for your health the war for talent is the search for the best individual in the market. So exactly. And the idea behind this is that over the next couple of years, and in the last couple of years, talent is actually becoming less you have more job offers, but not the right persons entering the job. The people that are coming aren't the people that the companies need. Yes. And if there's one person that is really valuable, and well, everyone wants that person. So then the question is, who is willing to put down enough to keep that person?
Interviewer	The words are talent? Yeah. And do you look out for talent within your own role in the organization?
Respondent	Definitely. Especially in that right now because we're opening one opening hotel we are in POV and the Pre-opening phase. And of course in this face, we're looking for new employees as well. So yeah, of course I'm looking for challenge but with us, we do have the credo we hire for will not for skill, which is basically we can we can teach some people but if they bring the right attitude to it, if they're if they're open for some stuff if they're friendly, or you know what I mean, there are some facets which I don't want to go into because it would they take me way too much time. I and I think this is the right approach because if someone really gets that you're looking for this for a specific person and someone is this specific person. Then this person will see and will try to come to you because he thinks and he feels that he will be appreciated. If that's the case. That's also another question. And also for this for this thing, you will also have to you have to define talent in my opinion, because talent for some people means okay, they have a lot of experience and have gone very far in the hierarchy for example, that we work with this subject again, but this has sometimes this has nothing to do with talent or with skill or with will none of these sometimes count to get you up in the hierarchy. And of course, the important part is to see where to find these things out. Okay, what exactly are you looking for what defines talent for your company? For example, your company is probably looking for some other people than mine is in different departments. And there we define talent and other In other words, for example, let's take let's take a normal restaurant, restaurant which is normal service, it's once our mission. They are looking for friendly people but who can work under stress, we're really stress resistant, and then we're taking Joey's pizza for example. I know comparison is a little bit harsh, but totally another skill set is is needed. Because this person has to know to be a little bit stronger in administrative tasks. So every I think to get or to win the war for talent. You have to define what means talent for you.

Interviewer	How would you classify talent development role within an organization?
Respondent	It's difficult if we're talking about hotels, I think it should be in my case, it should be because we are pre-opening if we get the wrong persons we have forgotten if we get the wrong people. We will get we won't satisfy our guests as we want to. Yeah, so yes, in my opinion, it should be one of the top priorities, not the top priority. Because to do your job, right. You always need some kind of hardware as well. But in my case, yeah, I think it should be one of the top priorities. But it's not only thing for HR the whole hour, our case, we call that telogen culture TNC I think that's something the whole company has to do and also has to extract somehow. So if I'm on the streets, and I'm seeing someone, of course, I talk to them, and I'm talking to them in a certain way, and I won't behave the wrong way. Because if they get to know that I'm from rosewood, they will always somehow connect me to rosewood and connect Rosewood to my bad behavior. So it's everyone's responsibility in a certain way.
Interviewer	Okay, so you probably already answered this question, but is it dependent on managers or HR purely so it's a mixture?
Respondent	Yes, definitely. HR has to lead, in some cases. For example, regarding the recruiting and regarding the channels, I would say it's better for example, if HR or someone it doesn't matter if HR or managers draft a certain online advertisement, for example, and then everyone uses that for example, but that not that everyone does an individual and that's kind of seem sometimes like they don't talk to each other, and that's also bad. So I would say, in this case, HR should do that because they also know what has to be in there. How much can they tell, and they know the mostly they know the legal restrictions. So I would say this should come from HR, but then it's up to everyone to do this and to get the people which are needed.
Interviewer	with the millennial mindset focused on values and wellbeing impacting employee retention rates. How would you how the business industry shifts or adapt to these changes?
Respondent	No, that's fine. That's fine. Everyone's trying to, in my opinion, most and I don't mean only in hospitality. I mean, really, in many, many companies, there's always you can always read the same four or five things top team young team, top development positions. Employee parties in hospitality always have like uniform or continuous, something like that. The focus on values and mental well being the important parts which is right now starting to get into the minds of employees, and also here I'm not talking only about hospitality, is for example things, standard things like I mean standard things like a four day week that the employees get three days off, many countries and many companies are already already trying to implement this. It is possible but yes, for example, also, like countries like France have some have somehow implemented Sweden as well. There are examples how it could work of course, it's difficult. No one says it's easy, but you have to make the plan and you have to show that you care. There are many different ways in my opinion, we could start with why do you only have utilities have a free canteen? Of course we do have the cooks but for example, either with Hyatt or with with my company right now, there has been a personal chef only for the contents. So it's basically one extra employee as well. Also with other companies who could do that, then, because right

	now we're in office and I'm just getting to know how much it costs to get lunch every day. I really didn't know how lucky I was. Things like that. Of course, we're always coming to benefits like in the hospital or free nights, f&b discounts, things like that. Corporate benefits is a really, really popular app and benefit for many companies right now. But I think that's only something like okay, you can draw the attention but to get to the well-being, you have to address certain things. And for the millennials, if you believe into this, or if you believe the statistics are the majority, of course the private life takes a huge a huge part of that. And Corona has shown home office's way often more possible than we thought of. I don't think it's the only way. It's really it's really, there are many, many possibilities which are which we didn't think of right now and which we haven't thought of until now. I think as well.
Interviewer	I'm gonna read you a statement that I want to see or know your reaction to it. Through a constant focus on employee wellbeing and skill development, a company's commitment to its employees is as important as its commitment to its customers.
Respondent	Even more, I would say I dare to say even more. There has been a shift in mindset, or there is a shift. So shifting in mindset, ongoing right now. To sum it up, a friend of mine said at first, the bar the managers were the important ones. Secondly, then the guests were the important ones and then came the employees. Right now we're at the last stage the employee last stage sorry for that. We're the level that the employees are the most important thing because I am totally behind that. I'm really I do have that opinion without the without focus on the employee employees, you won't have a good company running well. It could it could go down to easy examples like if someone is ill. Let's take the nightshift most hated shift in the hospitality industry. I think if someone falls out it falls out of the nightshift or is is ill or something like that doesn't matter if the employee is pleased or is is happy with the company. He won't even really think about he will of course he will be a little bit annoyed but not that that he's asked but that he has to do nightshift nurses anyway the case but he will then maybe even from his side directly say hey, I'm gonna take over that's no issue. If he's not that pleased that this he will have a bad mood already and he will. It will get to a bad mood and the whole team and I think focus on employee wellbeing and skill development. are two things that really need to be focused on as these keys as DSR playing key parts for person. That doesn't matter. You can also compare that to private life. You're trying to develop yourself in every way. And if you're not you're you're unhappy. Same thing in workforce.
Interviewer	Please describe how you see talent being created within your company and industry and what aspects are in your mind important to the succession of role and the build up of the right employee for the right job?
Respondent	always the first part but not only role models, but it starts with things like not frequent but feedback to a feedback conversations on a regular basis. From the start. It's very, very important for both parties for the employee and from the employer. It's for the company for the employee and for the company. It's very important because the company has to know where the employee stands and what she can expect of that. And from the other side as well. The employee has to know okay, what can I get from what how far can I go? Because it's not important. It's not that bad. If there's at some point, no development anymore because the company just

	can't give you any more. Maybe the next position is filled maybe you have to learn everything you want to but then I think there are some other possibilities, losing the focus.
Interviewer	So yeah, how do you create cat talents within a company?
Respondent	Yeah, definitely mentoring, definitely mentoring. Okay, so not only mentoring, not only mentoring and giving responsibility, dare to give responsibility. It's important because then the I think the employee feels appreciated. Of course he may he may be doing something wrong. But that's then he learns
Interviewer	not punishing for talent not not punishing mistakes. No. definitely agree with you there. That was the talent management a section 13 point which is focusing on organizational structure and culture. So what is your view on Fast Company development?
Respondent	it's a good thing as long as the structure is given. I'm not I'm I have to be honest, I'm no fan of a totally free of hierarchy or free hierarchy thing. I'm not. I'm neither both or neither the 20 positions of General Manager also not on only with two positions, of course, depending on the number of employees, but if a company wants to have fast development there are many, many key roles. And I have to say I'm a little bit struggling with that question.
Interviewer	So the What is your view on a Fast Company development?
Respondent	Not to like it Okay, perfect. I'm still I'm staying with what I said. Neither the 20 to 30 position one nor the flat one. If a company really grows that fast. You always have to have a structure. That's the German one and me. You have to stay with some stuff you there's a reason why you're that successful. Maybe it's your idea. Maybe it's the way you handled your your customers or your employees or maybe it's part of everything.
Interviewer	Perfect. Would you say that's different management systems hierarchy of flatline? could use different kinds of employees with different competency levels with different compensation levels.
Respondent	Yes, it makes a difference. It makes a huge difference. But in my case, in my opinion, that doesn't have to end to do anything with the hierarchy system, if you will. If we go with that exact example. I talked to my general manager on a daily basis, even if he's six or seven positions above me, and he just talks to me on a human basis. I like that I really, really appreciate that. He's direct. He's, he's not that distant. He he really talks to me about his dog he he's he's really on a whole other level. And I like that I really appreciate that. Which kind of employees would you get if you have for example, a very grand hierarchy. I think you have the very structure one and I think the old school ones because in my case I think it would not scare me off. But I in my opinion, they're focusing too much on the hierarchy on the title then on the development itself. That's way more important

Interviewer	which management system would you choose to adapt to? To fit the flexible working environment?
Respondent	Definitely a smaller hierarchy. Data flatline flatline. Why? Because I think it's easier to handle especially regarding regarding to in regards to flexibility.
Interviewer	And what do companies do? What the companies of the future need to keep in mind when building their employee structure.
Respondent	Handling your employees like you handle your structure, like you handle your customers because they are they're paying you you're paying them kind of and I think that's very, very important. So if you want to build a new structure, try to take care of them. You have to also like I said, I would go with a flatter hierarchy, definitely. But you have to take care of the individual needs which is sometimes very, very exhausting to find the line between giving certain structures and also try to keep the flexibility you would have to focus on the difference between that.
Interviewer	Is retaining employees valuable for you and your organization?
Respondent	You have to tell me what to change? Oh, yes, of course. Sorry. Yeah, definitely. Definitely. Especially during our organization. Yep.
Interviewer	Yep. And at what point in an employee's time at a company is seen as important to keep him or her after three months. After one year and after five years
Respondent	from the start. We're trying and we're trying to get those employees because we want to develop them. I can only talk. To be honest, I don't like that question. Because you can never set a certain timeframe on that. People are individual you cannot you cannot do that. I know some tried to but it's it's not the way and in the perfect world. You should try to get the employees and the employees you really get the employees you really send a contract to and who signed that. Contract. Those are the ones which you want. So those are also the ones which you want to keep. And that's the way I see it. Of course, like I said earlier, there's always there might always be a certain point in hospitality that's sometimes that people want to get into foreign countries. Yeah, I myself, for example, I want to do that. Of course, the same company, the same establishment can't always offer that. But they can always help. I can take the same example from a customer side. And obviously in our case, if a customer comes to me we do not have any rooms and he says okay, can you can you suggest me a hotel I will do so of course because why not? The same thing you can do with employees.
Interviewer	Is there really, is there really a timeframe that can be pinned at other points in the in the acquiring of new employees, new talent, or timeframe?
Respondent	No, I wouldn't say so. Of course, you can always say you can go with apprenticeships, for example. You can go with the typical studies, but even in those cases, no one can know I think that I think that's the same thing as with hierarchy. You we are right now way too much focusing on that. Yeah, because like I said, people are individuals some might take longer, but might get better. I do have some examples in my mind, which I right now with my lay my hands into fire. No, it's not the English one, but in

	Germany that some producers say and I would vouch for them, even if at the beginning they were very, very slow. They took longer, but they're still one of the best players I ever saw. And maybe some are a little bit faster. Ma'am. Some are a little bit slower. That's okay. But there is no timeframe. Okay, I want to get away from that.
Interviewer	And what are your points of view on internal development, developing of talent and acquiring already built talent?
Respondent	It's always a little bit difficult. Right now, if you take the new generations, I think if you take the newer generations, they want to they mostly know what they want. And I think so. And they know that they want to develop, we will have a few generations, a few people who were just we're happy with where they are and many many younger ones, at least seem not to be happy and they want to develop even if they are sometimes not sure but they think they want to develop and I think to get that you have to always talk to them communication is key in that part.
Interviewer	companies would strive at targeting all the points below have been seen to retain their employees • greater career opportunities • job overall characteristics • employee satisfaction • work life balance • training, development analysing the list, would you agree to all the points? Are there any that you would change?
Respondent	Job overall characteristics. It's a little bit specific. That really depends on the on the employee and on the job itself. Work life balance is the same thing. Some people are. More workaholic is the extreme, but some people tend to work more because they're like that okay. But in general, I am sure that this is very, very important. If we go with statistics, I would say for the younger ones, because for the dare to say old school ones, I think there should be some kind of wage in that as well. Because at some point when you're 40 or 45, or 50, those things don't get you that much anymore. There's also some kind that you want to get something on your account on your bank account. But yeah, in total, I have to say I mostly agree with at least for me, it's very important.
Interviewer	And how does internal promotion impact employee development and retention?
Respondent	Of course, it's always a good thing to catch people. But if they're not that good if they're if they don't fit into the role, the other employees which have not been promoted will recognize it very very soon. And their motivation will decrease, which is bad for the community and for the company as well. So I wouldn't focus on that I would definitely not focus on that, of course, by promoting you know, not not you don't even keep the you don't even get to keep them because the ones which are

	really unhappy even if you promote them there will be still unhappy and they will, they will leave anyways. I think every employer has at least one example of those.
Interviewer	Okay. So please indicate a few areas of strength within an employee's mindset towards a company that would strengthen an employee's mindset.
Respondent	So you said one already, which is care within development and within a promotion so that you don't promote the wrong person, or that you only promote a certain person and ignore or you know, you have to keep up its emotions with, you know, in line, Not every not every person needs to have to promote not every person needs to have certain trainings. Not every person wants, wants to have a race. You have to find that out. I would say these topics which are what you mentioned earlier, are exactly those things if I understand the question correctly, to be honest. The development is always something the thing the team play. I think the essence of the team and the attitude of the team within itself is always very important as well.
Interviewer	And now for the last question for developing employees and their talent. Would you agree? Would you agree that the input of energy must be the same from both employer employee? (respondent nods) employee development shares four principles, anticipating skill needs, recognizing the benefits, creating opportunities for growth, identifying options for learning, analyzing this above, would you agree with all these points and are there any that you would change?
Respondent	Anticipate explodes? Recognizing the benefits, take that out. There's a reason why I'm saying that because then, of course, that's a very general sentence recognizing the benefits. Creating opportunities for growth, you're definitely identifying options for learning. They're both basically the same in my opinion, because when you're learning you're growing. And anticipating skill needs, that's of course you have certain weaknesses, you have to change them to strength, what is missing? That's what I'm thinking about hasn't been that easy. And you must be the same. As an insurance analyst Mr. Buffett, would you agree to all points are there any that you would say? I don't I really don't like to recognize him for the benefits, but I have to be honest, I would have to think about that more. What I like I'm very sorry, no worries. Sorry, from the three points that are still left. How would you characterize them in importance? And just spending skill needs creating creating opportunities for growth. That's the first one because that's also the most general one in this you can define in two different ways. For example, anticipating skill needs, you need to have an employee you need to show him okay, you know, his weaknesses. You have him to know his weaknesses. That's, that's very, very important. He has to be self reflective. And identifying options for learning is then the next step.

And then obviously then anticipating school would be third. Yes, exactly. Perfect. Thank you so much. Are there any points within talent and talent that you'd like to bring up before we close?

Like I said, we have to get away from this. From this old school, thinking that and trying to generalize everything I mentioned some sometimes I mentioned the different generations. That's all based down to statistics, but I know so many different examples of the different generations which do not at all go with these Gen Z generation definitions. To be honest, when I will be an employee, which I really I'm really trying to focus on an individual one I really want to, that's why I also said lawyer you mean, employer? Yes, yes, I'm sorry. That's why I said creating opportunities for growth and mentoring. These are the most important parts for me for myself. Because I think when you have those, you're always feeling appreciated. You're always feeling okay, there's someone who knows my worth. And that's something which is very, very important. You can my opinion, you can't really generalize that you can try to as you did here, but it's very, very difficult to find that out. And for that communication is key. Like you earlier said in those old school hierarchies. The general manager has sometimes to talk to the lowest employee because he will be like, Oh, damn, it's the general manager talking to me. He will love that even if it's just a few seconds. In some companies, the general manager doesn't even know the name. Of course, if it's a big company, that's difficult, I understand that but at least go through and try to make it once a few. One day a year if it's a very, very big company for example, my company we had a talks they said okay, we want to do that, that that that for example, I started about no I had the first talk on the second day. What are your first feelings? What is your plan? The second one I will have after my I don't know the you know the English word portside Yeah. 30 days then I will have one in 60 days and then in 90 days, that's that's the first four talks for me a starting employee. After that, at least every six months. It's planned. I know it's planned with another companies but that's also why I said I have the feeling that it's that my company tries to acquire and retain their employees because exactly, they're handling that they're trying to get to in to the individual levels of each employee, which is really hard, but they try and I can't blame them for that. Yes, that's all.

Thank you so much. Of course.

5.2.3 Respondent 3

Respondent: Financial Analyst, Value One, (Flat-line management system).

Date of Interview: 18.05.2022

Length of interview: 25min

Interviewer	So good morning, Daniel. The first questions are warm up questions. 1.1 What is your gender?
Respondent	Male!
Interviewer	How old are you?
Respondent	36
Interviewer	What industry do you currently work in?
Respondent	I work in the real estate development industry.
Interviewer	What is your current position?
Respondent	Financial analyst and research
Interviewer	What management structure does your company adopt? hierarchy or flatline?
Respondent	I think it's well flatline. At least lift structure like is because it's lift, of course, just hierarchy but in everyday life, it's very flat.
Interviewer	And roughly state the number of years you have been working in your industry?
Respondent	seven years now.
Interviewer	How long have you been at this position?
Respondent	Also seven years?
Interviewer	How long do you believe you will stay?
Respondent	I don't know. For example, at the moment I'm not looking for another job.
Interviewer	What is keeping you at your company?
Respondent	The team especially
Interviewer	what would need to change for you to leave?

Respondent	The team will change in a bad way if people be very disrespectful to other people, for example.
Interviewer	The next questions are around talent management. Are you aware of the term or for talent?
Respondent	Yes. I hope so. My understanding is it means that employers fight about the most talented people.
Interviewer	Do you know what it stands for? Yes. Do you look out for talent within your role in your organization?
Respondent	I think so.
Interviewer	with the millennial mindset focused on values and wellbeing impacting employee retention rates? How would the business industry need to shift to adapt to these changes?
Respondent	Probably to create not only big projects with results in five years, but also pad pad projects. You know what I mean? That to have successes more often, of course real estate. Real estate industry is not the best industry to have fast successes because you don't take some time to acquire the property and to develop it. But whenever it's possible, you should. You should create milestones.
Interviewer	The next question 2.4. I'm going to read a statement and I would like to know your opinion on that. So through a constant focus on employee wellbeing and skill development, a company's commitment to its employees is as important as its commitment. to its customers.
Respondent	I think so yes, it is. But because it's also the second part. I wouldn't say that one is more important than the other. It's the same level. And it's funny because one or two weeks ago I saw a picture on Twitter in a restaurant somewhere in Germany, asking the guests to be nice to the waiter because it's harder to get waiters, the guests.
Interviewer	Very interesting. The next question is 2.5 Please describe how you would see talent being created within your company.
Respondent	There's a program for supporting young talent that want to develop the science director of management. For example for us, she and I think in every in every part company of the group will have some genetic but the company is also part of an association of the industry in Austria and US Association also have a program to develop people. And in addition, everybody has a training budget LVM employee
Interviewer	the next questions are about organizational structure and culture. What is your view on a Fast Company development to say Do you think it's good

	that a company develops fast or does it need time to create foundations create culture create roots?
Respondent	I think the question is what's fast? also depends on the growth of employees. So it Yes, but also I think it depends on the industry you're talking about. When I started working here, I think the whole group had about 40 people working for it, and now it's about 180 or 200 within seven years. That's considerate and not slow. I think that there's some dangers when you when you when the company is growing very fast. Because I think you have to be lucky to have the right people in the right positions when you start growing. Because when you grow very fast and at the same time, you'd have to replace people in important positions again, and again, could be a problem. But if you're lucky and have the right people in the right positions from the very beginning, it could be possible you can create
Interviewer	and so with that what management structure would you see? Being able to help the company a flatline management system or a hierarchy system?
Respondent	I think both have advantages and disadvantages. A hierarchical system. Sometimes, of course, this isn't decisions much faster, faster, because there's one person or one group of persons who just say we do it like that. And so they could decide very fast of course the danger is that they decide the wrong way and you don't they don't want to hear other opinions and then it even could cost time people's company so it's also perhaps it should be good to have a structure that is that is scalable from very early stage, but in everyday life, it's it should be where we on one level. I love it. Okay.
Interviewer	Thank you. Do you believe that organizational culture is important to employee retention?
Respondent	I think it's yes, it is ethical
Interviewer	and it's development employee development. as well.
Respondent	I think even less because culture is about treating everybody respectful. And I think even people who just want to go to work, just work and go without having a development work even if they want to be certain respectful. And yes,
Interviewer	would you say that different management systems hierarchy or flatline produce different kinds of employees with different competencies?
Respondent	I think it's the other way around. Because especially if we are talking about tenants who can choose cetera, perhaps they would go to the structure they prefer. It also, I think perhaps not everybody prefers a flat hierarchy, flat structure. Also, the hierarchy has advantages, because if there's another person responsible for decisions, for example, it also could be or at least in some decisions, situations, an advantage

Interviewer	Which management system would you choose to adapt to fit a flexible working environment? With Corona, we had to live and work at home. What management system would you choose flatline or hierarchy?
Respondent	I think again, I think you need a certain hierarchy transforms a legal point of view which is also scalable, which means that you do not have a big structure in the beginning it is too small structure later but
Interviewer	with the millennial mindset focused on values and wellbeing impacting employee retention rates. How would the business industry need to shift to adapt to these changes?
Respondent	yeah, I think that was that was fine. And the companies for that. So what do companies for the future need to keep in mind to build their employees structure you believe I believe you said that they need to be flexible. They need to know where the company actually stands. But also have a structure from the start. That obviously can grow. But that is there too. From a legal perspective as well, that not everyone can be responsible for everything. Some people need to be responsible for a bit more than others.
Interviewer	The next questions are a valid employee retention and development. is retaining employees valuable for you and your organization? Yes or no?
Respondent	Yes.
Interviewer	At what point in an organization is an employees time at a company seen as important to keep him or her?
Respondent	I think it would be important from the very beginning because if you want to develop people and train people
Interviewer	and what what are your point of views on internal development of talent and the acquiring and acquiring have already built on it?
Respondent	both advantages and disadvantages like everything, of course. I think copying it's both people who development the company can be shaped and they know how the company works. So people other people that work for a long time and company broke but at the same time of course it's dangerous because few that the company skews its own juice. And just so of course it's also important to acquire tenants to bring new ideas new. And to be so it's also important to be open to these new ideas of course, but at the same time you need to kind of structure kind of stable, stable core.
Interviewer	Are you aware that already built a talent costs more than developed talent?
Respondent	Of course, yes.
Interviewer	Companies would strive at targeting all the points below have been seen to retain their employees more. They are five points. • Great career opportunities

	• job overall characteristics • employee satisfaction • work life balance • training and development Analysing the list above Would you agree with all these points?
Respondent	I think for every point that people every company needs it has waited for, but I think it's not for every person. Every point is important.
Interviewer	Are there any points that you would change?
Respondent	Not really.
Interviewer	Question 4.4. How does internal promotion impact employee development and retention? It's so what you already said was regarding the individual needs and wants. Some employees don't want to develop necessarily they love their position. So promoting is not necessarily great for them. I'm just restating what you're exactly so let's focus on the retention about the promotion. Is promotion important for employee retention, would you say? Where does that still impact on the kind of employee and the goals that each person has?
Respondent	It's the it's still impacts on every person. But of course, everybody has things he wants to develop, even if it's just an English course for example, because not always the big costs about five semesters and but sometimes most influence.
Interviewer	Okay. Question 4.5 for developing employees and their talent, would you agree that the inputs of energy must be the same from both employer and employee I can rephrase the question if you want.
Respondent	Yes, because I think if the employer prints energy, but the employee is not interested at all, what's the energy use for the other way around? The employee is very motivated to develop and the employer doesn't even realize it's also not it's it's very motivating.
Interviewer	Employee Development shares four principles, anticipating skilled needs, recognizing the benefits, creating opportunities for growth, and identifying options for learning. Analyzing the list above. Would you agree with all these points and are there any that you would change?
Respondent	Think I would agree. yet but I'm not sure whether its fullest because I think we're talking about the management level. But what more also things like the person in the lobby and so on. For jobs like those, it's even harder to get people and perhaps it's so they're more things probably, but I'm not sure are more things to add

Interviewer	absolutely fine. If you could, could you also Please rank the list from most to least important from your experience in helping development of employees?
Respondent	I think first anticipating school needs because it's a very basic of course to to find a company. You know what? As a company, you know what? You have to know what you need before you look for it of course. Recognizing I think it's the order like it's okay as I said, because every point is, my opinion is the necessary to have the next point.
Interviewer	Okay. Perfect. Thank you. Would there be any other questions you would like to add to the topic?
Respondent	That is all, Thank you. Have a great day

5.2.4 Respondent 4

Respondent: Human resources Administrator, (Flat management system).

Date of Interview: 18.05.2022

Length of interview: 17min

Interviewer	So a lovely Good afternoon. I'll start quickly with a warm up questions. They will be six questions and yeah, give us the best answer you possibly can. question 1.1 What is your gender?
Respondent	Female
Interviewer	How old are you?
Respondent	I'm 28 years old.
Interviewer	What industry do you currently work in?
Respondent	Well, real estate developer.
Interviewer	What is your current position?
Respondent	HR administrator,
Interviewer	and what management structure does your company adopt? hierarchy or flatline?
Respondent	Wow, that's a good question. Well, I would say in each unit for me, it's like a flatline? Yeah, definitely.
Interviewer	Roughly state the number of years you've been working in

your industry |
Respondent	this industry like one a half year.
Interviewer	How long have you been at a position?
Respondent	Also what enough? Yeah.
Interviewer	How long? Or how much longer do you believe you will stay? Are you expecting to leave soon?
Respondent	Well, it depends on how challenging my task will become. But currently I'm perfectly good here.
Interviewer	Now for the next questions, they will be added to the topic of talent management. Are you aware of the term war for talent?

Respondent	Yes, I've heard about it
Interviewer	And what do you think it stands for?
Respondent	Well, warfare and when I hear that I think of you know of the competitions within the within, within companies, organizations, because there's a lack of, you know, professionals and what's little CAFTA Yeah, so this is what I think of when you have talent.
Interviewer	Okay. The next question how would you classify talent development role within an organization? Is it dependent on managers or HR purely?
Respondent	From my point of view, I would say that it depends on the manager themselves. Yeah.
Interviewer	Are there any specific elements that HR or managers should focus on within the development of talent?
Respondent	Well, I think that both goes you know, hand in hand. So I think that of course, the managers there you know, much better placed to you know, evaluate, okay, how the employees are doing in their position and together with HR, they can, you know, create a specific or a certain, you know, development program for their employees.
Interviewer	And with the millennial mindset focused on values and wellbeing, impacting employee retention rates, how does the business industry shift or adapt to these changes?
Respondent	I think very well, because I would say that our companies has a young spirit. So I think that we act, you know, we have like an adaptive mindset, quite agile, I would say. So,
Interviewer	Did you experience this in other companies as well? Or it's something that is new in the market?
Respondent	I don't think that it's something new in the market. But I think that, you know, just the shift from going to the traditional mindset to, you know, the more millennial mindset it's it's a very hard change for many companies in order to implementation, so,
Interviewer	And is it worth retaining employees for longer?
Respondent	If it's worth Yeah. Well, I think I think it depends on the position because I think some positions requires a new spirit. And yeah, just a refreshment, something like that. So I think depends on the position. Yeah.
Interviewer	Okay. Question 2.4. I'm going to read a statement. And I would like to have your what do you think about it through constant focus on employee wellbeing and skill development, a company's commitment to its employees is as important

	as important as its commitment to its customers. What is your take on such a statement?
Respondent	I kind of disagree with the statement because I think that employees are the main resources of a company itself. So I think that the commitment from the employer to their employees should be you know, it's much more important, I think so. Okay. Yeah.
Interviewer	And should the company's focus be more or less on their employers than on their customer? So you already answered that it should be on
Respondent	Yes, I'm not saying the customers aren't important, but you know, if you don't have you know, satisfied employees, so what about the customer,
Interviewer	please describe how you see talent being created within your company and industry, and what aspects are in your mind important to the succession of roles and the buildup of right employees for the right job? I will take this question and say it in three parts to make it easier. Please describe how you see talent being created within your company.
Respondent	Since I haven't been so long here, just from what I've seen and heard is that the managers and also the CEOs they are very you know, like observance so I think the they know how to, you know, what sort of to promote, to promote to promote the employees here. So whenever there is something new happening on the market, they always have like an overview on which person within the company within the organization will be the best fit for you know, for for the implementation of a new for new department, for instance, like ESG. We had our colleague who was working as a project developer, I think, but she was very focused on system sustainability and stuff like that. So I thought she was like the perfect fit for the ESG topic. I think that we kind of have like an overview here of employees and of their skills and what they can do.
Interviewer	To answer the next question, just going to ask, is it you think is the same in other companies?
Respondent	No, I don't think so. I don't think so.
Interviewer	The next questions will be regarding organizational structure and culture. What is your view on Fast Company development?
Respondent	Well in some areas in some company areas, I think, cannot be avoided. I think that they just need an adaptive mindset and you know, they have to be quick when it comes to changes. So yeah.
Interviewer	Which management structures would you choose? If you're if you are to develop in a fast growing environment flatline or hierarchy management?
Respondent	Well, when it's a company, which is developing very quick, I think maybe in order to provide like, you know, a transparent or quick communication, maybe flatline, would be more appropriate, but still, I think, I think it depends also on

	you know, on how long a company does exist, so the Yeah, so if they're, if it's a new company, I think they would need more, you know, more structure in it. So I wouldn't recommend the flatline structure, not at all.
Interviewer	Do you believe that organizational culture is important to employee retention and development?
Respondent	Yes, I think it's very important because I think that, especially for each individual or for each employee, you know, I think that their culture is something reflects your own values and exactly so if you can't see yourself or come see, you know, any similarities can exactly with within your values and the company's culture. I think you want to stay long there. Exactly.
Interviewer	So would you say that different management systems hierarchy or flatline produce different kinds of employees?
Respondent	Of course, of course, it's not for everyone. Yeah.
Interviewer	But you say not for everyone. Do you mean that employee then searches for a company with the right management system or the right or the management system creates the right employee?
Respondent	No, I think that the employee has to task to find the management structure which is best for them because everyone, you know, like is only can unleash their own potential. If they're, you know, if they're if they feel good in this within the structure. So
Interviewer	which management system would you choose or adapt to fit a flexible working environment? What the companies of the future need to keep in mind when building their employees structures?
Respondent	Well, I think that I think that it's something especially nowadays, I think that everyone well, there are many factors, which has to be considered, because it's also a generational question. Because like, the Gen Zed and the Gen Y, they're like two different generations. So the values are different. So I think, I think yeah, just being a agile and adaptive, whatever may arise. Okay.
Interviewer	The next questions are questions for employee retention? And development? is retaining employees valuable for you and your organization? Yes, at what point in an employee's time at your company is seen as important to keep him or her? Well, is there really a timeframe
Respondent	No, there is not really a timeframe, but you know, if it's, you know, I'm still looking for the English word for Schlissel cuft. You know, but you know what I mean? Yeah, that's, I think that's, you know, it's also about the knowledge the employee has. So when you lose some employees, so it's like, everything is gone. And so you have to start from zero. Also, when it comes to the

	relationship within your stakeholders and stuff like that, so some of some employees if you really don't want to lose, yeah.
Interviewer	What are your points of view on internal development in developing of talent and of acquiring already built talent? The question here would also be are you aware that acquiring already build talent is more expensive than building internal or internally developing talent?
Respondent	Yeah, I know that. It's, it's, it's quite expensive, but sometimes it's necessary because sometimes it's just, you know, it's time saving. Yeah, for sure.
Interviewer	Where are the advantages or disadvantages for both in your point of view, so one is already time saving advantages for and disadvantages for internal development? Time losing time, you know, you have a lot of,
Respondent	well, yeah, you will lose time and money in order to train the new person. And also, it might cause likes, cost something like you know, maybe the employees you have at this time, they will not feel, you know, appreciated because, you know, you were not promoting them and just you know, went outside. Okay, so yeah,
Interviewer	companies will strive at targeting all the points below have seen to retain their employees more. great career opportunities. Job overall characteristics, employee satisfaction, work life balance, training, and development. Analyzing the list above, would you agree to all the points, I was also point out that the printing came out incorrectly. So it's a bit hard to see I apologize.
Respondent	Well, I think yeah, the Yeah. The points mentioned below. Yeah. Yeah.
Interviewer	Is there anything you would change?
Respondent	Yes, I think it's correct. But I think there's more. There's more maybe for you know, a Gen X. It would be enough but like for Gen Y. I think Never. Never. There's so much more, you know, between.
Interviewer	Yeah, what would be the first thing that comes to your mind?
Respondent	consideration? I think it's no longer about only you know, the great opportunities and the money monetary factor, but I think yeah, things like, like consideration. And, you know, more than that, the threshold mentioned later. Yeah, exactly. Yeah. So much more.
Interviewer	How does internal promotion impact employee development and retention?
Respondent	I think think it's just, you know, how does it impact though? I wouldn't say it's a good employer branding, measurement, of course. Yeah. So maybe you will not have to look for talents, maybe they will come to you.
Interviewer	Please enter indicate a few areas that would strengthen within an employee's mindset towards the company. One of them one of them would be quality of life. So work life balance that account that employer provides the

	communication between the employees, which you already mentioned, as well, yeah,
Respondent	maybe benefits and compensation. I don't know. Okay, yeah. Could be off for something Yeah.
Interviewer	And now for the last question 4.5 for developing employees and their talent, would you agree that the input of energy must be the same from the employer and the employee?
Respondent	I think it's something that in a certain way, I think that for an employee maybe should be reciprocal, you know, from both sides, but from the employers view, not necessarily so yeah.
Interviewer	What was your view then? What do you think? It's more employer or more employee?
Respondent	From employer side?
Interviewer	There should be a synergy between both of them, I think.
Respondent	Yeah, but not 5050.
Interviewer	No, it's not possible.
Respondent	Employee Development shares for principals, anticipating skilled needs, recognizing the benefits, creating opportunities for growth, identifying options for learning, analyzing the list above, would you agree with all the points and are there any real change?
Interviewer	You can embed it or incorporate options for learning. You can leave it there, recognizing the benefits. We can leave that to but with the big question mark. would you add anything else the list?
Respondent	No, I think it's quite well like that.
Interviewer	Okay. The question mark would go on identifying options for recognizing the benefits
Respondent	Okay. Can you explain why
Interviewer	I think that it's, we cannot always use like the benefits as a reason. I think that when it comes to development, it's something that comes from within, you know, so yeah, this is why
Respondent	Okay, so we've almost reached the end. Would you have any other questions to add to the topic or is everything
Interviewer	currently No,

5.2.5   Respondent 5

Respondent: Human Resources Associate, (Hierarchical management system).

Date of Interview: 20.05.2022

Length of interview: 18min

Interviewer	what is your gender?
Respondent	Female
Interviewer	How old are you?
Respondent	38
Interviewer	What is your nationality?
Respondent	South Korean
Interviewer	what industry you're currently working
Respondent	um, what industry are we? It's real estate and Hospitality Management
Interviewer	and what is your current position?
Respondent	I am HR associate
Interviewer	and what management structure does your company adopts hierarchy or a flatline management system?
Respondent	Hierarchical management system
Interviewer	Roughly state the number of years you've been working in the industry
Respondent	in this in this industry, right real estate almost two years
Interviewer	and how long have you been at the position?
Respondent	Two years.
Interviewer	And how much longer do you believe you will stay? Or are you expecting to leave soon?
Respondent	Unless I do have other private reason for example, go back to my hometown again. I will stay here.
Interviewer	And so what is keeping you at the company?
Respondent	Well, first family I foster family and also self development, perfect and financial reason as well.

Interviewer	The next questions are about talent management. They're going to be five questions. are you aware of the term war for talent?
Respondent	Not well
Interviewer	What do you believe it means?
Respondent	the war for talent is when companies fight to acquire the best employees for their positions. The companies are fighting are on the same industry, obviously
Interviewer	Do you look out for talent in your role in your organization?
Respondent	Yes, I'm also part of the recruiting team
Interviewer	And if so, how do you do recruiting?
Respondent	I have to find out what kind of job advertisement that portal they provide and so on and I have to actively contact two possible candidates and an interview we have that is always online
Interviewer	And how would you classify talent development role within an organization?
Respondent	as far as it Austrian or just domestic recruitment process concerns, I would say talent management works quite well. In our company,
Interviewer	And with the, millennial mindset focused on values and wellbeing, impacting employees and their retention rates, how would the business industry shift or adapt to these changes?
Respondent	I see the changes and I feel that changes and we have to unfortunately the our company has successfully implemented this, this change or this wave of challenge changes, I would say. That means provide more flexibility homework, remote work, and Flexi time and so on. So as please come back companies have to also change. But the society changed.
Interviewer	But is it worth retaining employees for longer?
Respondent	The question here is regarding the cost for employees, so developing employees has a cost obviously associated with it. So under those circumstances, do you believe it's important to retain employees for longer. I believe that the most efficient way to success for company for a company that is maybe everyone should grow together. So the the old meaning of about employee retention somehow lost I think, so we have to the company the employer should take care. Take care employee,
Interviewer	The next question, I will read a statement that has been said by a professional industry and I would like to know what you think about it. More like if you agree or don't agree through a constant focus on employee wellbeing and skill development, a company's commitment to its employees is as important as its

	commitment to its customers. would you what would you say with such a statement, do you agree?
Respondent	Yes, of course, definitely.
Interviewer	But should companies really focus as as a 5050 on employees and employers or is there really a defined?
Respondent	You mean in our company? Yes. It's I think it's a fair in our company.
Interviewer	Please describe how you see talent being created within your company.
Respondent	Well, it's, I think, individual meeting or one on one meeting, regular meeting through this or or through or through this meeting. He said as far as it's the fields. The managers the seniors, catch or find out already let's that the need or the requirement of junior associates or junior position, in in through this meetings. They can plan together.
Interviewer	Next questions are around organizational structure and culture. What is your view on Fast Company development?
Respondent	Well, it's the company or the number of the employees increase within a few months or a few years. I think there might be some problems in structure or organization in general and in this case, it's not so easy to have flat-line systems efficient in place, there might be some management problems with the organizational structure.
Interviewer	Question. 3.3. Would you say that different management systems produce different kinds of employees?
Respondent	Yes, of course, because we spent more time at work and all employees or all workers are influenced by a management style or culture. So company culture impacts every everybody who works.
Interviewer	Thank you. And which management system would you choose or adapt to fit a flexible working environment coming with the topic of Corona in mind?
Respondent	Definitely flatline.
Interviewer	The question for employee retention and development is the overlying topic. First question is retaining employees valuable to you and your organization?
Respondent	yes
Interviewer	at what point is an employee's time at your company seen as important to keep him or her?
Respondent	At least six months or at least I mean, we have we have to go through all seasons, you know. Just form an opinion too early is quite dangerous for HR management or internal all old management system, I would say because we

	have find out a beginning point if something's wrong that otherwise we have to watch in the operation.
Interviewer	Question 4.2. What are your points of views on internal developing of talent and of acquiring already built talent?
Respondent	Difficult because we need already talented, talented people that I prefer. To be honest, I prefer people who are motivated and passionate and these people stay longer in the company from my experience. So difficult boss.
Interviewer	companies which strive at targeting all points below have been seen to retain the employees more. The points below are great career opportunities, job overall characteristics, employee satisfaction, work life balance training and development. Analysing this list, would you agree to all these points?
Respondent	Yeah, of course, every points are important. But for me development and work life balance are vital points. I would say. How would you say a lifelong job is or has been gone. Or it's not more important. And nowadays, so I think work life balance and self-development are the key points to retain employee and go growth together employee is both sides.
Interviewer	how does internal promotion impact employee development and retention?
Respondent	It Is it important! Yes. But I would like to say that by promoting and being aware of your colleagues that when you promote it is done fairly, promoting helps the most if a company want to retain their employees.
Interviewer	for developing employees and their talent. Would you agree that the inputs of energy must be the same from the employer and the employee
Respondent	it works both ways because it's about partnership. how much the company puts into keep the employee to to try and make the employee happy. It has to be the same energy from the employee side but also from the employer side.
Interviewer	Employee Development shares four principles, anticipating skills, recognizing the benefits, creating opportunities for growth and identifying options for learning. Do you agree with this list? Yes, definitely. Are there any points that you would change?
Respondent	I agree with all points. Wouldn't change anything.
Interviewer	would be could you rank the list above from most important in your interview to least important?
Respondent	1. Creating opportunities for growth 2. Recognizing the benefits 3. Identifying options for learning 4. Anticipating skilled needs

5.2.6 Respondent 6

Respondent: Founder and Managing director, (Flat-line management system).

Date of Interview: 20.05.2022

Length of interview: 26min

Respondent	Good afternoon. I will be asking you a few questions from my bachelor thesis. To start off, what is your gender?
Interviewer	Female?
Respondent	How old are you?
Interviewer	36
Respondent	and your nationality?
Interviewer	Ukrainian
Respondent	What industry do you currently work in?
Interviewer	Hospitality
Respondent	What is your current position?
Interviewer	I'm the founder and the managing director.
Respondent	What management structure does your company adopt?
Interviewer	Flat-line management system
Respondent	Roughly state the number of years you have been working in your industry
Interviewer	15 Plus
Respondent	, how long have you been in your current position?
Interviewer	Six years.
Respondent	How much longer do you believe you will stay or are you expecting to leave soon?
Interviewer	I am not expecting to leave so. However, I do believe anything is possible.
Respondent	What would need to change to maybe go another direction?
Interviewer	For me the key factor would be my personal growth and being able to make significant difference. So if there will be an option which clearly gives me the opportunity to become better myself and as a better professional, and make a

	significant difference to the industry, then that would make me change my plans.
Respondent	Those were the first startup questions. The following will be in the topic of talent management. So are you aware of the word of the word war for talent?
Interviewer	No, I'm not.
Respondent	What do you believe it stands for?
Interviewer	I believe it stands for the competition on the market of acquiring talent. And that it's not only that, potential employees look for good companies to work for in potential careers, but also it's the organizations that need to fight to get the good talent.
Respondent	Yes, exactly. So the very short definition would be it's the fight for corporations. To retain and take over the best talent in the industry. Do you look out for talents in your role in your organization?
Interviewer	Yes, I do.
Respondent	How would you do that if I may ask.
Interviewer	Since my quantization is rather small, and it's managed by its owner, so me as a company owner. What is important is that my talent shares my philosophy and it's the history shows that it's easier for me and more efficient. If I happen to know the the person I would like to retain in advance and have the experience of watching them perform. And because I have less, let's say, unless effective when looking for talent, with understanding through an interview only or a series even of interviews. If this is the person that really meets my corporate culture, expertise and my plans, yeah.
Respondent	how would you classify talent development's role within an organization?
Interviewer	So, yes, then it depends purely on manager or myself.
Respondent	Are there any specific elements that HR or managers should focus on?
Interviewer	If it's particularly related to my industry and the specifics of the work of my company, then the right key factors that can determine if the talent would be suitable or not, would be efficient or not. Such like being flexible and stress resistant, open to new approaches, and, and communicative and an Auckland in general as a person from an individual's point of view. Yes,
Interviewer	with the millennial mindset focused on values and well being impacting employee retention rates, how would you how would the business industry shift or adapt to these changes?
Respondent	Well, that came to notice and I must mention that my company, although it's small, it has a variety, great diversity of, of age groups. And what I've noticed when interviewing a millennials and I have a millennial in my team, that what

	really drives them is not so much the benefits and the renumeration, but rather, what impact they bring, and whether how how strong. How big of a deal. Sorry, losing words in English, how significant is what they're doing? Are they serving a bigger picture and if not, then it's very difficult to turn engage them and to keep them within the company. So I think how business interests should react and adopt is really thinking of goals. In first place, then particular benefits for the talent.
Interviewer	And do you think and believe it is worth keeping employees for a longer period of time?
Respondent	I believe that HR or management should be very attentive to to listen to the behavior and attitude of the talent and I would rather let talent go if they're not feeling happy and feeling that they enjoy the work and they enjoy the results of their work. Then keep them no matter what even if they're very strong in their expertise.
Interviewer	The next question, I will be reading a statement and I would ask for your point of view on this statement through a constant focus on employee wellbeing and skill development. A company's commitment to its employees is as important as its commitment to its customers. What is your take?
Respondent	Yeah, absolutely agree. And I also believe that internal culture within the organization should be based on same principles as, as the approach to customer relationship management, so it's as important as customer
Interviewer	and should companies focus more or less is it a 50/50 or 60/40 especially?
Respondent	in in such type of services as we do, which is base a lot of it on intellectual property and not physical production. I think it's especially important and I would say it's 50/50 maybe for other industries, it would be different.
Interviewer	Please describe how you see talents being created within your company and industry, and what aspects are in your mind important to the succession of roles? So the first part you already answered, it's just regarding the succession of roles, the retention, the development as well as the forgot the name promotion.
Respondent	Um, well, my organization is a good example of, of a company where you don't have much borrows, meaning a lot of career steps that you can take. It's a flatline organization, it's rather small. And so it's not really the option where we climb the career level, but at the same time, so I also see the way to grow, it's within your role. And my talent doesn't necessarily have to progress in their position as such. But it's rather the growth they get on with their set of skills, expertise and experience with different directions of the role that they're currently doing. Does it make sense?

Interviewer	Yes, thank you so much. The last questions were on talent management, the next four questions will be on organizational structure and culture. What is your view on company development?
Respondent	In my company, I see company development as extending the horizons, basically, the quality of services that we do, the regions we cover, for example, the level of complexity of projects that we do. And this is how we grow
Interviewer	and which management structure would you choose if you are to develop a fast-growing environment
Respondent	I would choose the flatline system.
Interviewer	Do you believe that organizational culture is important to employee retention and development?
Respondent	Yes, absolutely.
Interviewer	Can you give an example in your industry where the culture in your company was so good, that employee chose not to leave because he was wanting or I'll ask another way or more most of your employees with you for a long period of time.
Respondent	My company is rather young in general, it's six years old. And I basically restructured the company completely a little more than three years ago. So the two might currently have is with me for three years. And I've had a situation when one of my team members wanted to leave for more highly paid position. And it was very important for me to keep him in the team. And as we had a rather long discussion and then we weighed all the advantages of staying and and disadvantages and advantages of joining another company. And then I gave him time to think it over without any pressure and without any really any pressure to convince him I try to be as objective as I can to outline the current situation or and look at the new opportunity human to potentially have how this could be for him as a friend rather than than the boss. And I gave him three days to get back to me with his decision and he came back to me within six hours, saying that after our conversation and after he's been thinking about it, he was sure that it's better to stay. And so I believe most of the topics we raised are coming back to the corporate culture and he had strong doubts he would ever have it in another organization, and especially the one that offered him another job.
Interviewer	Perfect. Thank you for sharing. Would you say that different management systems produce different kinds of employees with different competencies?
Respondent	Yes, I do. I think again, it's the question of corporate culture that may influence the outcome output in the hands of the talent. I can I have in my team, one member who used to work in organization which was very strict was here is where it was almost impossible to talk to the to the top management. And that was very close to accepting opinions, just opinions or suggestions and so the very same team member pool within that structure, couldn't grow and couldn't

	perform because I knew the structure from before. has shown completely different results when he joined our team and it took a lot of time to work on a lot of issues, which I believe were purely psychological. But I do think that often, organizations can seriously respect the potential of growth. Of the talent and other way around can help talent that is very capable, open up his capabilities.
Interviewer	The last question from organizational structure and culture is which management system would you choose or adapt to fit a flexible working environment flatline or hierarchy system.
Respondent	Again, flatline. Perfect, big fan of flatlines.
Interviewer	And what to companies of the future need to keep in mind when building their employees structure?
Respondent	I think it's very important to communicate company goals. mission and vision as they as they're called, to communicate their values and corporate culture elements. I think as it is now saying for the future, what is important to keep in mind is that the Life Dynamics is has to tends to change dramatically. Due to manufacturers and justice. Talent needs to be flexible to this change organizations need to do so to
Interviewer	perfect thank you. The next questions are on employee retention and development is returning employees valuable for you and your organization? At what point in an employee's time at your company is seen as important to keep him or her? A quick question would be is it straight away? Is it after three months after six months after a year? What would you say?
Respondent	I think it's the should be on regular basis. The organization should always remain with open eyes. So, to notice. Someone that should stay or leave doesn't make sense of course. So a constant check-up, a constant asking of questions.
Interviewer	Perfect. What are your points of view on internal development of talents? Keeping in mind that yes, a flatline with so little positions to acquire is hard. But from your point of view, what are your points of view on internal development of talent?
Respondent	I think it should be again, an ongoing process just as your company development this should be linked together and as they are always named to water and if you as a management team, or the person who manages the operations, doesn't realize this relation then it will probably slow down the company grows as one is related to the other. As an example, my company has been initially focused precisely on a specific type of service and specific scope of works that we will do for the project. And that was based a lot on my personal interests as a company owner and managing director. Yet as the team has been developing, I've always communicated their ideas about development, their personal development, and noted to myself these directions and then cross gluing them to company development plans. For example, one employee would say that he he really likes to extend the scope

	of issues he would be covering within the project, tell project and so we slowly started offering the service to our customers very smoothly and I saw a very positive response. So we developed that direction even more. And through that we increase our turn over over 50% in the year.
Interviewer	Perfect. Thank you. Companies we strive at targeting all the points below have seen to retain the employees more. The points are great employee opportunity, job overall characteristics employee satisfaction, work life balance, training, and development or development, analysing the list would you agree with all these points? Yes. And are there any that you would change?
Respondent	No, I don't think so
Interviewer	How does internal promotion impact employee development and retention?
Respondent	I think the promotion is another way of gratitude and of the company towards towards the employees. So when they see the gratitude and a positively this gratitude positively influences their personal life and then of course, it's good for for both employee and organization.
Interviewer	How do you share gratitude with such a low flatline system?
Respondent	Well, gratitude is again involving the team in the issues which they were normally not involved to. But that would open up their boundaries and allow them to grow. They're just acknowledging the fact of the results of the work that they do.
Interviewer	Yeah. Perfect. Thank you. The last question is for developing employees and their talents. Would you agree that the input of energy must be the same from both employer and employee on every employee development shares for principals, anticipating skilled needs, recognizing the benefits, creating opportunities for growth, and identifying options for learning, analyzing the list above? Would you agree to all these points, and are there any that you would change?
Respondent	Yes, I agree
Interviewer	Could you also please help me rank the four principles from best to or from most important to least important in your point of view? And which one will go first?
Respondent	1. Anticipating skilled needs 2. Creating opportunities for growth 3. Recognizing the benefits 4. Identifying options for learning
Interviewer	Perfect. And regarding the topic and the overall interview, do you have any questions?
Respondent	No, and thank you for the interview was very insightful.