Addressing global labour challenges: An integrative model for sustainable hospitality workplaces, informed by resource-based view theory and the kaleidoscope career model

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ABSTRACT

This study integrates the Kaleidoscope Career Model (KCM) and Resource-Based Theory (RBT) to examine the interplay between individual career decisions and industry expectations in the hospitality sector. It introduces an integrative model for sustainable workforce development. Addressing labour shortages and skills gaps, the study advocates for industry-education collaboration as a long-term solution. Using qualitative research and purposive sampling, participants from the hospitality sector and educational institutions across six countries were interviewed. Findings highlight severe skill shortages among chefs and managers, alongside a mass exodus of workers due to poor working conditions and limited career progression. By applying KCM to career motivations and RBV to organisational needs, this study extends research on hospitality workforce sustainability. The proposed integrative model offers a strategic approach for aligning industry talent needs with employee aspirations, fostering a more resilient and competitive workforce.

1. Introduction

The tourism and hospitality sectors are among the largest and fastest-growing industries, creating employment and driving exports in many countries (Nolan et al., 2020; Khawaja et al., 2021; Legrand et al., 2022). The World Travel & Tourism Council (WTTC) projects a contribution of 16 trillion US dollars to the global economy by 2034, with the number employed in the sector expected to reach 449 million worldwide (World Travel and Tourism Council, 2024). However, this promising trajectory faces many challenges: the industry grapples with chronic talent shortages amid rising demand and increased customer expectations (Brannon and Burbach, 2021; Kravariti et al., 2022; Sheehan, 2022). Baum (2019) suggests that conventional talent management approaches may not align with the hospitality industry's dynamic needs, contributing to labour and talent shortages. Additionally, there is a sharp decline in the number of hospitality students, with 95 % of school leavers dismissing it as a viable career option (Ackerman, 2022). The COVID-19 pandemic has exacerbated talent shortages, leading to a significant exodus of hospitality professionals to other industries (Baum et al., 2020).

Previous studies have shown the alignment of the Resource-based view RBV-theory with organisational practices to drive competitive advantage in areas such as human resource management and information technology (Barney et al., 2011). The post-COVID-19 era has seen limited application of RBV-theory within organisations (Chatterjee et al., 2023). The kaleidoscope career model (KCM), however, provides a useful lens to understand the career motivations of hospitality employees and why they may leave the industry. There are "theoretical inadequacies in career studies that may be reduced by appropriation of RBV concepts" (Inkson and Clark, 2010, p8). Applying both the RBV and KCM together is a valuable approach for exploring careers in the hospitality sector, as it provides an authentic overview encompassing different perspectives. In addition, RBV posits that an organisation's internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN), are critical for achieving and sustaining competitive advantage. In the context of the hospitality industry, post-pandemic challenges have underscored the necessity to viewing

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talent through this strategic lens, recognising human capital that are skilled and adaptable, as defined by VRIN criteria in the RBV-theory (Sain, 2023). By combining RBV's focus on developing internal capabilities with KCM's insights into employee motivations, organisations can create talent development strategies that not only enhance competitive advantage but also address the personal and professional needs of their workforce.

This paper aims to present a comprehensive understanding of the industry's challenges and proposes practical talent development solutions. Research on bridging the gap between education and industry requirements is limited (McLaren, 2019; Kovoor-Misra, 2020), with an imbalance of perceived knowledge versus practical skills (O'Dwyer et al., 2022). To address these issues, the paper advocates for fostering collaboration between educational institutions and industry through co-creation (Villani et al., 2017).

2. Research aim and objectives

This section provides context to the rationale for the research, stating the research objectives. The management and development of human resources in dynamic service industry environments such as the hospitality industry are pivotal to the success of an organisation. The nature of the industry requires high levels of human interaction, and the achievement of the organisation aims and objectives is highly dependent upon the performance of the staff. Ottenbacher et al. (2006) pointed out the importance of enthusiastic, skilled frontline hospitality staff, as they state this has an impact on how the customer perceives the quality of the service provided.

The primary research question is:

How can collaboration between industry and education effectively develop talent and address the labour challenges within the global hospitality industry?

The research objectives are to:

- identify the labour challenges within the hospitality sector.
- understand the skills gap within the hospitality sector.
- to leverage the RBV-theory and KCM to understand the challenges
- propose a new contemporary framework promoting collaboration to bridge the gap between employee and industry expectations.

The following section will delve into the critical concepts underpinning the challenges confronted by the hospitality industry, positioning them within the broader context of relevant literature.

2.1. Global labour challenges within hospitality workplaces

Working in the hospitality industry can be a rewarding career, yet it is fraught with challenges such as long working hours, fatigue, tight deadlines, and high customer demands (Babakus et al., 2008). Poor work-life balance and excessive stress often lead to burnout (Albrecht et al., 2020; Cabaraban and Borbon, 2021). Additionally, unpredictable working hours exacerbate the precarious nature of hospitality jobs (Piso, 2022). A recent survey highlights that school leavers are increasingly shunning careers in hospitality due to poor career opportunities (23 %), unfavourable working hours (28 %), low pay (37 %), limited earning potential (26 %), and high levels of stress (20 %) (Ackerman, 2022). These concerns raise crucial questions about the industry's long-term sustainability and ability to attract new talent.

Despite employing approximately 292 million people worldwide and being projected to create nearly 126 million new jobs in the next decade (World Travel and Tourism Council, 2022), the hospitality industry faces significant challenges. The sector remains a vital driver of economic recovery post-COVID-19 (Aksoy et al., 2022), yet rising labour costs and worker shortages have placed immense strain on businesses. In the United States, the restaurant industry is in decline. The UK is experiencing similar difficulties, with the last three quarters of 2022

marking the worst on record for the industry. Over 396,453 job losses, 504 insolvencies (Price, 2023), and up to 5000 permanent restaurant closures (Twycross, 2023) have been reported. Snow (2023) also found that restaurant closures in the UK surged by 64 % between May 2021 and May 2022.

The industry's short-term struggles stem from reduced consumer spending, strike actions, and soaring food and energy costs. Meanwhile, a persistent long-term issue remains the ongoing labour shortage (Price, 2023). In response, many European countries are considering policy reforms to tackle staffing crises, while demand for hospitality staff in Australia has reached record highs (Wills et al., 2022). The hospitality sector was among the hardest hit by COVID-19 lockdowns and restrictions (He et al., 2021). Twelve months of trading limitations led to a 42 % decline in economic output in 2020 (Snow, 2023). Although post-pandemic recovery has led to industry growth, job vacancies remain higher than pre-pandemic levels (Newman, 2023).

The pandemic tarnished the industry's reputation, with 44 % of school leavers believing there is a lack of career progression in hospitality, and 55 % viewing jobs in the sector as temporary (Sheehan, 2022). Many hospitality workers, having experienced improved work-life balance in alternative industries during the lockdowns, have permanently left the sector (Baum et al., 2020). High employee turnover has long been a concern in hospitality (Frye et al., 2020; Sealy et al., 2023). The industry's seasonal nature further exacerbates labour shortages (Cabaraban and Borbon, 2021). Employee retention is a critical managerial challenge, as hospitality businesses struggle to maintain a stable workforce (Park and Min, 2020; Ghani et al., 2022).

The debate over the nature of hospitality education—whether it should be vocational, social science-based, skill-based, or competency-based—remains unresolved (Catrett, 2018). Research on aligning education with industry needs is limited (McLaren, 2019; Kovoor-Misra, 2020). Hospitality graduates are expected to have the skills required by industry and this is frequently not the case (Fei et al., 2025). This gap highlights the necessity for curriculum reviews and design improvements (Alexakis and Jiang, 2019; Baum, 1990; Chung, 2000; Griffin, 2020). Effective industry education collaboration focusing on programme development and delivery can have many benefits and ensure graduate readiness (Sufi et al., 2025). To address the precarious nature of hospitality jobs, studies suggest interventions such as flexible working arrangements (Cabaraban and Borbon, 2020; Wong and Chan, 2020). Wong and Ko (2009) emphasise the need for adequate time off to maintain employee well-being, while Korman and Mujtaba (2020) argue that well-rested employees enhance organisational performance. Work-life balance is crucial for both individual satisfaction and business effectiveness (Chandran and Abukhalifeh, 2021). In response to labour shortages, some businesses have increased wages and introduced signing bonuses since 2022 to attract staff (Ackerman, 2022). Hospitality organisations must redesign human resource strategies to foster career growth and maximise employee potential (Tracey, 2014). Providing hospitality employees with adequate training is essential (Costen and Salazar, 2011), as structured career development programmes enhance motivation and engagement (Sturman and Ford, 2012). Employees are unlikely to remain in workplaces that offer no clear career progression (Ghani et al., 2022; Nachmias et al., 2017).

Talent development strategies offer a viable solution to the hospitality industry's human capital crisis. These initiatives focus on fostering internal talent to meet workforce demand (Golubovskaya et al., 2019). Talent development encompasses structured efforts to enhance employee skills, drive productivity, and improve overall business performance (Galagan et al., 2020). Piirto's (1995) talent development theory underscores the importance of treating all employees as valuable contributors, an approach echoed by Seligman et al. (2005), who advocate for inclusive talent development programmes. The importance of developing the existing workforce has been postulated by Golubovskaya et al. (2019), as a means of ensuring sustainable operations. In this section, we investigated the fundamental concepts surrounding the

challenges encountered by the hospitality industry. The subsequent section will intricately delve into the methodology employed to investigate this phenomenon.

3. Theoretical underpinning

We adopt a multi-theory approach, informed by the RBV-theory (Wernerfelt, 1984) and the integration of the KCM (Sullivan et al., 2009). A thorough review of existing literature indicates that no academic studies have concurrently applied both the KCM and RBT within the hospitality, hotel, or restaurant industries. While each framework has been individually utilised to explore various aspects of careers and organisational resources in these sectors, their combined application remains unexplored.

Exploring the reciprocal exchange and complementary development of resources between organisations and careers can provide a broader perspective (Inkson and Clark, 2010). The RBV and the KCM offer complementary perspectives for understanding organisational performance and strategic advantage. The RBV focuses on the internal resources and capabilities that drive competitive advantage, while the KCM emphasises the dynamic interplay of elements such as, people and processes and their impact on career needs, innovation, adaptation and sustainability.

The KCM, developed by Mainiero and Sherry (2005), has been employed to examine career dynamics across different contexts. For instance, it has been used to explore generational differences in work attitudes (Sullivan et al., 2009) and to understand career needs in specific sectors (Mouratidou, 2016). However, its application within the hospitality industry is limited with a notable exception of Carbery and Jooss (2023) work on exploring a kaleidoscope career perspective of female hotel managers.

Similarly, RBV has been applied to assess how internal resources and capabilities can drive competitive advantage in the hospitality sector (Bianco, 2023; Kruesi and Bazelmans, 2023). Studies have focused on identifying key resources that contribute to superior performance in hotels and restaurants (Božič and Knežević Cvelbar, 2016). Yet, these studies do not incorporate the KCM framework.

The absence of research integrating both KCM and RBT within the hospitality industry presented a unique opportunity to explore how individual career decisions, influenced by authenticity, balance, and challenge, align with organisational resource strategies to enhance both employee satisfaction and organisational performance. The hospitality sector has specific characteristics and the synthesis of these two theories enables a comprehensive understanding to be gained.

Specifically, we chose to incorporate these two theories as they inform global labour challenges; the KCM will aim to demonstrate how individuals' motivations impact behaviour within the hospitality industry which complements the requirement for the principles of the RBV-theory from the lens of the organisation. In the following sections, we apply the use of RBV-theory and KCM to investigate the relationship with talent development.

3.1. Resource based view theory

The RBV theory posits that in organisations human social complexity can create inimitable resources (Davis and DeWitt, 2021). The RBV-theory primarily directs managerial focus towards an organisation's internal reservoir of resources, aiming to pinpoint capabilities, assets, and competencies than can underpin its competitive advantage (Chatterjee et al., 2023). Within the context of the hospitality industry RBV-theory specifically applies to the shortage of labour, skills shortages, and the challenge of retaining talent. The RBV-theory identifies the pivotal resources as Valuable, Rare, Imperfectly imitable and Non-substitutable (VRIN) (Wernerfelt, 1984). The VRIN definitions are applicable to all organisational resources, including equipment, technology, and procedures (Wernerfelt, 1984), however our interest in this context is specific to human resources.

Hospitality employers should preserve, develop and protect these resources (Chatterjee et al., 2023) as valuable human resources through talent development. Although the RBV-theory is essentially concerned with competitive advantage, we argue the relevance of the human resource aspect of the RBV-theory within the context of organisational survival. We do however recognise the shortage in the RBV-theory to address the human behavioural elements and thus draw on the KCM to complement our study.

3.2. Kaleidoscope career model

The KCM was initially developed to examine motives associated with career transitions (Mainiero and Sherry, 2005, Mainiero and Sherry, 2006). The KCM framework examines the interplay of the KCM parameters of career authenticity, balance and challenge and illustrates how contextual factors can influence this interplay (Ashraf and Jepsen, 2024).

The significant labour turnover observed within the hospitality sector is thus relevant to alignment with the KCM. Recognising the importance of the KCM within the hospitality context is crucial, as research has identified that important career shifts are shaped by individuals' pursuit of career balance, challenge, and authenticity (Carraher et al., 2014). This model thus helped the authors to understand how the precarious nature of the hospitality employment can impact career choices, which could account for the shortage in labour and skill shortages. The KCM proposes three key elements of career decision-making:

Authenticity, where alignment is sought between the individuals' value and the organisational context (Knowles and Mainiero, 2021). Authenticity could be achieved through engagement, meaning and purposeful work. Balance is achieved through reduced stress and being able to manage personal interest with work demands (Knowles and Mainiero, 2021). The third element, challenge, is realised through work that stimulates the individual through learning, growth, engagement, career advancement and personal development (Knowles and Mainiero, 2021).

The integration of the RBV with the KCM enabled an exploration of how an organisation's resources and capabilities align with the evolving needs and goals of its employees. It is important to understand the necessity for organisations to create a supportive and flexible environment that enables employees to explore different career paths and remain motivated. The interplay between organisational resources and individual career aspirations has an impact on the organisation's overall performance and competitive advantage.

4. Methodology

4.1. Sampling

Participants were selected through purposive sampling, deliberately chosen to align with the specific research objectives (Punch, 2004). The recruitment process utilised the researchers' professional networks, ensuring the inclusion of individuals whose expertise directly enhanced the relevance of the findings. This method was selected to deepen understanding (Palinkas et al., 2015) by targeting respondents most likely to effectively address the research questions (Kelly, 2010).

Context was a crucial consideration (Campbell et al., 2020), so participants were chosen to represent various hospitality operations, including pubs, restaurants, hotels, and guest houses. Hospitality schools were also selected to reflect different types of educational offerings, including universities, chef schools, and generic hospitality education providers. To gain meaningful insights into labour shortages and talent management challenges in the hospitality sector, 23 semi-structured interviews were conducted across six countries including —Ireland, England, Denmark, South Africa, Ethiopia, and

Spain—focusing on professionals in the hospitality sector. Participants come from various roles, including hotel managers, chefs, front-of-house staff, lecturers, and a CEO, representing establishments such as hotels, restaurants, guest houses, and hospitality education providers. Six interviews were conducted in Ireland, primarily from hotel managers and lecturers, while interviews were held in England and Denmark with chefs and front-of-house staff. South Africa had the highest representation with 11 interviews across different hospitality roles, including education. Ethiopia and Spain each contributed one interview from a front-of-house staff member and a hotel manager, respectively. This diverse sample provides a well-rounded perspective from both industry practitioners and educators.

Semi-structured interviews were conducted by two of the authors, with the first researcher focussing on Ireland and the second researcher focussing on the remainder of the countries. The duration of interviews varied, generally spanning from 30 minutes to two hours. This timeframe was contingent upon factors such as the candidate's level of experience, position, and the scale of the establishment they represented. Notably, individuals in senior positions, working in larger establishments tended to provide more comprehensive insights, contributing to extended interview sessions.

4.2. Data analysis

Thematic analysis was used to identify, analyse and report themes in the data (Braun and Clarke, 2006). Themes were systematically identified and analysed (Braun and Clarke, 2006) using parent and child codes which informed the key elements identified within the RBV-theory and KCM.

Coding served as tags, facilitating the retrieval and categorization of analogous data. This method proves instrumental in enlightening researchers about prevalent themes across the entire dataset (Castleberry and Nolen, 2018). The structure of data analysis was informed by the research objectives, facilitating a systematic organisation of the study's findings (Castleberry and Nolen, 2018) underpinned by the theoretical frameworks' key constructs as presented in Fig. 1.

Investigator triangulation was deployed where two of the researchers independently analysed and interpreted data in the research study which further supported the identification of themes and helped reduce individual biases by ensuring that different perspectives are considered (Denzin, 1978).

5. Findings

In this section, we present the comprehensive findings derived from the 23 semi-structured interviews. The results are delineated under key thematic categories, specifically organised to address the research objectives, offering insights into critical aspects such as labour shortages, skill shortages, high turnover rates, talent development initiatives, educational partnerships, and targeted interventions.

Participants were coded according to the following naming convention:

Country abbreviation and participant number – property type – participant role as per Table 1:

Our findings are summarised and presented in Tables 2 and 3. Table 2 presents statements from both employees and employers in the hospitality industry, in relation to challenges they face, and expectations held. Each statement has been categorised and analysed through the lens of the RBV theory and the KCM. Lack of purposeful and meaningful work was a strong theme from an employee's perspective as was the

Table 1
Coding convention.

| Country code		Property type and star rating		Participant role	
Spain	ES	Hotel	H	Front of House employee	FoH
Ireland	IE	Hotel, Spa, Restaurant, Bar	HSRB	Manager	Man
South-Africa	SA	Hotel, Spa, Restaurant, Bar, Golf	HSRBG	Proprietor	Prop
England	ENG	Fine dining Restaurant	FR	CEO	CEO
Denmark	DK	Michelin star Restaurant	MR	Chef	Chef
Ethiopia	ETH	Guest house	GH	Lecturer	Lect
		Restaurant	R	Programme leader	PL
		Star prefix	5	Campus Manager	Campus Man
		Gastro pub	GP		
		Hotel, Spa, Restaurant, Bar, Game Lodge	HSRBGL		
		Education provider	ED		
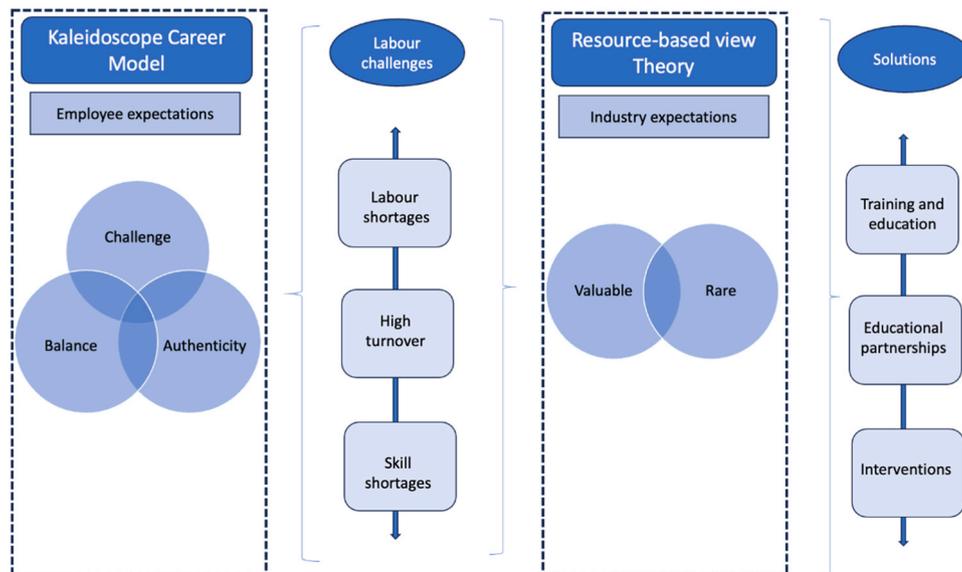
Fig. 1. Application of RBV-theory and KCM model to hospitality challenges.

Table 2
Findings global labour challenges.

Global labour challenges quotes as underpinned by key factors of the Kaleidoscope career model and VRIN within the Resource-based view theory 1st Order Concepts	Employee challenges as underpinned by the **Kaleidoscope career model** 2nd Order themes	Industry challenges as underpinned by the **Resource-based view theory** 2nd Order themes	Employee expectations as underpinned by the **Kaleidoscope career model** Aggregate Themes	Industry expectations as underpinned by the **Resource-based view theory** Aggregate Themes
Even though post-COVID there were an influx of staff available, many are not interested in a hospitality career, there is no passion for the industry. SA11-HSRBGL-Man *There has been a significant decline in students to our school since COVID, people have lost faith in the hospitality industry.* SA14-EI-CEO *Even if we offer training and was world famous, people did not stay, they just feel like a number and not respected. The customers are multi-millionaires that are well travelled and don't except second best. Equally staff also leave because how management treat them.* SA18-HSRBG-Man *People don't stay as leadership is really poor. It doesn't matter what benefits they offer, if the management is ineffective, people will keep leaving.* Eng7–5HSRBG-FoH *We can push staff and train them, but the reality is for lots of staff, working in hospitality is just a temporary job to earn a bit of money, pay for studies, so they are not really interested in development.* ENG8-GP-Chef	Lack of purposeful and meaningful work	Labour shortages and high turnover	Authenticity	Valued
In South-Africa we have a different problem where hospitality businesses are looking for the cheapest labour, it doesn't matter how qualified you are, they will simply appoint the person that will accept the lowest wage. SA3-GH-Prop *We have a ridiculously high turnover, mostly because the cliental was very demanding and rude. Being a 5-star world famous resort, clients know what they want and demand it."* SA18-HSRBG-Man	Demanding customers / High levels of stress	High turnover	Balance	Valued
I would not go back to being a chef. It is not worth the stress, hard work, and anti-social hours. I know at least 3 other chefs who is not going back. SA21-ED-Lect *The lack of staff means that the staff who are working are working a lot of doubles and extra hours.* SA4-FR Man *Staff are not recognised in hospitality. I once worked 20 days without a day off, I often work 70 hours a week and get very little appreciation for it. If we want things to change, we need to recognise our staff more.* ENG8-GP-Chef *They implemented zero-hour contracts to reduce staff costs, but that has backfired, as if they need me on the weekend, I can say no if I don't want to work and I often do, so that have caused more problems with busy periods.* Eng7–5HSRBG-FoH	Anti-social and long hours	High turnover	Balance	Valued
The biggest skill shortage for us are chefs. The chefs who are interested want accommodation, which we don't offer, so that is a problem. SA13-HSRBGL-Man *We struggled to fill senior positions, because of the remoteness of the property.* SA10 -HSRBGL-Man *We struggle to find staff of high talent and high quality as well as staff for managerial positions. It is not a problem to recruit low unskilled staff.* ES6–5HSRB-Man *We are really struggling to find good quality staff. We offer good wages and good hours. We also offer free transport into work and back. The staff that are interested have no experience or training to work in a fine dining restaurant, so that is a problem. We want to give people a chance, but that is difficult when it compromises the customer experience.* SA4-FR-Man *We don't have any issues with staff turnover, our staff stays, we are like a family. People are happy, however we do struggle to find staff of high quality. So, we may lose staff due to underperformance.* ES6–5HSRB-Man		Skill shortages	Balance	Valued and Rare
We offer several educational packages, from one day courses, weeklong courses and month-long, but it does not work in attracting or retaining employees as they are only after the money, not the training or the career. SA4-FR-Man *We do have a talent development programme. I think it only works well if people stay long enough.* ES6-HSRB-Man *We don't train any of our front of house staff on the day job, all they do is shadow someone. It does not work.* ENG7–5HSRB-FoH *We offer a new management two-year trainee programme, the aim to retain staff. The training is compulsory, so that really annoyed me as I already had a degree in travel and tourism management, so why should I do a two-year training programme? I never completed*	Lack of interest in long term career / limited career opportunities	High turnover	Challenge	Rare

Table 2 (*continued*)

Global labour challenges quotes as underpinned by key factors of the Kaleidoscope career model and VRIN within the Resource-based view theory **1st Order Concepts**	Employee challenges as underpinned by the **Kaleidoscope career model** **2nd Order themes**	Industry challenges as underpinned by the **Resource-based view theory** **2nd Order themes**	Employee expectations as underpinned by the **Kaleidoscope career model** **Aggregate Themes**	Industry expectations as underpinned by the **Resource-based view theory** **Aggregate Themes**
it. Another colleague did not want to go into education and was forced to do the programme. She was not happy, but said she had no choice. ENG7–5HSRBG-FoH				

authenticity of employment within the hospitality sector. Employers confirmed that the issue of labour shortages and the high levels of labour turnover were very concerning, this was a persistent theme throughout the findings. In addition, Table 2 highlights the imbalance between employees' needs, as positioned within the KCM, and the industry's expectations, as underpinned by RBV theory. The findings suggest that while training can enhance long-term career prospects, it is crucial for establishments to first assess an individual's commitment to the industry. Identifying whether the role is viewed as a long-term career path rather than a temporary stepping stone is essential for effective workforce development.

Table 3 Summarises the solutions to labour challenges and proposes an alignment between employees' needs, as outlined in the KCM, and industry solutions, as underpinned by RBV theory. It addresses key imbalances, including lack of authenticity, limited career opportunities, and skill shortages, by sharing best practices for overcoming these challenges. By bridging the gap between employee expectations and industry requirements, the proposed solutions aim to create a more harmonious and sustainable workforce.

Two sub-themes emerged during data collection with a particular focus on chef and managerial shortages.

The subsequent section discusses the findings in detail and is followed by conclusions and recommendations.

6. Discussion, conclusion and recommendations

Our findings emphasise the relevance of RBV-theory in the hospitality industry. According to the theory, specific resources are necessary for a firm's effective performance. In hospitality, an adequate supply of suitable staff is crucial for success. Human resources in service industries like hospitality can be a source of sustained competitive advantage (Barney et al., 2011). However, post-pandemic labour shortages have exacerbated the challenges of recruiting skilled employees (Brannon and Burbach, 2021; Kravariti et al., 2022; Sheehan, 2022). While some establishments may not struggle to find staff, the challenge lies in sourcing suitably skilled workers. Recruiting employees who do not have any intention of pursuing a career in the hospitality industry and therefore view the job as temporary contributes significantly to higher levels of labour turnover. Our research identifies qualified chefs and supervisory and management roles as meeting RBV-theory's criteria of valuable and rare resources. Many hospitality organisations are constrained by the difficulty in sourcing these skilled employees. Furthermore, training programs often focus on operational-level or managerial roles, highlighting the need for tailored training programs specifically for supervisory roles.

Labour challenges in the hospitality industry are also linked to individual career perceptions and motivators, as described by KCM. The most significant impact on KCM's dimensions is balance, which is achieved by managing personal lives with work demands and reducing stress (Knowles et al., 2021). Participants cited long, anti-social hours and high stress levels, underscoring the importance of work-life balance. Low wages and limited career opportunities further contribute to poor balance for the long hours worked. The rewarding aspects of work (authenticity) are rare and often overshadowed by negative aspects like

lack of respect or feeling like they are just a number.

Training and education may help mitigate the poor work-life balance and authenticity issues highlighted by KCM. These initiatives could promote long-term career prospects, addressing the valuable and rare elements of RBV-theory. Additionally, interventions such as flexible working arrangements could undoubtedly enhance employee work-life balance.

Our data also suggests that while training is necessary for specific roles, hospitality and HR managers should first assess whether the employee is interested in a long-term hospitality career before investing in extensive educational programs. Distinguishing between short-term workers and those with long-term career ambitions is crucial. Collaboration between industry and educational institutions has proven successful, provided HR and hospitality managers identify employees with the right interpersonal skills and resilience. On-the-job training with industry mentors is essential for retention in an industry with high turnover. Fig. 2 illustrates the application of KCM and RBV-theory to hospitality workers to meet the industry's challenges.

To address the KCM's elements of challenge and authenticity, we recommend training and education through strategic educational partnerships. In addition, we argue that the RBV-theory's challenges with regards to valuable and rare resources can be addressed with strategic talent development planning. Hospitality and HR managers should have a clear understanding of their workforce, distinguishing between employees who are there for income only and employees who may have the potential, commitment and interest to make a career out of hospitality.

Fig. 3 posits that through collaboration with industry and educational institutions, the shortage of talent in the industry can be addressed. This could result in increased numbers of students registering on hospitality programmes which would provide a stream of higher quality employees for the industry, thereby overcoming the issues of skill, labour and talent shortages.

The sustainable hospitality framework posits that high turnover rates are frequently instigated by precarious employment conditions, thereby directly influencing labour and skill shortages. To mitigate these challenges, the framework suggests the implementation of talent development strategies, complemented by specialised training and educational initiatives. Partnerships between industry and education can be mutually beneficial and ensure hospitality employees are suitably skilled. We partially address the dearth of literature in respect to implementing and developing strategies to bridge the gap between education and industry requirements (McLaren, 2019; Kovoor-Misra, 2020) for the hospitality industry. Our model purposely proposes a methodology for gaining practical skills to meet industry requirements whilst improving student intake (O'Dwyer et al., 2022) specific to the hospitality industry.

7. Implications for theory and industry

7.1. Theoretical contributions

This study significantly contributes to academic knowledge by revisiting the RBV-theory and its usefulness from a human resources perspective.

Although RBV-theory has been critiqued for being confined to VRIN

Table 3
Findings sustainable solutions.

Solutions to global labour challenges as underpinned by key factors of the Kaleidoscope career model and VRIN within the Resource-based view theory 1st Order Concepts	Aligning employee expectations as underpinned by the Kaleidoscope career model with Industry challenges as underpinned by the Resource-based view theory 2nd Order themes	Employee expectations as underpinned by the Kaleidoscope career model Aggregate Themes	Industry expectations as underpinned by the Resource-based view theory Aggregate Themes
Mentoring is massively important. It really makes a difference in morale and productivity – it could change the environment to where people feel happy to come to work. ENG9-IP-Chef	Addressing meaningful work	Authenticity	Value
We get treated really well. We finish at lunch time, followed by 2 days off and then only start the following evening again, so almost 3 days off per week. We are treated with respect and get paid well. If all chefs are treated this way, they would stay. DK31-FR-Chef *If you want staff to stay, the industry needs to change, and staff need to be paid proper wages.* ENG8-GP-Chef *When the restaurant is busier, we ensure the students undertake their practice-based experience when there is a high demand for labour.* SA19-ED-Campus Man	Addressing anti-social and long hours	Balance	Rare
It is important to offer employees a career path, it encourages them to stay. IE22-H-Man *We only train inhouse. Our executive chef was brilliant at training the front-of-house staff.* SA12-HSRBGL-Man *In the past I have not invested in training and development for staff as I did not feel it was necessary, I now feel I may have to change my approach.* IE23-H-Man *The industry needs to commit to their*	Addressing limited career opportunities, skill shortages through training and education	Challenge	Value and Rare

Table 3 (*continued*)

Solutions to global labour challenges as underpinned by key factors of the Kaleidoscope career model and VRIN within the Resource-based view theory 1st Order Concepts	Aligning employee expectations as underpinned by the Kaleidoscope career model with Industry challenges as underpinned by the Resource-based view theory 2nd Order themes	Employee expectations as underpinned by the Kaleidoscope career model Aggregate Themes	Industry expectations as underpinned by the Resource-based view theory Aggregate Themes
employees, allowing time off, to move around departments, paying for training. IE1-ED-L *Our succession planning really work, as managers stay and get promoted.* ENG7–5HSRBG-FoH			
We don't train without industry mentors. We strongly believe that all our students should have an industry mentor. This will help them build resilience to last in the industry. SA14-EI-CEO *We offer a lot of training for our roughly 650 staff, I think over 100 models, all internal delivery, anything from anger management to grass keeping. You need to sign a contract that you will stay for a certain amount of time, so they use it as a retention strategy.* SA18-HSRBG-Man *We need proper trainers, not just job shadowing. We need training that will make a difference and teach people how to do the job properly. It is no good having our managers train employees when they aren't properly educated either.* ENG7–5HSRBG-FoH	Addressing high turnover through training and education	Challenge	Value and Rare
We get our staff from anywhere we can. Chefs must be properly trained. We constantly train inhouse, but it is not enough, and it is ad-hoc as we are busy all year round and never close. There never seems to be time to train. I would welcome for us to work in collaboration	Addressing skill shortages through educational partnerships	Challenge	Value and Rare

Table 3 (*continued*)

Solutions to global labour challenges as underpinned by key factors of the Kaleidoscope career model and VRIN within the Resource-based view theory 1st Order Concepts	Aligning employee expectations as underpinned by the **Kaleidoscope career model with** Industry challenges as underpinned by the **Resource-based view theory** 2nd Order themes	Employee expectations as underpinned by the **Kaleidoscope career model** Aggregate Themes	Industry expectations as underpinned by the **Resource-based view theory** Aggregate Themes
with educational partners. ES6–5HSRB-Man *We realised that our students need more practice-based experience in the trade, so we adapted so they have more integrated learning in our own restaurant.* SA19-ED-Campus Man There is enormous potential for collaboration with education partners, there are undoubtedly benefits to be gained. IE2-H-Man *We opened in February last year; we have a January and June intake, so we rotate staff between education and practice-based experience. We work with several partners, but now we also have our own dedicated restaurant, so we offer work integrated learning and rotate them between education and industry experience.* SA19-ED-Campus Man *We get all our 5 chefs through the chef school we work with and have good relationships with our alumni students, so the only challenge we have is with waiters.* SA4-FR-Man			

criteria (Chatterjee et al., 2023), we argue that two of the components that relate to human resources are highly relevant to the hospitality sector; namely valuable and rare. We postulate that these components of 'valuable' and 'rare' align with current literature and our data. They inform the industry's requirements for skills and labour shortages which have been directly exacerbated by high turnover as seen in figure ii. To fully demonstrate the implications for the skills and labour shortages, we, therefore, draw on the KCM, which positions the challenges faced through hospitality employees' lens. We argue that the RBV-theory alone does not fulfil the requirements of resource challenges, as it lacks the human element of choice and decision-making.

By adopting both theories, we provide a pragmatic solution for global challenges posed by labour shortages and skills gaps within the hospitality sector, presenting a distinctive approach through collaborative efforts between industry and education.

7.2. Implications for a sustainable hospitality industry

This paper significantly contributes to the hospitality industry by introducing an integrative model that addresses global challenges through industry-education collaboration. Bridging the gap between education and industry is essential, including specialized training and revising hospitality curricula to meet industry needs (Chung, 2000; Griffin, 2020).

We propose that workforce challenges can be proactively addressed by talent development facilitators, encompassing five key elements:

- Industry collaboration
- Educational partnerships
- On-the-job experience
- Training and education
- Additional interventions such as flexible working and signing-on bonuses

A combined approach is necessary for HRD, L&D, and hospitality functions to tackle global labour challenges, recognizing challenges from both perspectives and their interrelationship. Beyond educational partnerships, recruitment initiatives should highlight career choice benefits, promoting opportunities for career and practical skills development through formal qualifications. HRD and L&D should also focus on strategies to retain talented and skilled staff.

By adopting these strategies, internal drivers from KCM (choice and decision-making) can be balanced with external factors like alternative job opportunities and better working hours. Recognizing individual needs alongside industry requirements is crucial for long-term sustainability, enabling businesses to secure a skilled workforce through training, education, and talent development programs.

8. Research limitations and future research

The study's sample size is limited (although appropriate for a qualitative study), and it encompasses a small number of countries. While it offers valuable insights into shared labour challenges and skill shortages, the extent of the reach is constrained. Participants were recruited through purposeful sampling, suggesting a potential limitation in diversity and representation. Utilising random sampling may have provided a more diverse participant group.

Expanding upon this research, we advocate for a larger sample size to capture a more extensive range of perspectives and include a broader spectrum of countries in the study. To broaden this reach, employing a quantitative methodology such as a survey would offer a more expansive approach. An interesting addition to this research would be to explore the different career choices made between genders and how this impacts their career choices (Sullivan and Mainiero, 2008) within the hospitality sector.

We recommend future research that incorporates a longitudinal study to meticulously evaluate the success of the integrative talent development model. Given the dynamic and fast-paced nature of the hospitality industry, a longitudinal study could provide a nuanced understanding of how the model evolves and adapts to the ever-changing landscape.

CRediT authorship contribution statement

Patrice O'Reilly Duffy: Writing – review & editing, Writing – original draft, Methodology, Formal analysis, Conceptualization. **Madeleine Pickles:** Writing – review & editing, Writing – original draft,
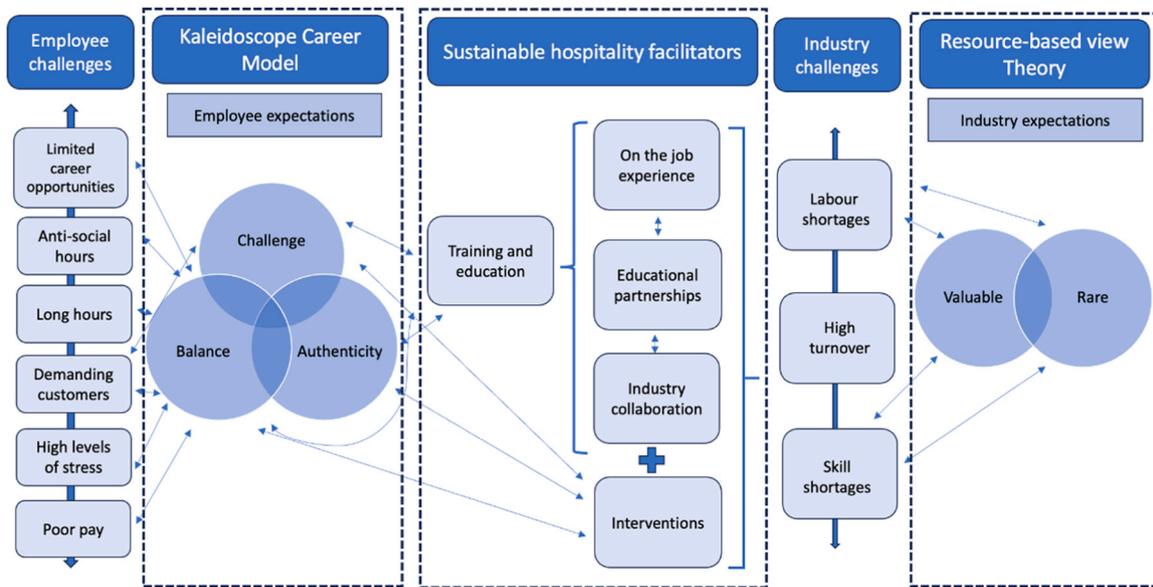
Fig. 2. KCM and RBV- theory applied to hospitality workers and the hospitality industry's identified challenges.
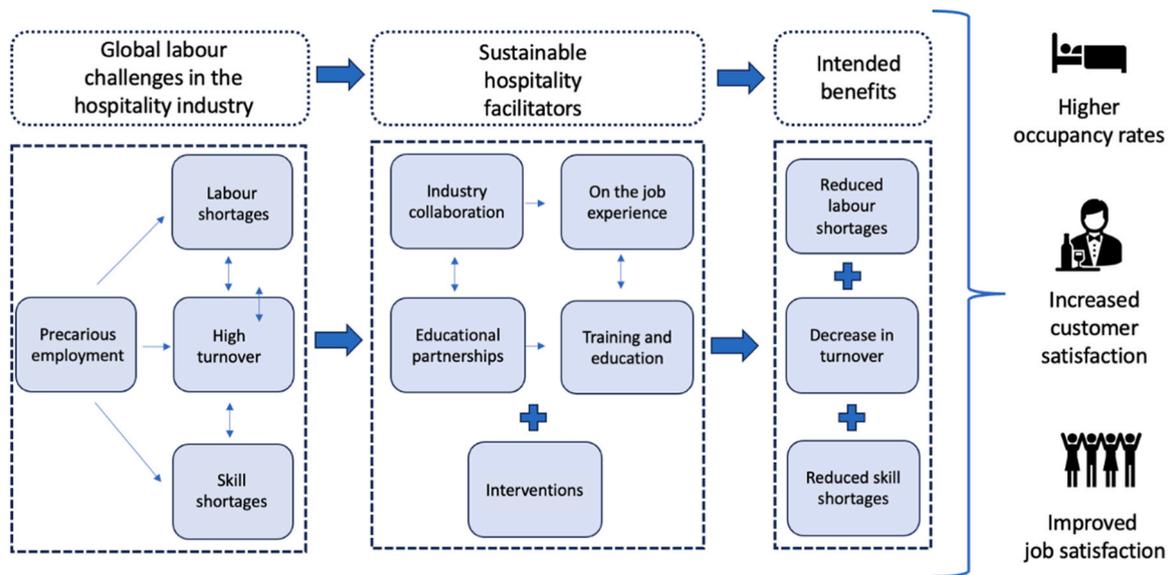

Fig. 3. Sustainable hospitality framework.

Data availability

Data will be made available on request.

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