Reimagining attraction and retention of hospitality management talent– a multilevel identity perspective.

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Abstract

Through the lens of hospitality, an industry with chronic retention issues, this article seeks to stimulate reflection on labor-intensive industries and how we can reimagine their responses to an evolving labor market environment when seeking to attract and retain management talent. Drawing on identity economics, whereby employees' identity utility is an important incentive in employment decision-making, the necessity for a multilevel perspective of identity formation is advanced. Positing that employees' work identity is informed by individual (micro), organizational (meso), and professional (macro) level factors, this perspective illuminates the important role that macro level stakeholders play in employee identity formation, particularly in the hospitality industry. Further, it emphasizes the interconnectedness of the levels in shaping an employee's identity and career decisions. Through a series of research questions, a line of inquiry is articulated for the purpose of addressing the challenges of attracting and retaining management talent from a holistic identity formation perspective.

Keywords: hospitality industry, professional identity, management retention, identity economics, industry image, employee needs

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Introduction

Many organizations across the service sector increasingly aspire to improve customer experience through the application of hospitality-driven principles (Lynch et al., 2011). This has led to the strategic recruitment of hospitality-trained talent at all levels (operational front-line to senior management) by a wide range of service organizations (Smith, Clement & Pitts, 2018). While this may bode well for hospitality professionals looking to expand their marketability, it presents real challenges for the hospitality industry seeking to attract and retain management talent. Moreover, although hospitality educational programs have traditionally supported the development of a management pipeline for the industry, there is growing concern that declining enrollment in many programs potentially compromises this strategy. The onset of a global health pandemic that illuminates the precariousness of the industry does little to abate these concerns, as future, and even current hospitality professionals, question the stability and future of the industry.

Further complicating this shifting landscape for hospitality talent is the evolving outlook that today's workforce has towards the 21st century workplace. There is evidence of important changes in contemporary work expectations, towards a search for a better understanding of practical work-life strategies (Kelliher, Richardson, & Boiarintseva, 2019), higher paying positions, more flexibility, clear trajectories into top management levels and, for many, meaningful work (Maloni, Hiatt, & Campbell, 2019), not all of which are readily apparent in hospitality careers. Globally, employment in hospitality has a reputation for being frequently precarious (Robinson, Martins, Solnet & Baum, 2019); exploitative and degrading (Berg and Farbenblum, 2017; Falvey, 2019); poorly paid and lacking in perceived social respect and value (Dreier, et al., 2018); discriminatory in opportunity on the basis of race and gender (McDowell, Batnitsky & Dyer, 2009; Revelle & Wilson, 2021); hostile to the organization of labor (Bergene, Boluk & Buckley 2015); highly dependent on and, frequently, exploitative of youth (Dagsland, Mykletun & Einarsen, 2015; Mooney, 2016; Robinson et al., 2019); and is located in an environment where employer practice is commonly contrary to legal and ethical standards and expectations (Kyle Hight, Gajjar and Okumus, 2019). This is the environment within which many aspiring managers in hospitality 'cut their professional teeth' and the consequences of such

are clear in high post-internship and graduate attrition rates (Zainal, Radzi, Hashim & Chik, 2012; Smith, Clement & Pitts, 2018).

With the ongoing evolution of the service sector, fierce competition for hospitality talent from other sectors such as medical services, banking and finance, retail, and telecommunication is ever-present; fueled by the growing, yet perhaps reimagined, experience economy (Kaur & Kaur, 2020) and changes to workplace attitudes. So, the question presents itself as to how can the hospitality industry which reflects a sometimes-challenging employee value proposition, compete for top management talent? The reality that underpins this question is not a new phenomenon but addressing it in the present context is particularly timely. While the COVID-19 pandemic has amplified such concerns, current discussions within the industry are replete with suggestions that the labor crisis extends beyond pandemic-related causes. Whether it be a lack of interest to join the hospitality industry, irrespective of competitive wages and sign on bonuses (Ross, 2021), long term hospitality workers looking for alternate, more stable and lifestyle friendly alternatives (Perez, 2021), or a slow reckoning that the industry has a long history as a notoriously unattractive employment proposition (Lam, 2021), globally, the hospitality industry in 2021 is dealing with a labor shortage that has been years in the making. What is clear, therefore, is that the current environment highlights that it is no longer a viable strategy simply to accept, in a passive way, the less desirable employment characteristics that typify many, but by no means all, hospitality operations worldwide.[1] The challenge for many hospitality businesses competing for management talent extends beyond simply another employer in the same industry offering different benefits. Other employers across multiple sectors offer different and more attractive benefits as well as, potentially, a more appealing professional/career trajectory and significant lifestyle options.

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[1] In framing this narrative in the context of hospitality, we are mindful of the diversity of businesses that combine to form this amorphous and ill-defined industry. Hospitality is truly a sector of every community worldwide but varies according to location (urban, remote rural, transport hub, etc.); business type (accommodation, food service, public service catering, etc.); scale ('mom 'n pop' to mega global corporations); ownership (sole trader, private chain, listed corporations as well as franchise and management operations); as well as pricing, service standards and market focus. Further, hospitality businesses, while predominantly located in the formal sector in the Global North, frequently operate on the margins or wholly within the informal economies of many countries of the Global South. Therefore, in recognition of the sector's complexity, our comments in this paper are intended to reflect on the complex mosaic that constitutes international hospitality, albeit acknowledging that generalization is challenging and challengeable.

For the reasons previously outlined, there is a real and growing need to reimagine how the hospitality industry can attract and retain management talent. While current theories on organizational attraction, such as the Attraction-Selection-Attrition (ASA) Framework and Person-Organization Fit, explain why employees are attracted to certain organizations and jobs, they do not directly address, nor explain, attraction and retention at the level of a profession or industry. Given the perceived reputation of a less than desirable hospitality employee value proposition, it seems that questions pertaining to attraction and retention also need to consider the industry within which these organizations operate. Dierdorff (2019) argues that research has placed "primacy to organizations as the dominant lens through which to examine individuals at work" (p. 398). However, the challenges presented to the hospitality industry in attracting and retaining management talent also seem to reside at the industry level, and not solely at the organizational level where most research is focused. Examination of macro influences in this endeavor is an important gap to address for the hospitality industry that relies on a pipeline of management talent from within the industry. The central contention in this paper, therefore, is that incorporating a focus on industry-level influences leads to a better understanding of the many factors that inform the attraction and retention of management talent in the hospitality industry.

Acknowledging the changing nature of hospitality work and, more broadly, the workforce, this paper first addresses contemporary expectations of the workforce and the limited corpus that is centered on the hospitality management employee. In doing so, we provide a strong case for the need to reimagine attraction and retention of hospitality management talent. The existing literature pertaining to how attraction and retention issues are addressed is introduced, affording the opportunity to evolve our understanding of why employees choose to join, stay, or leave an organization and/or an industry. As a result, we advocate for a more holistic way to consider what influences one's employment decisions as it relates to hospitality management positions. In doing so, we argue that in today's contemporary workforce, identity is taking on greater utility in employment decisions. However, it is not only one's identity as an individual and a member of an organization that defines this utility. In drawing on identity economics, we argue that a strong professional identity, that is shaped by the macro, industry level, is also fundamental to understanding attraction and retention of hospitality management talent. In presenting a multilevel perspective of the utility of one's identity formation as it relates

to work, we offer a research agenda that explores the intersections of these multiple work-related identities. In doing so, we emphasize the increasing role that macro/industry level stakeholders play in attracting and retaining management talent. Therefore, all stakeholders within the hospitality ecosystem (e.g., individual hospitality organizations, industry associations, educational programs) can affect the industry's identity. Given hospitality's classification as a high contact, labor intensive, service industry, we anticipate that our ideas may also resonate with other such service industries that are presented with similar challenges.

Changing patterns in contemporary work

Work, and the way that organizations and employees interact is undergoing transformative changes with a multitude of implications for managers and leaders (Bowen, 2016; Kendzia & Björck, 2018; Subramony et al., 2018). These changes have been underpinned by a 'perfect storm' of disruptions caused by the rapidly growing service and experience economy (Jain, Aagja, & Bagdare, 2017), as well as by technology, globalization, the growing transactional nature of employment and the 'gig' economy (Veen et al., 2020). Work changes have only been further exacerbated by the COVID-19 pandemic (Baum et al., 2020). As a result of these forces, approaches to work today, as represented in the careers literature, are characterized as boundary-less (Briscoe, Hall, & Frautschy Demuth, 2006), boundary-crossing (Inkson et al., 2012) and careers that are protean in nature (Volmer & Spurk, 2010). These related terms suggest the emergence of a career 'orientation' rather than a career as singular or linear, with employees changing jobs more frequently and increasingly engaging across multiple roles or gigs (Veen et al., 2020). This shifting nature of contemporary work and careers is often attributed to an increased desire for agency (Rodrigues, Butler, & Guest, 2019).

In addition to external influences, the contemporary work evolution is also driven by changing internal motivations. For new generations of workers, there is a greater emphasis on their connection to work, the way they work and self 'flow' (Seligman & Csikszentmihalyi, 2014). Positive organizational virtues toward sustainability, altruism and tolerance are also coveted (Seligman & Csikszentmihalyi, 2014). Employees increasingly value the opportunity for individual growth, skill development, flexibility, voice and more frequent informal feedback conversations with their supervisors (Schleicher & Baumann, 2020). They also see value in seeking connections with their communities and other non-work elements (Halbesleben &

Wheeler, 2008), physical location (Solnet et al., 2014) and a range of well-being factors (Ernst Kossek et al., 2012). Combined, these external and internal drivers of change in contemporary work manifest in a dynamic workplace and foreshadow tensions between the current realities of hospitality work and emerging changes in worker expectations.

However, the hospitality industry has a unique opportunity to capitalize on these changes, offering what might be framed as a comfortable middle ground to boundaryless careers. Within the industry, there are vast choices of jobs and occupations across dynamic businesses requiring diverse skills (Mooney, Harris, and Ryan, 2016). The employment framework of hotels, for example, affords the potential to retain management talent by providing opportunities for employees to grow and express agency within a broad organizational context (moving from front office of one property to revenue management or food and beverage within that, or another property). While the framework of employment opportunities within the hospitality industry may satiate the contemporary workforce's desire for boundaryless and dynamic careers, the attraction and retention of hospitality talent, both skilled (management) and unskilled (entry level), remains a global issue (Langford, Weissenberg and Gasdia, 2019). Notwithstanding the temporary disruption to hospitality workforce demand because of the pandemic, Langford et al. (2019 p. 11) note that the next generation of talent's desire to pursue careers not in hospitality, but rather other emerging fields, is contributing to an 'incredible talent shortage'. Thus, they emphasize an urgent need to inspire individuals to pursue a career in hospitality as a viable pathway for long-term career advancement. However, success of such a strategy is predicated on lived experiences reflecting such inspiration, leading to consideration of the realities of hospitality managerial work.

Realities of hospitality managerial work

Despite some evidence to the contrary (e.g., Mooney et al., 2016), hospitality work suffers from a poor reputation, beset by real and perceived challenges, including relatively low pay, low skill, psychologically and emotionally demanding (Baum, 2019), often exacerbated by the importance of exerting emotional labor (Mattila & Enz, 2002). Although such 'negative' characteristics can seem provocatively one sided, working in entry level roles offers many advantages as well and has surprisingly high retention rates (Mooney et al., 2016), with a range of reciprocal benefits to workers by way of opportunity, flexibility, ease of entry and

development opportunities (Robinson et al., 2019). Nonetheless, the norm for most hospitality employment is of low status and high turnover, unsociable hours, and the adoption of market driven approaches to employment creating work which is 'precarious' even at the best of times (Robinson, Martins, Solnet & Baum, 2019). Furthermore, from a manager's perspective, the previously identified benefits of hospitality employment are often not accessible in management roles, while increasing pressure and workplace stress is more common (Buick & Thomas 2001, Kuruüzüm, Anafarta & Irmak, 2008).

Based on the well-established characteristics of hospitality work, there is an extensive body of research that considers working life in hospitality; however, it almost exclusively addresses issues from the perspective of frontline, entry level employees. Examination of managerial, particularly first level managers, is largely neglected even though the unattractive work conditions experienced by entry level employees also pertain. Furthermore, first level managers are frequently young and require a workplace environment that meets their very different expectations which do not always accord with the practices of hospitality organizations (Baum, 2019). There is a growing recognition in the hospitality literature that the roles of managers have changed significantly in recent years, with an increasing separation between positions at the strategic/leadership level and those managing frontline operations (Solnet, Krajl & Baum, 2015; Francis & Baum, 2018). With an emphasis on the work of middle and first level managers, the limited extant hospitality research has largely focused on skills and competencies (e.g., Michel, Tews & Tracey 2020) especially those that are required of graduates when entering the sector (e.g. Li, Gray, Lockwood & Buhalis 2013). Notwithstanding the importance of insight related to enhancing the effectiveness of management, examination of attraction and retention issues related to hospitality managers seems to have been overlooked. Given the significant talent shortage in the tourism and hospitality industry, particularly at the skilled managerial level (Langford et al., 2019), this oversight needs to be addressed.

Further urgency regarding the need to reimagine attraction and retention of hospitality management talent is underscored when making comparison to other industries. According to a nationwide industry report with a representative sample of USA workers across several industries, the leisure/hospitality sector promoted only 5.8% of its employees in 2018, the lowest promotion rate when compared to other industries (Yildirmaz, Ryan & Nezaj, 2019). This was at

a time when the industry was experiencing tremendous economic growth, so it can be expected post-COVID, that this percentage and ranking will be even more adversely affected. Furthermore, the leisure/hospitality sector had the lowest managerial hourly wages, with $31.16 for first level managers in the US, yet the sector had the highest span of control with an average of 11.4 direct reports per manager (Yildirmaz et al., 2019). The data shows that promotion salary increases, as a percentage, are the largest in the leisure/hospitality sector at 30.5%. However, they remain uncompetitive compared to other industries as the percentage increase is attributed to starting from a significantly lower dollar base, thus unable to overcome real wage differentials with other industries. This wage disadvantage is persistent as hospitality managers climb the hierarchy ladder; it is not until they reach the sixth managerial level, those who supervise only fifth level managers, that they match the wage average for all industries (Yildirmaz et al., 2019).

In economic terms hospitality managers are at a clear disadvantage with their counterparts in other industries for much of their professional life. Furthermore, as evidenced by the well-studied phenomenon of high employee turnover in the hospitality industry, the reputation of the industry from an employment perspective, one that "confers an inferior status on hospitality careers", (McGinley, 2018, p. 202) underscores the vulnerability of the managerial talent pipeline development in the hospitality industry. This vulnerability at a management level has been noted, albeit sparingly, in previous studies (e.g., Dermody & Holloway, 1998; Walsh & Taylor, 2007; McGinley, 2018, McGinley, Mattila & Self, 2020; Zopiatis & Theocharous, 2020). Combined with the changing expectations of contemporary work, including known challenges and realities of hospitality managerial work (e.g., the 24/7 nature of the industry, difficulties in converting work into a mobile or a telework/remote-context) (Chong, Huang, & Chang, 2020) there is clear necessity to reimagine how the industry attracts and retains such talent.

Rethinking hospitality management attraction and retention

In seeking first to understand how we have traditionally sought to examine employees' relationship to the workplace, Table 1 provides an overview of the literature focused on what motivates employees from psychological and transactional perspectives to work for, and remain at, certain organizations. This summary provides insight into some key considerations that define what it is that employees want and need from work. It is important to point out that it is not our intention here to provide a comprehensive review, but rather provide a flavor of theories and

frameworks. We draw from the human resource management (HRM) and organizational behavior (OB) bodies of literature, both from a general and hospitality perspective.

----Insert Table 1 here----

These theoretical underpinnings for why employees aspire to work for certain organizations center on factors related to employers caring about their needs. Further, it emphasizes that employees' own sense of being engaged, feeling fulfilled, flourishing, having a sense of meaning/purpose, and being satisfied with important life domains, particularly their physical and psychological health, is important (Sparr & Sonnentag, 2008). Research has also focused on organizational-level strategies that can meet the needs of employees, such as internal marketing and HR bundling (Ho & Kuvaas, 2020). Recently, a broader perspective advanced in pursuit of meeting employee needs is the notion of sustainable HRM, an approach to people management that is responsive to individual, organizational, and global societal concerns relating to responsible corporate governance and workplace practice (Baum, 2018).

This extant literature demonstrates that employees have needs and motivations that are influenced, satisfied and/or diminished by their work environment. Although much has been learned from these theories, such theories and frameworks are limited in scope and exist principally at the organizational level. That is, employee experiences (e.g., attraction to, satisfaction with, commitment with, emotional and affective reactions to, etc.) have been examined primarily using organizations as the target of these attitudes and behaviors (Dierdorff, 2019). These theories help answer why management talent are attracted to, identify with, and stay with their organization. However, they do not address why, or why not, management talent is attracted to, identify with, and stay within an industry; a logical step in the employment decision making process. This conundrum—or lack of consideration as to how a macro lens informs employee attraction and retention—is also evident in other sectors, such as the medical industry (Pratt et al., 2006), education (Priyadharshini & Robinson-Pant, 2003), and IT (Khapova et al., 2007).

There are two primary reasons that underscore the need to include a macro, industry focused, lens in examining why management talent is attracted to, identifies with, and stays in the hospitality industry. The first concerns the traditional way the hospitality industry develops its management pipeline, which, paradoxically, also is also a possible underlying cause of the

some of the challenges of hospitality managerial work outlined in this paper. Irrespective of organizational differences, employees working within the same industry experience similarities because they are often delivering similar products and/or services. Thus, organizations within industries share distinct cultural norms and values (Christensen & Gordon, 1999). Within the hospitality industry one such norm relates to how hospitality organizations traditionally identify and nurture management talent; the assumption that exposure at the operational 'coalface' is a critical first step towards senior roles and leadership. This was clearly highlighted in hospitality graduate attribute research in both the US and Europe about 25 years ago (Tas, 1988; Baum, 1991; Christou, 2002). While this may have moderated somewhat over time, vestiges remain clearly imprinted in the culture of hospitality organizations in many countries (Raybould & Wilkins, 2007; Suh, West & Shin, 2012). The cornerstone of this isomorphic replication process from generation to generation of the hospitality management development pipeline were the operational areas of food and beverage, an area that is unique to hospitality. Thus, the hospitality industry is one of few industries that often requires management talent to have frontline, operational experience, across different positions in the industry and across different organizations within the industry (Raybould and Wilkins, 2007; Suh et al., 2012). In other words, entry level and diversified experience in the industry is a common requirement for management level positions.

Without operational exposure, few entrants can aspire to senior management roles at the unit or corporate level in the hospitality industry. This operational starting point for careers in hospitality as a prerequisite for management positions, while perhaps not so clear-cut as it might have been in the past, exposes young entrants to the industry and the many well-researched and documented challenges that characterize the hospitality employment environment. Thus, consideration of how to attract and retain hospitality management talent cannot be isolated from the industry's employment reputation, particularly at the operational level. To do so would suggest that attraction and retention of management talent is predicated on the individual's own personal ability to overcome such adverse situations, or as McGinley et al (2020) suggests, one's grittiness. Relying solely on the ability to recruit around the inherent characteristics of the hospitality industry's work environment, however, seems optimistic and not sustainable for an industry that suffers from significant talent shortage.

Second, the needs of the contemporary workforce seem to transcend the actions of the organization. For example, it is clear from the service and hospitality industry literature that macro forces, such as industry image, education, and the economy, can also affect the needs and motivation of employees (e.g., Dawson, 2014). One's professional identity, rather than organizational-level attitudes, is known to be an important predictor of career decisions (McGinley et al., 2014). In addition, industry-specific unemployment rates influence employee turnover at the individual level (Schmidt et al., 2018), suggesting that employees look at an industry, and not only a specific job or organization, when making employment decisions. With specific reference to the contemporary or future hospitality workforce, Baum (2019, p. 3) notes "…youth engage through a growth process of identity development that enables them to make an active investment in experiences which shape their future careers. This engagement shapes their values regarding the role of work alongside other facets of their lives, which collectively frame their identity." Baum suggests that organizations that do not account for identity development will be challenged in trying to accommodate this need. It is apparent, therefore, that factors beyond the individual and the organization play a role in shaping employees' professional attitudes and behaviors, via their sense of identity.

Despite industry level influences, which shape one's sense of professional identity, playing a significant role in important career decisions, it is notable that existing thought about the needs of the contemporary workforce is rarely approached from a macro perspective. In seeking to infuse a macro perspective into our existing understanding of how to attract and retain hospitality management talent, which has largely been informed from a meso (organizational) or micro (individual) point of view, identity economics (IE) is advanced. IE proposes that an employee's identity with their profession and work is an important incentive in employment decision-making (Akerlof & Kranton, 2005). It is advanced here that the hospitality industry, striving to attract and retain management talent, notwithstanding vulnerabilities derived from a historical reputation for poor working conditions (Baum et al., 2016), can draw fresh insights from IE thinking. In a similar vein to organizations striving for employees to identify with the organization and the brand to enhance retention and performance, it is suggested that the hospitality industry needs employees to identify with the industry as a viable profession if the management talent shortages are to be addressed. Through a novel focus on identity utility, the standard prescriptions of economic theory concerning work incentives are enriched (Akerlof &

Kranton, 2005). Given the financial and promotion development disparities reflected in the hospitality industry when compared to other industries (Yildirmaz et al., 2019), it is suggested that investment in such a non-traditional economic perspective is in fact necessary for the sustainability of the hospitality management pipeline.

An Identity Economics Perspective

IE, first conceptualized by Akerlof and Kranton (2000), explicitly considers identity utility in the standard economic principal-agent model. In doing so, it brings into economic analysis the identity motivation that has been extensively researched in the organizational behavior literature through social identity theory (SIT) (Charness & Chen, 2020). Drawing on Tajfel and Turner's (1979) SIT, Akerlof and Kranton (2000) conceptualize *identity* as the *social categories* or groups to which a person belongs. Social groups have norms for behavior, and a person who identifies as being a member of a social group derives *identity utility* both from that personal decision regarding membership, but also from adopting a behavior that follows the *ideal* for that category. However, when the person's behavior deviates from that ideal, a cost in identity utility is incurred.

Traditional principal-agent models of work incentives posit that the employee's utility depends positively on income and negatively on effort, with most organizations willing to pay a monetary incentive to elicit high effort from the employee. However, when identity utility is explicitly considered, the results change significantly (Akerlof & Kranton, 2000). The theory distinguishes between two types of employees: those who see themselves as insiders (i.e., identify with the firm) and those who see themselves as outsiders (i.e., do not identify). The norm for insiders is to embrace company goals and willingly exert high effort in achieving them. An insider employee who deviates from the high effort ideal behavior expected from insiders (i.e., who puts in low effort) will suffer a loss of identity utility. In contrast, the ideal for people who see themselves as outsiders is to exert low effort. These outsiders will suffer a loss in identity utility if they put in high effort, possibly motivated by an economic incentive.

While the concept of identity utility affords a novel economic explanation for employee motivation, IE prescriptions for improving employee identification with their company remain fairly high level and replicate the earlier prescriptions from studies on organizational identification (e.g., Wieseke et al., 2007), corporate culture (e.g., Yaniv & Farkas, 2005), and

identity leadership (Zehnder et al., 2017). These streams have respectively argued that investments to make all employees feel like true insiders would pay off in greater organizational commitment, retention, citizenship behaviors, and potentially reduced costs in monetary incentives.

However, in the context of this paper, the novel utility of the IE perspective is illuminated when consideration is given to employee motivation that is not anchored to a particular organization, but rather one that is derived from a professional identity. Seminal IE papers focus on the worker's choice of an insider or outsider identity with respect to their employing organization (Akerloff & Kranton, 2005). However, the theory can also explain the high effort some people put into their work because they view themselves as insiders of a specific profession, and it is from this professional identity that they derive the motives to exert high effort, thereby making their employing organization a secondary consideration.

While some professions with a strong service ethos have a history of research centered on their professional calling (e.g., Carter, 2014), more recent studies adopt IE implicitly to explain how strong work motivation is not rooted to employing organizations but rather to professional identity, and by implication the industry to which they belong. Examples include studies of nurses (e.g., Hercelinskyj et al., 2014); teachers (Besley & Ghatak, 2018) and public servants (Harris-McLeod, 2013; Oliver, 2018). Vocational calling, or the notion that individuals find significance and purpose through their work, resonates across occupations and careers (Thompson & Bunderson, 2019). For instance, doctors state "my identity was intimately woven in what it means to be a doctor. It's who I became to the exclusion of everything else" (Wellington, 2019, p. 1). Individuals with strong sentiments of calling describe finding their jobs supporting their skills, gifts, and talents, in addition to deep alignment between their occupation and identity. Statements such as "I realized that a career in education would fulfill my passions and utilize my skills in a holistic, authentic way" (Ain, 2019, para 3) differ from "I work at Google" or "I work for Amazon". This identification with a broader, macro level of an occupation or career leads individuals to pursue a profession first and supplement with education, financial decisions, and a specific job second (Duffy et al., 2011).

Similarly, the hospitality industry provides a wide variety of opportunities for individuals to exercise their skills, gifts, and talents, and supports the notion that individuals can align themselves with the industry, mimicking parallel sentiments and affiliations, rather than with a

job or occupation (Yu et al., 2021). In fact, it is not uncommon for hospitality professionals to assert their calling to serve and the energy they derive from working in a fast-paced people industry. Therefore, analogous to how doctors and teachers identify themselves with a profession rather than an organization, the hospitality industry can benefit from supporting employees by promoting a sense of "calling" for the hospitality profession, rather than a micro component of that industry. We use industry and professional identity interchangeably here given than one can identify as a hospitality professional (as opposed to only drawing from their job as a general manager, event manager, or restaurant manager). The examples in the professional literature do speak to a specified profession (e.g., doctor, nurse, or teacher) as opposed to industry (e.g., healthcare or education), but in the context of hospitality, an IE lens captures both. For example, one does not only have one profession in a hospitality career, as one can have a career in sales, events, accounting, or marketing across different hospitality organizations, with the hospitality industry serving as the constant source for professional identity development.

Within hospitality research, there have been some efforts to identify dimensions that characterize a hospitality professional (Gebbels et al., 2019) or a hospitable host (Blain & Lashley, 2014), or even to seek to measure one's professional identity (Wang et al., 2020). While these efforts illustrate the validity of such a concept, particularly from its positive impact on job satisfaction, engagement, and negative impact on turnover intention (Wang et al., 2020), it appears that neither research nor practice has considered the consequences of such. Adopting an IE perspective at the macro level suggests that such an identity is just as, if not more, important than our traditional understanding of identity at an individual or organizational level. Hence, this paper posits that IE, at the professional (macro) level, augments the individual (micro) and organizational (meso) level of a worker's identification. The result is that, *combined*, they explain the long career commitment displayed by some hospitality employees (Cassel et al., 2018), notwithstanding the bad image the industry has gained (Baum & Mooney, 2019).

The economic utility of a professional identity

IE is advanced on the basis that identity is central to high functioning organizations (Akerlof & Kranton, 2010). The central premise is that, if the worker is an *insider*, identity utility will reduce the monetary incentive needed to induce high effort. As previously illustrated, the insider versus outsider reference is not confined to a particular organization. Take for example

Akerlof and Kranton's (2010) reference to military personnel and how the military, which represents an employment sector, as opposed to one organization, routinely draws on the military identity, in contrast to being a civilian, to attract and retain individuals to accept membership, despite less-than-ideal traditional performance incentives (e.g., remuneration, promotion, etc.).

The military example reinforces the role that characteristics of the profession may play in the formation of this identity, noting that military personnel may live and work separately from civilians and have intense and extended interactions with each other which is contrasted to other occupations. Within the hospitality industry, the notion of 24/7 operations make the industry different to many other industries, thus resulting in hospitality workers forming reference groups within the industry because of the incompatibility of other industry workers lifestyles/commitments. Such an observation reinforces the notion that identities and their subsequent norms occur at many levels (Kranton, 2016). That said, it is somewhat surprising that in the context of understanding employee needs and motives, particularly with respect to attraction and retention of management talent, consideration of identification contributions in the literature, seem to be relegated to the micro (individual) or meso (organizational) levels. The extant literature appears to ignore the potential impact that the macro (professional) level identity may have on employee attitudes and beliefs in this regard. While the extant professional and occupational identity literature demonstrates the phenomena's impact on the individual, it is often informed from a case-based perspective, is dispersed across disciplines, and has limited consideration as to how it intersects with other identities to influence decision making (Ashcraft, 2013). Based on the military example, we argue that it is plausible that an industry can also have a defining influence on an employee's self-identity, motivations, and subsequent performance as a professional. Therefore, in seeking a holistic assessment of how to attract and retain management talent, we advance the need to consider the role of identification at the macro level of work, namely one's professional identity.

Akerlof and Kranton (2010) suggest that changing people's behavior can be induced by mechanisms other than traditional economic means, specifically, through the modification of existing norms and ideals with which a particular group identifies. In the case of the hospitality industry, therefore, in addition to enhancing the workplace environment at the organizational level, enhancement of the industry's image as a viable and meaningful employment opportunity

should prove to be a driver of enhanced employee attitudes and behavior, via the formation of a professional identity. The hospitality industry has long acknowledged challenges in attraction and retention of talent, largely attributed to characteristics that are perceived as less favorable compared to other industries (Brien, Thomas, & Brown, 2017). Brien et al. (2017) emphasizes that the changes in the contemporary workforce are derived from employees seeking more significance from work and wanting more than just financial compensation, thus drawing on identity theory as a means through which to examine such a phenomenon. Specifically highlighting "that self-identity, self-esteem and image are a very personal, yet important part of work life" (p. 238). Despite acknowledgement that the hospitality industry's perceived unattractive employment image is a contributing factor in the attraction and retention of hospitality management talent, evidence suggests there is minimal focus at the macro, industry/profession level to address this. Rather the challenge to attract and retain management talent is relegated to the organizational level where largely monetary incentives are used. If the hospitality industry is to compete for management talent, action is required to make the hospitality profession more attractive.

With an emphasis on attracting and retaining talent, a focus on employer branding that develops and promotes a value proposition centered around the organization's culture, management style and current employment image, has emerged (Wallace et al., 2014). However, it is illogical to think this is sustainable if the industry's workforce image is less than compelling. In fact, Burmann, Schaffer and Maloney (2008) note that the industry's identity influences the corporate identities of those companies that operate within that industry. Therefore, Bajde (2019) asserts "that the pressures and opportunities related to developing and maintaining a positive (brand) image exist not only at the level of individual corporate brands, but also at the more aggregate level of industry" (p. 497).

In drawing on the example of the rail industry in both the UK and the US, Wallace et al., (2014) note the recognition that a national approach to promoting the industry as an 'exciting, sustainable career of choice' within educational programs is necessary to meet the industry's future labor needs. Skill shortages in other industries have also seen an increasing presence of partnerships between industry associations and educational institutions to raise the profile of industries that are traditionally seen as unattractive to school leavers and graduates (e.g.,

Association of National Advertises and McCann campaign; McAteer, 2019). In recognition that individuals relate to brands in various ways, both positively and negatively, Bajde (2019) notes that this happens at both the corporate and aggregate (industry) level, with some perceiving work in a particular industry as a dream, while others appearing to be more skeptical. To this end, Burmann et al.'s (2008) conclusion that there is sufficient evidence to suggest that industry image is important in potential employees' evaluations, emphasizes the need for macro level considerations in seeking to understand influences on employee attitudes and behavior.

The industry image influence on employees' attitudes and behavior is derived from its contribution to one's professional identity. A professional identity is created when one decides to become a member of a profession or industry (e.g., hospitality) which often precedes joining a particular organization. Thus, a professional identity is expected to develop before an organizational identity and is transportable when one leaves one employer for another (Baruch & Cohen, 2007). Baruch and Cohen (2007) note, therefore, that a challenge for organizations wanting to attract and retain talent is to ensure employees can connect their professional and organizational identities. As professional identification strengthens organizational identification (Baruch & Cohen, 2007), there is a compelling argument for considering the industry's image in attracting and retaining management talent. Further, as the nature of the organization/employee work relationships change and become less defined (Subramony et al., 2018), the role of the organization as a workplace identity creator may be superseded by that of one's professional identity (Baruch & Cohen, 2007). In addition to the overall image of the industry, one's professional identity is also forged through socialization within the industry. Such socialization is often a function of one's education, thus illuminating the role that education also plays in the origins of one's professional identity (e.g., Terum & Heggen, 2016).

Derived from the principles of social identity theory, examination of a professional identity is drawn from the foundation of seeking an answer to the question *who am I?* Terum and Heggen (2016) assert that in seeking to answer that question, or even *who do I want to become?*, a decision to enroll in a particular educational program may shed light on one's desire to be a member of a certain group of people; first as a student and later as a professional. Therefore, the education program as informed by instructors and supervisors, plays an integral role in one's professional socialization, thus shaping student identification with their future profession

17

(Friedson, 2001). With growing pressure to ensure students are work-ready upon graduation, higher education has placed a growing emphasis on students "learning professional roles, understanding workplace cultures, commencing the professional socialization process" (p. 365), thus contributing to the development of their professional identities (Trede, Macklin & Bridges, 2012). Extant research on the construction of one's professional identity emphasizes the socialization process that presents meanings associated with a profession, such as an educational program, as well as personal modifications one makes during periods of career transition within the industry as well as various work experiences (Slay & Smith, 2011). Thus, a macro perspective of the influence of one's professional identity, as formed by both the industry that one wishes to enter and the educational program one undertakes to realize their professional goals, seems an important consideration in seeking a holistic approach to hospitality management attraction and retention.

Redefining the boundaries of responsibility for attracting and retaining hospitality management talent

Thus far, our discussion illuminates the challenges presented to attracting and retaining hospitality management talent. In doing so we propose that IE provides a lens to consider, and thus respond to, those challenges through a greater appreciation for the notion that one's identity becomes their currency (i.e., a source of motivation) that is influenced by work. We posit that this identity draws from more than one's job and organization, but also from other external influencers. Thus, an IE approach justifies the adoption of a broader conceptualization of work identification if the consensus is that 1) identity has utility in employment decisions; 2) that this identity is influenced by the work environment; and 3) an employee's work identity is informed from an individual (micro), organizational (meso) and professional level (macro). To this end, we present Figure 1 as a multilevel perspective of one's identity formation as it relates to work. Given the novelty and complexity of this framework as it relates to the attraction and retention of hospitality management talent, we develop and offer a research agenda for future research using our multi-level perspective as a guide in Table 2. Illustrative research questions are developed to examine different research domains of the model, including contexts that make each level (macro, meso, or micro) more salient to one's identity, how stakeholders at the macro-level influence identity, how the interconnections between the micro, meso, and macro levels influence identity, and the boundaries of the model.

Understanding the hospitality employment ecosystem

As acknowledged earlier, there is a plethora of literature and, to a lesser or more sporadic extent, in practice as well, that addresses individual and organizational identities in pursuit of attracting and retaining hospitality talent. However, there is a void with respect to the role of enhancing one's sense of professional identity in this pursuit, particularly at a managerial level. Further, there has been no prior consideration as to how each level (micro, meso, macro) of identity formation intersects to inform an employee's identity and subsequent employment decisions, thus illuminating significant areas for future research. For example, we include industry associations and educational programs as two relevant macro stakeholders that can influence the hospitality professional identity because both (1) have a vested interest and a responsibility to ensure their product reflects the aspirational reality of the hospitality industry from an employment perspective and (2) function at a broader, long-term/vision perspective with an interest to advance the industry's, as a collective of organizations at the meso-level, agenda.

In recognition of the diversity of factors that contribute to service excellence, King et al. (2019) called for a stakeholder approach to facilitate a shared understanding of responsibility for the service experience. In a similar manner, we advance that reimagining the pursuit of attracting and retaining hospitality management talent requires a shared understanding of drivers of an individual's employment decisions between stakeholders that influence what the hospitality profession represents. By appreciating their role, as well as others in the hospitality employment ecosystem, a collaborative approach amongst stakeholders would enable a more unified effort in dealing with an issue that is not confined to one organization, one country or even one sector in the industry. For example, in the era of COVID-19, a concerted effort is required to alter perceptions of the industry held by current and prospective employees as it is expected that hospitality management attraction and retention may be even more problematic post COVID-19. Filimonau, Derqui, and Matute (2020) emphasize that it is not only the reduced attractiveness of hospitality managerial employment in general, but the potential, post pandemic, for there to be increased market demand for experienced and qualified hospitality management personnel in other sectors of the economy, that makes focusing on how to retain management in particular, a priority.

Given their shared missions to serve the industry, it is proposed that the organizations located at the macro level take a leading role in not only seeking to understand how the hospitality employment value proposition needs to change to combat such perceptions but to then work with hospitality organizations at the meso level to ensure the value proposition, that they operationalize, is competitive, attractive, and meaningful to the contemporary workforce. From this perspective, the emphasis here is placed on the stakeholders at the macro level (i.e., industry associations and educational programs) to lead the challenge to attract and retain hospitality management talent. Conversely, in an era of strong economic growth where competition for talent is fierce, it is the meso level (i.e., hospitality organizations) and their respective actions that are likely to have the most impact on attracting and retaining management talent. In Figure 2 we illustrate how the level of influence within the hospitality employment ecosystem may change in response to external forces. Irrespective, however, of the lead drivers in the pursuit of attracting and retaining hospitality management talent at any point in time, it is important that all stakeholders in the hospitality employment ecosystem, particularly at the meso and macro level, are constantly engaged. It is only through a collective and ongoing process of developing and delivering an employment value proposition that aligns with both the industry and contemporary workforce's priorities, that the challenges presented herein can be addressed.

-----Insert Figure 2 here----

Intentional development of the hospitality professional identity

As there is a notable void in the literature with respect to the role of enhancing one's sense of professional identity in the long-term considerations of attracting and retaining hospitality management talent, focus on insights regarding whether it really matters and if it does matter, who is responsible for developing it, is of interest. As shown in Table 1, much of the attraction and retention focus has been on the micro and meso levels or the interaction between employees and organizations. Thus, in advancing research questions presented in Table 2, we seek insight into sources of influence at the macro-level, which is particularly important for an industry that has a precarious employment reputation.

Industry associations, such as the American Hotel and Lodging Association and the National Restaurant Association, offer educational and certificate programs to thousands of

professionals in the industry. Yet, they also lobby the American government on behalf of employers to fight against living wage legislation (Bogardus, 2014; National Restaurant Association, 2019), one of the negative attributes of the industry from the perspective of employees. This activity seems at odds for an industry that often discusses the challenges of attracting and retaining talent. In a recent blog post on a hospitality industry website, Christopher Henry, CEO of the Majestic Hospitality Group, highlighted the potential challenges for hospitality organizations struggling to rebuild their workforce post COVID-19 (Henry, 2020). In noting the rising complaints of operators trying to attract people back to work after the government's COVID unemployment stimulus may have made being unemployed more appealing than working, he highlights the increasing and sustained inequities in compensation in the hospitality industry. In doing so, he illuminates the interconnectedness between the levels of our model (i.e., meso and macro) and more importantly, the implications of not considering the consequences of such. Ultimately, he implores the industry to use this crisis as an opportunity to overhaul the image of the industry to develop a more equitable and sustainable working relationship between all stakeholders.

An example of how macro level stakeholders endeavors to shape prospective employee's employment image of an industry and thus their identification with a profession is provided by the Association of National Advertisers (ANA). In recognizing a talent crisis in the field of marketing, as the largest association for marketing professionals, the ANA engaged in marketing campaigns to address student perceptions that marketing, as a profession, does not offer diverse careers (McAteer, 2019). As an important stakeholder, the ANA's efforts are designed to influence the professional image for the marketing industry, with the goal of attracting students into the profession. Are efforts, such as these, likely to influence identity with these professions and subsequently attraction or retention? Research has not examined how hospitality industry association actions can influence the industry image, professional identity, and subsequent attraction to, and retention in, the industry, however these last two examples suggest that this is a viable and necessary area for future research.

Notwithstanding the potential impact that macro level stakeholders may play in elevating the employment image perception to enhance one's sense of professional identity, it is important to acknowledge that success is predicated on the promotion of reality, as well as addressing the

underlying causes that instigated such efforts. Currently, in response to the labor challenges exacerbated by the pandemic, industry commentary suggests that a marketing campaign focused on career potential and the core purpose of the industry, to build interest outside of the current employee base, is necessary. However, the assumption here is that there is a compelling value proposition to market to industry outsiders; the problem though is those outsiders just do not know about it. Given the discussion reflected previously pertaining to the changing expectations of the contemporary workforce, it is unclear how effective the hospitality industry, as opposed to one company, has been to change with this. In observing that the experienced workforce seems to be unavailable coming out of COVID-19, despite competitive wages, sign-on bonuses, and other efforts to attract employees, Ross's (2021) suggestion of a lack of interest hints that the industry does not currently offer a meaningful value proposition according to the current labor market. Thus, before promotion efforts are undertaken to shape the identity of the hospitality professional, consideration should be first given to understanding what that employment value proposition needs to look like to meet both the industry and the contemporary workforce needs.

The intersection of identities to enhance the hospitality employment value proposition

In recognition of the interconnections between levels, future research can examine how identity experiences in one level (e.g., meso) may influence identity at another level (e.g., macro). For example, do experiences at the meso level (internships or one's first job) influence one's professional identity? Young professionals often start their tenure in the hospitality industry with an internship or with their first job (often a frontline position at a hotel or restaurant) and these experiences can influence their image of the industry (Chen & Shen, 2012). Can negative experiences during an internship lead to a negative image of the industry and subsequent decisions to work in the industry? Conversely, can attitudes or beliefs about industry image influence an employees' identification with the industry at a macro level or an organization at the meso level? For example, research shows that hospitality management students are aware of the negative attributes of the industry but may still be motivated to work in the industry, often citing micro or individual-level traits (e.g., service orientation) (Dawson, 2014; Walsh, Chang, & Tse, 2015). Thus, it appears that young professionals enter the industry as a career path, knowing the negative and positive characteristics of the industry (i.e., industry image), but how industry image affects organizational-level attraction (i.e., meso-level) is still largely unknown.

Relatedly, future research could examine the temporal impact of each level of identity formation (micro, meso and macro) as one progresses through their working life. At early stages of a career, students often choose hospitality programs because of their perceived personality fit (Dawson, 2014), but also because of internships or job experiences (Chen & Shen, 2012). Research from this domain suggests that perceived personality fit (i.e., micro-level formation) is an important contributor to attraction to the industry (i.e., macro-level). Therefore, future research could examine if a professional identity (macro) is more important at the early career stage whereas an organizational identity (meso) may be more influential in mid-career?

Boundary conditions

Lastly, the boundaries of the proposed model provide avenues for future research. This might examine contexts in which the model changes or works differently. Country or cultural differences might play a role in how the levels intersect (Jenkins, 2001). For example, employees in the hospitality industry have the lowest wages in the United States and many other countries (Dogru et al., 2019), driven by frontline positions based on minimum wage levels. This reality might have a negative impact for the hospitality industry image (a macro-level source for identity) for employees in the United States, but not for employees in countries where living wages are more common in the industry. In addition, the influence of other potential macro forces, such as government and chambers of commerce, might also vary by country or culture.

Attracting and retaining hospitality management talent: future research agenda

Based on the previous discussion, several research questions are advanced that seek to disentangle the nuances of the multilevel perspective of an individual's work identity and, more specifically, its economic utility in career decisions, particularly for hospitality managers (see Table 2). Identity economics, the novel concept advanced by Akerlof and Kranton (2000), informs our position that predicting high attraction and retention (over and above that predicted by wage or working conditions) of hospitality managers, necessitates consideration of the utility that strongly identifying with the idea of what it means to be hospitality professional, plays in career decision making. From this we draw the implication that macro stakeholders, such as universities and industry associations, have a key role to play in attracting and retaining management talent, and thus should be concerned about strengthening and publicizing the value

23

proposition of a hospitality professional to draw more candidates into the industry because of their identity utility. We acknowledge in the paper that we are not the first to adopt the thinking of IE in understanding how people approach work. However, in seeking to build on insights, particularly at the professional level that imply IE logic, we explicitly illuminate the utility of such a macro perspective being considered alongside more commonly examined identity implications at the meso and micro level. By extending the utility of identity at the macro (industry, profession) level, we are not claiming that this represents an advancement of social identity theory (SIT) research, just as Akerlof and Kranton (2000) did not position IE as extending SIT research. Rather we are seeking to expand the identity lens, particularly as it relates to the attraction and retention of hospitality managers.

The well-established questionable characteristics of the hospitality work environment have been amplified because of a global health pandemic. In doing so, the vulnerability of the industry to attract and retain talent has been laid bare as they seek more stable opportunities and discover a better career value proposition beyond the hospitality industry. Such a system shock, while expected to be temporary, has uncovered an urgent need to address this phenomenon for the long-term sustainability and growth of the industry. What has been percolating for several years, if not decades, needs to be addressed. We hope that through this paper and our assertion that changes with regard to the expectations of work coupled with general characteristics associated with hospitality work, particularly for management, underscores an urgent need to reimagine attraction and retention of hospitality management talent. In seeking to account for these macro influences, we acknowledge that extant literature, and to a certain extent in practice, fails to appreciate the importance and interconnectedness of the levels of influence in an employee's work identity formation. Insights obtained through the proposed research agenda will demonstrate the benefits of adopting a more holistic understanding of an employee's identity formation and its utility in employment decisions, which can help guide policy decisions and industry actions, as well create a broader coalition that is focused on sustainable approaches to attracting and retaining hospitality management talent.

----Insert Table 2 here---

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Table 1. Overview of theories and frameworks to explain employee attraction and retention.

Theory	Overview of Theory & Research
Self-determination theory (SDT)	SDT is a motivation-based theory grounded on the idea that individuals have an innate need to grow and reach their full potential by satisfying three innate psychological needs: autonomy (i.e., agency over one's actions), competence (i.e., a sense of confidence in one's capacities), and relatedness (i.e., feeling connected with and accepted by others) (Deci & Ryan, 2008).
Job demands-resources (JD-R)	JD-R theory suggests work characteristics can be classified as either job demands or job resources, and that stress is an outcome when job demands are high and job resources are low (Demerouti & Bakker, 2011).
Conservation of resources (COR)	COR theory postulates that humans are motivated to maintain, amass, and protect psychological and physical resources to balance job demands and stress (Hobfoll et al., 2018).
Affective events theory (AET)	AET states work-related environments and circumstances cause immediate affective reactions that influence how individuals and employees behave at work (Ashkanasy, Ayoko, & Jehn, 2014).
Broaden-and-build theory	The premise of the broaden-and-build theory is that individuals are stimulated by positive emotions such that positive emotion encourages and broadens understanding of innovative, empirical, and novel thoughts and actions (Fredrickson, 2001).
Person environment fit	PE fit is the match between the characteristics of individuals (both applicants and employees) and the characteristics of the work environment and has been a widely researched topic in organizational behavior and human resource management (Ostroff, 2012).
Social exchange theory	Social exchange theory suggests that employees are motivated to reciprocate what they receive from other members and/or the organization (Cropanzano & Mitchell, 2005).
Fairness and justice frameworks	Organizational justice is commonly conceptualized as comprising multiple dimensions—distributive, procedural, informational, and interpersonal justice—which are used to make justice perceptions at work (Colquitt et al., 2001).

Figure 1 A multi-level perspective of one's identity formation as it relates to hospitality managerial work.
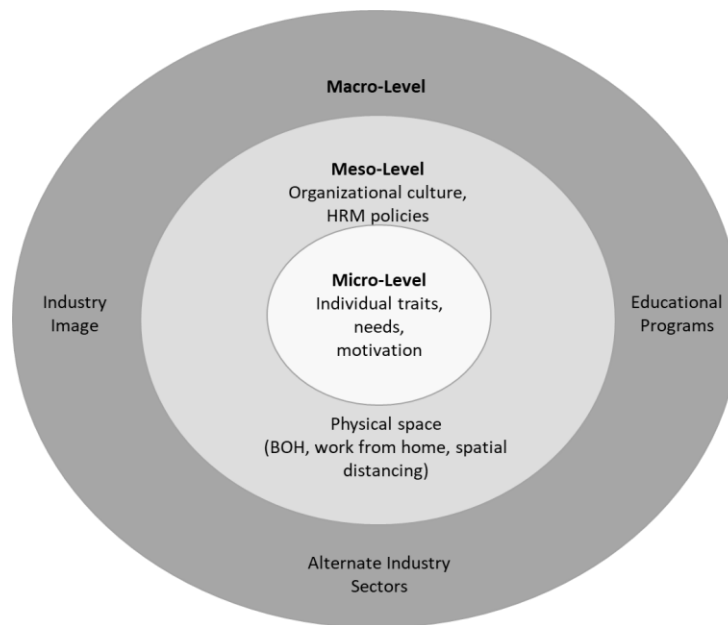
Figure 2 The changing role of influence in attracting and retaining hospitality management talent in response to external forces.

Macro level has greater influence in times of industry crisis

Meso level has greater influence in times of strong economic growth

Table 2. Overview of research questions

Research Domain	Overview	Illustrative Research Questions
Contexts that make each level (micro, meso, macro) a stronger source of an employee's identity and subsequent employment decisions	Future research can examine contexts, such as pandemics, terrorist attacks, economic recessions, and other external forces that change the strength of each level as a source of an employee's identity and subsequent employment decisions.	RQ: Is macro-level identity salient for attraction to a career in the hospitality industry during COVID-19? RQ: How has COVID-19 influenced career perceptions of the hospitality industry for young people? RQ: Will the meso-level be more salient in attraction to a career in the hospitality industry post COVID-19? RQ: Is the micro-level more salient for attraction and retention of hospitality professionals when multiple employment options are available (i.e., during a strong, stable economy)?
Macro-level stakeholders	Future research might also examine different stakeholders at the macro-level that play a role in developing and influencing the industry image.	RQ: What role do industry associations play in enhance rising managers' professional identity to fortify their desire to enter and stay in an industry? RQ: What role can industry specific educational programs play in enhancing professional identity formation of future managers? RQ: What are the attributes of those that strongly identify with the hospitality profession? How can these attributes be used to develop a management level pipeline for the hospitality industry? RQ: What stakeholders are most responsible for developing a compelling professional identity for the hospitality industry? RQ: How can macro level stakeholders better understand the evolving employment value proposition to aid the development of attraction and retention strategies at the meso level. RQ: To what extent and in what ways is government a necessary stakeholder in professional identity formation?
Interconnections between the micro, meso, and macro levels	Future research might examine how each level influences each other. Experiences in one level (e.g., meso) might influence identity at another level (e.g., macro).	RQ: How does industry image influence organizational-level attraction, particularly for management employees? RQ: How do organizational-level actions influence industry image, as perceived by managers? RQ: Are experiences with internship educational programs related to industry retention/turnover and by implication professional identity formation for future managers?

		RQ: How does the impact of each level of identity formation (micro, meso and macro) change as one progresses through their working life? For example, is a professional identity more important at the early career stage whereas an organizational identity is more influential in mid-career?
		RQ: How can organizations embrace the notion that employees' identities are multifaceted and allow them the bandwidth to express themselves without compromising the organization's intent? For example, exploring the intersection of personal self-expression (e.g., politics, racial injustice, hair style, tattoos, sexual orientation, etc.) and work.
		RQ: How does the influence on attracting and retaining management talent change across levels (micro, meso, macro) in response to external forces?
		RQ: What is the hospitality employment value proposition at both a meso and macro level and how do they interact?
Boundaries of the model	Another area for future research is examining boundaries of the model, examining contexts in which the model changes or works differently.	RQ: What are the boundaries of the model regarding cultural differences? Are there any international examples of successful academia-industry-government partnerships to raise hospitality industry attractiveness and/or retention of management talent? RQ: What are the perceived barriers to adopting a multi-level/multi-stakeholder approach to attracting and retaining hospitality management talent?