



An HR perspective on how personality traits in management positions impact employee satisfaction and retention in a 5-star hotel

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<p>Abstract</p> <p>Employee satisfaction and retention are critical to the success and sustainability of organizations, particularly in the demanding and high-pressure environment of five-star hotels. In the hospitality industry, where service quality is directly tied to staff performance and morale, understanding the factors that influence employee well-being is essential. Among these factors, managerial behavior plays a central role. From the researcher's professional experience in Human Resources (HR), a consistent pattern emerged: a significant number of employee grievances were linked not to workload or compensation, but to the personality traits of their direct supervisors. Employees frequently sought intervention from HR when tensions with their managers affected their motivation, job satisfaction, and willingness to remain with the organization. This observation formed the basis for the present study, which explores the influence of managerial personality traits on employee satisfaction and retention within a five-star hotel setting.</p> <p>The primary objectives of the research are to identify which personality traits in managers are perceived to have a positive impact on employee satisfaction and retention, and determine which traits are associated with negative outcomes in these areas. The study adopts a qualitative and quantitative mixed-methods approach, combining semi-structured interviews with HR personnel and structured surveys administered to employees. The interviews aim to provide in-depth insights into recurring themes observed by HR professionals, while the employee surveys seek to gather broader perspectives on how managerial personality influences day-to-day work experiences and long-term job commitment.</p> <p>The theoretical frameworks guiding the study include the Big Five Personality Traits model and Herzberg's Two-Factor Theory, both of which provide valuable lenses through which to assess the interpersonal and motivational dimensions of management. By analysing both employee and HR viewpoints, this research intends to identify specific personality characteristics that contribute to a supportive and stable work environment, as well as those that foster dissatisfaction and turnover. The findings are expected to inform HR strategies in recruitment, management training, and leadership development programs, ultimately contributing to more effective retention practices in luxury hospitality settings.</p> <p>This research aims to explore the influence of managerial personality traits on employee satisfaction and retention in the context of a five-star hotel. The researcher's professional experience in HR revealed that many employee grievances were linked to the personality traits of their direct managers rather than issues such as compensation or job workload. This study seeks to fill a gap in the literature by identifying which personality traits in managers contribute to positive or negative employee experiences and their decision to remain in or leave their positions. Understanding these dynamics is crucial for HR practitioners aiming to improve retention strategies and workplace morale.</p>	

To achieve its objectives, the study employs a mixed-methods approach. It combines semi-structured interviews with HR personnel and structured surveys administered to employees working in a five-star hotel. The interviews with HR personnel provide qualitative insights into their observations and experiences with employee grievances related to managerial behaviour. Meanwhile, the surveys allow for the collection of quantitative data from a broader employee pool, gathering their perspectives on how different managerial personality traits impact their job satisfaction, morale, and likelihood of staying with the organization.

The general findings of the research are that certain personality traits in managers have a strong impact on employee satisfaction and retention. Positive traits, such as empathy, openness, and emotional stability, are found to foster a supportive and motivating work environment, leading to higher levels of employee satisfaction and commitment. Negative traits, including authoritarianism, neuroticism, and poor communication, are associated with higher levels of dissatisfaction, stress, and ultimately, employee turnover. Employees reported feeling more valued and motivated when managers exhibited traits such as agreeableness, conscientiousness, and emotional intelligence.

These findings suggest that the personality of managers plays a pivotal role in shaping employee experiences, particularly in the high-stress environment of a five-star hotel. Managers who possess positive personality traits can significantly enhance employee morale, which, in turn, contributes to better retention rates. On the other hand, managers with negative traits may create an environment of tension, frustration, and burnout, which ultimately drives employees to leave. Furthermore, the research highlights that HR departments should consider managerial personality traits not only in recruitment processes but also in leadership development programs.

The research concludes that managerial personality traits are a significant determinant of employee satisfaction and retention in the hospitality industry. Employees are more likely to remain in their roles when their managers display traits that align with the Big Five Personality Traits, such as high agreeableness and conscientiousness. Conversely, traits like neuroticism and a lack of emotional intelligence are strongly linked to dissatisfaction and turnover. The study also emphasizes that HR strategies should be adapted to take these personality traits into account, especially in management selection and leadership training programs, to improve overall organizational stability and performance.

The implications of these findings are significant for HR practices in the hospitality sector. HR departments should incorporate personality assessments into their recruitment and selection processes to ensure that managers possess traits conducive to a positive and productive work environment. Additionally, leadership development programs should focus on enhancing emotional intelligence, communication skills, and other traits that foster employee satisfaction and loyalty. By aligning managerial behaviour with employee expectations, organizations can reduce turnover, improve job satisfaction, and create a more supportive workplace culture. Ultimately, this approach will lead to enhanced service quality, customer satisfaction, and profitability, which are critical in the highly competitive five-star hotel market.

Keywords

Personality traits, employee retention, employee satisfaction

Declaration of Authenticity

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Positions Impact Employee Satisfaction and Retention in a 5-star hotel

Declaration:

I hereby declare that this research study is based on the outcome of my own research. I, as the author, declare that this research study is my own composition which has not been previously produced for any other qualification.

The research study was conducted under the supervision of Ms. Claire Ciantar .

2nd June 2025

Date

D. Attard

Student's Signature

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1. Introduction

In the fast-paced and ever-changing world of hospitality, keeping employees happy and retaining them has become essential for success, especially in five-star hotels. These luxury venues are known for their high standards in service, meticulous attention to detail, and the personalized experiences they offer guests—all of which rely on a motivated and dedicated team. That's why five-star hotels put such a strong focus on having a stable and satisfied workforce. When staff turnover is high, it not only leads to financial losses but also disrupts the consistency and quality of service, making employee retention a top priority.

While things like pay, work-life balance, career growth, and company culture have long been the main topics in discussions about employee satisfaction, there's a growing awareness that the relationships between employees and their direct supervisors are crucial, yet often overlooked. Among these relationships, the personality traits and behaviors of managers play a significant role in shaping employee morale and retention. Traits like emotional stability, openness, conscientiousness, and agreeableness not only influence a manager's leadership style but also affect how well they communicate, handle conflicts, motivate their team, and create a positive work environment.

From a human resource management viewpoint, finding out what affects organizational leaders' behaviors and how those things affect employees is getting very important. The behaviors and interactions of leaders spread through the organization and have an impact on team connections, satisfaction at work and employee results. When managers use different methods such as transformational, transactional or laissez-faire, employee personality contributes to creating conditions that support or hinder their well-being. So, examining the personalities of managers serves a practical purpose for organizations wanting to promote both health and productivity among their staff. I have seen firsthand in human resources that a manager's conduct plays a big role in how employees perform. Most of the problems employees shared with me weren't connected to what needed to be done, but were about their relationships with those in charge. In various situations, employees were unhappy because of traits belonging to the manager such as being authoritarian, unempathetic, inconsistent or poor at expressing themselves. Many employees became demotivated and emotionally fatigued which made them less involved at work, less reliable and more likely to leave their jobs. From these situations, I found that managerial traits often play a big part in supporting employee happiness.

Thanks to these practical observations, this research will seek to discover how managers' personality traits influence how satisfied and retained employees are, especially in five-star hotels. It aims to fill a hole in current Human Resource Management research by looking at the psychological sides of leadership and their effects on a company's success. By studying leadership, I hope to better understand how different leadership approaches change the workplace.

1.1 Research Background

The hospitality industry, especially the luxury sector represented by five-star hotels, is unique because it relies heavily on human capital i.e., people. There are any number of industries where technology or automation plays a central role in their production and/or delivery model, but the hospitality industry is defined by personal interaction, customer service exchanges, and individual experiences all of which are determined by people. This makes employee satisfaction and retention important for operational efficiency, but it is critical for maintaining the customer service and the quality of experiences required in a competitive, luxury market. Unfortunately, employee turnover is a major issue for the hospitality industry more broadly, and the five-star hotel sector has some of the highest turnover rates and turnover costs in hospitality because of technically stressful jobs, non-standard hours, and guest demands that seem ever increasing.

While there has been much focus on structural and organizational factors such as pay, work conditions, and opportunities for career advancement as related to employee retention, more recent literature is indicating that the interpersonal relationships between managers and their subordinates influence the employee experience. More specifically, the personality characteristics of managers, which are understood here as consistent patterns or tendencies of behavior, thought, and emotion, can have a significant impact on employee satisfaction, engaged employees, and the decision to stay or leave an organization. You will recall that managers are much more than task supervisors; they are role models, mentors, and functions as primary sources of information. Personality may play a foundational role in setting the atmosphere of a work environment, impacting team morale, and ultimately determining how conflicts are resolved.

Personality psychology specifically the commonly researched Big Five Model of personality (openness, conscientiousness, extraversion, agreeableness, neuroticism) is a helpful lens for thinking about how individual differences in managerial behaviour results in employee outcomes differing. To illustrate, a manager's behaviours associated with high agreeableness and high conscientiousness may lead employees to feel happier and leave their jobs less frequently. Whereas, if the manager scored high in neuroticism and failed to demonstrate empathy for employees navigating their way provide consistent service, can create stress, miscommunication and even a toxic work environment.

Within the particular context of five-star hotels and the expectation on employees to continually perform under pressure, the role of managing personality can be particularly impactful. The nature of the working relationship, close and often hierarchical, is either validated or compromised by the interpersonal style of the manager in ever-changing and intense workers/cultural setting. However, while we recognize the importance, there is very little exploratory research regarding this aspect of study in hospitality, let alone, drawing our attention to luxury hotel environments where continued service excellence is intrinsically linked to the internal wellbeing of the organization.

This gap in the literature, combined with real-life experiences in HR practice, provides the basis for this research. Employees in five-star hotels often report dissatisfaction not with their job tasks as such, but with how they were treated by their manager at the hotel. These problems include: poor communication, lack of emotional support, inconsistent behaviours, and perceived unfairness; all of which often leads back to the personality of the individual in charge of making these jobs

healthy. Therefore, it is timely and necessary to study managerial personality under the lens of employee satisfaction and retention.

This study intends to engage with this important but under-researched issue by looking at the relationship between managerial personality traits and staff outcomes in five-star hotels. By doing so, it will help identify the key issues for human resources management in the hospitality industry, and the best options available for leadership selection, development, and intervention for a healthier and more sustainable work places.

1.2 Research Aim, Objectives and Hypothesis or Question

The primary goal of this research is to investigate and examine the connection between managerial personality and employee satisfaction, specifically focusing on how these traits impact staff retention in the luxury hospitality sector, particularly five-star hotels. Through this, the research will provide information that will be beneficial to HR professionals, giving them information to use to accrue better results in their recruitment of leadership roles, manager development, and employee development. In an industry where interpersonal relationships are important, understanding the human factors that play a role in turnover will be essential to maintaining consistent high levels of service, as well as, organizational sustainability.

This dissertation was designed to examine how managerial personality characteristics influence subordinates' workplace experiences regarding job satisfaction and untenured their likeliness to remain working in an organization. Given the stringent performance demands, along with torture staff turnover facing five-star hotels, this study will provide an excellent opportunity to capture these phenomena. The research will explore both positive and negative aspects of personality characteristics, thus providing both an objective view of how various managerial personalities affect employee behaviors and attitudes.

The key research question that will help to focus this inquiry is as follows:

- **Which personality traits in managerial positions impact employee satisfaction and retention?**

In answering to the above research question, this study will also explore the following subsidiary research questions:

- **Which personality traits in managerial positions have a positive influence on employee satisfaction and retention?**

This question will seek to clarify personality traits such as emotional intelligence, openness, conscientiousness, or agreeableness—traits that will assist managers in creating a supportive and motivating workplace which could lead to employee satisfaction and retention.

- **Which personality traits in managerial positions have a negative influence on employee satisfaction and retention?**

This question will seek to clarify personality traits including neuroticism, authoritarianism, or low empathy that may contribute to poor communication, conflict or toxic environment which could lead to employee dissatisfaction and attrition.

This research intends to connect epistemological approaches of established psychological theories, especially related to personality and behavioural constructs, and the ethical applications of contemporary human resource management practice in the context of the luxury hospitality. If successful, this research will be able to create empirically-evidenced, theory-oriented and practical understandings for evidence-informed managerial development practices, which may be helpful for hiring practices, performance evaluations, and ultimately improve organizational job continuity, employee satisfaction, and an organization's operational continuity with respect to the reliant relationships of leadership and employee experience that can be easily observed in five-star hotels.

2. Objectives

To provide answers to the research questions and achieve the overall aim of this study, the dissertation has a number of objectives which are stated below. The objectives outline the specific goals of the research, and will enable the research to be undertaken in a systematic way that ensures both the theoretical and practical aspects of the study are fully examined. The research is focused on addressing the impact of managerial personality or characteristics on employee satisfaction and staff retention in the context of five-star hotels.

The primary research objectives are:

This objective relates to identifying the psychological and the behavioural attributes as an effective manager demonstrates empathy, emotional intelligence, openness to experience, and conscientiousness that contribute to creating a motivating and supportive working environment, and developed employee engagement, job satisfaction and commitment to the organisation from their employees. By addressing and identifying managerial attributes and personality traits the research aims to provide practitioners in human resource management, focus points of what to look for when selecting or promoting people into managerial positions.

To identify and analyze the personality traits of managers that negatively affect employee satisfaction and retention in five-star hotel accommodation. This research objective aims to study the traits that can negatively affect workplace culture, communication, interactions, and employee morale. An example is, authoritarian tendencies, neuroticism, low agreeableness or a lack of emotional regulation may lead to employee dissatisfaction (Kahn, 1990), frequent disagreements and disputes (Markham and Roberson 2013), and increased employee turnover rates (Tate, 2017). Recognizing these toxic traits can give human resources personnel and organizational leaders intellectual leverage in establishing performance management strategies, interventions or leadership training when necessary.

Taken all together, these objectives aim to provide a balanced and evidenced-based interpretation of how the different managerial personality traits influence the lived experience of employees in luxury hospitality contexts. The resultant findings will especially benefit human resources departments, relating specifically to recruitment frameworks/guidelines, leadership development, and retention strategies, with an awareness of the unique and dynamic relational aspect of working in five-star hotel accommodation.

2.1 Research Methods, Material and Structure

This study utilizes a mixed-methods approach, mixing qualitative and quantitative research methods in order to gain a full and balanced understanding of the association between managerial personality types and employee satisfaction and retention in a unique case of a five-star hotel. The preferred mixed methodology allows for both methods of statistical inference to be utilized, since quantitative methods produce data that is quantifiable and generalizable, and qualitative methods provide context and in-depth insight into important realities and complexities of social phenomenon. This research seeks to combine and triangulate data collection, in support of reliability, richness, and validity.

The mixed-methods approach will be implemented in two main phases. The qualitative phase will be comprised of semi-structured interviews with HR practitioners at the selected five-star hotel. HR practitioners occupy a distinct position in the organization in that they frequently handle employee complaints and general feedback about workplace performance. Since HR practitioners routinely deal with employee relations, they are anticipated to be key informants and able to describe how various managerial personality dispositions contribute to the overall workplace satisfaction, employee morale, and turnover. The semi-structured format of the interviews is advantageous, as it allows the participants to fully elaborate on their experiences while also providing a baseline for all key research theme areas to be consistently addressed.

The quantitative phase will consist of developing and administering a structured survey questionnaire to a wider range of hotel employees. The focus of the survey will be on employees' perceptions of their managers' behavioral tendencies and interpersonal traits such as emotional intelligence, communication style, change flexibility, empathy, and conflict resolution. Respondents will respond to questions asking them to rate how these traits influence their job satisfaction, level of work engagement, and desire to remain with the organization. Using a Likert-type response format at multiple points in the survey and providing demographic data will allow the researchers to quantify responses, allowing for statistical analysis. By engaging employees at various jobs levels and from multiple departments, it is intended to create variability in the data and increase the generalizability of the conclusions.

This two-method methodology will present a full picture of the phenomenon under investigation. The qualitative data provides a contextually and humanly based understanding of how personality traits manifest in organizational life, while the quantitative data identifies patterns, correlations, and general trends. Together, it should fulfill the objectives of this study: exploring whether specific managerial personality traits can enhance or mitigate employee satisfaction and retention within an ultra-luxury hospitality context.

The five-star hotel industry presents a dynamic and service-driven environment, where employee experiences connected to morale and service quality are often correlated with client satisfaction. High turnover, low job satisfaction, and poor management practices remain endemic issues in the hospitality industry. These three issues can seriously undermine hotel reputation, productivity, and sustainability over time. Within the hospitality context, the employee-manager relationship often establishes whether that employee does or does not feel valued, engaged, or committed to the organization.

One significant contribution derived from this study is the emphasis on personality traits in isolation of other attributes, such as one's technical competencies or leadership styles. This approach will provide HR practitioners and organizational leaders an opportunity to reflect on the internal management practices from a different lens. Openness, agreeableness, conscientiousness, neuroticism, and extraversion, as defined by the Big Five Personality Model, may have an important impact on work-related experiences while influencing the work environment. By understanding which personality traits are most positively or negatively correlated with the satisfaction and retention of employees in the hotel sector, the research will provide HR professionals and organization leaders with actionable knowledge to inform HR interventions, leadership practices and talent management.

Although this research involves human participants and explores potentially sensitive workplace issues, including interpersonal conflict, job dissatisfaction, and staff turnover, I will maintain strict ethical compliance throughout the entire research process. Although ethical compliance is vital for respecting the rights and welfare of the participants, it also serves to maximize the credibility and trustworthiness of the research. Prior to participating in the research, all participants will be informed of the research nature, aims, and context. An information sheet will be provided to participants, which will clarify key elements of the research, including the types of questions the participants will be asked, how the data collected will be used, and the rights of participants. Prior to collecting any data, I will obtain written informed consent. Informed consent will include a statement informing participants that their participation is voluntary and that they may withdraw from the research at any stage, with no requirement to provide a reason or facing the consequences.

Confidentiality is an ongoing issue, especially workplace contexts, as the data is derived from conversations regarding managerial relationships. All interviews will be anonymized and coded to ensure that no persons, managers, or departments can be identified. Similarly, survey data will be collected anonymously. All forms of digital data will be stored in an encrypted, password-protected file. Only the researcher and academic supervisors will have access to raw data. The results in the dissertation will focus on aggregated patterns and trends, and will not refer to identifiable individuals or case references. Study participants should be especially concerned with the power relations between employees and their managers due to the hierarchical status in hotel management. Employees could hesitate to be candid about their feelings and experiences out of fear of reprisal and/or job insecurity. In this regard, the study must stress the independence of the research and confidentiality of the data. The participants will be reassured that the data collected will not be shared with their employer and their candid data input can in no way affect their employment. Staff will take every effort to ensure that participants experience little or no emotional or psychological distress or discomfort, including only non-intrusive and non-judgmental interview questions. Participants will be orientated to inform them in advance, that they are free to skip any question they find uncomfortable or distressing. Support resources will also be provided if, participants are perceived as adversely affected by the topic(s) being discussed, including access to the company HR support or employee assistance programs.

Prior to data collection, the research design, interview guide, and survey instrument for the study will be submitted for review before ethical approval is granted. There will then only be data collection following full ethical clearance. The research will be undertaken in a completely open and academically honest manner. Data collection and analysis will be completely truthful and reported as such. Any limitations and possible bias, including consideration of the researcher's own

profession in Human Resources will also be reported. Participants will be offered to receive a summary report of the findings, once the study is complete.

In this chapter, we have detailed the methodological approaches and ethical considerations that are built into the study. Using a mixed-methods approach, the research will attempt to collect the breadth and depth of how perceived managerial personality traits can affect employee satisfaction and retention in a five-star hotel setting. The study includes interviews with HR professional and quantitative survey researcher with employees, which will offer a standpoint from different points of views. Lastly, the study dedicated to following an ethical framework from recruitment to data collection and analysis. This will encourage a foundation of dignity, confidentiality, and respect for every participant. In total, these elements will allow for the generation of significant and meaningful findings, for applicants of the research including future HR practices, leadership training, and organizational practices in the hospitality industry.

3. Literature Review

Employee satisfaction and retention represent the core of the hospitality industry because excellence in operations and customer experience highly depend on a dedicated and stable labor force. Herein, we reviewed the retention via employee management strategy literature, managerial personality, and psychological frameworks that are relevant. There appears to be a gap in the research literature, which provides justification for this study's focus on how managerial personality may impact employee retention in environments defined by five-star hotels.

In her 2022 publication Ford-Colin considers the association of employee retention with profitability. Ford-Colin explains that in an organisation that puts time and money into employee retention strategies, can often lead to higher productivity, improved levels of customer satisfaction, and diminished costs of operation associated with new employee recruitment and onboarding processes. In particular, Ford-Colin explains there is less pressure on the hospitality customer service sector, if the worker is a regular employee, and provides them with a sense of familiarity. Ford-Colin also argues, traditional employee retention strategies like salary increases and enhance benefits often do not cope with the culture of work and leadership issues when prior problems exist. Ford-Colin highlights, emotional and interpersonal phenomenology of individuals interactions with one another between the manager and the employee, provides significance to engaging with employees that leads to employee retention, and encourages researchers and practitioners to look further into how managerial behaviour and personality influences employee intentions to stay at or leave an organisation.

Caudra (2022) extends our knowledge of employee resignations with a discussion of the deeper meanings of resignations. Resignations are not events but manifestations of organizational or managerial problems. Citing Jill Chapman, a senior consultant at Insperity, Caudra explains that a leader's response to resignations usually indicates their emotional intelligence and maturity as a leader. A leader's defensive or dismissive response to a resignation usually encourages the decaying of morale, while a self and role reflective and responsive response to a resignation can reduce the chances of resignations in the future. This emphasizes the importance of a managers' self-awareness, empathy, and responsiveness which corresponds to different personalities. This study demonstrates that retained teams are a factor of emotionally intelligent managers that can receive feedback and build trust within their teams. The findings underscore the importance of examining the personality dimensions of leadership in priority-based people-oriented context or industries such as hospitality.

Henson (2023) examines how shared leadership and variations in personality of team members impact performance and cohesiveness at the team level from a team-based perspective. Henson's research results indicate effective teams develop at the intersection of the personality characteristics of both the leader and their employees, especially components such as personality characteristics of openness, emotional stability and conscientiousness. While Henson's research is not directed specifically toward hospitality, there are implications. In high-stress, service-driven environments (e.g., five-star hotels), the extent to which the personality characteristics of managers align with the personality characteristics employees are looking for, can contribute to job satisfaction. Managers that exhibit adaptability, supportive behaviours, and emotional control, are typically able to create environments where employees feel valued and understood. This is one area where differing styles of managers can lead to tension or misunderstandings if employees do not view the manager as adaptable, supportive or lacking control. Managers who cannot regulate their impulse

control or are overly mechanistic thinkers may create tensions with employees, that lead to employee disengagement and turnover.

The Five-Factor Model (FFM), or Big Five Personality Traits, is a popular psychological framework to consider for assessing personality. The FFM personality model contains five dimensions which include Openness to Experience which includes imagination, curiosity, and creativity. Managers who score higher on Openness are perceived as flexible and innovative, conscientiousness which correlates with dependability, organization, and discipline. Conscientious managers tend to have strong planning and reliability, extraversion which represents sociability, assertiveness, and enthusiasm. Managers who are more extroverted will typically be more seen, communicative, and energizing to their teams, agreeableness which includes traits such as kindness, empathy, and cooperativeness. Typically managers who have higher Agreeableness will create environments that are more inclusive and supportive in the workplace, neuroticism which is connected to emotional instability, anxiety, and irritability. Managers higher in neuroticism may create unpredictable behaviour and stress among employees. The application of the five-factor model to managers is a systematic way of examining how personality traits can influence their behaviour as a leader. For example, high Agreeableness and Conscientiousness will frequently be correlated to positive manager-employee relationships, while high neuroticism tends to correlate to employee conflict and poor satisfaction. Personality scores are essential to consider in the hospitality context, where employees are interacting with customers continually and emotionally over long periods of time.

Herzberg's Two-Factor Theory further clarifies motivation and satisfaction in the context of work. For Herzberg, there are two potentially distinct sets of factors that cause job satisfaction and dissatisfaction the Hygiene Factors - which are salary, company policies, job security, and working conditions and also Motivators - which includes recognition, achievement, responsibility, and growth opportunities where their presence always creates positive job satisfaction. All these things contribute positively to job satisfaction. Managerial personality impacts both hygiene factors and motivators while a conscientious manager may enforce policies well and keep jobs stable (hygiene); an empathic and appreciative manager may provide recognition and support (motivator). If the manager is disorganized and emotionally tumultuous, they can impair both hygiene and motivators, reducing employee satisfaction and increasing turnover. Therefore Herzberg's framework lends credence to the idea that personality styles shape not only performance outcomes but also the work environment in which employees choose to engage and remain loyal.

Numerous empirical studies have shown a connection between managerial personality traits and employee satisfaction. For example, Wang and Seibert (2006) found that managers with emotional intelligence (e.g., managers who have empathy, self-regulation, interpersonal sensitivity) contribute to their team members being satisfied, committed. Emotional intelligence is not part of the Big Five per se, but overlaps with Big Five traits emotionally stable and agreeable. Mount, Barrick, and Stewart (1998) looked at the Big 5 traits and outcomes in the workplace, and concluded that managers high in conscientiousness and agreeableness fostered a more harmonious work dynamic, while managers high in neuroticism were associated with more workplace tension, lower morale, and increased levels of dissatisfaction. In hospitality enterprises, where employees often experience stress with customers, emotionally stable managers can be even more important. Managers who model calmness, fairness, and encouragement can assist employees deal with stress better, and increase job satisfaction.

Employee retention in the hospitality sector tends to be challenging due to long hours, high-stress and customer demanded service-based positions (Kim, 2014). Kim (2014) found employee perceptions of managerial support and fairness were the strongest indicators of turnover intentions. These perceptions are closely associated with personality driven behaviours such as empathy, consistency, and openness to feedback. Kara et al. (2012) examined employees' workplace experiences in luxury hotel chains, and determined that employees who perceived their manager as respectful, fair and emotionally-supportive, were significantly less likely to leave the organization. Their findings indicate that managers have actionable avenues to reduce turnover, and noted that before considering salary, bonuses, and benefits, it is the interpersonal relationship with management that often determines employee retention. Future managers may want to consider developing traits that directly influence turnover, such as emotional intelligence, patience, and reliability.

Supporting the role of personality in turnover are case studies demonstrating a direct correlation between undesirable traits like aggression, arrogance, and unpredictability, and an employees' exit-rate. In many exit interviews, staff members indicate that "poor management" was a primary reason for leaving. This is somewhat surprising because it is often poorly managed behaviours and emotional traits, rather than technical incompetence that can influence someone's likelihood to leave for other similar service-based positions. Human Resources departments are key challengers of conflict when a misaligned personality or a disruptive management style emerges. HR professionals are often the first point of call when patterns of dissatisfaction around managerial styles develop. While there is literature to support the notion of managerial personality traits around dissatisfaction and propensity to stay, especially in a high-end hospitality context, the HR perspective is almost non-existent. Therefore, there is opportunity to explore the value of HR perspective in relation to directing better training and hiring practices - where improved retention is the goal.

While there are multiple published studies in the area of leadership styles and desired behaviours of organizations, there are few focused studies which are isolating managerial personality traits as a influence on employee satisfaction or propensity to stay. It is especially difficult to find literature solely focused on the luxury hospitality industry as it relates to managerial personality traits that influence role satisfaction. Most of the studies explore broad leadership models such as transformational or transactional styles of leadership without contextually linking the leadership model to primary personality traits. There are few studies that reference the HR perspective, but the HR professional is ideally positioned to see patterns across departments and then mediate the surface conflict over time. This study seeks to address the gaps outlined above by investigating the distinct traits in management that uniquely improve or hinder employee satisfaction and retention, focusing on a five-star hotel environment where emotional labour and service expectations are high and engaging HR professionals as informants because they have the best perspective of the organization

The literature indicates a strong relationship between managerial personality traits and employee satisfaction and retention. Traits that include empathy, emotional stability, and conscientiousness tend to create a motivating work environment, while some traits that are problematic in a managerial position such as demonstrating conflict or limiting emotional regulation recommend dissatisfaction and turnover. There is a strong theoretical background formed by the Big Five Personality Traits and Herzberg's Two-Factor Theory that will help explore these relationships, but there is limited literature focusing on five-star hotels and the perception of HR professionals. This

study will explore how managerial personality traits impact workplace experiences and retention behaviour from the employee and HR perspectives

4. Methodology

This chapter describes the methods used in this research work to analyse the effects of managerial personality traits on employee satisfaction and retention in a five-star hotel. A well-defined methodology is important because it ensures the study is well-organized, conducted systematically, and can be replicated. This chapter aims to explain why it is important for readers to understand how different processes such as designing the study, gathering data, making methodological decisions, and formulating the approach to the work was done. This section contains an explanation of the selected research methodology, the rationale for a mixed-methods approach, the method of collecting primary data, sample criteria, the pilot study done prior to data collection, and the analysis techniques. Such analysis will examine the weaknesses of the employed methods, thus providing an unprejudiced perspective on the advantages and disadvantages of the study.

The research employs a mixed-methods approach, which mixes both qualitative and quantitative research approaches to achieve an integrated and more multi-dimensional representation of the research problem. The mixed-methods approach is particularly appropriate in responding to the richness of the research questions, given that it facilitates the utilization of complementary rich understandings and sweeping generalizations. The union of both quantitative and qualitative data provides a robust framework to examine the interaction between managerial personality traits and employee satisfaction and retention in a live setting, namely in the high-pressure and fast-paced environment of a five-star hotel.

Mixed-methods design was selected as a result of understanding that quantitative trends and individual perceptions are essential in comprehending why and how managerial traits have effects on staff retention and satisfaction. Specifically, qualitative data were applied to explore staff and HR employees' attitudes and personal experiences with regard to how managerial personality impacts them. Qualitative data collection, like semi-structured interviews, can obtain rich, detailed information about the interpersonal relationships between employees and managers that are difficult to quantify but crucial to understanding how manager behaviours impact employee morale. On the other hand, quantitative methods such as surveys were used to sample more employees and present a statistically more representative picture of how managerial attributes influence job satisfaction and turnover. This enables the research to not only gain an understanding of the individual experiences of the privileged few but also to extrapolate results to a larger population of employees and gain an understanding of trends and patterns that can be utilized by the wider hospitality industry.

The primary data for this study were gathered through the use of two major instruments: semi-structured interviews from HR personnel and structured questionnaires issued to hotel personnel. Both instruments are used together to ensure that both qualitative data and quantitative data are gathered, providing a better balance and solid foundation for analysis. The qualitative component of the research included semi-structured interviews with the senior personnel of the Human Resources department of the five-star hotel. HR practitioners were chosen because they play a pivotal role in handling employee relations, grievances, and employee-manager relations. They are in the best position to provide meaningful information regarding how managerial personality affects employee satisfaction, retention, and workplace morale.

The interviews were supposed to be semi-structured in order to afford the interviewer with a guided structure while leaving enough space for flexibility and the unintended occurrence of themes. The

flexibility of the interview format was important in enabling HR personnel to render elaborate responses without being constrained by strict question frameworks. The interview process was organized around open-ended questions designed to investigate varied aspects of managerial behaviour like communication style, decision-making approach, emotional intelligence, conflict resolution approach, and leadership style in general. All the interviews lasted between 30 and 45 minutes, and all the interviews were conducted face-to-face and some virtually depending on where the HR staff were situated and available. The interviews were conducted over a span of three weeks to have sufficient time in scheduling and conducting each interview. The interviews were audio-recorded with permission from the participants and transcribed for analysis.

The quantitative part of the study involved administering a structured questionnaire to the employees in the hotel. The questionnaire was utilized to evaluate the perceived impact of various personality characteristics of managers on staff satisfaction and staff retention. The questionnaire was conducted in different departments of the hotel to obtain a varied range of opinions. The survey included both closed questions, in the form of Likert scales assessing how much employees agreed or disagreed with statements regarding managerial behaviours, and open questions to allow participants to leave additional comments and context.

The online survey was sent via email to the employees and was to be answered in 15 to 20 minutes, reducing the time consumed on the part of participants to the bare minimum without sacrificing on the data to be collected. The survey was left open for two weeks so that employees could give their answers in good time. All 100 hotel employees who participated in the survey were a representative cross-section of employees with various types of jobs and departments of the hotel.

The research sample was chosen with caution to attempt to make it representative of the primary stakeholders participating in the research, i.e., HR employees and hotel employees. The HR sample included five HR practitioners who were directly accountable for the management of employee relations, recruitment, and conflict resolution in the hotel. They were selected on the basis of their extensive experience in managing employee complaints, particularly regarding managerial conduct. The HR personnel were chosen because of their experience and insider insight, for they were best placed to offer information on the broader organizational patterns of worker discontent, turnover, and disagreement caused by managerial personality. The selection of the HR personnel was not arbitrary, and the focus fell on individuals who had some degree of experience and responsibility in the firm. The sampling was done in a manner that would enable the interviewees to have had sufficient exposure to the phenomenon of managerial personality traits and their influence on employee satisfaction and retention.

The sample of hotel employees was selected on the basis of a stratified random sampling method so that representatives from different departments (front desk, housekeeping, food and beverage, sales and marketing, IT, reservations) were included in the survey. This was carried out to have a broad cross-section of employee experiences and to avoid potential biases which could result from sampling one department. By sampling the departments stratified, the research was also capable of picking up variations in how the managerial traits may have an effect on employees with different jobs in the hotel. The total sample consisted of 100 employees, which was computed to be of statistical significance in relation to the purpose of the survey. The sample was sufficiently large to allow meaningful statistical analysis to be performed and trends identified that would be generalizable to a larger population of hotel staff. The survey was given to staff across different

age groups, both genders, and different tenure at the hotel, hence a heterogeneous and representative sample.

Before the actual data collection, a pilot study was conducted to test the efficacy and readability of the research tools. The pilot study was conducted on a small group of 5 HR personnel and 10 hotel employees. The primary purpose of the pilot was to determine whether the interview and survey questionnaires were readable, comprehensible, and appropriate for the target group.

The pilot study was also able to offer some critique with a few key discoveries. For example, it was revealed that a number of the survey questions were too vague and must be reworded to be more specific. Some of the participants in the pilot study also suggested that the questions for the interview be revised in more simplified terms so they would be able to be interpreted by anyone no matter what level of education or profession they were. As a result of the pilot study, some adjustments were made on the interview protocol as well as on the survey items. For instance, managerial personality trait questions were made more clear-cut, and additional questions were added to elicit more precise information regarding the perceived impacts of managerial behaviours on job satisfaction.

The data analysis process was divided into two distinct components: qualitative data analysis from the interviews and quantitative data analysis from the surveys.

The thematic analysis was used to explore the qualitative data of the semi-structured interviews. It involved identifying and coding recurring themes or patterns in the transcripts of the interviews. The thematic analysis allowed the researcher to categorize the responses based on meaningful themes in relation to the impact of managerial traits on employee satisfaction and retention. The analysis process involved the following: The researcher re-read and read the interview transcripts to familiarize themselves with the data and to identify initial impressions and patterns. Text segments pertinent to managerial behaviour and its impact on employee relations were coded, with an eye to major ideas regarding managerial behaviour and its impact on employee relations. Then codes were brought together into potential themes, such as "empathy in leadership" or "authoritarian manager behaviour." Then themes were examined and made sure they represented data and provided interesting insights into research question. Then themes were produced and written-up in a prose form, offering close analysis to findings.

Quantitative responses in the survey were tested on SPSS software (Statistical Package for the Social Sciences) with: In order to present a profile of the demographics of sample respondents and how they reacted to the Likert scale items. Correlation and regression were used to contrast the association of some managerial characteristics with employee retention and satisfaction. Such analysis allowed the researcher to test hypotheses and draw conclusions about the influence of managerial behavior on employee morale.

While the mixed-methods approach had provided a balanced interpretation of the research question, there were several limitations to the methodology applied. The study was limited by availability of some of the hotel departments and managers, particularly top managers. Though HR personnel were available to provide insightful information, the lack of availability of frontline managers might have limited the extent of knowledge regarding the impact of specific managerial actions on employees at the ground level. Though the statistically significant sample size of 100 hotel personnel was utilized, it was drawn from a single five-star hotel. Therefore, the findings

might not be completely generalizable to employees of other hotels, especially those with different organizational structures or geographic locations. The research relied on self-reported data from employees, which may have biased the results. For example, employees may have refrained from offering negative feedback about their managers due to job security issues or fear of punishment. In addition, the likelihood of employees providing socially desirable answers may have affected the validity of the data.

4.1 Rationale for the Mixed-Methods Approach

The multifarious nature of exploring the influence of managerial personal attributes on employee satisfaction and retention in a five-star hotel context requires a multidimensional study methodology. This study will be conducted using a mixed-methods approach, combining qualitative and quantitative methods, to help explore the complex nature of the research problem. As Creswell and Plano Clark (2018) note, “*Mixed methods research is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study*” (p. 4). This methodology supports the aims of this study by allowing for a deeper and more nuanced understanding of the influence of managerial personality on employees, and generalization from the sample to a wider population in a quantitative type research.

The hospitality sector, and for this work five-star hotels, represents an ever-changing and socially complex environment where employee attitudes are influenced by myriad interrelated variables (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). Managerial personality elements are not locked within oneself as part of psychological influence. They are complex relational phenomena that envelop everyday engagement, motivation, and morale. Quantitative strategies and materials such as surveys structured to enable insights into the characteristics that affect variables such as employee satisfaction, employee turnover, etc., provide an overview of how particular characteristics have statistically correlated. Quantitative methods may oversimplify the multiple, subtle, contextual, relational, and temporal aspects that are ingrained and intertwined in both leadership and employee practice.

Qualitative data sources and techniques related to research in this field engaged semi structured interviews with Human Resources (HR), from which narrative accounts reveal contextual, descriptive insights into managerial behavior, systematic expressions of managerial behavior, and decision-making actions, when they are viewed through the lens of the influences on employees. According to Patton (2015), qualitative inquiry is “*particularly useful for understanding the ‘how’ and ‘why’ of human behavior, offering in-depth perspectives that quantitative data alone cannot provide*” (p. 9). By interviewing HR people who are situated at the interface between management and employees, we will gain insider knowledge about regular patterns and emotional reactions that emerge when exposed to certain management personality traits.

The mix of qualitative and quantitative is not simply additive; it involves the synergistic uses of 1 method to mitigate the adverse effects of the other. Mixed-methods research allows the weaknesses of one method to be offset by the strength of the other (Tashakkori and Teddlie, 2010). For example, survey data provide a summary of statistically significant correlations that can be elaborated on and explained with qualitative narratives. Qualitative and quantitative provide a more comprehensive and actionable explanation. As Bryman (2006) asserts, “*The combination of qualitative and quantitative data can provide a better understanding of social phenomena than either approach on its own*” (p. 66). Additionally, the mixed-methods approach is warranted considering the sensitivity related to gauging personality traits, and those traits' role(s) in employee attitudes. Personality and perceptions as related to managerial behavior often include subjective experiences that are not captured through numerical assignment. Qualitative interviews allow for a safe environment for participants to relay their thoughts in their own terms, thus visibly illuminating more latent themes such as empathy, authoritarianism, or lack of consistency, which are necessary to interpret employee satisfaction and retention contexts.

In conclusion, this study's methodological choice aligns with the desire for thoroughness and rigor. Through the breadth of the quantitative and depth of the qualitative, it can be observed how this study is positioned to generate insights that are statistically robust and rich in context, which is arguably important to follow effective human resources practices in the competitive and service-oriented five-star hotel industry.

4.2 Ethical considerations

Ethical considerations are an integral part of any academic research, particularly if the research involves human participants. The integrity and credibility of the research process comes from safeguarding the participant's safety, dignity and rights. The following section lays out the ethical principles that guided this research, the actions taken to uphold the principles, along with respect to any ethical dilemmas that arose with regard to the research.

One of the main ethical principles that applies to research involving human subjects is obtaining informed consent. For this research, all participants (both HR personnel involved in the interviews, and employees filling out the surveys) were given an accessible and comprehensive participant information sheet. The participant information sheet contained an overview of the study, the nature of participation, the types of data collected, and how the data would be used.

Participants were told that participation was entirely voluntary, and they could withdraw from the study at any time, without any obligation to fill in a reason or exist any repercussions. While no data were collected until participants signed a consent form underlining that they understood study participation, they had to consent to participation in the study before completing online surveys using a consent checkbox. Participants were informed regarding privacy and anonymity, and identity protection was a priority in both qualitative and quantitative phases of the research project. The researcher kept all collected data in the strictest confidence. For interviews, no participants' real names or identifying information were recorded in the transcripts. In order to protect participant identity, in the analysis and reporting phases of the study, pseudonyms or codes were used throughout. All survey responses were anonymous, being (as expected) both identified by department, length of time at the university and other general demographic variables. The electronic survey platform was secured, and all data was encrypted, and stored on a password-protected device to which the researcher has sole access. Data will be retained for as long as required to complete this study, and then securely disposed of within a pre-determined time frame, in accordance with data protection policies such as the GDPR (General Data Protection Policy).

The principle of non-maleficence, or the commitment to do no harm, was central to this research design. Due to the nature of the topic about the personalities and behaviours of managers, the research team understood that participants would likely feel uncomfortable sharing negative experiences or perceptions and concerns. In order to support participants in sharing their perspectives, interview participants were told ahead of time that if they felt uncomfortable responding to a question, that they were under no obligation to respond and could leave the interview anytime that they wanted. During the interview process, the researcher was very aware of their professional tone, empathetic demeanour, and presence, as well avoiding advanced questions that could be considered leading, accusatory, or confrontational. Similarly, survey questions were worded carefully to be neutral and not biased in any way. The final item on the survey was an open-ended option for employees to input anonymous additional feedback which allowed employees to express themselves in their own words, without feeling pressured.

All ethical approvals were obtained ahead of commencing data collection, and the full proposal for the project with ethical considerations were passed through the Institutional Research Ethics Committee for ethical clearance. Ethical approval was issued on the premise that the study adhered to ethical standards with respect to the welfare of participants, informed consent, data protection, and academic integrity. All products created for the project, such as the consent form, interview

files, and survey tools, and included in the overall ethical clearance, and were examined in the context of the ethical approval of research in culture / humans.

Considering the researcher holds prior professional experience in Human Resources, there were some risks that I might bias or assume what responses were or meant based on my previous experiences. In order to mitigate this risk assessments were strengthened through reflexivity throughout the implementation of the research, which required me to be using a continual self-reflection process, keeping a reflective journal and documenting my decision making, and having regular supervisory discussions with academic investigators in order to maintain my position of objectivity and integrity as an academic investigator. Additionally, as I interviewed HR people and asked employees to complete survey questions, I was cautious about power difference. For example, employees may have thought that the researcher had some relationship to management which may have influenced the employee's willingness to honestly respond. Therefore, I sought to minimize this risk by explaining to the participants that the researcher was doing the study independently and that their responses would remain confidential, and, again, and that there would be nothing shared with their HR department or management.

I will report on all findings with honesty and accuracy, and will not manipulate or fabricate the reporting of the data. I will also responsibly use direct quotes from interviews to present themes from the interviews, so that an employee's words are not taken out of context, or misrepresented. I will also ensure that results of surveys are analysed using established statistical methods and any limitations or unexpected findings will be clearly stated in the discussion chapter.

5. Results, Analysis and Discussion

The findings are presented and the results analysed and discussed with reference to the research question/s and theories and ideas outlined in the literature review. A common mistake of student research is to include all the information that has been utilised during the research process, regardless of its applicability to the research question. The aim of the results' chapter is to analyse answers to the research question/s through the data gathered. It creates arguments that accept or reject initial hypothesis. Students are urged to only include the information that helps to develop the argument.

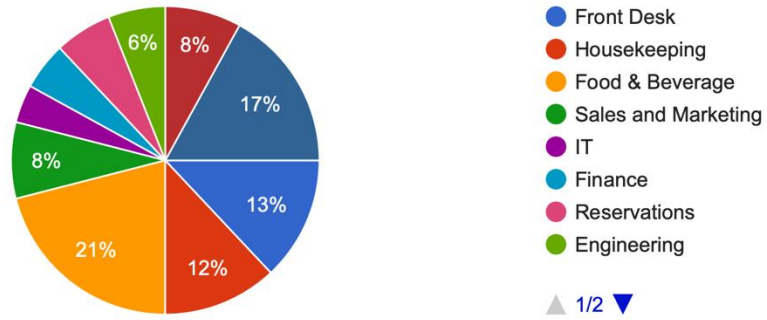
A supplementary appendix should be used to present "raw data" if necessary. Students should seek theoretical guidance on appropriate techniques to analyse qualitative or quantitative data depending on the chosen research approach.

In presenting the results, the student should ensure that the approach used, whether it be quantitative or qualitative, is consistent throughout the dissertation. Marks are awarded for the intellectual clarity of the presentation of results, as well as the visual clarity of presentation. It is useful to present results in sub sections that relate to each of the objectives set in the introduction. A summary of key results at the end of the chapter is always helpful, highlighting the main research findings.

5.1 Tables- Employees Questionier Answers

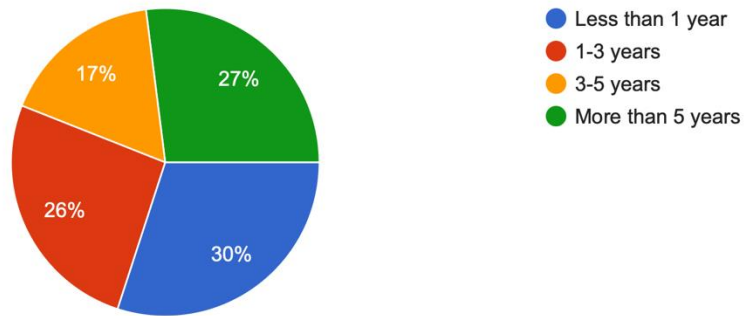
Which Department do you work in the hotel?

100 responses



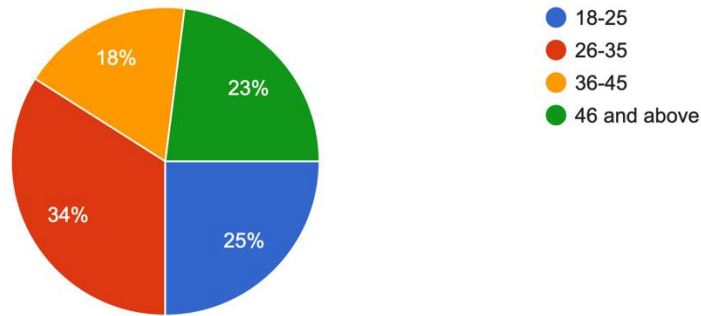
How long have you been working in this hotel?

100 responses



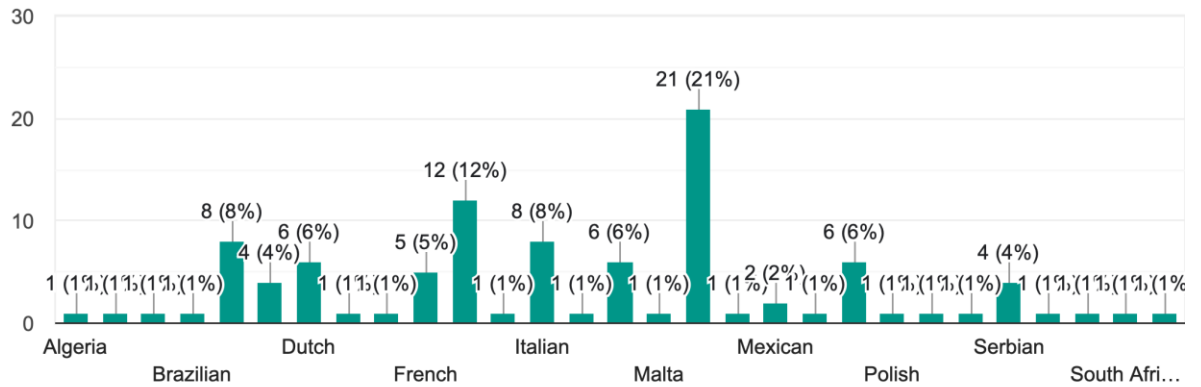
What is your age group?

100 responses



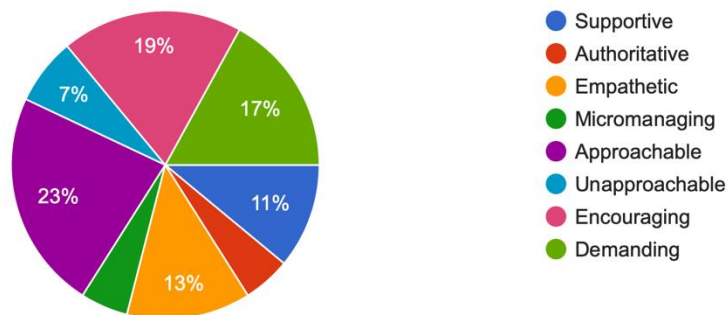
What is your Nationality?

100 responses



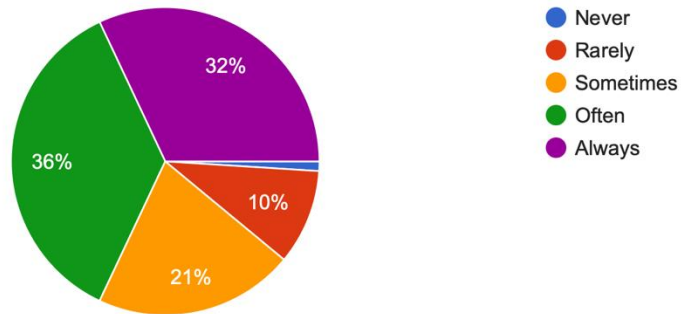
How would you characterise your direct manager's personality? (Mark anything that applies)

100 responses



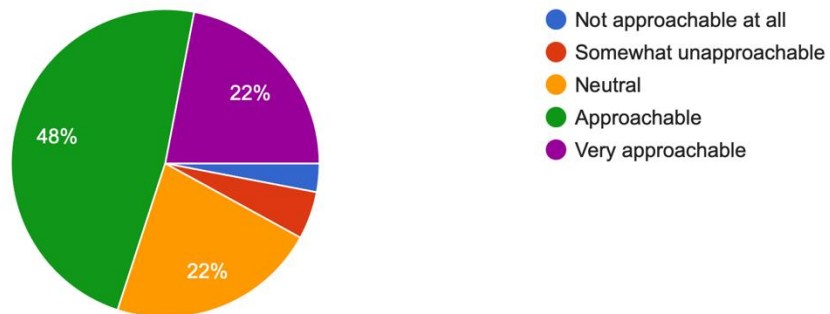
How often does your management provide encouraging remarks or feedback?

100 responses



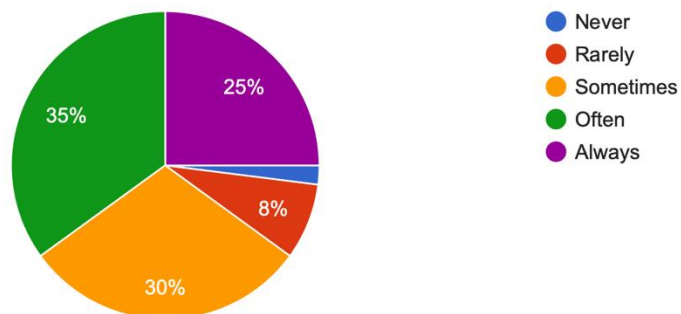
How accessible do you think your manager is when you have questions?

100 responses



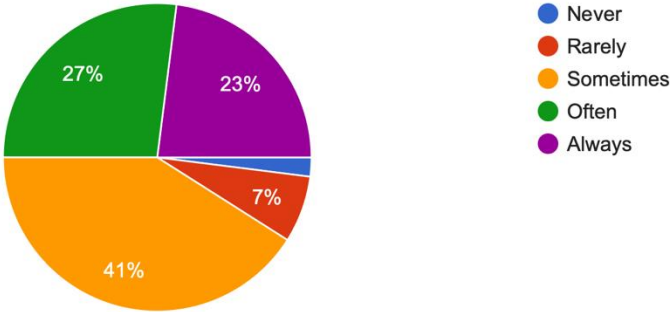
Does your manager attempt to comprehend and resolve your personal or work-related issues?

100 responses



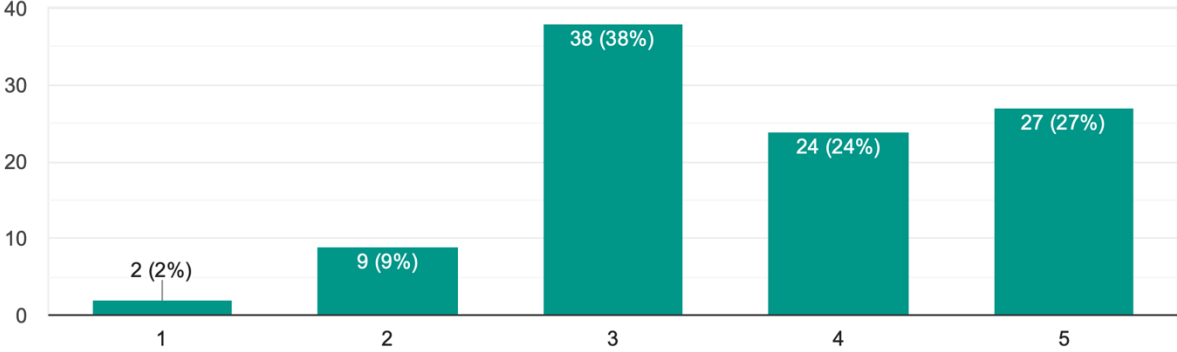
How frequently does your manager include staff members in decisions pertaining to their jobs?

100 responses



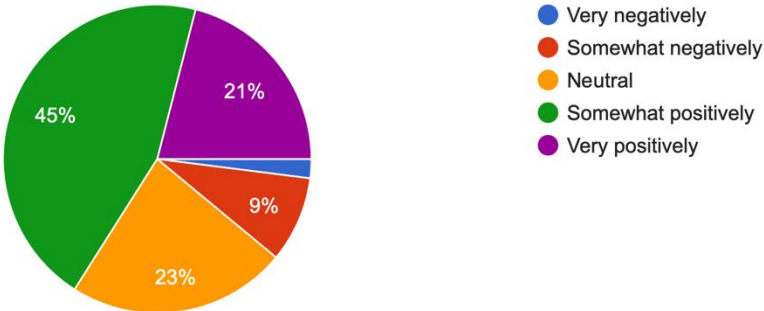
How happy are you with the leadership style of your present manager?

100 responses



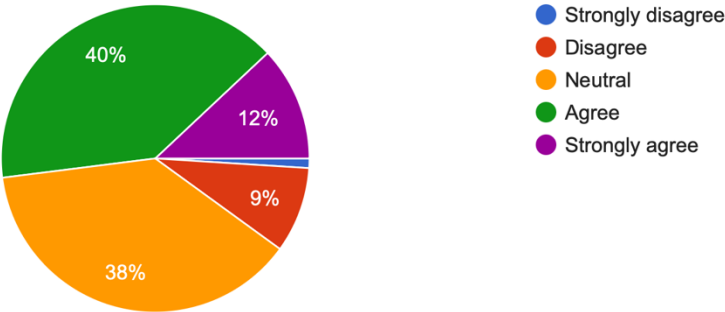
In what ways does the personality of your manager affect your level of job satisfaction overall?

100 responses



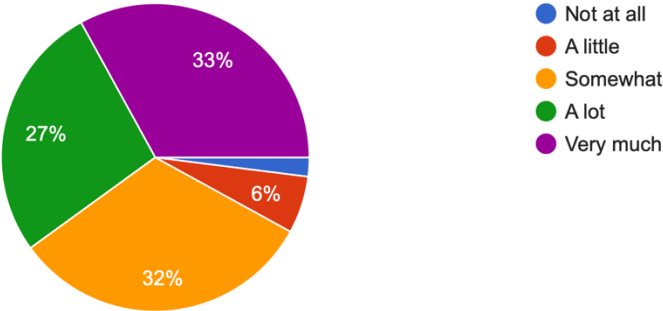
To what extent do you agree with the following statement? "I feel valued as an employee because of my manager's personality traits."

100 responses



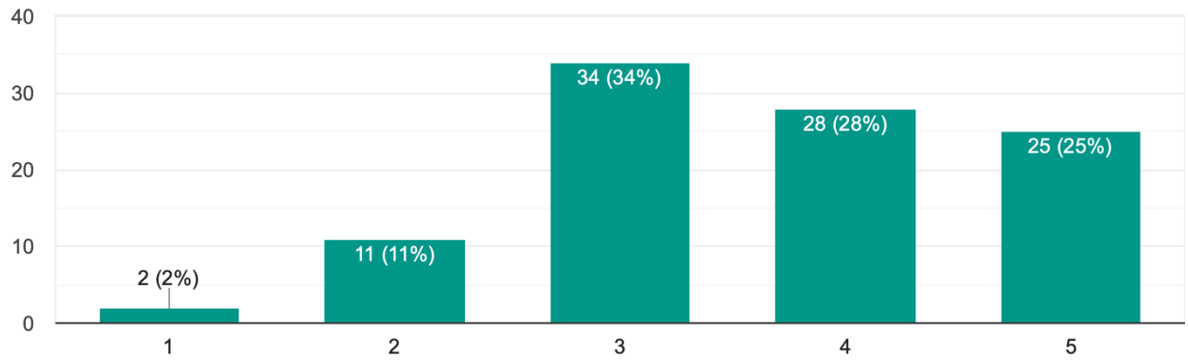
How much do you think the personality of your manager has affected your choice to stay at this hotel?

100 responses



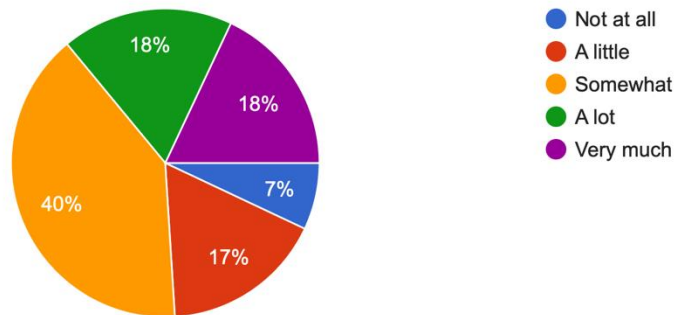
In light of your management experience, how likely are you to suggest this hotel to a friend?

100 responses



How much will the personality of your manager affect your choice to leave your current position?

100 responses



5.2 Interpretation of Questionnaire Findings

The analysis of the surveys revealed significant data on how the character of the manager influences employee contentment and loyalty within the hospitality industry. From the details collected from the different departments like Front Desk, Housekeeping, Food & Beverage, Engineering, Kitchen, Finance, Security, Sales & Marketing, and Reservations from 100 completed questionnaires this section seeks to clarify the themes identified and link them to existing theoretical frameworks and related academic literature.

Among other things, the survey was meant to measure the employees' perceptions of their managers' traits (e.g., being empathetic, supportive, micromanaging, etc.) and the effects of those traits on the frequency of feedback provided, accessibility, inclusion, satisfaction, and employee retention. They were also grouped according to variances in such demographic characteristics of the respondents.

Across the survey, a clear pattern emerged around certain personality traits deemed desirable, that were always correlated with greater employee satisfaction and retention. Positive traits included being approachable, encouraging, empathetic, or supportive. However, the occurrence of these traits was not evenly distributed: Reservations, Security, and Kitchen seemed to be the peak areas. Employees considered these traits existent in their managers and felt correspondingly higher job satisfaction, feeling valued, and perhaps a greater level of retention at the hotel. These findings show that positive interpersonal skills in management lead directly to positive work effects. On the contrary, more often than not, departments including Housekeeping and some parts of Food & Beverage get reported with undesirable traits such as micromanaging, demanding, authoritarian, and unapproachable. Employees in these groups were giving lower satisfaction ratings, claiming they frequently felt undervalued or ignored, and commonly thinking about resigning. These distant levels of dissimilarity in the aforementioned contrasted environments exemplify the impact of managerial characteristics on workplace climate, employee morale, and organizational allegiance.

The finding supports the theory of transformational leadership in an organisation, where leaders are said to inspire, support and develop employees (Bass and Avolio 1994). Transformational leaders are deemed to be approachable and empathetic, interacting with employees on an ongoing basis in a supportive manner that fosters a positive workplace atmosphere.

"Transformational leaders inspire followers to transcend their own self-interests for the good of the organisation and are capable of having a profound and extraordinary effect on their followers" (Bass and Riggio, 2006, p.5).

Under the other hand, micromanagement and authoritarian attitudes exhibit more transactional or perhaps autocratic leadership styles, which, while sometimes conducive to a degree of short run compliance, erode motivation, autonomy, and long-term retention (Lewin, Lippitt and White, 1939; Northouse, 2016).

"Micromanagement, characterised by excessive control and a lack of delegation, often stifles creativity and autonomy among subordinates, leading to disengagement" (White, 2010, p.112).

The frequency at which managers gave positive reinforcement and feedback was an important variable. Employees who frequently or always reported that the manager provided encouragement

were 1) significantly more prompted to say their job satisfaction was positively impacted by their manager, 2) more likely to agree or strongly agree that they felt valued as employees, and 3) more inclined to state a stronger intention to stay with the hotel, thereby confirming Herzberg's two-factor theory.

"Job satisfaction occurs when the work environment provides individuals with the recognition and personal growth they seek, rather than merely addressing hygiene factors such as salary or job security" (Herzberg, Mausner and Snyderman, 1959).

Where encouragement was "rarely" or "never" given, the employee formed strong dissatisfaction, and a higher degree of disconnection from the workplace was also noticed. It was mostly noticeable in Housekeeping and Food & Beverage answers, which were often in alignment with perceptions of micromanaging or unapproachable leaders.

Managerial accessibility is when workers feel they can reach out to their manager with questions or worries. It was reported by most respondents that they found their managers 'approachable' or 'very approachable' and ranked their satisfaction with their jobs highly. In contrast, those who noted that their manager, at least to some extent, was 'not approachable at all' or 'somewhat unapproachable' ranked the lowest in job satisfaction and were most likely to state interest in leaving the organisation. Accessibility, therefore, corresponds to Leader-Member Exchange Theory, which focusses on the quality of the relationship between leader and subordinate (Graen and Uhl-Bien, 1995). High-quality exchanges, characterised by mutual trust, respect, and open communication, see parties committing more to, performing better in, and leaving less from their work.

"Subordinates who perceive high-quality relationships with their leaders report greater job satisfaction and are more likely to remain in their roles" (Graen and Uhl-Bien, 1995).

Following, the senior residents were asked whether their attending had inquired about and addressed personal or work problems, with responses differing significantly between the department of rotation and attending personality. Employees of empathetic and supportive managers were more likely to say "always" or "often," while those of demanding or unapproachable managers were most likely to choose "rarely" or "never." This dimension also represents the human relations school of management that views the consideration of employees emotional and social needs will result in a marked increase in morale and performance (Mayo, 1933).

"When leaders invest in understanding employees as individuals with unique concerns, a culture of support and loyalty is fostered" (Yukl, 2013).

Being included in decisions regarding one's work was another important element of satisfaction. Departments where managers were described as "approachable" or "encouraging" had even higher inclusion rates. Employees within those settings felt a greater sense of ownership, and autonomy; both of which are critical to intrinsic motivation (Deci and Ryan, 1985). This is consistent with participative leadership theory, which similarly notes that inclusion in decision-making increases employees' commitment and sense of fairness and respect.

"Participation in decision-making fosters a sense of empowerment and alignment with organisational goals" (Locke and Schweiger, 1979).

When asked to assess level of satisfaction regarding their managers' leadership style, a large proportion of employees selected (4) or (5) on a scale of (1-5), as those managers exhibited positive interpersonal traits. Satisfaction was highest when employees rated their managers to be supportive (4.6/5), encouraging (4.4/5), and empathetic (4.2/5), respectively. People under managers who were micromanaging or unapproachable rated their satisfaction level quite lower, typically around a (2.2) to (3.1) job satisfaction levels. A large number of employees either somewhat agreed or strongly agreed; especially employees who had a positive interpersonal encounter on a regular basis with their manager.

Retention is an important factor in the hospitality more than most industries, high turnover is a reality. A fair number of respondents indicated that their decision to stay at the hotel was influenced "a lot" or "very much" by their manager personality. When asked if they would recommend the hotel as a good place to work, the same trend emerged; those who perceived their manager positively rated the likelihood of recommending the hotel much more highly. This makes sense because manager behaviour not only influences current employee satisfaction but can influence future behavioural intentions such as advocacy and retention.

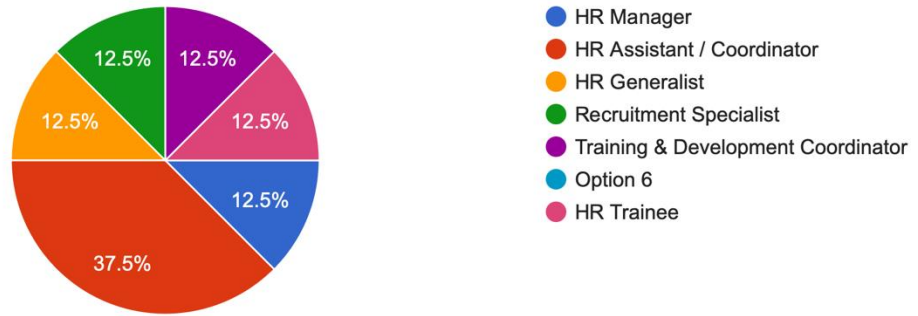
"Positive interpersonal leadership practices are strongly correlated with increased organisational commitment and reduced intent to quit" (Meyer and Allen, 1991).

The empirical findings of this study have demonstrated that managers' personalities have a profound impact on employee satisfaction and retention rates. Managers who are open and accessible to their employees and who have a high level of emotional intelligence help create a healthier and more productive workplace environment. Managers who micromanage people, are unapproachable, or are more hands-off and authoritative can have a significant negative effect on employee morale and increase the risk of turnover.

5.3 Tables- HR Questionier Answers

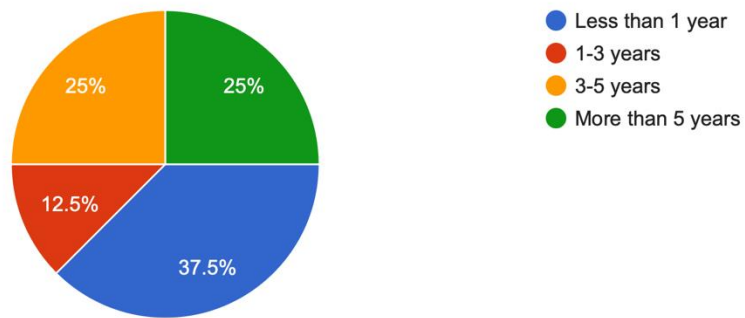
What is your current position in the Human Recourses department?

8 responses



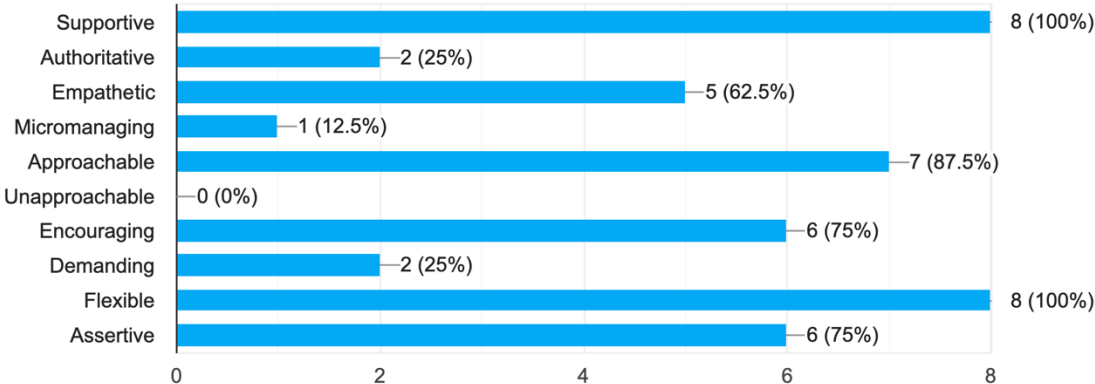
How long have you worked in HR at this hotel?

8 responses



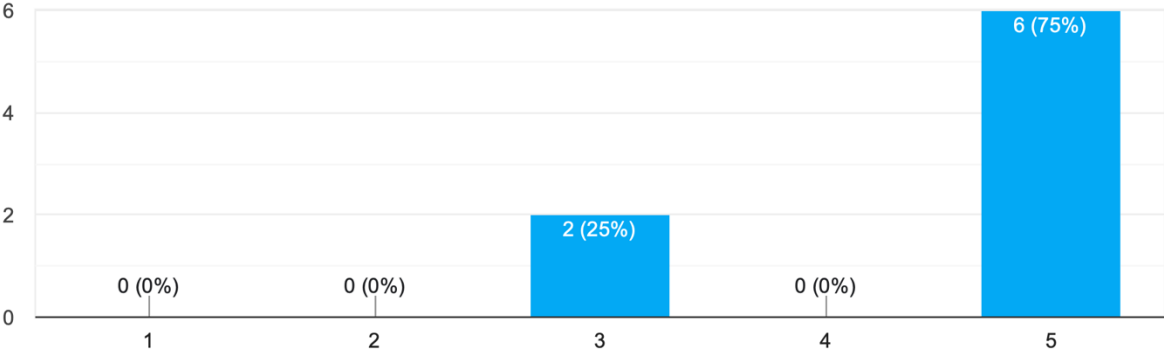
Which personality qualities do you think this hotel's managers possess the most? (Verify anything that applies.)

8 responses



To what extent do the managers' general personality attributes contribute to the development of a positive work culture at this hotel?

8 responses



Which managerial personality attributes, in your opinion, have the greatest positive impact on employee satisfaction?

8 responses

Trustworthiness

Adaptability both in work timing and personal life style

Flexible managers assist teams in remaining resilient and feeling supported during changes in a work environment that is changing quickly. From time to time it is important to show a little more support

When their efforts are valued and they are trusted to take responsibility for their work, employees are happier.

When employees trust their manager, they are happier. Integrity promotes a culture of justice and increases psychological safety. Employees would work harder when they are better understood by their managers

Managers that are able to empathise with others while also understanding and controlling their own emotions.

Treating people fairly reduces workplace stress, stability and more trust between one and another..

Treating people fairly reduces workplace stress

Which psychological characteristics have you seen to have a detrimental effect on staff morale? (Open-ended)

8 responses

Instead of emphasising team success, narcissistic managers prioritise domination and self-promotion.

Sudden outbursts, erratic decisions, emotional overreactions

secure managers may feel threatened by talented employees and act defensively. This can lead to poor delegation, hoarding information, or undermining team members.

Lack of motivation & stress is a major factor

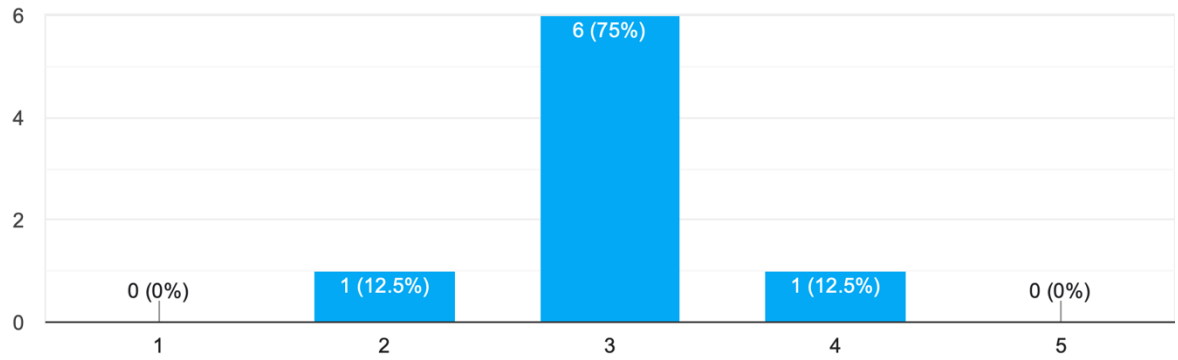
Job satisfaction

Insecure managers may feel threatened by talented employees and act defensively. This can lead to poor delegation, hoarding information, or undermining team members. This may often lead to unnecessary conflicts

Emotional unpredictability creates an unsafe and unstable environment. Staff may walk on eggshells, which increases stress and decreases psychological safety.

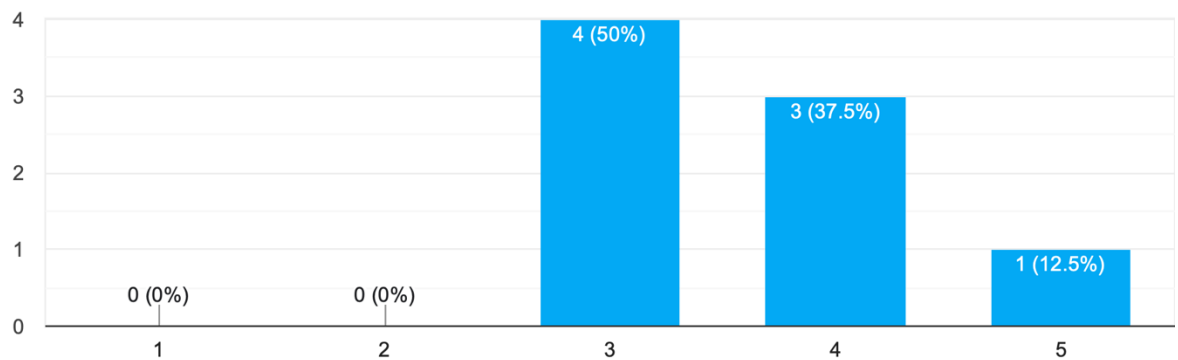
What effect, in your opinion, do the management's personalities have on the general level of employee happiness at this hotel?

8 responses



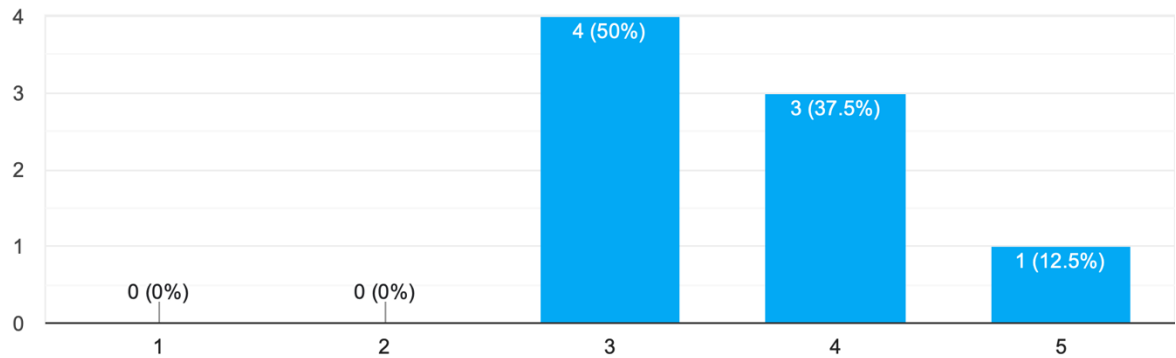
From an HR perspective, how do managers' personality attributes effect employee motivation and engagement?

8 responses



How often do workers voice issues about the personalities or leadership styles of their managers?

8 responses



What are the most frequent worries expressed by staff members about the personalities of management? (Open-ended)

8 responses

Decreased performance levels for the summer period

Absence of structure due to turnover

Perceived unfairness fosters resentment and damages team cohesion for sure

Poor teamwork, Pressure to perform

Poor Communication or Passive-Aggressiveness

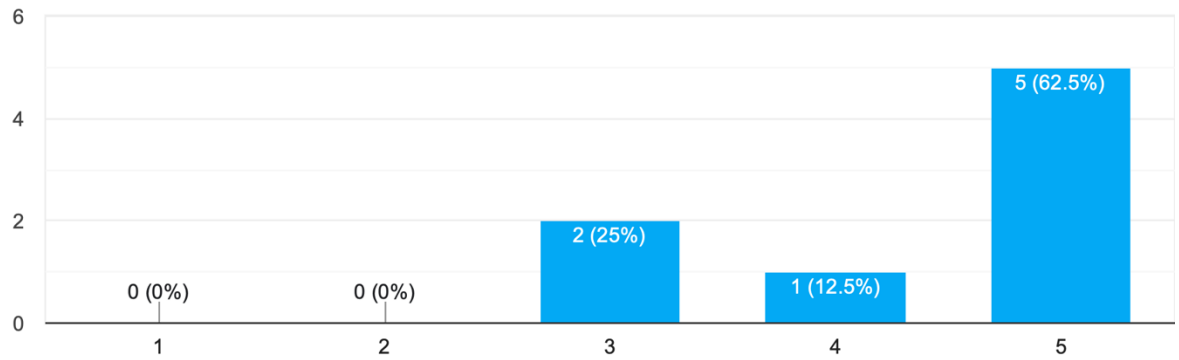
Inadequate support

Decreased performance levels as they find it as a competition between each other

Being understaffed for summer season is the biggest issue we encounter during summer or holidays

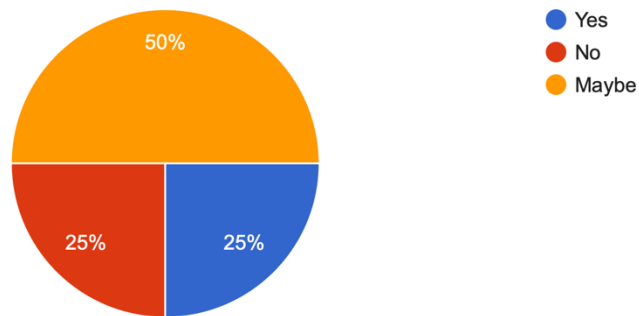
To what extent do you believe management's personality traits influence employee retention?

8 responses



Do workers in departments with more sympathetic and encouraging bosses typically remain longer, in your experience?

8 responses



How does the HR department currently support managers in developing personality traits that foster employee retention? (Open-ended)

8 responses

Creating workshops and online training which is mandatory to refresh each others minds every two months

Inhouse and online workshops distributed by different companies

ffering career development and learning opportunities

Ensuring fair and transparent compensation practices

Various training programs, coaching, and by promoting a culture of engagement and development

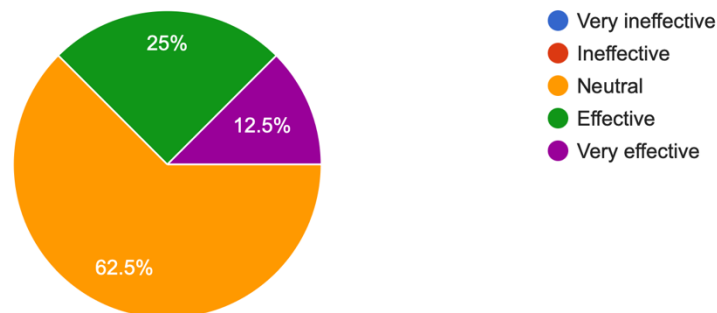
Fostering a culture of recognition

Provide mentorship, and clear career pathways to encourage employees to remain with the company

Equip employees with adaptable skills through continuous education and workshops

How effective are current training and development programs in shaping managers' personality traits for better employee relations?

8 responses



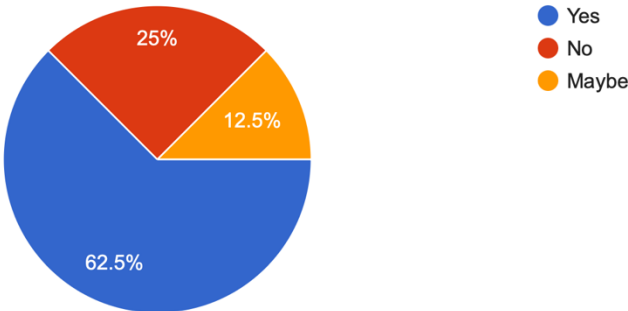
Which personality traits do you think are essential for managers in a 5-star hotel to effectively manage their teams? (Open-ended)

8 responses

- Inspiration which helps employees to feel more motivated
- Organisational Skills and continues improvement
- In order to create a cooperative and encouraging atmosphere, managers should be able to collaborate with both their team members and other departments.
- To manage several tasks and priorities and guarantee seamless operations, strong organisational abilities are necessary.
- Strong leadership, excellent communication, empathy,
- Maintaining high standards and adjusting to changing surroundings need a dedication to ongoing improvement on both a personal and team level.
- Managers need to be able to make timely and effective decisions, even under pressure.
- Creating positive and engaging work environment

Do you believe there is a strong link between a manager’s personality traits and the overall success of the hotel’s operations?

8 responses



5.1 Interpretation of Questionnaire Findings

A consistent theme identified in the responses is about the importance of personality dispositions especially conscientiousness, agreeableness, and emotional stability - as they relate to positive perceptions of management. Along with some of the more egregious glitches, respondents frequently touched upon the value of managers being "approachable," "supportive," and "transparent." These are telling characteristics of agreeableness and emotional stability that, at a minimum, help mitigate interpersonal friction while cultivating psychological safety in the workplace.

For example, one respondent mentioned that their manager was "always encouraging growth and supporting us," which is representative of a transformational leader. Transformational leaders are consistent with the transformational leadership theory and score high with respect to attributes such as openness to experience and conscientiousness, and these positive traits engender increased job satisfaction (Bass, 1990; Judge & Bono, 2001). Employees who perceived these traits in their leader, felt more valued and engaged.

In addition, another respondent described a manager "who leads by example" and displays integrity and conscientiousness. This is especially relevant as high-pressure environments, such as 5-star hotels, require that a leader models ethical and disciplined behavior. Modeling helps stabilize operations and enhances morale.

Academic perspective: Personality driven leadership types are antecedent to employee satisfaction. Research has shown (Salgado, 1997; Judge et al., 2002) that managers who are conscientious and emotionally stable can substantively affect employee perceptions, a finding even more pronounced in a relationship-based environment like hospitality.

Many of the responses reported the impact of clear and respectful communication. For example, in one response, the manager was praised for "open communication and timely feedback," indicating a strong level of emotional intelligence (EI). EI is a personality-related construct and involves the capability to identify and manage emotions and is heavily correlated to extraversion and emotional stability (Mayer et al., 2004).

From an HR perspective, managers who score higher in EI develop an emotionally intelligent climate, leading to better employee satisfaction. High emotional intelligence management contributes to better emotional climates in hospitality in general; in luxury hospitality service failure and service recovery is exceptionally time sensitive and can escalate quickly. Emotional management leaders mitigate some of the stress even providing some buffer from burnout.

One employee said, "some managers don't listen, or help," which points to a lack of empathy or lower agreeableness. This variety of management personalities in a given organization can lead to uneven levels of employee satisfaction across departments. Research suggestion that Emotional intelligence is moderated variable between personality and leader effectiveness. Goleman (1998) highlights that Traits associated with EI (empathy, self-regulation) are more important than IQ, when justifying success in leaders in the service sector.

Another area where personality influences retention is conflict management. Employees had examples of both positive and negative experiences, one employee mentioning "my manager

resolves conflicts quickly and fairly," while another employee expressing that some managers "ignore issues or blame staff." These two distinct narratives tend to point to different levels of neuroticism and agreeableness. Managers with high neuroticism may be unwilling to deal with conflict because of anxiety or volatility; ultimately leading to dissatisfaction and stress, which increases turnover risk. Managers that have low neuroticism and high agreeableness tend to be better at collaborative conflict resolution that utilizes cooperation to create team cohesion.

The literature suggests that leader neuroticism (when a leader scores highly on neuroticism) relates negatively to team satisfaction, and positively to employee turnover (Judge & Bono, 2001). Thus, when selecting or promoting managers, HR should take into account emotional stability.

Retention in organizations is affected by many factors. Compensation and working conditions matter, but the manner and quality of direct manager's perceived fairness, consistency, support, empathy matter significantly. Multiple responses suggested they would have "stayed longer with the organization because I have a good manager" or "I stay only because my manager cares and makes a huge effort to support me and my work." This is a direct indication of the relatedness between positive personality traits of a manager and, in this case, affective commitment. Employees who feel affection for their manager are less likely to leave the organization when presented with alternative opportunities.

Interestingly, where managers were reported as "rude," "selfish," or "not even a little interested," employees stated they were demotivated or considered leaving. These behaviors are most often associated with lower levels of agreeableness and high narcissism or neuroticism. These traits have been investigated in organizational behavior research and related to increased turnover intentions (LePine, Erez & Johnson, 2002).

Academic Insight: Social exchange theory (Blau, 1964) suggests that employees tend to remain in organizations when they feel that they have been treated fairly and they feel supported. Agreeableness and emotional stability support relational climate to support this exchange to take place. The inconsistent management traits across departments are undeniable, as some managers were described as "the reason I love working here," while others were characterized in the context of toxic management traits (e.g. micromanagement, lack of empathy, and poor communication). Such inconsistency in management creates a poor employee experience and distorts organizational culture. In a luxury service hospitality context, where service consistency is essential, the inconsistency in managers creates inconsistency in employee morale, productivity, and ultimately service.

Academic Literature: Consistency of leadership, which derives from shared organizational values and hiring with personality in mind, is important in industries where customer experience and teamwork are critical (Yukl, 2013). HR practices should explore utilizing personality tests during hiring and promotional processes to create a more consistent management team. The investigation of this questionnaire data supports the central thesis of the study that managerial personality is critically important to employee satisfaction and retention in a 5-star hotel context. In this particular context: With relatively high levels of conscientiousness, agreeableness and emotional stability, clients would trust the organization, turnover will be diminished, and satisfaction will be increased. With low emotional intelligence, very high levels of neuroticism, and low levels of openness, client experiences will be poor and employees may leave the organization. Managerial leadership styles were not consistent at all levels of the hotel, which creates inconsistency in

employee morale. Calibrating managerial personality through HR functions will be necessary across all managerial tiers.

6. Final Arguments

This concluding chapter provides a thorough review of the research it summarizes, titled “An HR Perspective on How Personality Traits in Management Positions Affect Employee Satisfaction and Retention in a 5-Star Hotel.” As the final part of this dissertation, the chapter aims to integrate and assess the findings reported in previous chapters by bringing together the central arguments and emphasis of the study. This chapter has several interconnected purposes: first, to evaluate how far the existing research aims and questions were addressed; second, to discuss the theoretical and practical implications of the findings for human resource management and organisational behaviour; third, to evaluate the reliability and validity of the design and methodology of the study; and finally, to discuss the implications for future research and practice in hospitality management.

The research was underpinned by a broad research question that focused on the relationship between managerial personality traits and the resulting employee outcomes in the workplace: Which managerial personality traits impact employee satisfaction and retention? In order to scope this broad inquiry, and enable an empirically focused primary inquiry, two secondary research questions were developed:

- 1. Which personality traits in managerial positions have a positive influence on employee satisfaction and retention?**
- 2. Which personality traits in managerial positions have a negative influence on employee satisfaction and retention?**

These secondary questions were derived from the existing literature on personality psychology, leadership theory, and human resource management, which informed the growing literature base on emotional intelligence, trait leadership theories and managerial affectivity and the way these have an impact on employee perceptions, engagement and intentions to leave and to stay with an employer.

To provide both breadth and depth in addressing these research questions, a mixed-methods research design was chosen. The mixed-methods approach was necessary for the study in order to unpack the complexity of the phenomenon being investigated, namely, the psychological characteristics of managers (and the impact on employee outcomes) in the unique and emotionally-rich setting of a five-star hotel. More precisely, the study ascertained quantitative survey data in tandem with qualitative interview data, enabling methodological triangulation (Denzin, 1978) and improving research reliability and validity. The quantitative piece was a structured questionnaire to 100 employees across various departments in a luxury hotel. The survey instrument included employee perceptions of the personality traits of their immediate managers as well as their own job satisfaction and job intent to turnover (or stay). Standardised Likert-scale items for the constructs determined to be core to the study were emotional intelligence, openness, neuroticism, conscientiousness, and employee perceived managerial support, based on previous psychometric study (e.g., Five Factor Model of Costa & McCrae, 1992; Daniel Goleman, 1995 Emotional Intelligence).

In addition to the quantitative data, qualitative data were gathered through semi-structured interviews with five senior HR practitioners working in the same hotel. The semi-structured interviews elicited rich narrative-based descriptions about managerial behaviour and perceived impact on employee outcomes from organisational gatekeepers. Semi-structured interviews provided thematic consistency, while also enabling exploratory depth and nuance related to interpersonal dynamics, leadership limitations, and recurring complaints about certain types of personalities. The interviews were later transcribed, coded, and thematically analysed in order to establish patterns of meaning and triangulate the data with the survey data. Taken together, the quantitative data and qualitative data enabled us to develop a more comprehensive understanding of how managerial personality traits functioned, as we were able to corroborate the findings using cross-method triangulation. Triangulating employee perspectives with HR descriptions allowed us to provide a multifaceted overview of leadership practice in hospitality, adding both empirical heft and interpretive richness to conclusions.

Furthermore, the selection of a five-star hotel was purposeful and theoretically justifiable. Luxury hospitality environments put considerable demands upon employees to exercise emotional labour, have high expectations of service quality, and exhibit complex interpersonal behaviours. As a result, those attributes of leaders are exposed to the growth environments of hotel staff and have a disproportionate impact in these contexts. Hotel environments are highly relationally attuned workplaces, where the behaviour of the manager/employee relational dynamic influences not only employee well-being and engagement but also operational outcomes and service excellence. Thus, it is understandable that five-star hotel environments provide an excellent empirical context for observing and comparing the ways "big-five personality characteristics" at management level direct social behaviour towards participation and relational interactions at the organisational level, the depth and breadth of understanding staff and organisational outcomes.

In conclusion, this chapter will critically synthesise the study findings, assess and discuss the theoretical and practical impact of the research, and add to the body of collective academic knowledge concerning the composite roles that human resource and leadership psychology play in the hospitality industry. In doing so, I hope to demonstrate the research's intellectual contribution to academic scholarship and consumption, the study's methodological integrity, and its value to academic researchers and practitioner audiences.

7. Conclusions

The results also affirm an important premise which the study is based that personality traits in management is not only discernable, but is developed and can induce a positive and measurable impact upon employee satisfaction and retention. Therefore the study successfully accomplished the main goal of the research in identifying specific personality traits that are connected with positive and negative workplace outcomes, and subsequently makes a contribution to literature of personality and leadership in hospitality and tourism environment.

The quantitative results of the employee survey indicated that the personality traits of emotional intelligence, empathy, available/approachable, consistent, open-minded and adaptable were strongly related to increased job satisfaction and increased intent to remain with the organisation. Employees that worked for managers who exhibited these traits reported feeling more valued, entitled and supported. These results were similarly aligned to previous theoretical constructs; for example, the Five Factor Model (Costa & McCrae, 1992) identifies agreeableness and conscientiousness as predictors of positive interpersonal relations and organisational citizenship behaviours. In stark contrast, negatively framed personality characteristics (authoritarianism, neuroticism, emotional instability, arrogance, unwillingness to be flexible, and poor communication) were often recommended as a potential basis for disproportionate employee dissatisfaction and desire for turnover. Negative personality traits such as these have an observable relationship with employee outcomes confirmed previous empirical studies identifying toxic leadership effects and negative affectivity in the workplace (e.g., Judge & Bono, 2001; Tepper, 2000). Employees felt micromanaged, uncared for, or psychologically damaged at the hands of such managers.

Qualitative data from HR staff helped triangulate and extend quantitative data. HR staff pointed to a large number of staff complaints that related directly to the behaviours of managers, often highlighting interpersonal conflict, perceived emotional unresponsiveness, and misalignment between manager behaviour and employee expectations. These responses provided useful organisational-level details and also identified that poor personality traits exhibited by managers are a major contributor to worker turnover, especially in emotionally challenging service environments like five star hotels. In general, this research indicates that managerial personality characteristics are not ancillary, but central to organisational climate and employee well-being. It supports Salovey and Mayer's (1990) claim that 'emotionally intelligent' leadership can facilitate a more harmonious workplace, and supports Ulrich's (1997) assertion that HR functions should develop towards more authentically psychologically based aspects of leadership in managing talent and retention strategies.

7.1 Recommendations

Given the empirical evidence and theoretical debate provided, this section outlines several strategic recommendations for HR professionals, senior managers, and policymakers in the hospitality sector. These recommendations are intended to facilitate the institutionalisation of personality-aware leadership practices to create more supportive and resilient organisational cultures.

HR departments should embed evidence-based psychometric measures, like Emotional Intelligence Test, into the managerial recruitment process. Candidates should be selected based on having high levels of emotional intelligence, agreeableness, and conscientiousness to significantly lower the likelihood of the unnecessary risk of poor leadership behaviours contributing to dissatisfaction and turnover. In addition to leadership development programmes, soft skills training to expand the focus of emotional regulation, conflict management, interpersonal sensitivity, and reflective self-awareness should be offered. This recommendation reflects the growing consensus amongst scholars that leadership effectiveness in the hospitality sector is as much about emotional competence as it is about technical competence (Goleman, 1998).

Organizations should put in place a reliable, anonymous, multi-rater feedback process for managers to so that they will have continuous feedback on how they are perceived by their teams. Such a system creates a mechanism for self-improvement and creates a culture of accountability around manager behaviour. Feedback should be integrated into annual performance appraisal and ongoing coaching processes. Retention strategies should go beyond monetary and non-monetary extrinsic incentives, and focus on what they have identified through survey data as the intrinsic motivators a sense of respect, a voice and a psychologically safe work environment. Formalized mentoring programs, publicly available mental health services, and structured pathways for resolving conflict can deepen the commitment of workers.

Regular internal audits should monitor manager performance from both institutional HR data, as well as employee feedback surveys. In cases where managers rate poorly on interpersonal effectiveness (for example), remedial coaching should be offered; if they consistently fail, they could be redeployed to a non-leadership role. Proper oversight could prevent organizations from losing good employees through attrition.

7.2 5.3 Evaluation of Reliability and Validity

This research aimed to preserve methodological rigour at various levels of quality assurance and thus, reliability and validity of the study results.

Reliability refers to the extent to which an instrument of a research study generates consistent or repeatable results. Reliability was increased using a pre-tested and standard tool as the main instrument for collecting data, as well as a pilot study when developing the questionnaire and interview protocol. The researchers administered both the online tool and face-to-face interview protocol consistently for all participants. The study's construct validity was increased because constructs used in the research instruments were aligned with the theoretical constructs of emotional intelligence, openness and neuroticism. Internal validity was demonstrated using triangulation; this method allowed the two data sources (survey and interviews) to compare and corroborate key themes of the study. External validity, or generalizability, is limited because of the single case design (one five-star hotel) however use of a stratified sampling design does somewhat limit this issue in the study.

Despite its methodological rigour, the study was constrained by several limitations, the research design is replicable, because robust and defined processes were outlined for collecting data, and for the collection and analysis of data. By using a standardised survey, and a semi-structured interview guide, researchers in the future will also be able to replicate in the context of their choice and either similar or different contexts, improving the reliability of the research framework. In addition to the employee survey, interviewing HR managers strengthened reliability as well through data triangulation. By using two independent sources of data, the likelihood that findings are artefacts of a singular method, or sample was reduced.

The constructs being examined in the study, including emotional intelligence, empathy, and neuroticism, were well defined and connected to both the literature review and the research questions. This established high content validity for both the survey and interview questions with reference to theoretical models and empirical studies from the field of organisational psychology and Human resource management. The links discovered between personality features and employee satisfaction/retention were consistent with the relationships proposed by a former body of literature thus strengthening construct validity. Also, the thematic congruency between the quantitative findings and the qualitative narratives provided further evidence for the conceptual integrity of the research framework.

The study can be limited in terms of generalisability whereby conclusions are limited as the study focused on only one five-star hotel. The findings are useful in understanding personality-driven leadership within high-end hospitality contexts, but the findings may not 'translate' to mid-tier hotels or culturally diverse workforces or non-hospitality sectors. Future comparative studies could be developed to assess the generalisability of findings across multiple sites or geographical regions. This study was done in a naturalistic context, displaying knowledge from participants who were employees and HR employees, responding based on experiences in the workplace. This real-life context increases the ecological validity of the results so that they have better application to day-to-day HR practice in the hospitality sector.

The study design was cross-sectional, not longitudinal, so it's difficult to make causal inferences. While links were observed between managerial personality traits and employee outcomes, the

appropriate temporal sequencing couldn't be established. Socially desirable responses may have been at play, particularly when participants were rating their direct supervisors. The participants were told their responses would be anonymous and the research followed ethical procedures; however, some may have altered their responses to conform to perceived expectations and avoid potential negative impacts.

7.3 Directions for Future Research

Given the findings and limitations of this research, there is considerable opportunity for future research to continue expanding the understanding of how managerial personality traits affect employee satisfaction and retention within hospitality industry settings. The following are suggestions for future research to build empirical understanding, take a stronger methodological approach, and also to create managerial utility:

- Longitudinal studies

Future research could employ longitudinal study designs to strengthen causal inferences by examining managerial behaviours and employee outcomes over an extended period of time. Longitudinal studies could investigate how specific personality traits, emotional intelligence or neuroticism in management develop or regress and consequently impact employee satisfaction and retention than others. Longitudinal studies would provide opportunities to examine the temporal dynamics of managerial behaviours within hotels and how they affect workplace culture, employee wellbeing, as well as behaviours reflecting employee satisfaction.

- Multi-site and Cross-Culture Comparative Research

The study situation-specific nature of the current research design limits the generalisability. In creating the research agenda, there is consideration towards future studies with multi-site comparative study designs that incorporates a selection of luxury hotels across diverse geographical locations and cultural contexts. For instance, it would be suitable to test whether the effects of managerial personality traits are moderated by local organisational cultures, regional leadership conventions, or national value systems, allowing researchers to improve the external validity of the findings, but also develop concrete evidence of culturally contingent patterns of managerial influence.

- Experimental and Interventional Designs

Experimental regimes such as randomised controlled trials (RCTs) or quasi-experimental interventions are possible methodologies to test the effectiveness of personality based management development programs. A training intervention based on emotional regulation, empathy and conflict resolution, for example, could be applied to a sample of managers, fining employees' feedback through pre-post surveys to identify changes in satisfaction and intent to stay. In conclusion, intervention type studies would provide superior evidence of causation, and could provide HR policy and the organisation evidence of the demonstrable return on investment for developing employee personality for leadership purposes.

- Inclusion of Self-Assessment of Managerial Behavior and Peer Feedback

There could also be further research to develop depth of analysis with the inclusion of the view of managers themselves, allowing comparison with the employee view of managerial personality. Use of 360-degree feedback methods to provide employee, peer and self-assessment would be a more complete sense of how managerial traits are used and construed by all levels of the hierarchy.

- New Technologies and Psychometric Assessments of Personality

As personality assessment continues to evolve into sophisticated smart assessment tools - predictive behavioural analytics using AI, gamified psychometrics and real-time sentiment assessment - future research could start to reveal how these new assessments could fit into hiring and performance assessment. It would be of interest to study the predictive validity of personality assessment in terms of employee satisfaction and employee retention and exploring these approaches could be a possibility for innovation in HR.

8. Final Reflection

As I write this thesis, 'An HR Perspective on How Personality Traits in Management Positions Impact Employee Satisfaction and Retention in a 5-Star Hotel', I recognize the progress I have made both personally and professional through the research process. Personally, I think this research has helped me deepen my understanding of human resource management and organizational behavior while illuminating how emotional intelligence, interpersonal skills, and personality traits influence leadership. Ultimately, more important than that, is how this research shaped my perspective on issues related to employee well-being and productivity.

From an HR perspective, the research exposes interesting conditions regarding the effectiveness of leadership as not only about skills and competencies, but equally important evaluating the human elements including psychological stability, emotional intelligence, and relate capabilities. In investigating empathy, emotional stability, openness, and the other related personality traits, this research also illustrate how these traits can create satisfaction or invoke a hostile environment that contributes to high turnover of staff. This research variables are important in human resource management addressing a significant knowledge gap, especially in the luxury hospitality industry which comes with stress given the high demands it places on people.

Building this research from the ground up has also helped me to see the subtle balance of human psychology and the workplace psychology functions and strategic business units and empirical outputs related to employee performance and productivity at work. Most of what was contained in the findings was familiar to me based on my experience in HR because one of the frequent challenges, including complaints from employees, was common not because of how someone in an operational position handled it, but rather how someone in a managerial staff position dealt with a subordinate employee. They could now be defined in a scholarly context that was devoid of systematic HR practice.

I was pushed and shaped even further by the combination of methods. By using qualitative and quantitative processes together the analysis was more thorough and the conclusions more reliable. Combining qualitative and quantitative processes together deepened the analysis, and allowed for triangulation of the results. I felt overwhelmed in the best way when I saw how personal accounts enhanced the numbers and visa-versa. Engaging with HR professionals and front-line employees also brought home to me the different perspectives on organizational leadership depending upon their place in the organizational hierarchy, and the degree of obligation they felt in respect to the management style employed of which I considered to be reasonable as a staff expectation. An integral part of the journey was the ethical responsibility of engaging in research with human subjects. Ensuring that anonymity, informed consent, and psychological safety was maintained during the research process solidified the essential HR element of caring for people as individuals. The research process was ethically aligned to not only support academic requirements but also to continue my personal commitment to ethical leadership and professional integrity. In regard to academic contribution, this thesis is highly valuable in extending the hospitality management literature beyond the gap created by the leadership traits that dominate the focus and how well they can be quantified for employee satisfaction and retention. The study moved the field forward by placing HR at the center, where the role of HR is not strictly the mindless execution of tasks, but a strategic partner in shaping the organizational culture via psychology-influenced leader selection and development processes. The study's conclusions align with a quickly growing number of publications that have proposed leadership, as defined through emotional intelligence, empathy,

and ethical behavior, as the overwhelming source of employee engagement and contribution to the development of high-performance cultures that are sustainable. The implications of the study's findings can be understood in light of the hospitality industry and the many instances of employee-human interaction with guests impacting customer satisfaction and quality of service. The study provides a glimpse for educators and leaders to reconsider the role of leaders as a constant of managing a business for success, and demonstrates how HR leaders in organizations can enact change if they can be led by a psychological understanding and strategic perspective.

The study formulated a series of questions that will likely provoke our thinking in the future. The research 'An HR perspective on how personality traits in management positions impact employee satisfaction and retention in a 5-star hotel' imply that the questions could be best addressed as longitudinal studies, interventional research, cross-cultural analysis, and technological advancements within personality assessments. The research could offer various opportunities within HR including identifying important components in good HR strategies or developing employee's resilience, responsiveness and inclusivity in their workplace and for employee for a workplace.

In conclusion, the research process has produced a number of interesting highlights for me, reminding me of my enthusiasm for being part of the human resources profession, and the intended humanising and beneficial implications of being a caring and emotionally intelligent leader. I have developed a more holistic understanding of the most humane and sustainable ways to organize because I am more than aware of not just the people's roles and responsibilities, but more intimately and personally understanding how much motivation they possess, the potential problems hindering their performance and productivity and their typical outcomes experienced from existing leadership styles. This thesis represents the culmination of my academic professional development and also becomes the catalyst of the myriad of options for HR that will reveal themselves as I move forward.

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