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An analysis of the factors affecting employee
retention and turnover in the Irish hospitality
Industry

MA Human Resource Management

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Abstract

The purpose of this dissertation is to analyse the factors affecting employee retention and turnover in the hospitality industry. There are many factors in the hospitality industry which affects the employee's work but there are some major factors which influence them to leave the organisation. Employee retention is one of the major challenge faced by the Hospitality industry due to which the turnover rate of employee increases. Hospitality industry is growing day by day and it need more employees but due to the labour exhausting job and challenging work most of the people leave the industry early and look for better opportunities. The research is focused to find out the major factors which influence the staff to leave and to measure the gender, age and length of service effects the level of satisfaction of retention factors.

The researcher use the quantitative method to analyse the collected data. The researcher distributed an online survey through survey money to all the participants and received responses from the employees of different hospitality sectors. There were total 42 responses received for the survey and then transferred to excel sheet and then analysed on SPSS statistical tool.

The researcher provided some open ended question to know the viewpoint of the respondents in which the participants gave a mix response for staying and leaving the organisation but from their statement it is clear that they want the industry to improve the training and development process, work life balance and reward and recognition policy. The hospitality organisation lack in providing these factors to the employees due which most of the employees want to leave. This research can be considered by the employers, management and Human resource staff of the hospitality industry.

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Chapter 1. Introduction

1.1 Background

Hospitality is a term generally refers to a kind of business or establishment which offers facilities to tourists or rovers; this comprises of food, accommodation and travel. In the last few decades, the hospitality has been known as a multi-billion Dollar industry (Bottorff, 2013). The commercial hospitality includes hotels, pubs, restaurants and night clubs which are the major sub sectors of this industry. The human resource department is one of the main section of the industry which is recognised to recruit, train, reward and retain people by following their work practices. The hospitality industry provides large number of jobs in every part of the world (Nickson, 2007). However, it is the responsibility of Human resource who needs to put an effort in recruiting and retaining the talented staff in the industry. Employee retention is one of the major challenge faced by the Hospitality industry due to which the turnover rate of employee increases. Excessively high and low turnover rates, both have a negative consequence on the success and productivity of the hospitality sector (Croucher, et al., 2011) As the researcher of this study is a hospitality graduate and worked in various sectors of hospitality, there were various issues which she came to know while working in different organisations. One of the major concern for the employers was to retain the talented staff and to decrease the employee turnover rate which helps in improving the productivity level of the organisation. The researcher was curious to know why the employees leave the organisation early and won't stay long. Therefore, to analyse the factors which influence the employees to leave the organisation early, the researcher carried out this research to study more about the important factors.

1.2 Research aim and objectives

The principle objective of this research is to analyse the factors affecting the employee retention and high turnover in the Irish Hospitality industry. The hospitality industry faces major challenges in

retaining the high skilled staff which also affects the growth of the organisation and increases the turnover rate. The researcher will examine that what the employees feel about their work and what factors mainly influence them to leave the organisation. This study comprises of four sub objectives:

1.2.1 Research objective 1

To examine the level of satisfaction of employees affecting employee retention in the Irish hospitality industry.

Employee retention is one of the enduring problem for this industry as it is a fastest growing industry. The employers need more and more skilful and talented staff to stay and work for their organisation for a long period of time but there are some issues which influence the employees to leave the organisation. Satisfaction of employees is one of the major concern for the Human resource managers and the employers. Due to dissatisfaction of work the employees leave the organisation. Satisfaction is a constructive feeling and emotions of employees for their work (Jehanzeb, et al., 2015). In the hospitality industry, it has examined satisfaction level of employees is related to age, length of service and gender differences (Kara, et al., 2012).

H. 1: To measure that gender has no effect on the satisfaction level of retention factors on employees.

H. 2: To measure that age has no effect on the satisfaction level of the retention factors on employees.

H. 3: To measure length of service has no effect on the satisfaction level of the retention factors on employees.

1.2.2 Research objective 2

To examine why the employees choose to work in hospitality industry and what is the interesting part of their job which support them to stay with the organisation.

People are attracted by hospitality industry due to various reasons like career progression, meeting new people, working in a different environment and many other. Mostly the students, Casual

workers and part time employees are attracted by this industry through incentive pay programs, innovative cash and innovative benefits like bonuses, cash and other attracting features (Deery, 2008). This research will find the reasons why people choose to work in the hospitality industry and what interest them.

1.2.3 Research objective 3

To determine the current employee expectations that would help management improve their present retention strategies.

This last question is to find out about the employee expectation strategies to lower down the turnover rate and also that will help to keep the talented employees with the organisation. This will also discuss the factors which keep the employees motivated and help in improving the image of the industry, to develop the reward- recognition program, training program and also to find the factors according to employee's point of view.

1.3 Irish Hospitality industry

Irish hospitality industry is one of the fastest growing sector and has also contributed in the Irish economy. According to a research by Keating and Harrington (2003), it has been found that the Irish hospitality industry's earning is considerably ahead globally. The economy of Ireland is growing since last decade and the hospitality industry has helped in increasing the revenue of the country. The Ireland Hotel federation (IHF) is one of the important shareholder of the Irish economy (Duncan, 2005). The customers of the hospitality sector has also changed during these years. They are spending much more than ever before on the service provided by various hospitality organisations. Due to this reason there are more new hotels, restaurants, pubs and leisure services opening on a daily basis. The customers are supporting the businesses and are ready to spend on the service provided. However, they are demanding quality service from the organisation because their expectations are increasing frequently (Connolly & McGing, 2006).

1.4 Justification of the research

According to researcher of this study, the main focus of employers of hospitality industry is to compete with other companies in the market. To compete with other groups, the organisation focuses on the strategies and changes to make, in order to maintain their name in the market. The most important asset of an organisation is their employees and in the hospitality industry, delivering the quality service to the customers is the duty of the employees. They are responsible for building the image of the organisation. However, the Human Resource department plays an important role in the development of employees and retaining them. During the time of recruitment, the HR is in charge of selecting the right candidate for the right job. Employees are the essential part of the hospitality industry especially in constructing, planning, progress and providing quality service to the customers (Connolly & McGing, 2007). There are many researches done on retention of employees and to reduce the turnover of the staff in different sectors. But there are limited research which focuses on the retention of talented staff in the hospitality industry especially in Ireland. It would be interesting to analyse the effect of gender, age and length of service differ on the satisfaction level of retention factors and what are the important issues due to which the employees leave the organisation early and the hospitality sector has to face high employee turnover that also affects the success and productivity of the industry. The researcher feels that this topic is worthy to choose for this research as there is limited research done on the employee retention of hospitality industry with inadequate data and the hospitality sector always have an employment issue in the industry and also face challenges in retaining them. This research hopefully bring some considerable factors for the employers and the Human Resource managers of the hospitality sectors to successfully retain the employees and bring down the employee turnover rate.

1.5 Structure of Dissertation

This research will include five chapters, the first chapter is the introduction part which includes the background of the study, the main aim and the sub- objectives for taking this topic into consideration

and why the researcher feels that this topic is worthy to study. The second chapter covers the literature part in which all the theoretical information is provided and also analyse the existing studies from academics, journals and articles on employee retention in the Hospitality sector. This part will discuss the important strategies and factors which has an effect on employee retention and turnover in the Irish hospitality sector.

Moving further, the third chapter will discuss the methodology of this research. This chapter will include the appropriate research framework used, philosophy, approach and strategy which will further lead to instrument used for this study, survey design, sample and targeted population, data collection method and ethical consideration. The Fourth chapter is an important part which will consist of analysis and findings of the data collected through survey. This part will illustrate the findings through graphs, pie charts and tables of the quantitative approach which was carried out for this research. The research aim, hypothesis, objectives, survey questions and their responses will be discussed in detail in this part. The last chapter of this dissertation will comprise of conclusions and recommendations for the future research. This chapter will review the entire study in brief which will consist of the literature part, the methodology used and the findings of the research. There will be a recommendation section for future studies. The last section includes appendices which has the view of the survey distributed to the targeted population.

Chapter 2. Literature review

2.1 Introduction

In this chapter the researcher is going to discuss all the factors which has an effect on the retention of employees and also employee turnover rate. This part will also discuss the job dissatisfaction of the employees due to which the HR managers are finding it hard to retain the employees and the turnover rate is increasing of different hospitality sectors.

The main focus of the hospitality industry is to provide excellent service and good experience to the customers (Crick & Spencer, 2011) and the quality service is delivered by the employees. Hospitality is a competitive sector in which the employees have new challenges every day and also have the pressure to compete with the co-workers to get better position. As it's a wide field, there could be numerous issues in this industry which can be discussed but the researcher has chosen this topic as the industry is facing enormous challenge in retaining the quality staff and maintain the employee turnover.

Since the mid 1990's Ireland has experienced major development and increase in the economy. Over half a million new jobs were created in the last decade which has also benefited the hospitality industry. The word "Celtic Tiger" was created to describe the extraordinary situation. Also the people have transformed their way of spending money and they prefer to go lavish hotels, clubs, restaurants, leisure centres, resorts in order to spend their quality time with family and friends. There is humongous growth of hospitality sectors and the customers are also supporting them. Because of this growth the expectation level of customer service has also developed. The people now expect good customer service from the employees and if they doesn't get the proper services then they are vocal about it. The author described this in year 2006 but as 9 years leap has taken, the Irelands Celtic tiger is no longer active now and the industry is facing the same employee retention and turnover

crisis. The human resource department is struggling to retain the qualified staff and to lower down the turnover rate since the expectation of the consumers have developed (Connolly & McGing, 2006).

2.2 Retention

Employee retention is one of the main challenge faced by any industry. In today's growing competitive global economy, retaining the intellectual assets is one of major concern encountered by most of the industries. However, it still remains one of the understudied issue by the Human Resource and the large organisations. Employee retention is the most overlooked aspect of the organisations which are growth oriented. Generally the employees leave the organisation because of the job dissatisfaction, lack of supervisor assistant and feedback, lack of training and development and also ineffective pay (Kemelgor & Meek, 2008). According to Johnson (2007), employee retention is reliant on management/ leadership skills and Human resource strategies for example, if the manager/ supervisor is not well trained and have poor people skills than the employees will leave the organisation in less period of time. The productive and talented employees of the organisation are encouraged to stay whereas, the unproductive and poor performers are pressurise to leave the organisation. However, if assessable an organisation would keep all the employees, those who are beneficial and the ones who are detrimental as they know all the work and the company does not want to spend on hiring and training new employees (Sigler, 1999).

Employee retention helps towards the economic balance in several aspects like job safety, additional profits and extra spending on goods and services. Retaining the employees is crucial for the economic development of the industry as an organisation can give more time in creating and less time training them (Vasquez, 2014). Whereas on the other hand, according to (Whitcomb, 2012), attracting, retaining and engaging the employees produce quality results for the industry which leads to good customer satisfaction. He also states that well trained and engaged staff has a substantial influence on the employee retention rate.

2.3 Turnover

Employee Turnover is a significant characteristic of Human Resource management. It is one of the important topic among the academic researchers on how to efficiently control and expect the turnover (Hongvichit, 2015). To sustain an inventive and cost-effective business, the organisation must concentrate on retaining their staff and reducing the turnover rate. Generally high turnover specify the employees who leave the organisation because they are not satisfied with their work. This create negative impact on other employees and they can also be influenced to leave the job (Louden, 2012).

Employee turnover creates a major problem for the business influencing the value of the goods and services, it also increase the cost of replacement and recruitment of new employees (their training and to unite them into the establishment). Thus, it substitute in increasing the productivity and competence for the organisation. Some researcher found that the occurrence of high rate of employee turnover results in the loss of revenue simultaneously. The high rate of turnover also lead to employee confidence issue and the new employees always have an issue with the acknowledgement from the regular guests (Carbery, et al., 2003).

2.4 Concept of Employee Retention in Hospitality sector

As previously discussed in this research, retention is one of the major issue among all the organisations from last few decades. For an organisation it is very difficult to manage the retention of employees and keep the turnover rate below target following the business norms (Phillips & Connell, 2003). Employee retention is going to be one of the main concern of Human Resource for all the business industry, especially for the hospitality sector. One of the biggest challenge for Irish hospitality industry is to recruit and retain the employees. This is due to the extreme demand of talented workers in the industry and also because of the labour exhausting nature of the industry (Hughes & Rog, 2008).

Employee retention can be defined as a talent to retain employees working for the company (Bittante, 2007). It can also be defined as the percentage of employees who remain and continue with their jobs in an organisation. Every organisation wish to have a high level of employee retention (Phillips & Connell, 2003).

It has been difficult for the hospitality industry to attract and retain the employees, this is due to poor image of the industry and the also because of the hard labour and low income of the employees. One of the major factor in attracting the talent is the promotion and development of employees and also the recession stage of the economy (Bharwani & Butt, 2012). On the other hand some hospitality organisations are challenging these traditional factors and trying to provide a good and encouraging experience for the employees. These organisations are well committed towards their employees and provide them with all the training and development program which includes team work, giving them respect and helping the employees to develop their skills (Hughes & Rog, 2008).

In the research done by Carrick and spencer (2011), it was stated that the employees in the hospitality industry who have good relation with the mangers and the co-workers influences their performance and quality of work. If the employee is comfortable with their work and the working environment then they feel as a part of the hotel and intended to stay for a longer period of time. They are also committed towards their work which is an important aspect if a person is working in the hospitality industry. However, this industry has a status of offering primarily low skill employment, this is because of the normal rate of employees have a low skilled jobs as they have to help the customer in giving importance, pampering and spoiling them. The employees are expected to make the customer feel special and comfortable. Generally, most of the employees leave the organisation early because they take it as an unpleasant and disrespectful work. Therefore, finding the right employees for this difficult work specification and retaining the old ones is challenging for the Human resource department. In the Hotel industry average rate of employees working are the casual workers which implies that their wages are less with minimal rights. This challenging role does not suit everyone but

it is engaging for the students and youthful workers as they do not plan their future in this industry but paying for college and other expenses, this is not a bad opportunity (Davidson, et al., 2011). However, Deery (2008), states that the part-time worker or the casual workers are encouraged and inspired to join this industry through incentive pay programs and innovative benefits like cash bonuses, work timetables and mentoring courses.

There are so many policies and practices which are performed by the Human Resource department. The managers use these policies in recruiting, selecting, developing, rewarding and utilizing the talent in order to benefit the organisation. The most effecting factors on a firm's performance are compensation and benefits, reward scheme and training and development policy (Tangthong, et al., 2014). However, Erickson & McCall (2012), suggested that the establishments that can better invest on employees by providing them with training, working guides, work benefits and further basic knowledge about managing systems will improve the operational performance and this will also enhance the financial performance of the organisation against competition.

The job satisfaction of an employee is important for the HR managers and the employers of the organisation. Satisfaction can be defined as the emotion or feeling of an employee as they appraise their own job values. There are different studies done on the job satisfaction of employees which is effected by their gender, age and length of service. It has been found that the female employees are less satisfied than the male employees (Kara, et al., 2012). Whereas, a study done by Milman and Dickson (2014), it shows that there is no gender difference in the satisfaction level of the employees. In their research they showed that the age, gender and length of service does not have an effect on the job satisfaction level. It is the major retention strategies which have an influence on the employees.

The hospitality industry makes every effort to keep the talented staff in the organisation for a longer period of time. This also decreases the employee turnover rate of the organisation and also there is less effect on the business. The organisation always refers some employee retention factors which

help them to retain good staff for a long time. This includes exciting work culture, professional development, team work, good wages with incentives and also friendly management system (Chitsaz-Isfahani & Boustani, 2014). Whereas, Govaerts, et al., (2011) argues that the workplace aspects such relation with the co-workers and the working environment has an indirect effect on the retention of employees and the key influence is the learning and development of the employees.

2.5 Employee retention strategies

The retention of employees starts with a procedure which includes interviewing, selecting and hiring process (Schreiber, 2002). The main objective of employee retention strategy is to avoid the loss of talented and trained staff from the industry (James & Mathew, 2012).

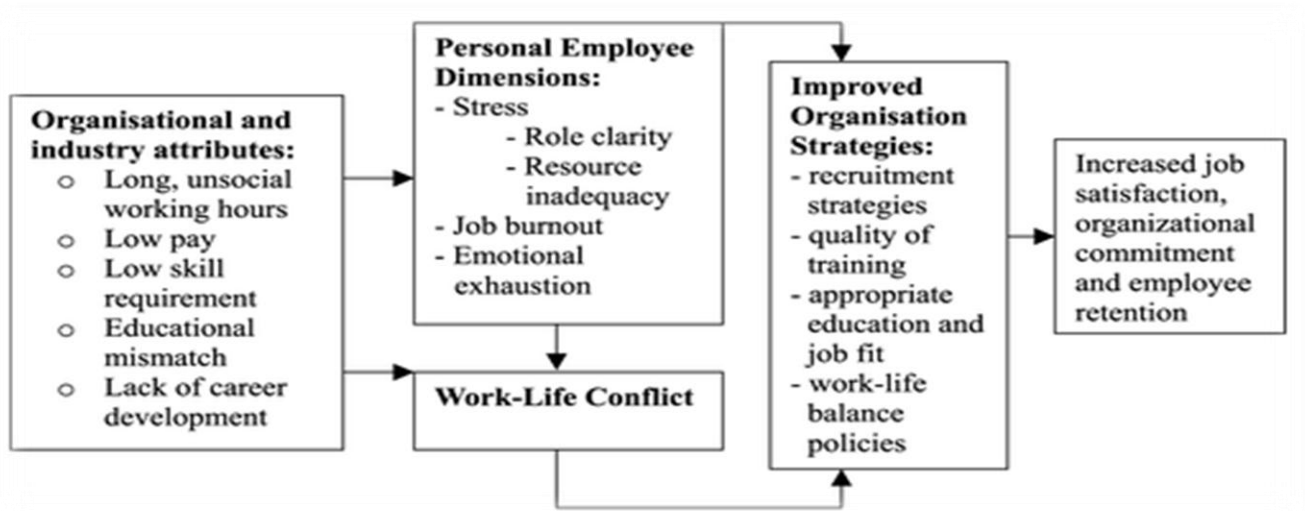


Figure 1. "A structure for improving Employee retention rate" (Deery, 2008)

There are different strategies which need attention to improve the employee retention rate. Emphasis on recruitment strategies and better quality training are the examples which can help in attaining the effective result. Figure 1 describe the most general strategies which are used in the research and how the employee retention rate can be improved. There are various general approaches to observe the effect of low employee retention and in the figure there are several methods to increase work pleasure and organisational commitment. The framework include different

aspects of organisational and business attributes like low wages, unsocial working hours, low skill requirements and so on, which effect the work life balance and the personal employee dimensions. In future if the organisation focus on improving the quality and organisational strategies like enhanced recruitment strategies, training, appropriate education and job fit and work life balance of employees then it will increase the productivity of the organisation and the rate of employee retention (Deery, 2008).

2.5.1 Recruitment and selection

In the hospitality industry, recruiting and selecting individuals to fill the positions is critical for the Human Resource department as they have to hire the most talented and qualified candidates within less time and resource (Nickson, 2007; Nickson, 2007). Recruitment plays an important role in retaining decent staff. Especially in this industry, if the recruitment team give emphasis on hiring the quality and quantity staff then it will also benefit the image of the organisation, this can be done through strategic approach by handling the roasters for the employees and decreasing their workload. The recruiters need to give attention to the skills and abilities which are essential for the industry. Most of the time the recruiters are not adequately strategic about this area (Deery, 2008). While selecting any candidate the recruiter must give importance to the characteristics that are important for the job and also to those features which will be required in future. In the hospitality industry, it is important to hire a highly talented employee, but in some cases the employee may lack in practical and business proficiency (Souza & Zajas, 1995). Therefore, many organisations in Ireland search for the capable hospitality graduates. In a research done by Connolly and McGing (2006), it was provided that 17% of hospitality graduates believed that, it is important to have a degree in the same field whereas, 68% said they do not think that a degree course is necessary to work in hospitality sector in Ireland. The graduates even think that when recruiting a manager, degree is not essential, they mainly believe all the managers and supervisors must have experience and skills in order to take responsibility. On the other hand, according to a report published in Sunday Business

Post (2014), it was highlighted that most of the hospitality sectors in Ireland face an issue in finding the qualified staff for different departments. For example, a big hotel based mainly in Dublin and other parts of Ireland, have a special “Graduate Recruitment program” for the new staff who join the industry without qualifications. This states that qualification and knowledge about the industry is important for the new employees to work in any department. The people who work in the hospitality industry see it just as a job and not as a sustainable profession.

A well-structured recruitment and selection process helps to retain the employee in the industry and also lower the turnover rate. The recruiter gives an opportunity to the candidates to self-select the profession, in case the job is suitable for them or not they can decide. A high volume of employees leave or get fired by the organisation early due to different circumstances and reasons. Therefore, the recruiters must provide with all the information regarding their work and neither give any false hopes to the candidates nor let them built any wrong prospects by themselves (Taylor, 2002). It is important for the organisation to interview the candidates with all impartial and neutral process. The effective recruitment strategies which are used commonly among the recruiters are social networking, internal referral, open house recruiting, job fairs, use of recruiters and advertising on different job portals. According to Smith (1994), he stated that the organisations search for the pre trained candidates and generally they hire the trainees who did there training from the same organisation. It is a cost effective and also time saving technique, through this procedure the HR department can retain the employee. In order to retain the employees, the recruiters have to make sure that they are using the right approach of recruitment which is required for the effective operations of the businesses (Baum, 2008).

2.5.2 Training and Development

It is always hard for the hospitality industry to attract and recruit the inspired, trained and skilled candidates who can provide the quality services to the customers as per the organisation standards.

Though maximum number of Hospitality organisation train their staff according to their business norms however this industry still has a poor reputation of training the employees. The training managers are unenthusiastic about spending time to train the employees and therefore, the staff leave the organisation early. The insufficient training may embarrass the employees in front of the customers and also lack of skills represent the service quality of the organisation. Training and development influence the work satisfaction and dedication towards the establishment which impact employee retention. The insufficient training provided to staff worsen the employee turnover, also the quality level and revenue of the organisation (Poulston, 2008). It is essential for the employers to give appropriate training to the employees in order to encourage them to stay in the organisation. For the ambitious staff it is important to get good training by the employer otherwise they start looking for other job opportunities in which they get proper training. On the other hand, it is argued that the employees provided with training are expected to leave the organisation early because they develop skills for the job which are useful for other employer. The employees find it easy to move to another job after receiving training as compared to the employees who are not trained and they cannot find opportunities (Taylor, 2010). Training gives a positive effect on the job fulfilment, training happiness and the employees have an objective to stay in the organisation. For the Hospitality industry it is important to provide the employees with an on-job training or the vocational training which help them to grow in their field. It is important for the hospitality staff to progress and trained technologically as now a days all the departments make use of technology in every task in place of traditional, whether it is related to transactions in any department, in room product modernisation, food and beverage production and so on. Training and development of new skills and technique in different departments help the employees to have extensive and up to date knowledge of the procedure associated with the operational process. Thus, a well-structured training programme need to be used by the training managers to fix the skills and knowledge as discussed previously (Bharwani & Butt, 2012) and the Irish hospitality industry need to give importance to the training to enhance

the skills and competencies of the existing and new employees in the organisation, this will help the employees to grow and remain the part of the organisation for long.

2.5.3 Work Life Balance

The work-life balance is mainly considered to manage and stabilise the personal necessities such as family, hobbies, community work and other activities. According to a survey conducted by Irish Management institute (cited in Darcy & McCarthy, 2007) on work life balance, it seems to be one of the major challenge faced by the Irish hospitality sector. In the existing highly competitive employment sector, where to attract and retain the skilled staff is challenging, the managers are required to give importance to the work life issues of the employees. It is important for the employees to balance their work and personal life which also affect the factors related to their job such as anxiety, job satisfaction, efficiency and staff turnover. Some hotels are trying to attain the strategic approach in order to balance the work and personal life of the employees. However, the Human Resource department with the help of managers are trying to find the technique to develop the performance of the establishment and the staff. Work- life balance can be described as a point where a personnel is able to balance the time, emotion and performance stress related to work and personal responsibilities at the same time (Darcy & McCarthy, 2007). Several employees search for the job in which they can create a stability between work and personal lives. There are very limited employees who wants to work for numerous hours, manage infrequent working conditions and accept extremely stressful and challenging circumstances in the hospitality industry. Though they still need more time to get involved in their family and social events. Generally, before starting any job the employee try to find out whether the organisation will offer them suitable work life balance (Philips & Edwards, 2009). On the other hand, Doherty (2001) argues that the employees of the hospitality sector choose to work according to the requirements of this industry whether its day or night and they are also offered with different form of creative prospects associated with work. The HR need to be more imaginative and willing to create work life balance approach which meet the

requirements of the employees as well as the organisation. The Human resource managers who follow better work life balance approach are likely to have improved recruitment and retention, lesser illness and nonattendance, decrease in anxiety levels, high self-confidence in employees, better staff and customer reliability and increased productivity. Work life balance plays an important role in employee's decision to stay or leave the organisation. Work stress and job commitment has a great impact on the employee's work and it also contributes in their decision to leave an organisation (Deery, 2008) and when the employees do not stay in an organisation then the turnover rate spontaneously increases

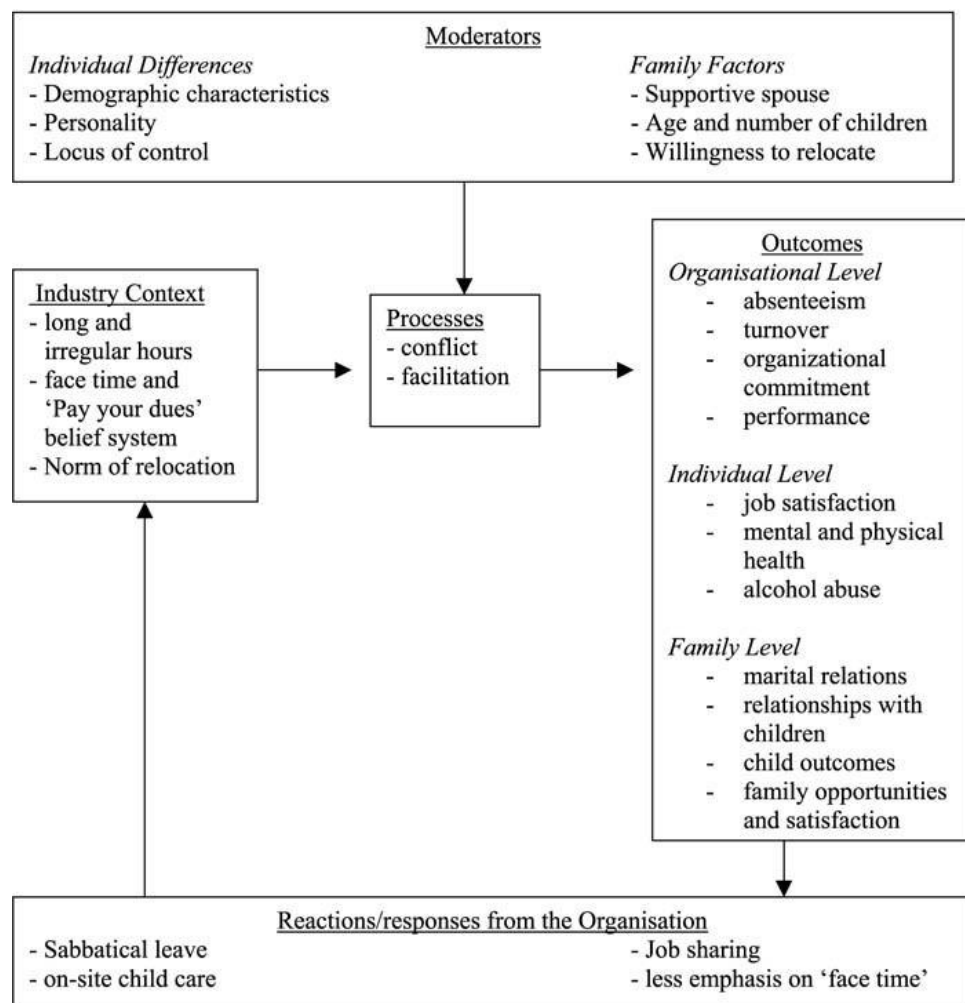


Figure 2: How to minimize the effect of Work life Balance on employees

Source: Adopted from Mulvaney et al. (2006) (cited in Deery, 2008).

The model created by Mulvaney et al. (2006) (cited in Deery, 2008) tried to explain that what measures need to be taken to reduce the work life balance and retain the employees in the industry. According to Deery (2008) in many researches it has been found that the work life balance (WLB) influence the personal life of the employees. However, the researchers (cited in Deery, 2008) have given less consideration on effect of WLB on hospitality employees. Due to high demand and priority of quality and quantity service to the customers, it is examined that the employees work under pressure for several hours. In the hospitality industry, it is important for the employee to do their best work because of the competitive pressure of the industry. Therefore, the employees come across stress and challenging circumstances in the workplace. These situations simultaneously affects the family and working life of an individual (Karatepe, 2010). On the other hand, Deery and Jago (2009) argues that the longer hours of work are often related to the worse work life and personal life. Hence the employees become unsocial and they have less flexibility with their personal lives. Eventually, the unhealthy lifestyle and work stress for the hospitality employees leads them in leaving the industry and look for another employer. These situations affect the employee turnover rate. The employees who have substantial load of work are likely to have low work life balance, due to this reason they start losing interest in their job and their work performance get poor. The work life balance and employee attitude related to their job affects the work satisfaction and the work commitment. Accordingly, the employees with weak job satisfaction and work commitment are expected to leave the organisation early (Deery & Jago, 2009).

2.3.4 Reward and Recognition

Rewards can be defined as an award given to an employee on their achievement and contribution towards their organisation, this can be gifts or incentives in any form. Whereas, recognition can be described as to praise the employee on their achievements and involvement in the company. Reward scheme is primarily use to attract, retain and encourage the employees in the hospitality organisation. Through Reward and Recognition, the motivation of employees is improved and it also

lessens the staff turnover rate. Previous studies have shown that the employees get attached and committed to their organisation when they are acknowledged for their work and get rewarded (Salie & Schlechter, 2012). On the other hand, London and Higgot (1997) provided, that the reward and recognition process for the employees always remained a controversial part. The impartial rating for employees are difficult in this approach because of some factors like manager preferences, work competition and politics in the company. The reward, recognition and incentive process also doesn't work because the organisations have no records to display the long term benefits, the managers setup the internal competition, the teamwork and collaboration is weakened by the reward process, this system also develops a failure in the employee. Implementing reward and recognition process in the Hospitality industry can develop a positive atmosphere which inspires and encourages the employees to succeed and also helps in employee retention rate. The reward strategies aim in employee motivation and benefit them in enjoying their work. If the employees are treated well and enjoy their work then the outcome of service to the customers is better in this industry. It is believed that if the organisation takes care of their employees then automatically customer service will be adequate (Bursch, 1999).

In the large Irish hospitality organisations, the employees prefer to stay because of the monetary acknowledgement of the company. Reward and recognition process is one of the most discussed topics in the hospitality industry. This process provides a clear picture to the employees in believing the organisational ethics and they also feel connected to the organisation. Motivation plays an important role for the employee to grow in their career (London & Higgot, 1997). In this industry, to satisfy the guest and to improve the turnover rate of the organisation, the HR department and managers of different departments are compelled to motivate the employees by recognising their skills and giving them rewards for their performance. These rewards and recognition also help the employee to grow and inspire their performance (Page, 1995). According to Page (1995) in the hospitality industry, many reward practices have been a failure because the managers were not clear

about the objective. In other words, if the Human resource department and the managers know the objective of what they want to achieve, then they can create the environment of motivation. On the other hand, according to Vasquez (2014), the managers can encourage the employees and motivate them from time to time which help them to stay in the organisation for a long time. He says that retention of employee helps in balancing the economy and also advantages in employee family issues. In the Irish hospitality industry, the leaders and managers should try to involve the staff in different activities and work, also help them in decision making. The managers should be committed towards the organisation and know the technique to retain the talented staff. According to Connolly & McGing (2007), the reward strategy comprise of financial and non-financial rewards. In the luxury Irish Hotels, the financial rewards are given to the employees who performs above expectation or have high performances, the rewards consists of bonuses, extra pay, coupons and tips. Whereas, in the non-financial reward system the staff whose performance is above expectation are provided with training, review by the management system (quarterly or half yearly) and vocal assessment (Connolly & McGing, 2007).

Financial rewards

Reward and recognition system is appreciated by the employees and therefore they remain motivated and encouraged. The Financial rewards are given to the employees depending on their work performance and performance of the group. The general pay reward in Irish hospitality industry is in the form of incentives, bonuses, promotion, salary increment or different vouchers and there is a special advantage for the front line staff that they get tips as a reward by the customers (Connolly & McGing, 2007). These reward includes bonuses, commissions and revenue of company, this reward mainly depend on the performance of the individual employee or the group performance in their workplace. When an individual get selected for this reward, then the pay doesn't include in their basic pay. As the contingent reward is not a part of the basic pay so these are remunerated in consequent time period when an individual employee achieve performance targets. As the

employees are rewarded with the monetary rewards there are less chances of the employee to leave the organisation and their performance also increases with time (Chauvin & Ash, 1994). Whereas on the other hand Armstrong (2012) states that, the financial reward can demotivate the employees as well because it encourages the employee who receive them but for those employee who do not get the financial rewards in any form are discouraged and they leave the organisation early. Therefore, the managers should give exact, reliable and impartial valuation of performance and also provide the exact scheme according to the culture of hospitality industry. To improve the reward process the organisation need to include the supervisors, employees and other staff of the company to implement their knowledge and ideas in different fields (Armstrong, 2012).

Non-Financial Reward

The non-financial rewards includes recognition as employee of month/ quarter/ year, personal star letters or mails, written appraisal, acknowledgement of achievements, verbal praising and training. In most of the hospitality sectors in Ireland the non-financial reward is used commonly (Connolly & McGing, 2007). Maximum hospitality employees just get the verbal praising and very limited or no training, they are not recognised for their achievements nor get a written appraisal (Baron & Maxwell, 1993). However, this type of reward is as important as the financial incentives, the employee remain motivated and are more encouraged to do better job and stay with the organisation (Tredget, 2002). Non-financial recognition is a great way of rewarding staff. To appreciate the employee's work and achievement, the HR managers use the recognition process. Through this scheme the staff also come to know how well they performed and what areas they need to concentrate to get better. This process provides confidence, encouragement and positive reinforcement. Non-financial reward process help the managers to analysis the work environment and make changes to increase the quality of the working life of the employees. The rewarding system should be developed and executed particular policies and procedures in the areas like recognition, work life balance, voluntary benefits, and performance management and so on. Thus the hospitality

organisation can achieve the business goal by making changes in the reward process and also retain the employees and lessen the employee turnover rate (Armstrong, 2012).

2.6 Effect of Employee Turnover in the Hospitality Business

The employee turnover rate is usually high in the hospitality sector, and therefore it is difficult for the organisation to sustain the service values. In most of the hospitality organisations like restaurants, hotels and leisure centres it is challenging for Human Resource to train the employees and develop their skills. It is also difficult for them in retaining the talented staff by providing the employees with all the benefits like reward and recognition, work life balance and providing proper training. Usually these factors influences the employee to leave the organisation which results in high employee turnover (Human Ressource Management international digest, 2012). According to Mooney (1999), the employee turnover rate impacts many issues such as lost productivity of the organisation when the employee leave, the HR staff and the managers gets huge volume of extra work, there is an indirect fall in the skills and customer service level and the other employees also get negatively affected.

According to a research by O'Leary and Deegan (2005), the hospitality graduates have negative image of this sector because of the deprived status of staff turnover and poor impact of employee retention strategies. The authors also recommended that, for the Irish hospitality industry it is difficult to attract, recruit and retain the staff as compared to other business sectors (O'Leary & Deegan, 2005). Turnover of employees is one of the main issue in all the business sectors and especially had a great influence on hospitality industry. Employee turnover causes high number of unemployment and reduces the economic growth of the country all around the world (Vasquez, 2014). In hospitality industry the turnover of employees depend on the staff capability of providing great customer service with the aim of the business. In any sector, the success of the business depends on the retention of employees which reduces the rate of staff turnover and also benefits the organisation (Chitsaz-Isfahani & Boustani, 2014). Lack of staff is one of the main issue faced by the Human Resource

department in the Irish Hospitality industry. On the other hand, according to Milman (2002), a research shows that there are some retention programmes by which the turnover of employees can be reduce. This includes accurate work performance, career improvement, workspace features and socialisation practices. However many companies use different incentive policies to retain the employees by giving them the employee benefits, promotion and training, but sometimes the managers find it hard to keep the employees.

According to a research done by Carbery, et al. (2003), it provided that the issue of employee turnover is examined by two viewpoint in the hotel management. As per the view point of employer and organisation it is regarded as negative occurrence whereas according to the point of view of manager and regular staff it is observed as more positive phenomenon. On the managerial level the employee turnover is both challenging and interesting at the same time. At the organisational level, high employee turnover gives strong indication to the dysfunction of the business and the organisation. This comprises of the replacement and recruitment expenses and also affect the customers of the organisation who go after their favourite staff.

One of the main reason of high employee turnover is work dissatisfaction which can be further combined with escaping from work, interpersonal clashes and work situation. These issues help in provoking the employees to withdraw from the organisation and search for a new job. Employees also leave this industry due to extra workload and effect on work-life balance. In the workload scenario, employees are expose to irreconcilable work demands which is difficult for them to achieve. Same is with the work life balance, as the employees do excessive work they lack providing quality time to their family which influence them to leave the job (Hom & Kinicki, 2001). Job satisfaction can be described as an approach of any personnel towards their job and the organisation (Jehanzeb, et al., 2015). It is one of the major concern for many hospitality/ Human resource managers, and the organisations are working to provide better work environment for the employees. In the Irish hospitality industry, most of the labourers are young and when they are not satisfied with the job or

get any better opportunity, they walk out of the organisation. As discussed in this research, due to various factors like long hour of working condition, work life balance, low pay rate, lack of training, lack of recognition, have a great influence on employees and it make them think to leave the organisation early and increase the turnover cost.

Turnover rate is measured according to the employees who leave the organisation on definite time. At the end of the organisation's financial year when the turnover rate is counted then it shows the employee turnover cost. According to a study by Simons and Hinkin (2001), it was identified that there are several unseen costs related to employee turnover. In different positions there are different costs related, for example if the front office employee leaves the organisation then the cost will depend on their hourly pay which will be added in the annual turnover cost. This cost include the separation cost, hiring, recruiting and selecting cost and lost production. The annual cost of the turnover increases every year by calculating these costs and thus it is clear that if the pay of the employee is increased then it will motivate them to be a part of the organisation and the turnover cost will also come down automatically. On the other hand Armstrong (2012), states that predicting employee turnover is essential and it can be estimated by calculating and predicting whether the existing employees will stay or leave in a definite future time period.

Employee turnover is expensive for any organisation as they invest so much on the employees by giving them training and developing their skills. It gives a negative impact on the company's image and thus the company is in loss by losing their talented and qualified employees. On the other hand, the company which hires the experiences and qualified staff doesn't have to invest much on these employees because the employees already know their skills and job. Therefore these companies have a positive impact in the market (Vasquez, 2014).

In a study done by Lee, et al (2012) shows that, there is a relationship between the working environment and work satisfaction. The colleagues of an employee also play a significant role in job satisfaction. If the employees are not happy with their working environment and also with their

workmates then the turnover rate gets affected (Lee, et al., 2012). On the other hand, Tews, et al., (2013), argues that employee satisfaction is not related to colleague support. According to their research, fellow worker's demonstrative support do not affect the turnover rate. Nevertheless, if the co-workers are contributory supporters of the employee then it can certainly relate to turnover (Tews, et al., 2013). However, AlBattat & Som (2013), mentioned in their study that the salary issue is also one of the main reason for employees in leaving the hospitality industry. In their research on the Malaysian Hospitality, the authors also mentioned that when the employees start getting adverse response from the management and also from their work than they start looking for another employer.

Employee turnover generally categorised by **voluntary** and **involuntary** turnover. The voluntary turnover rate is calculated as the employees eagerly leave the organization in a particular financial year. For instance, if the employee gets a better opportunity with some other organization then they willingly leave the current job. On the other hand, if the employee is found to break the rules of the organization then the manager is allowed to dismiss the employee. Voluntary turnover is the resignation by employee or termination by the employer, it can happen in both situations. According to (Taylor, 2010), the definition for voluntary turnover of employee can be defined as "the simplest approach is to use the very broad definition that includes all resignations not formally initiated by the employers" (p. 307). Whereas the involuntary turnover inevitably has a negative impact on the organisation. This includes dissatisfaction with work, difficulty in balancing work life and personal life, unsocial life, work trouble and different factors due to which the employee leaves the organisation (AlBattat & Som, 2013).

2.7 Conclusion

Despite the high rate of employee turnover in the Irish hospitality industry, the employers and the managers are more concerned about the quality service and the image of the organisation. In most of the Irish hotels, the management do not give preference to the satisfaction level and quality

training and development of the staff due to which the employees leave the industry. Most of the management of hospitality industry entitles that they work and maintain the quality of the organisation whereas the employees of those organisation does not have any issue with maintaining the quality of the organisation. The changes can be done by implementing some strategic training for employees and also for the management (Harrington & Keating, 2006).

Chapter 3. Research Methodology

4.1 Introduction

This chapter will outline the methodological framework used for this research study. It will detail the research aims and objectives, research approach and design, research philosophy and the strategy used. The researcher will also discuss the comparison between quantitative and qualitative methodology and why quantitative analysis is suitable for this study as compared to qualitative analysis. This will also look at the research tool used, survey design, sample techniques, the population targeted for the survey. Further it will discuss the ethical consideration, data analysis and limitations for this study.

The main objective of this study is to analyse and discuss about the factors affecting the employee retention and high turnover in the Irish hospitality industry and why this industry can't retain the talented staff for long period of time. The sub objectives of this research include, to determine what strategies affect the retention of employees, to find whether work life balance influences the employee's intentions to stay with the organisation, it will also discuss whether motivation and work

satisfaction factors are positively related to the high employee turnover, and finally what are the new strategies the Irish hospitality industry can adopt to retain the talented staff and reduce the employee turnover.

4.2 Research Framework

For this research, the researcher has used a framework designed by Saunders, Lewis and Thornhill (2009) known as 'Research onion'. This framework give an organised structure to the research procedure which is carried out in this research.

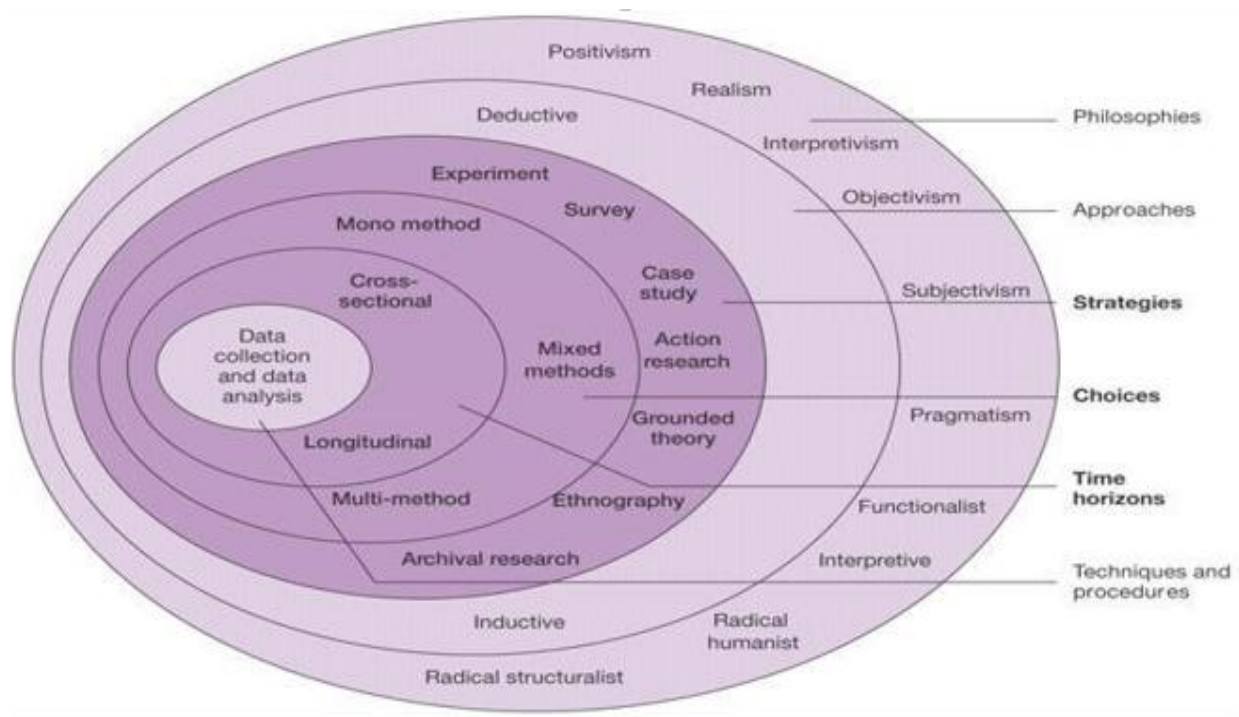


Figure 3. 'The Research Onion' by Saunders, Lewis and Thornhill (2009, p.138)

4.3 Research philosophy

'Research philosophy is a term which relates to the development of knowledge and the nature of the knowledge' (Saunders et al, 2009, p.107). The research philosophy has all the essential assumptions according to researcher's point of view. These assumptions will support the research approach and the technique adopted as a part of the approach. The two major methods to consider in the research

philosophy are ontology and epistemology. Ontology refers to the assumption of nature of reality; and contains three different aspects, objectivism, subjectivism and constructionism (Saunders, et al., 2009). On the other hand, Epistemology relates to the knowledge and by what process the knowledge is created in a certain field of research; and it involves positivism, interpretivism and realism viewpoint of the researcher (Quinlan, 2011).

In this research, the researcher has used the positivism method as it comprises of present theory to develop hypotheses and these hypotheses will be tested and confirmed that will lead to more development of the theory (Saunders, et al., 2009).

4.4 Research approach

There are two kind of researches used, Inductive and Deductive. In an Inductive approach, the data is collected and a theory is developed as an outcome of the data analysis. Whereas, in Deductive approach a hypotheses is developed and research strategy is designed to check the hypotheses. There are five stages in the deductive approach: gathering a hypothesis, stating the hypothesis in operational terms, testing the hypothesis, exploring the outcome and last will be adapting the hypothesis in the light of the outcome (Saunders, et al., 2009). The aim of this paper is to examine the factors which influences the employees to leave the organisation and why the HR department is facing problem in retaining the employees in the Irish hospitality industry and also to evaluate a suitable approach to retain the employees in this industry. It is a responsibility of the researcher to choose the most suitable research approach in order to evaluate this research project. Research design is done to find the appropriate answers for the suggested research questions (Cameron & Price, 2009). Therefore, the researcher has adapted a deductive approach for this research as to provide the factors which are affecting retention and turnover of employees in Irish hospitality industry and also the researcher assumes that there are adequate researches developed in the field of employee retention and turnover of employees.

4.5 Research strategy

There are two methods of data research; Quantitative and Qualitative analysis. Qualitative data are non-numerical data which can originate in any form like opinions, beliefs, perspective, stories, and images and so on; or it can be described as the expression of human experiences and opinions (Quinlan, 2011) whereas, Quantitative data are numeric data or the data gathered is calculated numerically. There are different quantitative analysis methods such as statistics, graphs and charts which allow the researcher to calculate the data more appropriately. The quantitative data analysis is the calculation of data through statistical techniques. The quantitative analysis often relies on the deductive approach. The collection of quantitative data in this research has indicated the positivistic method.

Therefore, this research has adapted a quantitative strategy by gathering a large number of data from employees of the Irish hospitality industry. Quantitative analysis is a widely used research method and is expected to give positive results of the survey/ Questionnaire. This study will use the main method of quantitative approach that is questionnaire. Questionnaire is used for descriptive and explanatory research and also to collect the large number of responses from the participants to analyse the data. The researcher has chosen self-administered questionnaire which is completed by respondents; it is managed electronically through Internet/ Intranet, postal or delivery and collection. To meet the objectives of the research questions, the quantitative approach is undertaken as it provides all the numeric data that practically analyse the statistics collected and answer the questions (Saunders, et al., 2009). In this research, the researcher will try to use the most up-to-date, reliable and valid scales to measure the quantities based on the literature review and research questions. The main purpose of taking this topic has been discussed in the literature, nevertheless employee turnover and retention is becoming a challenge for the hospitality sector as the industry is growing rapidly. There are evidences of the work associated with this research, therefore the

literature has been designed to present and concentrate more on the shortage of employees in the industry and need to do more research.

4.6 Research instrument

There are many instruments in the quantitative study but the researcher selected to use questionnaire which is the most appropriate instrument for data collection and also used for this study. The researcher has to use this technique as large data is collected from big population of the Irish Hospitality industry. Questionnaire is a common word which consist of all methods of data collection and every respondent is asked the same set of questions by a fixed technique (Saunders, et al., 2009). As the hospitality industry is a wide sector which includes hotels, restaurants, pubs, cafes and it would not be possible for the researcher to collect the data through interview from each individual. Therefore, the researcher considered online questionnaire/survey is the most suitable option for this research and has used the online survey method which can collect data from large population. Surveys are mostly used for the calculation of data collected from large population and they are easily posted through internet to this population. Online survey method is the most common and effective technique to use for the survey population who have access and skills to use this technology (Quinlan, 2011). The researcher has developed a survey for the employees of Irish hospitality industry to find the factors which affect their stay while working in the organisation and what factors influence them in leaving the organisation. The survey carried out in this research also gives an outlook on the views and opinion of the employees while working in the Hospitality sector.

4.7 Survey design

The questionnaire survey for employee retention and turnover is adapted from a research made in 2014 in Florida (USA) by Milman and Dickson to analyse the hourly employee's features and their awareness on their work experience in big US theme parks and attraction and also to discover predictors for their retention (Milman & Dickson, 2014). According to the researcher of this paper, the current research on hospitality has a focus on the same sample survey on theme parks because

they are also customer oriented and they provide specific services to the customers including the hospitality services. The survey on Theme park were developed online and distributed to the respondents by social networking sites. Since, the previous research was based on theme parks so there were changes in the marketplace condition, type of businesses and perception and preference of the consumers in this research.

The Questionnaire for this research was developed and provided to the targeted population by using an online survey tool called 'Survey monkey' which gives out exact statistics and is easy to use. The first part of the survey comprises of demographics which includes employee's age, gender, how long have they been working in the hospitality organisation and their work shifts. These questions will help in analysing the data as it illustrate viewpoint of employees in defining what age group they belong to, time span in the industry and what shifts do they work to balance their work and personal life.

The second part includes the reasons of employees to work in the hospitality organisation. The participants are provided with list of options to select from and they can also choose one or more options. There is one more choice given as 'others', if the option which the employees are looking for is not listed and below that a box is provided to give their reasons. The next question involves current organisation and working with the organisation which is a employee satisfaction level that includes various statements such as training quality, work life balance feature, co-workers support, benefits and reward process, managers support and care. These closed questions were provided to the respondents with options to select on a scale and this was measured by 'Likert scale'. The options have five point Likert scale from strongly agree to strongly disagree. The Likert scales are technique of rating scales and are used to collect the belief and attitude of the respondents towards the statements (Quinlan, 2011). The last part of the survey consists of open-ended questions. The open question allows an individual to express themselves whereas closed questions are a set of statement in which the respondents are restricted to select an option. The researcher included the open ended

questions in the survey as it express the feelings of the respondents and what they think. In the survey, the respondents were asked about the most interesting part of their job, why they want to stay or leave the organisation and what they want to improve in the organisation.

The main objective of this survey is to collect information from the employees in order to analyse their views and opinions about the factors which affect them the most while working in the hospitality organisation.

4.8 Population and Sample

Population consists of groups, individuals, organisations, documents and so on, which are appropriate for the research (Quinlan, 2011), but for this research the target population were the employees from different hospitality sectors like hotels, pubs, restaurants, bed and breakfast. The survey was sent to a total of 50 employees of the hospitality organisations from which 42 surveys were completed, 80% of the target population. A research will be carried out using the entire population or using a sample population depends on the size of the population, requirements and time available for study. A sample is a small sub group of the population (Quinlan, 2011). In this research, sample population is a suitable technique as it is an effective approach to collect data instead of using the entire population and specifically when there is time and requirements are limited for the researcher. In this research, the convenience sampling is used which is a non-profitability technique (Quinlan, 2011). This sample technique is applied for the Irish Hospitality sector and the targeted population who are active social media users who works in the Irish hospitality industry.

The sample is selected using convenience sampling technique for the participants which reflects easy and feasible access. A convenience sampling technique is used for those participants who are easy to include in the research sample (Quinlan, 2011). The survey sample does not include any particular designation of employee it was for all the staff members who work with different hospitality organisations and sectors.

4.9 Ethical Consideration

Ethical conduct can be described as morale values, confidentiality and anonymity of an individual, group or an organisation. Confidentiality and anonymity usually refers to the assurance that researcher give to the participants that their identity and involvement in a research will be kept confidential (Quinlan, 2011). In this research the participants were notified of the confidentiality of their responses and anonymity of their identity; also they were informed about the nature of this research and why it is carried out, moreover they were made aware that what is required from them as a participant.

All the ethical codes are followed while completing the research. For investigating on this research, the information was developed by applying an online survey and it was only used for the purpose of this study. Also the answers given by the respondents were kept confidential during the process of analysis and they were not required to give their name in the questionnaire. Therefore, their identity is also anonymous as they completed the online survey. The respondents were also guaranteed that the data gathered is sincerely for research purpose.

4.10 Data Collection

According to Quinlan, (2011) "The data gathering methods are designed in such a way as to ensure that they will yield the data required" (p. 218). As discussed previously in survey design, an online questionnaire is suitable rather than the interview to gather the data as it is easy to collect data from large population and also it is feasible to get through to the respondents. Whereas, in interviews the data is collected from individual respondent by taking their one to one, telephonic or online interview and the researcher has to involve those participants in an interview process also which is time consuming. The online questionnaire was carried out to get the opinions and viewpoints of the employees rather than the managers. The researcher developed an online questionnaire in which all the questions were administered online. The survey was provided to the target population by sending them a tool called "survey monkey" which gives out exact statistics and is easy to use. The hospitality

industry is widespread and consists of many sectors like hotels, restaurant, pubs, clubs, B & B and many other, so it is feasible to send questionnaire through Facebook, Gmail and Web links. The expected respondents for the survey were 50 people. The participants were reminded time to time to take part in the survey as to obtain minimum result. When the participants finished the survey then the responses were saved and the after getting adequate responses the online survey was closed. The data gathered was exported to SPSS tool.

4.11 Data analysis

Once the data is collected through survey then it is transferred to a data analysing tool. To analyse the quantitative data of this research, a software package called SPSS (Statistical packages for the Social sciences) is used. This tool is helpful in analysing large set of survey data. When the questionnaire was completed by all the participants, then the package was used to analyse the data (Quinlan, 2011). To correctly measure all research question in this paper, accurate scales is used by the researcher according to their validity and reliability. Scaling technique is used extensively to measure the quantitative facts.

In this research the descriptive analysis is used for the findings and results of the data collected and it is described by graphs, pie charts and numerical table. The graphical technique is recognised for identifying aspect of the large quantities of data. The numerical tables and chart gives accurate quantified data. These descriptive method is feasible for the reader to understand the findings and it is examined and discussed in the next chapter.

The main objective of this analysis is to provide the exact measures of the research questions about employee retention and high employee turnover, the researcher identifies the main factors which are training, wages and incentives, benefits and compensation, job flexibility, development chances and skill appreciation for employee retention. On the other hand employee turnover measures will include work life balance, motivation, reward and recognition, job satisfaction, working environment, co-worker and socialisation practices.

4.12 Limitations

This researcher has tried to provide an understanding of the employees in the Irish hospitality industry. Although, there are some limitations which exists, the main ones are time constraints and sample size, therefore an online questionnaire was carried out to collect the data from the existing employees from different Irish hospitality sectors. But still, the online survey was open for a limited period of time and therefore the participants for the survey were limited. There was one more limitation in the literature of Irish hospitality industry. It seems to the researcher that there is lack of written data on this industry. Therefore, the researcher has carried out the literature from every suitable data which appeared to be relevant for this research.

Chapter 4. Findings and discussion

4.1 Introduction

This part of the thesis will analyse about data collected from the responses of the survey and also discuss the findings and result. The researcher has used pie charts and graphs to show the findings and outcome of the survey which is also easy for the reader to understand and examine the result. Firstly, the demographics will be discussed like age, gender and how long have the employees been working in the hospitality industry. Further it will analyse the responses of the questions requested

in the survey and it will also highlight the statements of the respondents about their thinking and feelings, which was also a part of the questionnaire. The findings are done to get the answers of the factors affecting retention and turnover of employees in the Irish hospitality industry. The data was collected through Survey monkey and then exported to excel sheet and further transferred to the SPSS tool to analyse.

4.2 Analysis of the data

1. Age of the respondents

The first question of the demographics is about the age of the respondents, there were 42 respondents in total from which maximum number of responses that is 24 or 57.1% is between 16-25 age group, from the age group of 26-35 there were 33.3% or 14 responses which was the second highest. The third category was 36-45 age group in which there were 3 or 7.1% responses and the least number of responses were received from 46 and above age group which is 1 or 2.4% response.

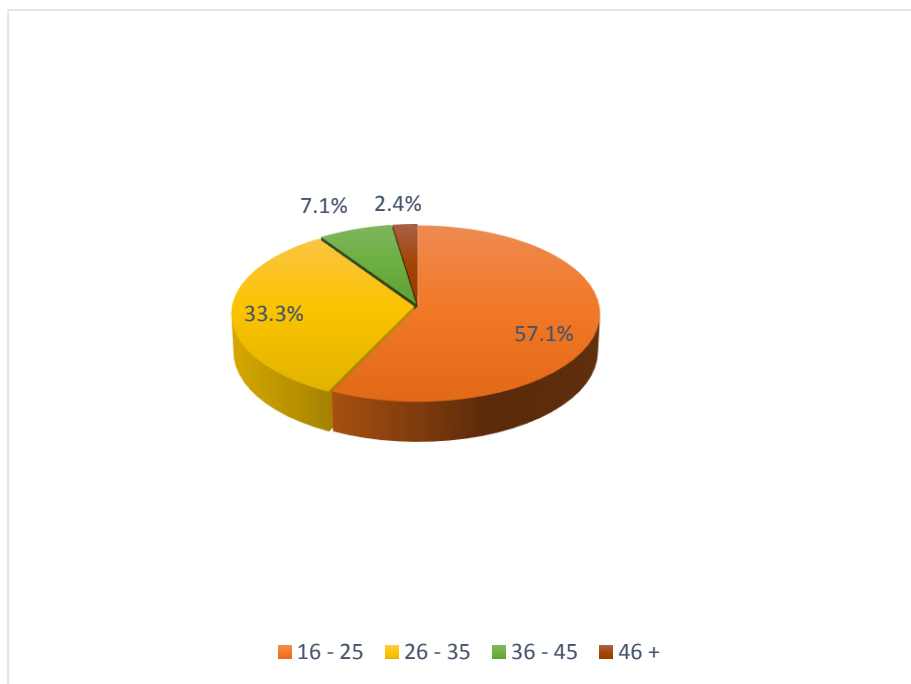


Figure 4.1 Age of the respondents

2. Gender

The second question of the survey is about the gender of the respondents in which 22 or 52.4% respondents were male and 20 or 47.6% were female respondents.

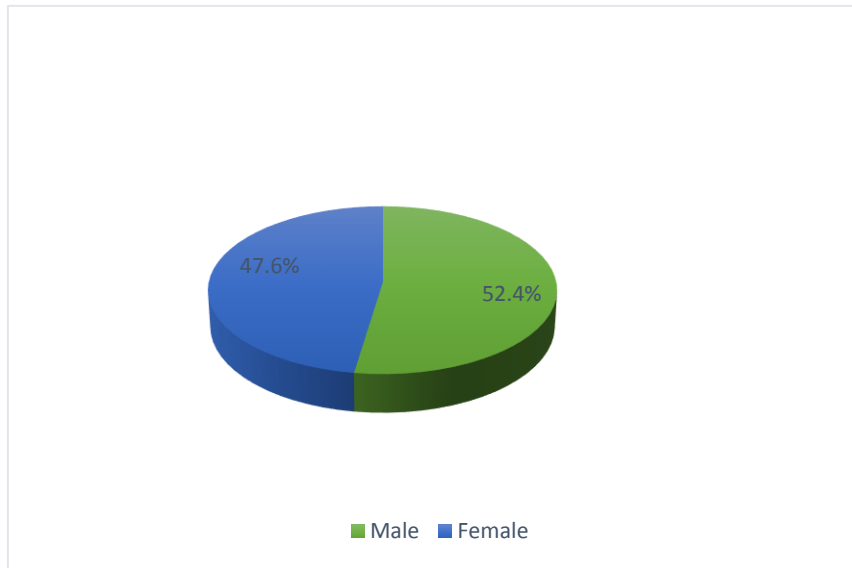
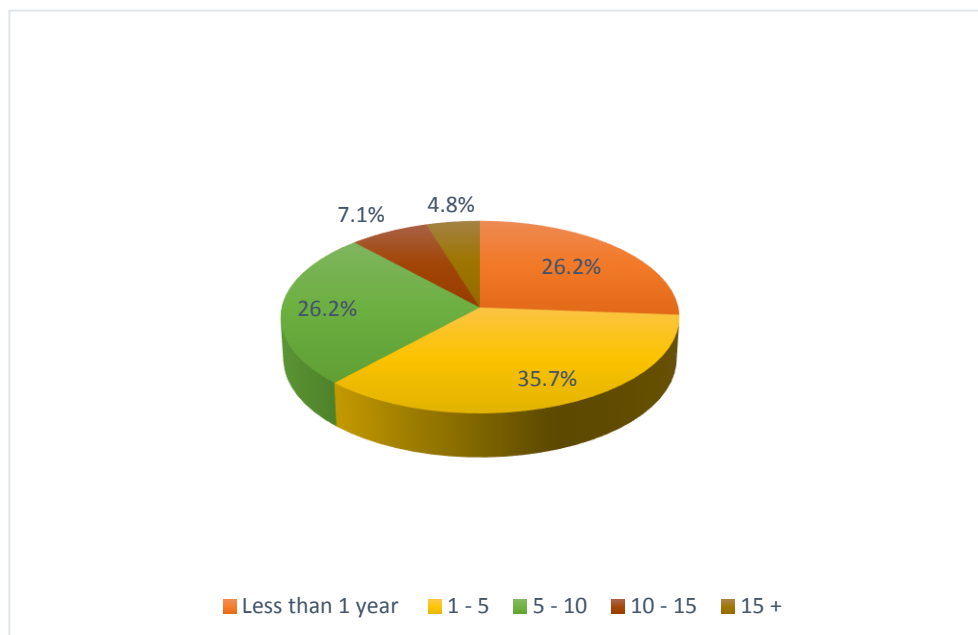


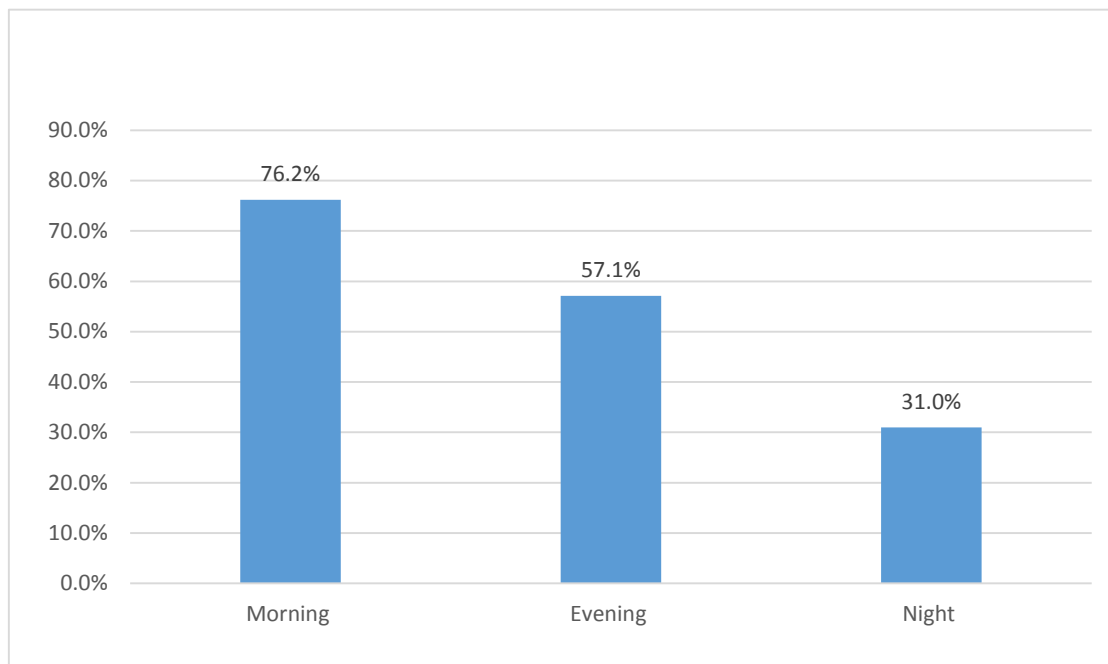
Figure 4.2 Gender

3. How long have the employees been working in the hospitality industry

The third question of the demographics was the length of service of the employees in the hospitality industry. The maximum number of people who are working between 1 to 5 years are 15 or 35.7% people. There are 11 or 26.2% of people who are working in this industry less than one year and same



ratio is for the people who are working between 5-10 years, which is 11 or 26.2% respondents. There are 3 or 7.1% respondents between 10-15 years in service. The least number of employees above 15



years of service are 2 or 4.8%. This clearly shows that the employees do not stay in the industry for a long period of time.

Figure 4.3 How long have the employees been working in the hospitality organisation

4. Working schedules

This is a general question for the respondents to get the information about what time schedules do they work mostly which is also related to their work life balance. The respondents who work in the morning shifts are 32 or 76.2%, whereas 24 or 57.1% people work in the evening shifts and the minimum number of respondents who work in the night shifts are 13 or 31%. The shift timings are completely depends on the type of hospitality organisations.

Figure 4.4 Shift schedules

5. What are the reasons of the respondents to work in the hospitality industry?

This question simplifies the reason of the respondents to work in the hospitality sectors and also discuss the second objective of this research. However some part of the second objective are also given in the open ended question which is discussed further. The highest number of respondents out of 42 that is 26 or 61.9% have an interest to work in this sector. 33.3% or 14 people like the flexible working hours to work that is why they choose to work in this organisation. There are 28.6% or 12 people who are students and with studies they are working in hospitality industry. The people who are hospitality graduates and who are interested in their career advancement opportunities are 21.4% or 9 respondents. 16.7% or 7 people are working in different hospitality sectors because of the salary/ wages. In the others option there was only 1 or 2.4% respondent who answered interest.

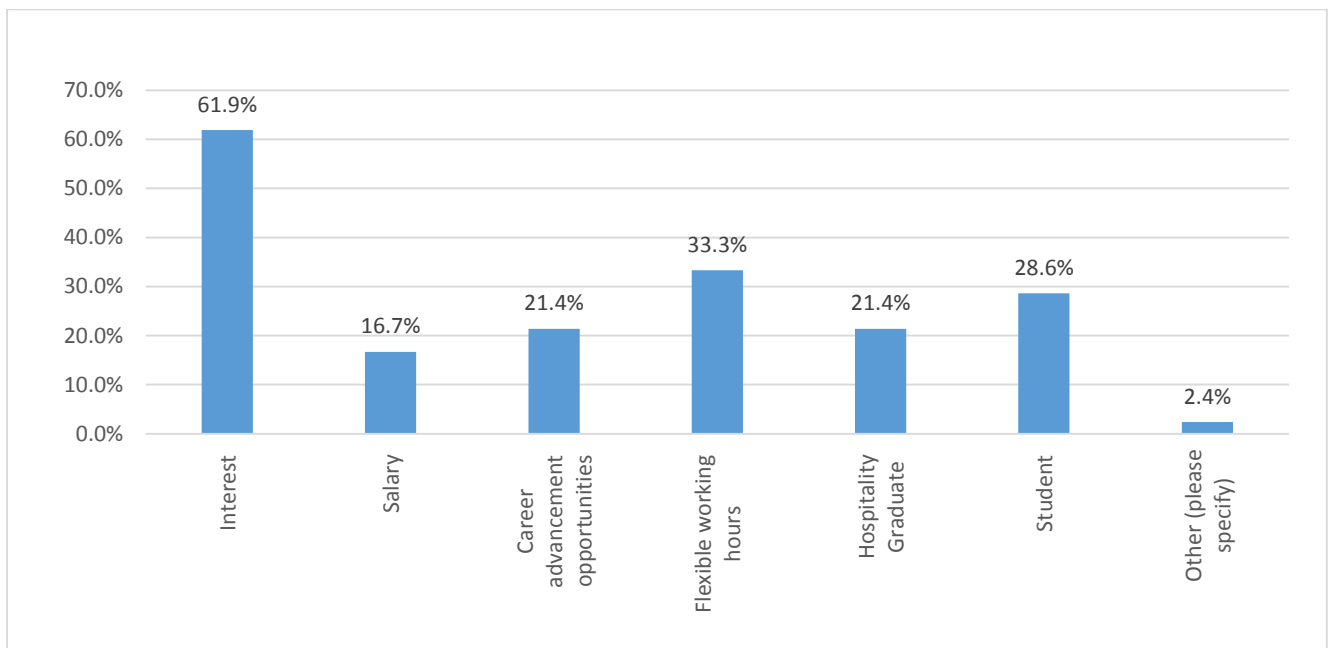


Figure 4.5 Reasons to work in the hospitality sector

6. Current organisation and working environment

In this question, the researcher has put all the retention factors collectively in order to get unbiased responses from the participants. This question basically show the findings of the satisfaction level of the employees with satisfaction composite score variable and this variable was tested for normality.

Test of normality was carried out for the factors grouped by genders, age and length of service of the employees. The satisfaction composite score was measured on Likert scale from 'strongly agree' to 'strongly disagree' and comprises of different employee retention questions such as induction training was good, friendly and helpful staff, enjoy working with the current organisation, challenging job, controllable work life balance, the respondent is satisfied with the health and benefits provided, inspired to meet goals at work, consistent training is provided about new developments in the organisation, satisfactory development training provided, the organisation increases the respondent's pay annually/quarterly, are they satisfied with the opportunities given by the organisation to apply their talent and knowledge, the respondent's career was developed after joining the organisation, get time to spend with family and friends, happy with the working hours and routines, adequate performance appraisal and reviews are provided, satisfied with the total benefits provided by the organisation which includes rewards and recognition, constructive feedbacks are provided and are the managers are supportive. To analyse all the factors, one variable was made and then it is measured with other variables to give the result of the hypothesis. The variable created is called satisfaction composite score.

H.1: The first normality test was carried out to measure is there any differences in the level of satisfaction of retention factors based on gender. There were 22 male and 20 female who responded to this question. In this section, the satisfaction level is measured whether male and female have same satisfaction level or it differs; and the initial test of distribution characteristics was carried out. Table 4.1 depicts the participation of the respondents and it has shown that all the 42 participants answered the questions.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
SatisfactionCompositeScore	1	22	100.0%	0	0.0%	22	100.0%
	2	20	100.0%	0	0.0%	20	100.0%

Table 4.1 Summary I

The assumption of sample normality were tested through Shapiro - Wilk which is a statistical application. The data suggest the male distribution (Shapiro- Wilk = .939, df = 22, sig = .190) and the female distribution is (Shapiro – Wilk = .957, df = 20, sig = .481). If the sig value is less than 0.05 than the data is not distributed normally but in this test the sig value is greater than 0.05, this shows that the data was distributed normally. In table 4.3 it depicts the group statistics as the satisfaction composite score and it was divided into two variables that is male and female. In the survey there were 22 males and the mean value (average) = 89.14, Std. deviation = 16.26 which is shown in table 4.3 it also depicts that 89.14% of average males agreed to the satisfaction of the retention factors regarding their training, work life balance, reward and recognition, salary and so on; and for 20 females the mean (average) = 83.65, Std. deviation= 16.25, there were 83.65% average females who also agreed to the satisfaction level on the retention factors in their organisation. Table 4.4 shows the independent sample t test which variance of the population in this test also the significance value is more than 0.05 which depicts that the variance is equal for both the genders. Both the genders are normally distributed and the male satisfaction level of retention factors has no significance difference from the female population. Therefore the gender has no significance difference in the level of satisfaction of retention strategies.

Tests of Normality

	Gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
SatisfactionCompositeScore	1	.208	22	.014	.939	22	.190
	2	.157	20	.200 [*]	.957	20	.481

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 4.2 Tests of Normality

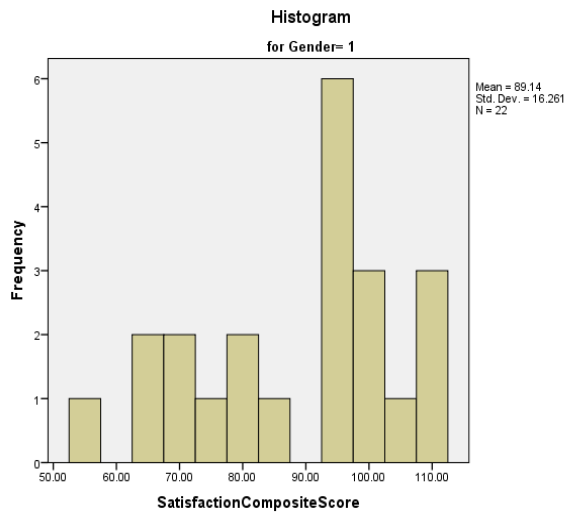


Figure 4.6 Male satisfaction level

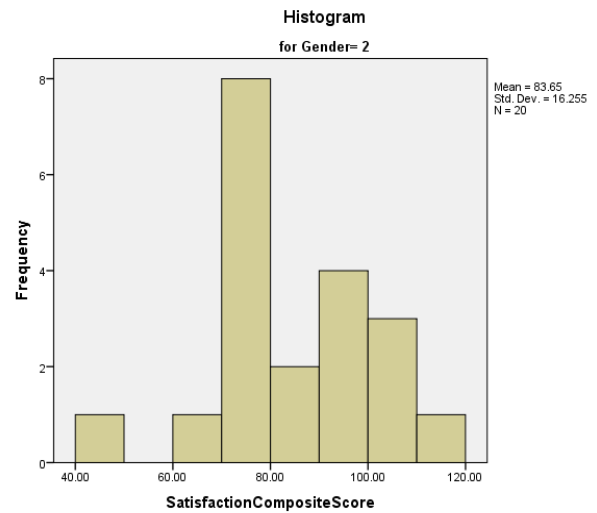


Figure 4.7 Female satisfaction level

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
SatisfactionCompositeScore	1	22	89.1364	16.26066	3.46678
	2	20	83.6500	16.25544	3.63483

Table 4.3 Statistics

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
SatisfactionCompositeScore	Equal variances assumed	.016	.899	1.092	40	.281	5.48636	5.02308	-4.66567	15.63839
	Equal variances not assumed			1.092	39.624	.281	5.48636	5.02300	-4.66851	15.64124

Table 4.4 Independent sample test

H. 2: The second hypothesis is to measure the effect of satisfaction level of retention factors depending upon the age of the respondents. The normality test was undertaken to measure the satisfaction level of employees depending upon their age. There were four age groups that is 16-25, 26-35, 36-45 and 46 and above but there was only 1 response from the 46 and above age group which was constant and while calculating the data it was omitted so this test was measured on the basis of 3 groups. Table 4.5 shows number of people answered so from 16-25 age group there were 24 people

from 26-35 age there were 14 people and from 36-45 age there were 3 people and all the respondents answered all the retention factor questions.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
SatisfactionCompositeScore	Age 1	24	100.0%	0	0.0%	24	100.0%
	Age 2	14	100.0%	0	0.0%	14	100.0%
	Age 3	3	100.0%	0	0.0%	3	100.0%
	Age 4	1	100.0%	0	0.0%	1	100.0%

Table 4.5 Summary II

To test the significance of the variance that is satisfaction of composite score and the age of the respondents the normality test was carried out. An assumption of sample normality was tested through Shapiro – Wilk application. The data suggest the age group 1 distribution (Shapiro-Wilk=0.93, df=24, sig= 0.11), for age group 2 (Shapiro – Wilk= 0.87, df = 14, sig=0.52) and for the third age group (Shapiro – Wilk= 0.98, df= 3, sig=0.74). In the normality test the samples of the population should be normally distributed to get the significant value but if there are more than two independent groups than the ANOVA (Analysis of variance) test takes place. This test is taken to analyse this hypothesis as there are more than two groups and to explore if there is any significant differences across these age groups. To calculate the ANOVA technique first the homogeneity test was carried out. In table 4.7 the Levene statistic is the homogeneity variance which should be more than 0.05 to assure the data is normally distributed and in this test the Levene statistic is 1.23 >> 0.05. Further the analysis of variance test was undertaken and the result shown in Table 4.8 in which the sig value is 0.15 which is greater than 0.05. In Figure 4.8 the average (mean) value of group 1 is 89.79, for group 2 (Figure 4.9) the mean value is 94 and for group 3 (Figure 4.10) the mean value is 81 which depicts that in every average age group the respondents are satisfied. Thus from this analysis it shows that there is no difference in the

satisfaction level of retention factors depending on various age groups and the age group has no effect on the satisfaction level of retention factors.

Table 4.6 Test of Normality

Test of Homogeneity of Variances

SatisfactionCompositeScore

Levene Statistic	df1	df2	Sig.
1.233	2	38	.303

Table 4.7 Homogeneity test

ANOVA

SatisfactionCompositeScore

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1404.518	3	468.173	1.876	.150
Within Groups	9483.958	38	249.578		
Total	10888.476	41			

Table 4.8 ANOVA test result

Tests of Normality^b

	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
SatisfactionCompositeScore	1	.226	24	.003	.934	24	.119
	2	.265	14	.009	.876	14	.052
	3	.227	3	.	.983	3	.747

a. Lilliefors Significance Correction

b. SatisfactionCompositeScore is constant when Age = 4. It has been omitted.

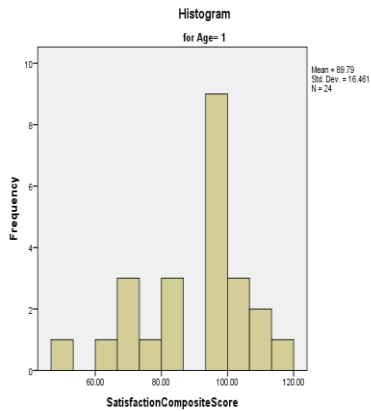


Figure 4.8

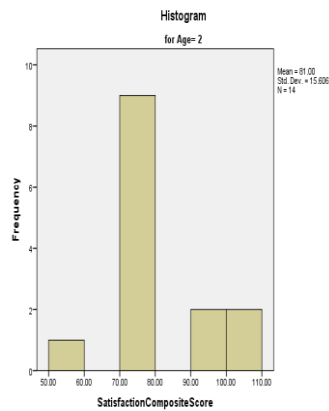


Figure 4.9

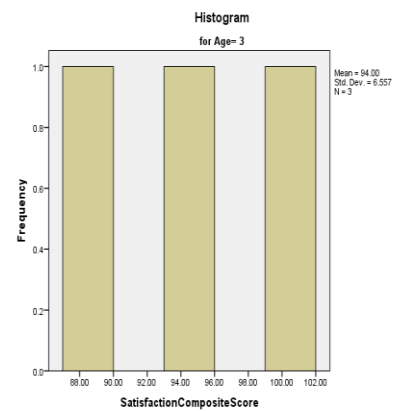


Figure 4.10

H. 3: The third hypothesis is to measure that the length of service has no effect on the satisfaction level of retention factors on employees. This first variable was the satisfaction composite score and the second variable was the length of service of the respondents that was divided into five parts which is shown in the figure 4.3, the division of the length of service of the respondents. Table 4.9 shows that all the participants answered the questions and there is no missing response.

Case Processing Summary

		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
SatisfactionCompositeScore	1	11	100.0%	0	0.0%	11	100.0%
	2	15	100.0%	0	0.0%	15	100.0%
	3	11	100.0%	0	0.0%	11	100.0%
	4	3	100.0%	0	0.0%	3	100.0%
	5	2	100.0%	0	0.0%	2	100.0%

Table 4.9 Summary III

The normality test was carried out in which all the length of service group value was above 0.05 except group 3 in which the sig value was 0.01. Therefore the researcher had to do a non-parametric test which allows to analyse the data of the respondents is normally distributed. To get the normally distributed data the group 5 was omitted to check if the result is above 0.05 so basically 40 responses are taken into consideration to distribute the data normally. Instead of taking ANOVA test as it was taken in the second hypothesis, the researcher took Kruskal – Wallis H test because the sig value of

group 3 is less than 0.05. It is an alternative of the ANOVA test, it is also known as K- Independent Sample test which depicts the relationship between the mean ranks of more than two groups. This test is considered when the normality test cannot be statistically relied upon. The mean rank in table 4.11 shows that four group mean rank, so the mean rank for the first group N=11 is 20.82, for second group N=15 is 21.60, third group N=11 is 18.95 and the fourth group N=3 is 19.50. When carried out the K- independent samples test the sig value is 0.94 which is greater than 0.05. Thus the two variables are normally distributed and it also shows that there the length of service has no effect on the satisfaction level of retention factors.

Tests of Normality

	LenghtOfService	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
SatisfactionCompositeScore	1	.237	11	.086	.917	11	.294
	2	.264	15	.006	.902	15	.101
	3	.289	11	.011	.804	11	.011
	4	.204	3	.	.993	3	.843
	5	.260	2	.			

a. Lilliefors Significance Correction

Table 4.10 Normality test

Ranks

	LenghtOfService	N	Mean Rank
SatisfactionCompositeScore	1	11	20.82
	2	15	21.60
	3	11	18.95
	4	3	19.50
	Total	40	

Table 4.11 Mean ranks

Test Statistics^{a,b}

	SatisfactionCompositeScore
Chi-Square	.356
df	3
Asymp. Sig.	.949

a. Kruskal Wallis Test

b. Grouping Variable:
LenghtOfService

Table 4.12 K- Independent samples test

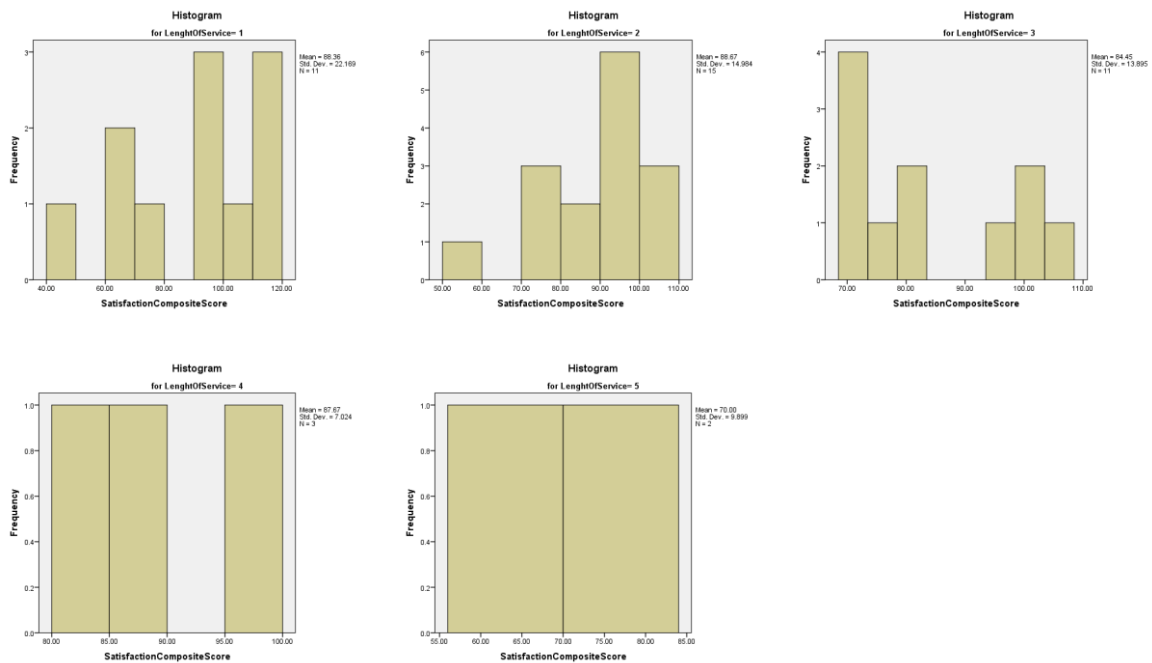


Figure 4.11 Histogram of 5 groups of length of service

The statistics that the researcher rely upon to measure survey items internal stability and reliability will be Cronbach’s alpha. The reliability was measured on the satisfaction scale of the variables and the reliability statistics measured the Cronbach’s alpha which came out as 0.918 which is greater than 0.7. That means this survey questions are reliable.

Case Processing Summary

		N	%
Cases	Valid	42	95.5
	Excluded ^a	2	4.5
	Total	44	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.13 Summary IV

Reliability Statistics

Cronbach's Alpha	N of Items
.918	25

Table 4.14 Cronbach's Alpha reliability

7. What does the respondent think is the most interesting part of their job?

This question was mainly asked to know the viewpoint of the respondents as this was an open ended question. There were many answers provided by different respondents but the maximum people said that working environment, meeting new people and flexible working hours is the most interesting part of their job. This question was put to know why people choose to work in the hospitality industry and what interest them the most while working. The answers are provided here which is given by the respondents.

- Environment
- Working Environment
- Hospitality industry itself and meeting new people
- Working environment
- Working environment
- Meeting new people
- salary
- manager
- flexible hours
- flexible hours
- co- workers
- salary
- Co-workers
- Meeting new people
- work itself
- The Challenges faced everyday
- Helping customers

Get new experience every day
Meeting people
Working environment
organising
Learning new things.
flexible hours
The job gives me the flexibility in terms
of hours,
Work, holidays.
Job itself
Helping out the people in need
Customers
Bar tending
Meeting with new people
work environment
Meeting new people
Meeting new people
Nothing
Meet and Greet
Creativity
Interaction with people from different
verticals of the society
New and interesting tasks.
It's interesting
Working with people and my colleagues
People I work with
Flexible work schedule

8. *Do you intend to stay or are you looking to leave the organisation? Why?*

This is another open ended question to know whether the respondents intend to work in the organisation or they want to leave and they were also asked about the reason why they want to stay or leave. The responses were mixed, as some of them said they want to stay and some of them said they want to leave because they want better opportunities, career growth, better management system and the positive responses to stay in the organisation states that they want to progress their career in this industry, working environment is good, better pay and so on. The researcher has provided the answers by the respondents for this question.

Responses

Leave
Leave, Looking for new job with better opportunities
Stay, I enjoy working in this industry
To Stay as I want progress my career in this industry
To Stay as I want progress my career in this industry
no
Stay, I have an interest to work in this industry

stay
stay
I would intend to stay. further career opportunities
I would intend to stay. further career opportunities
Stay
Intend to leave Nominal pay
Leave, I am a student and after studies I will look for other job
Leave, as this is not the kind of job which I was looking for.
Leave because I am looking for different opportunities in other sectors
Will Stay
Looking to leave. As career progression is slow and hard to achieve
I want to leave this Industry and look for a new place with better management system
No, better things are available
Intend to stay .better opportunity further
I would like to stay .I love my job
staying
Stay
I will stay with the company
Want to leave as I am not getting promotion after so much of hard work
Leave, as the organisation does not look after their Employees
yes
I don't want to pursue my career in that
Leave the organisation because I want better working environment and managerial support
I intend to stay because I like the
pay and the work environment.
Better opportunities
Looking to leave, because am not satisfied and feel like I
have more to give.
stay
I will leave
Stay
I want to stay here. At least for the
time of one year.
I intend to stay and explore other parts
Haven't decided yet as recently started somewhere new
stay for foreseeable future
Yes. Believe can get better opportunities elsewhere where
skills can be applied in a much better way

9. What the respondent want to improve while working in the organisation?

The respondents were asked this open ended question to get the specific answer what they think can be improved while working in the hospitality industry in general. This question was asked to know the viewpoint of the respondents that what do they think can be changed which will help the other management to retain the staff effectively. Maximum number of people said that the management support can be improved, the training and development, career progression, work life balance. The answers are provided below to for the understanding of the reader.

career advancement of the employees
Employee benefits and training process
Training and Management
Training and Management
It skills
Working conditions of the employees
nothing
working environment
Co- workers support
flexible shift hours
management
Management support and recognition for good work
Management and working hours
Training and reward process
Work Life Balance
Work systems
Management, training and work life balance of the staff
management
Infrastructure
I want this working organisations to be more organised
training of the staff
Salary
I wouldn't want to improve anything in the organisation.
Career advancement
Working Standards, Provide with some benefits.
salary and bonus
For myself English, communication skills
Management support and more training required
timings
Time management
How staff are treated
Everything.
overall
I find everything good
To work for customer delight
Staffing and training of staff.
More training
Sales skills
communication skills
Work environment, Freedom to work independently

4.3 Discussion

In this part the researcher will discuss the objectives of this research. In this research, there were 42 respondents who are working in the Irish hospitality industry. The survey was carried out to know the level of satisfaction of employees depending upon the age, gender and length of service also the

researcher wanted to know the viewpoint of the respondents whether they want to continue working in their respective organisation or they want to leave, also the researcher wanted to know from the respondents that what factors do they want to improve while working in their current hospitality organisation. There was a mixed response received from the respondents as some of them are satisfied with the working environment and culture but some respondents want to leave for better prospects.

Objective 1: To examine the level of satisfaction of employees affecting employee retention in the Irish hospitality industry.

In the questionnaire this part was included to measure the satisfaction level of the respondents and has no effect depending on their age, gender or length of service. There were 3 hypothesis in this objective and the researcher tested the reliability of all the 3 hypothesis which came out to be 0.918 which is greater than 0.7, which means that the hypothesis question are reliable.

H. 1: To measure that gender has no effect on the satisfaction level of retention factors on employees.

From the findings and result of the survey carried out, it shows that the gender has no effect on the satisfaction level of the retention factors. There were 22 males and 20 females who took part in the survey and after analysing the result, it clearly shows that the male and female has no effect on the satisfaction level and they have the same satisfaction level for the retention strategies. As discussed in the literature part the gender is not related to the satisfaction level. In a research done by Kara, et al. (2012), it was showed that gender has no effect on the satisfaction level of employees in the hospitality industry, it was also provided in their study that the high level of job satisfaction results in positive working condition for the employees whereas the low job satisfaction results in the inefficiency and poor working condition by the organisation and if the satisfaction level is low then the employees do not intend to stay in the organisation. From the results of question 6 it is provided that gender has no significant difference in the satisfaction level regarding the retention factors such

as work life balance, training and development, career advancement, rewards and recognition, management. This helped the researcher to find out that the level of satisfaction of employees does not depend upon the gender.

H. 2: To measure that age has no effect on the satisfaction level of the retention factors on employees.

The second hypothesis is to measure that age has no effect on the satisfaction level regarding the retention factors on employees. The responses were received from different age groups but the maximum number of responses were received from 16 to 25 age and 26-35 age. In table 4.8 it is clearly shown that the sig value is more than 0.05 which depicts that the age has no significant difference in the satisfaction level regarding the retention factors. All the age groups has almost the same satisfaction level regarding all the retention factors and as provided in the literature part the age of the employees does not affect the satisfaction level. It is viewpoint of an individual employee that they are satisfied with the work life balance, reward and recognition, working condition, training and development. However age does not have any effect on the satisfaction level.

H. 3: To measure length of service has no effect on the satisfaction level of the retention factors on employees.

This question is to measure that the length of service has no effect on the satisfaction level of the retention factors on employees. As the results are provided in table 4.11 the sig value is greater than 0.05 which shows that the length of service has no effect on the satisfaction level of retention factors. The length of service was grouped into 5 parts and all the groups showed that they have the same satisfaction level of retention factors like training and development, work life balance, reward and recognition, working conditions, management.

Objective 2: To examine why the employees choose to work in hospitality industry and what is the interesting part of their job which support them to stay with the organisation.

The researcher has put this question to get the viewpoint of the respondents about the reason why they choose to work in this industry and are they satisfied with the retention strategies of the organisation. The result clearly shows that maximum number of people have interest in working for the hospitality sectors and most of them choose to work because of the flexible working hours which depicts that the respondents choose to work in the challenging circumstances of this industry. According to Nickson (2007), most of the employees who work in the hospitality industry are students, part time workers and casual workers. According to the results of this research also the maximum number of employees are from the age between 16 to 25 and for 61.9% respondents they showed interest in working for this industry whereas 33.3% of the population chose to work in this industry because of the flexible working hours. Most of the respondents answered to interesting part of their job is the *'working environment, flexible working hours and meeting new people'*. The statements of the respondents are provided in question 7, in which a respondent has stated that *'Interaction with people from different verticals of the society'*. It is interesting for the researcher to see that the respondents are satisfied with their working environment and the flexible working hours which is mostly the reason for some employees to leave the organisation. As discussed in the literature the work life balance of the employees are mostly influenced by the work timings and they intend to leave.

Objective 3. To determine the employee expectations that would help management improve their present retention strategies.

The last part of the questionnaire was put to get the viewpoint of the respondents that why they want to stay or leave the organisation and what they want to improve while working in the hospitality organisation. These both are the open ended questions in which the researcher got mixed responses that the people want to stay and some of them want to leave. According to the statements of the respondents *'Looking to leave. As career progression is slow and hard to achieve'*, this statement specifies that the career progression in this industry is slow, as it was discussed in the literature part

that the development process of the hospitality industry influence the employees to leave the organisation early. As Bharwani and Butt (2012) stated in their study that in the hospitality industry the growth and development of the employees is the drawback factor due to which it is hard to attract people. Many people stated that they want to stay as they want to progress their career in this industry.

The last question of the survey is to know the viewpoints of the respondents about the improved retention strategies for the management. Most of the respondents think that the training and management needs to improve of the hospitality organisations '*Training and Management*'. As discussed earlier in the literature part the training and development is one of the major factor due to which the employees exit. Some of the respondents think that reward and recognition and the benefits are also the major factor which need to be improved *Training and reward process*. If the management helps in providing proper training then the employees can be retained effectively for a long period of time which also help them to develop their career and the hospitality organisation can lower down the turnover rate efficiently.

Chapter 5. Conclusion and recommendation

In this research, the proposed theory is measured practically to match the outcome as specified in the research objective. The Irish hospitality sector is increasing and due to the competitive market the employees are imposed to provide quality and quantity service to the customers. Also the hospitality industry demands professional approach from the employees due to which the HR

department face challenges. Lack of training and development of employees influence the staff to leave the organisation. As discussed earlier in the research if the employer provides proper training and motivate the staff by increasing their pay and rewarding them, then the organisation can retain their employees. Work-life balance is also a major factor in high employee turnover. The employer should make sure that the employees are satisfied with their work and they should also get holidays and other incentives from time to time. This will help the employees to balance their personal life with professional life. To drop the high turnover rate of this industry the organisations have to make some changes in all the sectors regarding their training and development programs, reward and recognition, work life balance of the employees and effective recruitment and selection design. The objectives are shown in the findings and the statement of the respondents are also provided which shows that the age, gender and length of service does not have any effect on the satisfaction level of retention factors on employees. The second objective was to know the reasons of the participants to work in the hospitality industry and what interest them on their job which shows some positive responses and indirectly it shows that the student, casual and part time worker prefer to work in this industry out of interest. In the third objective the respondents stated that they want to get reward and recognition, career development, training and proper work life balance which are the major factors in retaining the employees and if the industry fail to provide them with these factors than the staff leave the job early which affects the turnover rate of the organization also. If the organisations of the Irish hospitality industry start working on these factors then they can control the high employee turnover rate and can also retain the talented staff and when the staff is retained then only the customers will be satisfied and retained.

Recommendation

The researcher is aware of the limitations while completing this research and there are various recommendations which she need to make. Firstly for the future research, to get the viewpoints of the participants, the research must use the qualitative analysis as it will depict the point of view of

the respondents accurately and in details as the researcher can take interviews and can note the important points. As it was explained before that there is limited literature on the Irish hospitality sector and mainly on the retention and turnover points. The major areas which the research needs to be done is the satisfaction level of employees in their organisation in details. In this research the researcher used the Likert scale due to which the respondents had only few option to select and they also cannot give their viewpoints which is important to know the satisfaction level regarding different variables. In the future research, someone with more time may study on the high turnover rate of the hospitality industry and why people leave the organisation early.

For the employers and management of hospitality industry

The statements of the respondents provide their viewpoints, which can be considered by the management and employers to improve their training and development program, reward and recognition process and can also improve the work life balance of the employees by creating better working environment. The employers should improve their retention factors and make the work more easy and fun for the employees instead of stressing them, if the management start taking feedback from their employees and make changes in the working culture than the hospitality organisation can retain their staff.

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Appendices

This survey is designed to identify the factors affecting employee retention in the Irish hospitality industry. Thank you for taking some time from your busy schedule to complete this survey. Please answer all the questions. The information collected from this survey is strictly confidential and will be used only for this research.

*** 1. Age**

*** 2. How long have you been working in the Hospitality industry**

- Less than 1 year
- 1 - 5
- 5 - 10
- 10 - 15
- 15 +

*** 3. Gender**

- Male
- Female

*** 4. Shift schedules**

- Morning
- Evening
- Night

*** 5. What are your reasons to work in the Hospitality Industry?**

- Interest
- Salary
- Career advancement opportunities
- Flexible working hours
- Hospitality Graduate
- Student
- Other (please specify)

*** 6. Current organisation and working environment**

	Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
Induction training was good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly and Helpful staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enjoy working with the Current organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging Job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Controllable work life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brand name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfied with the Health and benefits provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspired to meet the goals at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary is adequate according to your role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent training is provided about new developments in the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfactory development training provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organisation increases your pay annually	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfied with the opportunities given by the organisation to apply your talent and knowledge at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your career was developed after joining the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You get sufficient time to spend with family and friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Get time to socialize after work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Happy with your working hours and routine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would you prefer to work in a 9-5 shift	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate performance appraisals and reviews are provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial rewards and bonuses provided (annually and quarterly)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfied with the total benefits provided by the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistently rewarded for good work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Constructive feedback is provided by the managers/ supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear information on job task and responsibilities is provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers are supportive and caring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* 7. What do you think is the most interesting part of your job?

* 8. Do you intend to stay or are you looking to leave the organisation? Why?

* 9. What do you want to improve while working in the current organisation?