

The Perceptions of Employee  
Turnover from the Viewpoint of  
Former Food and Beverage Front of  
House Employees: A Case Study of a  
4-star hotel in Dublin.

A Dissertation Submitted in Partial Fulfilment  
for the MA in Human Resource Management

8/1/2017

Adrian Fay

## **Abstract**

This dissertation investigates the causes of employee turnover in the food and beverage outlets of a four-star hotel in Dublin this hotel is referred to as Hotel X throughout the study. The hospitality industry has been characterised by high turnover levels that are often equated to unsocial hours and long hours worked, the Irish hospitality industry is no exception to this. The high level of turnover has a negative effect not only at a monetary level but also at a morale level. This dissertation will identify what the former employees of Hotel X deem are the main reasons employees leave and what caused them to exit the organisation.

A thorough review of past literature is included in this dissertation; this includes the opinions and findings of academics and past researchers on the topic of employee turnover. Coupled with this a mixed method approach is applied to gain a rounded and in-depth view of the case. The dissertation not only delves into the causative factors of employee turnover from the perspective of former employees but also suggests what can be done to reduce the turnover of this property or a similar property, the dissertation also goes on to suggest in what other areas a similar case study could be conducted.

## **Acknowledgements**

This dissertation would not have been complete without the help and support of a number of individuals.

Firstly, I would like to thank my family for their constant support while undertaking my masters throughout the year and especially my mother who took time out of her busy schedule to read my dissertation and give me feedback.

Secondly, I would like to thank my supervisor Dr. Paul Hanly for his guidance and also for supporting me with the focus and direction of my dissertation.

I would also like to thank my friends who listened to me throughout the year and gave me their support

Finally, I would like to thank the participants of the study who willingly gave their time to complete the survey and interviews

## Declaration

Submission of Thesis and Dissertation National College of Ireland Research Students  
Declaration Form (Thesis/Author Declaration Form)

Name: Adrian Fay

Student Number: 15041361

Degree for which thesis is submitted: MA in Human Resource Management Material  
submitted for award

a) I declare that the work has been composed by myself.

b) I declare that all verbatim extracts contained in the thesis have been  
distinguished by quotation marks and the sources of information specifically  
acknowledged.

c) My thesis will be included in electronic format in the College Institutional  
Repository TRAP (thesis reports and projects).

d) Either \*I declare that no material contained in the thesis has been used in  
any other submission for an academic award.  
Or \*I declare that the following material contained in the thesis formed part of a submission  
for the award of

MA in Human Resource Management, National College of Ireland

Signature of Research Student: \_\_\_\_\_

Date: \_\_\_\_\_

## Table of Figures

Figure 1: Gender Composition of Participants.....	32
Figure 2:Age Range of Participants .....	33
Figure 3: Length of Time Participants were Employed at Hotel X. ....	34
Figure 4: Staff Turnover by F&B Outlet in Hotel X .....	36
Figure 5: Position held by Respondent of online survey .....	37
Figure 6: Reasons for ceasing employment with Hotel X .....	38
Figure 7: Respondents Reasons for leaving Hotel X in Percentage. ....	40
Figure 8: Participants who were or were not offered new roles in the Organisation. ....	41
Figure 9: Those who Received Exit Interviews.....	42
Figure 10: Options made by Leavers.....	43
Figure 11: Costings for Relationship Building with organisation A.....	58
Figure 12: Costings for Relationship Building with organisation A.....	58

## Abbreviations

F&B – Food and Beverage

FO – Front Office

C&B – Conference and Banqueting

IHF – The Irish Hotels Federation

JDI – Job Dissatisfaction Index

## Contents

Chapter 1: Introduction .....	1
1.0 Introduction .....	1
1.1 The Hotel.....	1
1.2 Title of the Study.....	1
1.3 Purpose .....	2
1.4 Rationale .....	2
1.5 Significance .....	2
Chapter 2: Literature Review .....	3
2.0 Introduction .....	3
2.1 Definitions .....	4
2.2 Turnover in Irish Hospitality.....	5
2.3 Turnover Classifications .....	6
2.3.1 Push Factors .....	7
2.3.2 Pull Factors.....	7
2.3.3 Unavoidable Causes .....	7
2.3.4 Involuntary Turnover .....	8
2.4 Causes of Turnover .....	8
2.4.1 Work Life Balance .....	9
2.4.2 Reward and Benefits .....	10
2.4.3 Training and Development.....	15
2.4.3.1 Training .....	15
2.4.3.2 Career Development .....	16
2.4.4 The Generational Factor .....	17
2.4.5 Subordinate Relationship.....	18
2.4.6 Job Satisfaction .....	20
2.5 Conclusion .....	21
Chapter 3: Research Objectives .....	22
3.0 Introduction .....	22
Research Objective 1 .....	22
Research Objective 2 .....	22
Research Objective 3 .....	22
Chapter 4: Methodology.....	23
4.0 Introduction .....	23
4.1 Research Philosophy .....	24

4.2 Method .....	26
4.3 Sample.....	26
4.4 Data Collection Procedures.....	27
4.5 Pilot Testing.....	28
4.6 Ethical Considerations.....	29
4.7 Biases and Assumptions.....	29
4.8 Limitations of the Research .....	30
Chapter 5: Survey Findings .....	30
5.0 Introduction .....	30
5.1 Question 1: Gender.....	31
5.2 Question 2: Age Profile .....	32
5.3 Question 3: Length of Employment.....	33
5.4 Question 4: Outlet of Employment.....	35
5.5 Question 5: Position Held .....	36
5.6 Question 6: Reason for Ceasing Employment.....	38
5.7 Question 7: Other Position Offered .....	40
5.8 Question 8: Exit Interview.....	41
5.9 Question 9: Those Who Continued Working in the Industry.....	42
Chapter 6: Interview Findings and Results - Research Question 1 .....	43
6.0 Introduction .....	43
6.1 Participants .....	44
6.1.1 Participant A.....	44
6.1.2 Participant B.....	45
6.1.3 Participant C.....	45
6.1.4 Participant D .....	45
6.1.5 Participant E .....	45
6.2 Research Objective 1.....	46
6.2.1 Impact of Staff Turnover.....	46
6.2.2 Training and Development .....	47
6.2.3 Work Life Balance .....	48
6.2.4 Career Development.....	49
6.2.5 Pay, Benefits and Rewards.....	50
6.2.6 Subordinate Relationship.....	51
6.2.7 Job Satisfaction .....	52
6.4 Conclusion.....	53
Chapter 7: Recommendations - Research Question 2 .....	54

7.0 Introduction .....	54
7.1 Recommendations .....	55
7.2 Training and Development.....	55
7.2.1 Costing .....	56
7.3 Subordinate Relationships .....	56
7.3.1 Costing .....	57
7.4 Pay and Benefits.....	59
7.4.1 Costing .....	59
Chapter 8: Conclusion .....	60
8.0 Introduction .....	60
8.2 Scope for Future Studies .....	61
8.3 Relevance for Employers and Organisations .....	61
8.4 Personal Learning Statement .....	62
Chapter 9: Bibliography .....	63
Chapter 9: Appendices.....	72
9.1 Appendix 1 “Why they Left” .....	72
9.2 Hotel X Permission Letter .....	73
9.3 Participant Information Leaflet.....	75
9.4 Interview Questions.....	79
9.4.1 Participant A.....	82
9.4.2 Participant B.....	86
9.4.3 Participant C.....	91
9.4.4 Participant D.....	96
9.4.5 Participant E .....	101
9.5 Survey Questions .....	106



## Chapter 1: Introduction

### 1.0 Introduction

The author accepts that staff turnover in Dublin and Ireland has been researched. Both Kirwan (2014) and Tiwari (2015) have investigated the factors leading to or affecting staff turnover in the Irish hospitality industry, furthermore Kwan (2014) explored the aspect of staff turnover within cafes and restaurants in Dublin's city centre. Although turnover within the hospitality industry has been researched, to the best of the author's knowledge a case study has not been undertaken on the F&B (Food & Beverage) outlets of an Irish Hotel. This study will not only focus on the issues that cause employee turnover within Hotel X but will focus on what the former employees deem the issues to be to have made them and others exit the organisation.

### 1.1 The Hotel

The Hotel is one of the largest hotels within the city limits of Dublin, with a busy F&B operation in both its front of house outlets to meetings and events. Hotel X was recently rebranded and the moved from one large chain of hotels to another. There are multiple other properties which are part of the same chain and also other hotel chains within a short distance of the hotel which place it in a very competitive market. The workforce is comprised of both national and international employees, with many of the F&B employees studying and working.

### 1.2 Title of the Study

The title of the research is as follows: ***“The Perceptions of Employee Turnover from the Viewpoint of Former Food and Beverage Front of House Employees: A Case Study of a 4-star hotel in Dublin.”***

### 1.3 Purpose

The primary purpose of this study is to determine and understand the causes of employee turnover are within Hotel X's F&B outlets. This paper will investigate staff turnover push and pull factors from the point of view of the staff. A mixed method approach was adopted for the collection of data. The author aims to target F&B front line staff in the data collection process, the aim of this approach is to identify what caused staff to leave. Surveying past staff will help identify the trends that contributed to them vacating the position. The aim of understanding past and current trends in turnover is to help develop an insight into the topic and determine what measures can be taken to improve employee retention.

### 1.4 Rationale

The author has worked in the hotel industry in multiple regions of the world and has observed that, no matter the region where the hotel is located, staff turnover was high and this was especially true of the F&B outlets. This did not change in the different F&B outlets, whether it was C&B, bar and restaurant or room service, they all suffered from high employee turnover. Recognising this as a leading concern in the industry and a cause of frustration to supervisors and managers, the question arose as to what could be done to identify contributing factors and reduce the turnover.

### 1.5 Significance

The significance of this research is that it will allow the researcher and the intended audience to understand the issues that staff identify as having caused them to end their employment at the F&B outlets. Identifying these reasons will give Human Resources and F&B Managers in Hotel X, Dublin, and hopefully further afield, an understanding and insight into the main reasons for high staff turnover, from to viewpoint of the staff.

## Chapter 2: Literature Review

### 2.0 Introduction

The following chapter will explore the current literature in the subject of employee turnover. The chapter will review and evaluate the literature in relation to the research questions of the paper and factors that academics suggest contribute to employee turnover in the hospitality industry along with other industries. The chapter will begin by explaining and defining employee turnover and explaining the classifications of employee turnover. The second section in this chapter will explore the causes of employee turnover as compiled and understood by academics in the area of employee turnover. Although this paper is focusing on a single hotel

property the following chapter will be evaluating and critiquing literature from the hospitality industry and this will include literature based on an array of businesses such as hotels, hostels, bars, nightclubs, lodgings and more.

## 2.1 Definitions

Employee turnover is defined by Armstrong (2012) as the rate that employees exit a company, Robbins et al. (2010) expand on this and defines turnover as “the voluntary and involuntary permanent withdrawal from an organisation” this data is usually collected over a set period and conveyed as a percentage to the total number of employees (CIPD 2017). Davidson et al. (2010) highlight that employee turnover has been a cause for study from as early as 1958 as seen in the works of March and Simon. Lee et al. (2012) go on to explain that many past studies on employee turnover have highlighted that organisational commitment and job satisfaction are two of the major contributing factors to turnover.

Louden (2012) suggests that employee turnover can create a negative knock-on effect on those still employed in the organisation and influence their decision to leave. Thus, reducing the turnover can affect the workplace environment and employee attitudes. Mills-Senn (2016) suggests that employee turnover has become a taboo subject and has developed a negative reputation. Mills-Senn argues that organisations need to accept a certain level of turnover and moreover that it should be expected. Mills-Senn continues by suggesting that it is unexpected turnover that causes issues for an organisation. Furthermore, Habib (2015) identifies that not only are certain levels of turnover unavoidable but that they can be advantageous to the organisation as it can allow for a new perspective within the organisation from those joining the workforce. Not only will a certain level of healthy employee turnover allow for new standpoints but, according to Carbery and Cross (2013), it will help diminish groupthink within the workplace.

One of the most vital assets to an organisation is the staff (Darlington, 2002). Without the workforce production will cease and services will come to a standstill. Additionally, Baker (2008) states that “human – capital is the critical ingredient in any business and is often the difference between success and failure.” Not only must organisations compete within their respective industry for employees but now it must compete with other industries as cross industry competition has developed to employ and retain staff. Miller (as cited in Sutherland, 2001) explains that Hotel Food and Beverage outlets are no exception to this. Furthermore, high staff turnover has a direct financial impact on the organisation, such as cost of advertising for vacancies and training of new staff are incurred. Mitchell Holtom and Lee (2000); Ertürk (2014).

Not only does high turnover have a financial cost to the organisation but can affect the business operation. According to Hughes and Rogue (2008) high employee turnover can lead to a loss in knowledge, leading to a potential loss in competitive advantage.

The following literature will be used to build a base for this paper; the paper will focus on Hotel X and therefore is distinctive from other studies as there has not been a case study conducted on employee turnover on any hotel in Dublin. As this paper is the first case study on employee turnover based on an hotel in Dublin, it will be the benchmark for other case studies of this type.

## 2.2 Turnover in Irish Hospitality

The hospitality industry is one of the largest employers in the Irish economy according to a report released by the Department of Transport, Tourism and Sport (2017). In 2016 the industry supported a total of 220,000 jobs with 148,000 of these being direct employment. Tim

Fenn, of the Irish Hotels Federation (IHF) states that “almost 60,000 of these jobs in the hotels sector alone” (IHF 2017).

Employee turnover is inevitable and according to Taylor (2002) the employer must face up to this fact. Although this is the case, Mullins (2001) identifies that employee turnover within the hospitality industry is higher than other sectors leading to what Taylor highlights as a costly factor to the business and goes on to suggest that employers should attempt to reduce it. The Irish tourism sector is no exception to employee turnover, the IHF identified employee turnover as a cause for serious concern as far back as 1996 (Farrell 2001). Wickham et al. (2008) explain that the hospitality sector suffered from high turnover during the boom due to employees having a large pool of employers to choose from, Roche et al. (2011) highlight that employee turnover was reduced after the boom as employees had less organisations to choose from due to downsizing and company closures.

The IHF (2017) suggest that many hotels pay employees minimum wage and cannot afford to increase pay scales as it would drive hotel rates up and thus would be a disadvantage for Irish tourism businesses competing internationally as the Irish minimum wage is the second highest in the European Union. Although the IHF argue that it is necessary for Irish hotels to pay minimum wage to remain competitive internationally, O'Halloran (2017) highlights that Irish owned hotel companies are paying out massive bonuses to the CEO and other executives.

## 2.3 Turnover Classifications

Allen, Bryant and Vardaman (2010) state that “Although there may be shared characteristics and outcomes associated with each incidence of turnover, there are different types of turnover, each with its own implications.” As previously highlighted, Robbins et al. suggest there is

voluntary and involuntary turnover within an organisation. Taylor (2002) expands on this and suggests that turnover can be divided into four classifications:

### 2.3.1 Push Factors

Nair et al. (2016) explain that push factors are internal reasons that may lead to employee turnover, Kinicki et al. (2002) introduce the five push factors within an organisation; pay, job satisfaction, relationship with co-workers, supervisory relationship, and promotion opportunities. These subcategories are referred to as the JDI. Hofhuis et al. (2014) expanded on the subcategories of the JDI and included personal functioning and organisational culture. All push factors leading to employee turnover can be grouped under the JDI expanded classifications (Hofhuis et al.)

### 2.3.2 Pull Factors

Mano-Negrin, and Kirschenbaum (1999) clarify that pull factors of employee turnover are the external reasons employees may leave the organisation. Pull factors have a greater impact on employee turnover in a loose labour market as there is a larger selection of employment opportunities rather than when there is a tight labour market Hunt and Rasmussen (2007). According to Lockyer and Scholarios (2004) hotel employment is a very transient sector and has a constantly changing workforce. Williams et al. (2008) argue that even in a tight labour market pull factors are still present in the hotel sector as it is transient.

### 2.3.3 Unavoidable Causes

Taylor explains that unavoidable causes can lead to employee turnover. Taylor (2002) also goes on to explain that these causes cannot be anticipated by either the employer or employee. Unavoidable causes include reasons such as death and illness.

### 2.3.4 Involuntary Turnover

Involuntary turnover is often viewed as a person being fired from an organisation, but it can also be that an organisation is forced to lay off employees or that the organisation is closing down (McDonald 2011). Taylor (2002) explains that as involuntary turnover is forced and usually due to layoffs, therefore it is surrounded by negative connotations and can often lead to the individual struggling for future employment.

### 2.4 Causes of Turnover

Torrington, et al. (2011) explains that there are multiple reasons for employee turnover within organisations such as dissatisfaction with current job role, pay or other team members. Edwards and Rees (2011) expand further on this point, outlining that the cause is voluntary turnover it can often be due to the organisational culture not being aligned with the values of the employees. According to Griffeth and Hom (2001) clarify that it can be difficult but not impossible for an organisation to reduce turnover caused by outside factors; they go on to suggest career breaks and flexible working contracts to help reduce turnover as it allows the employee to have discretionary time and a better work life balance, they go onto explain that flexible contracts portray less rigid employers.

Research conducted by Poulston (2009) about the workplace in the hospitality industry suggest that motivation of employees within the sector is affected by remuneration, working conditions, relationship with their subordinate and the work-life balance. Thus, according to Poulston, when these motivators are having a negative effect they can lead to high levels of turnover. In line with this Connolly and McGing (2006) suggest that managers in hotels and in the hospitality sector need to not only to meet the needs of the customers but to also meet



to needs and expectations of the employees in order to build and maintain a successful business without this they go onto explain that there can be no business as there is a need for strong employees to deliver a product or service.

#### 2.4.1 Work Life Balance

Greenhaus et al. (2003) describe work-life balance as the degree to which an individual is equally content with their work and family role; this satisfaction is not just measured by time spent between both work and home. One must understand this as Poelmans et al. (2008) explain that using the word balance can lead to confusion as it suggests both components (work life and personal life) are in equilibrium

The concept of work-life is a relatively new concept. Crompton and Lyonette (2006) highlight that it has come to the forefront of HRM and since the end of the 20th Century it has developed and gained traction, coupled with this Lockwood (2003) explains that the phrase work-life balance was coined in 1986. According to Deery (2008) work-life balance has been an issue for a long time and suggests that it is the label of work-life balance that is relatively new. Deery suggests that emotional and physical exhaustion and stress have evolved into what is now known as work-life balance. In line with Deery's explanation Lockwood highlights that organisations have been aware of the issue of work-life balance since the early 1900's altering shift work to increase morale thus increasing productivity. Although these alterations were made to increase productivity it acknowledged the need for a balance.

Hardy and Adnett (2002) explain that historically work-life balance has been viewed as an issue predominantly geared towards the female workforce. Both Lockwood and Lewis & Gruyère (2010) bring to our attention that work-life balance schemes in organisations were

adopted and developed for women with children. Kalliath and Brough (2008) conclude that prior to work-life balance it was known as work-family balance and progressed to include all employees notwithstanding those with or without family obligations.

Agarwala (2009) suggests that organisations should focus on ensuring they are offering a work-life balance for employees as Agarwala goes on to suggest to actively listen to employees requests off and to be flexible with their schedule where possible. Agarwala explains this will lead to employees who are more productive and committed to the organisation. Blomme et al (2010) explain that poor work-life balance is common in the hospitality industry as many of the hours of operation are deemed unsociable working hours. Buick and Thomas (2001) suggest that working these unsociable hours coupled with having a poor work-life balance leads to burnout among front of house employees and thus leading to high employee turnover. Buick and Thomas explain that this is more so a factor in F&B and FO operations.

#### 2.4.2 Reward and Benefits

Torrington et al, (2011) highlights that providing benefits and rewards to employees can help reduce the level of turnover in any organisation, although they continue to suggest that benefits and rewards can also have an adverse effect and contribute to employee turnover. Rewarding good performing employees evokes a feeling of appreciation and increases the connection that employees have with the organisation thus reducing the employee turnover rate (Armstrong, 2012). Contrary to the view that Armstrong puts forward, Lytle (2016) suggests that benefits and rewards are factors in enticing employees to seek employment with an organisation but goes on to explain that both benefits and rewards have less effect on maintaining the employee's' interest in the organisation.

#### 2.4.2.1 Financial Rewards

All Irish employees are entitled to a financial payment for employment; according to [www.citizensinformation.ie](http://www.citizensinformation.ie) (2017) as of January 2017 the minimum wage in Ireland has increased to €9.25 an hour. Chauvin and Ash (1994) explain that a wage or salary does not contend as a financial reward and go on to highlight that financial reward is in fact a bonus, usually based on the performance. Tiernan et al. (2006) highlight that there are many types of payment schemes and these include merit rating, flat rate + individual or group payment based on results and profit garnishing.

##### Merit rating

Tiernan et al. explain merit rating as a scheme as implemented usually based on the performance of the employee against a set of objectives. They go on to explain that these systems are a good measure of positive performance but can be difficult as a measure of overall performance and individuals can manipulate the system.

##### Flat rate + individual or group payment based on results

Tiernan et al. go on to explain that this scheme is one of the more popular schemes used by organisations and highlight that a scheme like this is often good for motivation. Miller (2009) suggests especially that in the hospitality there can be an inequality in work done and pay-out on an individual basis.

##### Profit garnishing

According to Tiernan et al. profit garnishing is a system used to share the profits of an organisation, usually given in as a financial bonus or company shares. Long (2009) explains

that it is often upper management and executives that receive bonuses based on the profits of the organisations as Percival (2017) highlights is the case in the Irish hotel industry as previously shown by O'Halloran (2017). Although this is the case that it is often upper management and executives that receive the bonuses Mulligan (2017) explains that bonuses like this are seen as the executives have been integral to the growth seen in hotel companies such as Dalata who saw profit after tax figures grow 1000% in recent years.

There are various theorists such as Maslow, Herzberg and Vroom who that suggest individuals are motivated by more than just money and financial gain and go on to outline how an individual can be motivated by non-financial rewards.

#### [2.4.2.2 Non-Financial Reward](#)

According to Tarrant (2009) non-financial incentives have seen a growth in the hospitality as a cost-effective way for organisations to keep their staff, in line with this Connolly and McGing (2002) clarify via research that non-financial rewards are common in hospitality organisations based in Dublin. Connolly and McGing go onto explain that many of these non - financial rewards include reduced hotel rates, reduced rates in F&B outlets and health schemes. Ho et al. (2009) explain that the hospitality industry along with other industries offer many non-financial rewards for employees such as discounted rates, access to healthcare at a reduced rate and health focused incentives such as subsidised gym memberships.

Whitaker (2010) explains that non-financial rewards are awarded to employees for loyalty and/or performance. Whitaker goes on to explain that non-financial rewards are not to be confused with incentives to perform or to reach certain targets. Baron and Maxwell (1993) continue on by highlighting that non-financial rewards may not necessarily need to be in form of a materialistic item and suggests that non-financial rewards can include rewards as simple as praise for a good job or being nominated for employee of the month or a similar scheme.

Baum (2008) suggests that non-financial rewards can include the sharing of ideas and encouraging employee to exchanged views and knowledges. Baum goes on to say that this only creates a reward when acknowledged and praised. Whitaker suggests that employees who are paid the market level or below the market level can often make a decision to stay or leave an organisation based on the non-financial rewards they receive and goes on explain that a mix of both financial and non-financial reward are referred to as total reward.

#### 2.4.2.3 Total Reward

Reilly (2010) suggests that the concept of total reward dates back at least to the 18th century but suggests that it was based on the relationship of the employer and employee. Reilly goes on to explain that total reward has evolved into “an employer-driven, one-sided rather than mutual concept.” (Reilly, pp. 48 2010).

According to Mansbach (2009) total reward is a key concept for attracting and retaining the best staff from line staff to executives, Mark Scane in a letter to Employee Benefits Magazine (2009) elaborates on this point of view and explains that one tool of total reward is to offer a salary and payment/subvention for employee education.

In keeping with Crompton and Lyonette (2006) view that work-life balance has become a prominent issue and Buick and Thomas (2001) suggestion that work-life balance has a major effect on turnover in front of house departments of hotels, Perrin (2009) proposes that organisations adopt work-life balance programmes as part of their non-financial reward for employees.

Employees should have the opportunity to select what their total reward package or at least have an input (Sullivan 2009), Mansbach expands on this and suggests that total reward systems should include training and education in their non-financial benefits package which is fundamental to career development and can impact on team development through effectively reducing turnover.

#### 2.4.2.4 Benefits

Armstrong (2012) explains that benefits can play a large role in reducing staff turnover and keeping staff as benefits in hotels include staff meals, reduced hotel rates and reduced prices in F&B outlets of the organisation. Massey (2009) suggests that taking away any benefits creates turmoil in the workplace and will lead to the loss of the best employees, along with this Lytle (2016) suggests that benefits are factors in enticing employees to seek employment with an organisation but goes on to explain that benefits are less effective at maintaining the employee's' interest in the organisation as similar organisations will offer the same or similar benefits with the potential of better working conditions and pay.

McMullen-Coyne (2004) explains that benefits are not always lower value items such as discounted room rates and meals but can include high value items such as private healthcare and/or pension schemes. These high value parts of the total benefits package can play a large role in reducing potential turnover. Pine and Qi (2004) explain that changes to benefits often occur when the organisation changes hands and can lead to a mass exodus as employees. Gladwell et al. (2010) outline that employees' benefits are an important tool for any organisation as they impact on employee satisfaction, as was previously highlighted. Lee et al. (2012) suggest low job satisfaction is a major contributor to employee turnover.

### 2.4.3 Training and Development

Both training and development impacts on job satisfaction in an organisation and if sufficient training and development is not provided for employees it will lead to staff turnover (Poulston 2008). Not only does Edralin (2004) confirm this but also goes on to explain that training and development are key components in gaining competitive advantage is also regarded by employees as recognition and value of them by the organisation. Edralin also goes on to explain that the employees have the opportunity to use the training to deliver a high standard of service. Mitchell and Zatzick (2015) highlight that training and development can come from a team member and that underutilisation of a team member's knowledge as part of the training and development function can be detrimental to the growth of an organisation.

#### 2.4.3.1 Training

Huang and Su (2016) explain that training is a planned attempt by an organisation to help the employees learn and develop their job-related skills, knowledge and competencies. Buick and Muthu (1997) suggest that it is difficult to complete training in front of house operations of hotels as there is a constant demand for service and managers often do not have the time to complete on-the-job training. Although this is the case in many hotels Costen and Salazar (2011) concluded, as a result of their research, that employees who are given the chance to train and develop in the workplace are more likely to be satisfied in their position and thus more likely to stay with the organisation.

Knipp (1996) acknowledges that there is often not enough time for adequate training in a hotel setting and develops this by suggesting it is often the case that middle managers seem to be the ones who are unwilling to pursue the training, however, they are also required to implement costs cutting measure which include reducing hours, thus making it difficult for them to

conduct on-the-job training. It is these front-line employees who are responsible for carrying out the daily tasks required to fulfil the customer's needs so it is imperative that they receive the training needed (Elnaga and Imran 2013). With this in mind, Garg and Rastongi (2006) explain that the employees must communicate with their superiors and suggest what training is needed, although employees may communicate their training needs Patrick et al. (2011) suggest that training may not have the desired outcome for both parties as the program may be poorly designed or those involved in the training may be disinterested.

#### 2.4.3.2 Career Development

Although Das and Baruahm (2013) suggest that career development can lead to high levels of job satisfaction and in turn contribute to improved performance and likely to reduce turnover levels Gargan's (2016) research shows that the lack of career development can be a contributor to work-related stress and thus lead to employee turnover.

Baruch and Leeming (2001) explain that there is a link between education and career development in the hospitality industry and that having an education in the area helps individuals develop and have the possibilities of career advancement. Although this is suggested Ruddy's (1998) research found that for career development a college education and third level qualification does not necessarily contribute to promotional opportunities, and suggests it is more so the individual's personality and personal attributes that will allow them to progress in the industry. Harper et al. (2005) acknowledges this and presents an argument that formal education does not contribute to immediate career development but that it aids in the career journey to a general manager and director positions.



Akrivos et al. (2007) explain that although career development or advancement is often linked with promotions, individuals may not be motivated by pay as they are focused on their careers. We are reminded that career advancement can include “a change between different departments, a promotion to an upper position, and a shift to the centre of an informal community within the same organization” (Yamashita and Uenoyama 2006, p.231)

#### 2.4.4 The Generational Factor

McCrindle and Wolfinger (2010) explain that it is important to know and understand the different generations and for an employer to understand what motivates them. They go on to explain that the generations are divided into;

- Baby Boomers (1946-1964)
- Generation X (1965-1979)
- Generation Y (1980-1994)
- Generation Z (1995-2009)

McCrindle and Wolfinger go on to explain that each generation differs as they are influenced by the world around them, including political issues, current music trends and changes to culture. Drewery et al. (2008) explain that five generations will be working side by side at any one time in an organisation and according to Gibson et al (2009) the core values of each is the same, a want for health, security and family. With that being said, there are differences and as organisations are facing this diversity of needs, they need to be aware what Generation X and Y want from an organisation as they will make up the core of the employees. (Jiří, B. 2016)

With generation X and Y making the core group of employees, Canaan Messarra et al. (2016) explain that both view the employer very differently with X having a loyalty to the organisation and Y having more of an interest in their own self rather than the good of the organisation. Canaan Messarra go on to explain that generation Y often seek gratification in the workplace and acknowledging this may actually lead to reducing the turnover of generation Y employees. With many of those in senior roles or in managerial roles from generation X or the Baby Boomers, there is a lack of understanding of what motivates generation Y employees (Greatwood, M. 2016)

Darga (2012) explains that it is actually the generational divide that is causing the largest divide in society not the gender divide, racial divide or even the religious divide as these are all subsets of the generational divide. Darga goes on to explain that organisations must recognise this and bring the generations together. The biggest divide in the hospitality sector with generation X and Y is the issue surrounding respect given to management and senior employees explains Davidson et al. (2011) who on to explain that generation X give respect automatically to senior employees whereas generation Y employees often express the view that respect must be earned.

#### 2.4.5 Subordinate Relationship

According to Kaye and Jordan – Evans (1999), managers and supervisors alike have one of the most important roles in retention of staff but rarely realise this and they often become one of the reasons staff might leave thus having an effect on the turnover levels. Taylor (2002) expands on this and suggests that employees view the subordinate relationship as the most important relationship within the organisation and thus a non-existent or negative relationship can lead to employee turnover.

The relationship between an employee and their direct supervisor or manager is crucial and when this relationship is a negative relationship it will ultimately lead to the employee leaving (Nuttgens and Chang 2013). Brahman (2005) shows this to be the case in his study “Why they Left” (Appendix 1), as can be seen, 6 of the 19 reasons were due to the relationship with supervisors or managers these 6 reasons combined equate to 33% of the turnover. Milman (2001) adds to this and suggests that supervisors and managers often look to training, pay increases and promotion as a means to combat a dissatisfied workforce and to reduce turnover. Milman goes on to imply that these are temporary remedies for the issue that managers and supervisors must maintain a close relationship with employees to understand their specific needs. Lawler and Finegold (2000) support Milman’s suggestion by bringing to our attention that each subordinate relationship is complex and they all differ due to the characteristics of both involved in the relationship.

Supervisors and managers will often have a stronger subordinate relationship with a subordinate of the same race, religion or sex (Suazo et al. 2008). Suazo et al. go onto express the importance of managers and supervisors realising this in order to combat favouritism among subordinates. Research conducted by Branham (2005) shows that of 3,149 employees he discovered that the reasons employees left the organisations totaled to 67, and of the 67 reasons 57 were reasons that could have been avoided. Branham goes on to suggest that if the subordinate relationship had been developed it would have had the effect on reducing the turnover.

Robert et al. (2016) explain that the results they came across from their study of more than 200 subordinate relationships that when the relationship is positive it creates a high level of job

satisfaction and reduce the employee turnover as employees can create a dialogue with supervisors and managers when any issues or problems arise.

#### 2.4.6 Job Satisfaction

Kara et al. (2012) suggest that job satisfaction is made up of working conditions, relationship with managers, career opportunities, work life balance and compensation. Anonymous (2013) explains that it was none of these that topped a poll conducted by Samaritans on employee satisfaction; it was a positive relationship with colleagues on satisfaction in the workplace, in line with this Gaffney (2012) states that “workers are more interested in job satisfaction than money”.

According to Judge et al. (2009), job satisfaction can be referred as plural, job satisfactions. Judge et al. go on to explain that there are many facets of a job that can lead to satisfaction, an employee may not be satisfied with all aspects of their employment’ but the areas they are satisfied may outweigh the areas they are unsatisfied.

Geilich (2003) suggests that job satisfaction is closely linked to the generational factor and that many of generation Y are not as satisfied as they want to be challenged and there is an attitude that their jobs become boring or the same. Shellenbarger (2013) explains that ultimately job satisfaction depends on a number of factors some that can be controlled and others that cannot be influenced by the employer. Shellenbarger explains that many organisations conduct training on how to improve employee attitudes or give employees access to break-out and relaxation areas and to structured support such as meditation, mindfulness and yoga.

Although organisations are actively trying to increase job satisfaction Shellenbarger highlights that it can be dependent on one's genetic makeup and states that “People with a certain type of dopamine receptor gene, which has been tied to risk-taking, weak impulse control and attention deficit disorder, tend to be less satisfied with their jobs” (Shellenbarger, S. 2013)

## 2.5 Conclusion

Employee turnover occurs in all industries and in all organisations. Employers must understand that a certain level of turnover is inevitable and desirable, and that they cannot stop all turnovers. The literature suggests that there are many reasons for turnover and many authors explain that acknowledging these reasons can help reduce the unwanted turnover. Many studies on employee turnover have taken place and as Davidson et al. (2010) explain, many of these studies are from the organisation or the industry perspective. This study will investigate the causes of turnover from the viewpoint of employees who have already left the organisation. It will explore their reasons for leaving, including what either pushed or pulled them from the organisation. The majority of literature explains that the strongest asset of any organisation is the employees, thus understanding why they leave is crucial to reducing turnover levels and in turn improving the business.

## Chapter 3: Research Objectives

### 3.0 Introduction

This paper “The Perceptions of Employee Turnover from the Viewpoint of Former Food and Beverage Front of House Employees: A Case Study of a Four - star Hotel in Dublin”, will focus on three research objectives in support of its overall aim which is:

- (a) to gain an understanding of the reasons for staff turnover in hotel F&B outlets, and
- (b) to use this information to suggest ways to reduce the staff turnover in the F&B outlets of Hotel X.

#### Research Objective 1

The first objective of this paper will seek to identify why employees choose to leave the selected organisation. The paper will focus on the employees’ perspective on what caused them to leave. The author will collect the information by surveying past employees and undertaking interviews with 5 of the survey participants.

#### Research Objective 2

Upon identifying the reasons for employee turnover, this information will be used to highlight the root causes of high and unwanted staff turnover. With this information, the author intends to identify how hotel management can implement strategies on staff retention and reducing turnover.

#### Research Objective 3

The final objective is to publish the paper and give similar hotels in Dublin and farther afield access to the information gathered so as to support them to implement staff retention strategies.

## Chapter 4: Methodology

### 4.0 Introduction

As outlined, this paper will focus on carrying out an in-depth review into F&B employee turnover in the selected four-star hotel in Dublin. By identifying the causes of turnover, from information gathered from former employees, the hotel can implement staff retention strategies that will decrease the annual turnover percentage rate in each F&B outlet which currently stand at:

1. Restaurant (87.17%)
2. Bar (160%)
3. Room Service (125%)
4. Conference and Banqueting (123%)
5. Ballroom Bar (88%)

To achieve the employee turnover rate for a measured period it is necessary to;

- a. Combine the number of employees at the beginning and the end of the period
- b. Divide a. above by 2 to obtain the average number of employees throughout the period.
- c. Starters and leavers within the period are to be divided by the average number of employees throughout the period (as identified at b. above).

The researcher calculated the percentage turnover rate as follows:

$R = S / ((B + E) / 2) \times 100$ , where:

R = % Turnover Rate

S = Starters & Leavers within the period

B = number of employees at the beginning of the period

E = number of employees at the end of the period

X100 = to obtain the percentage

To achieve an understanding of the reasons for staff turnover at Hotel X, a mixed approach was used in this study. It was deemed appropriate to use both qualitative and quantitative methods to:

1. collect basic profile data such as age, gender, position held and length of employment
2. undertake an in-depth survey with 5 of the research participants to gain an understanding of the major influencers relating to their decision to leave their employment with Hotel X.

The following chapter explains the data collection methods that have been selected for this paper and also identify the focus of the study. The chapter also includes explanations on any biases that arose, any limitations to the study and ethical considerations in conducting the research.

#### 4.1 Research Philosophy

Saunders et al. (2016) explain that research philosophy refers to the growth or increase of knowledge and the use of that knowledge to develop an idea or a philosophy. Research philosophy is a term commonly used by academics and researchers relating to how the relevant data should be obtained and analysed to come to a conclusion or a finding. The research philosophy adopted by an author incorporates certain assumptions about the perspective that an author may have of the theoretical or research world, these assumptions will aid in establishing the strategy, relating to conducting the appropriate research. (Saunders, M. Lewis, P. and Thornhill, A. 2016). Guba and Lincoln (1994) explain that there are three research philosophies these are Ontology, Epistemology and Methodology.

The Ontology philosophy focuses on the nature of reality, Veal (2011) explains that dimensions such as positivist and interpretive will affect the end data. In a positivist paradigm, a researcher considers that the study is seen as by them, although in interpretive and comparable approaches the view of the researcher is indulged, priority is placed on the perceived realities and views of those being studied (Quinlan, C. 2011). Ontology centres around comprehending on how



certain situations or topics come to be and what the driving forces were to create these situations or topics.

The Epistemology division refers to the link the researcher has with the subject of study, similar to the ontology branch the contrast in epistemology is clearly observed amid the positivist and interpretive viewpoints (Williams, M. 2001). Veal (2011) clarifies that positivist researcher will “adopt an objective, distanced stance” and that the interpretive researcher “is more subjective and engaged with the subjects” (p.30)

Finally, the Methodology branch refers to fashion that knowledge is established and how the understanding is gained (Veal 2011). Reason (1988) explains that the methodology philosophy follows a course of rigid, coherent steps to make sense of the research. Veal proposes that methodology is not applicable to hospitality as a controlled experiment is mostly undertaken with methodology and thus cannot be applied within hospitality situations as the research cannot be controlled by the researcher.

In addition to the three mentioned philosophies proposed by Guba and Lincoln, Heron and Reason (1997) propose a fourth philosophy – axiology - the study of “values and ethics within the research process” (Saunders et al., 2016, p711). Veal (2011, p.33) states that “leisure and tourism researchers are generally all using a combination of theory and empirical evidence to draw conclusions”.

As this paper is a study of employee turnover in the F&B outlets of a four-star Dublin hotel it is related to the leisure and tourism industry, therefore according to Veal, a combination of philosophies may be applied.

## 4.2 Method

The author has selected a mixed method approach for this research. Prior to the selection of this approach both qualitative and quantitative approaches were considered. The author reviewed whether anything would be done to participants that could affect the outcome and/or if there could be any intervention or manipulation of a variable to provoke a measurable result. As the author identified neither would be the case, the study will be descriptive non-experimental. Teddlie and Tashakkori (2009) highlight that many authors argue that quantitative is best suited to a certain topic and that qualitative is best suited to other topics. They further suggest that there is no either/or in research and that researchers are increasingly adding to the misconception that there is a divide in the research types thus stopping researchers from utilising both to build a whole picture of the topic.

The focus of this research is based on a single hotel property. Thus, it is case study of a four-star hotel in Dublin. Originally the author opted to use a quantitative approach for the collection of data and when a large volume of data is collected with a narrow subject, one should quantify the raw data to portray the results (Eddington, D. 2002). A choice to collect data via qualitative or quantitative approach was not made but was the result of other choices such as to change the research topic from multiple properties in Dublin to conducting a case study on Hotel X.

## 4.3 Sample

The target population for this research is all front-line F&B staff who had previously worked at the selected hotel and who had exited the position by choice. Upon circulating the survey

the author also invited candidates to participate in a more in-depth interview, this allowed the interviewees to self-select themselves rather than being selected by the author. This was done to eliminate any prejudice, favouritism or bias. The author will take a sample from the target population and the data gathered from this sample will represent the population as a whole. Non-probability sampling will be utilised as the author will be surveying those that the author has access to via connections in the hotel industry, connections both in management and front-line F&B staff will be used.

The sampling approach used for this paper was a mixed approach. To begin with the author will use a convenience sampling approach and aims to develop this into snowball sampling. This will give the author a broader reach within the target population. The author aims to receive 50 responses to the survey sent out and to have 5 of those respondent's volunteer to be interviewed

#### 4.4 Data Collection Procedures

To achieve accurate and decisive results the author commenced on a variety of data collection methods. All data collected was primary information as there was no previous research into the causes of staff turnover in F&B at Hotel X. To identify the staff turnover percentage rate at Hotel X the author inspected the roster of each F&B outlet, comparing the roster of the first week in January 2017 to the roster of the first week in January 2016. This allowed the author to identify the outlet with the highest level of turnover.

After completing the data collection on staff turnover, the author circulated a survey to those former Hotel X F&B employees. The survey questionnaire was tailored to the target audience and developed with input from two former employees of Hotel X, who will have received

feedback on the results. This allowed the author to develop a survey that would feedback factual and unbiased findings.

Those completing the survey were given the option to participate in interviews to allow the author gain a greater understanding of their reasons for leaving. The use of a survey allowed the author to have access to former employees who were further afield and otherwise would not have been able to contribute to the research.

The use of the survey also allowed the author to collect the relevant information and obtain the facts and figures that were required to complete the research, the information was precise and clear-cut. This allowed the collection of data to be efficient and easily understood; moreover it was also cost effective, both in developing and circulating the survey.

Following on from the survey, as previously mentioned, the author included a note on the survey inviting participants to be interviewed. This option gave the author an opportunity to collect more in-depth information on other and broader issues that caused employees to leave. This allowed the author to build a bigger picture on the subject.

#### 4.5 Pilot Testing

Prior to releasing the survey, a pilot test was carried out with the two former employees who helped develop the survey. The pilot test was also administered to others working in the hotel industry but who have not or do not work in Hotel X. The pilot test was carried out via [www.surveymoneky.com](http://www.surveymoneky.com) The responses allowed the author to ascertain if the selected data collection method was appropriate and if it was viable and reliable as a method.

## 4.6 Ethical Considerations

Prior to beginning the research, the author obtained permission from the Deputy General Manager of Hotel X, see attached Appendix 2. This was obtained to give due regard to the fact that the author would be interviewing former employees of Hotel X and the fact that Hotel X agreed to provide employee roster information to compile turnover levels.

All interview participants were given an information leaflet that outlined the objectives of the research and why they were asked to take part (Appendix 3). This was distributed to all participating interviewees as they could then be aware of how the information would be applied. All interviewees were also required to sign a Participant Consent Form that was contained within Appendix 3.

All the data collected via the survey was on a confidential basis and all those surveyed were made aware of this at the beginning of the process. Participants were asked not to include their names on the survey to ensure that all information was anonymous, this also allowed participants to complete the survey truthfully.

## 4.7 Biases and Assumptions

As the author has worked in the hotel industry, and more specifically in food and beverage departments, awareness of own assumptions and bias around the issue of employee turnover is critical. The author is approaching this subject with the understating that any opinions or bias held may be incorrect.

## 4.8 Limitations of the Research

All research has limitations and this paper is no different. As the author conducted the research limitations arose. Originally, the author planned to conduct a study of multiple hotels and collect all data via quantitative methods. One of the greatest limitations identified was the time constraints. The author and those involved in the research work in the hospitality industry which of its nature requires unsocial hours working which was an impediment to data collection. Due to this limitation, the author altered the research to a case study based on Hotel X.

Another limitation arose was due to the research being changed from researching multiple hotels to conducting a case study on Hotel X which required the author to revert to the beginning and conduct research on interviewing techniques and conducting a case study.

The author encountered a further limitation in arranging the interviews with those who volunteered as they were still working in the hospitality industry and were limited by their shift pattern and the author's time constraints on completion.

## Chapter 5: Survey Findings

### 5.0 Introduction

The following chapter will evaluate the results collected from the online survey (Appendix 5) that was distributed. As previously mentioned the author was aiming to attain a total of 50 responses. This chapter will present the results of each question that was put to the participants. All results will be presented in a methodical manner to ensure the information regarding “The Perceptions of Employee Turnover from the Viewpoint of Former Food and Beverage Front of

House Employees: A Case Study of a Four-Star Hotel in Dublin” is accurately portrayed to the reader.

The online survey was used to collect basic data about those who had left the F&B outlets of Hotel X data such as gender, age profile, what F&B outlet the participant worked and how long they worked in the outlet. These questions were used as a basis for the further developing of the interviews questions to gain a deeper and broader understanding for staff turnover; the findings of the interviews will be outlined in chapter 6

The aim of 50 responses was not achieved and the survey was completed response rate of 37 respondents. Although the aim was not achieved there was a good ratio of responses from the different outlets. The online survey allowed the author to gain crucial primary data, which facilitated the author in building a profile of former employees who had worked in the F&B outlets of Hotel X. The results of the survey are outlined in the following section which will also analyse the responses to each question in the survey.

### 5.1 Question 1: Gender

The objective of question one was to obtain and classify the gender of those participating in the survey. The author deemed it fundamental to gain this information to understand the gender composition of the participants in the survey on staff turnover in the F&B outlets of Hotel X. This will allow the author to identify variations in turnover by gender and to identify if the reasons for leaving are different by gender. This may, in turn, impact on the hotel staff retention strategy. As is displayed in graph 1, 59.46% of the participants were female with 41.54% being

male. The author deems this a fair representation of both genders as the employee gender split was 61% female and 39% male (January 2016).

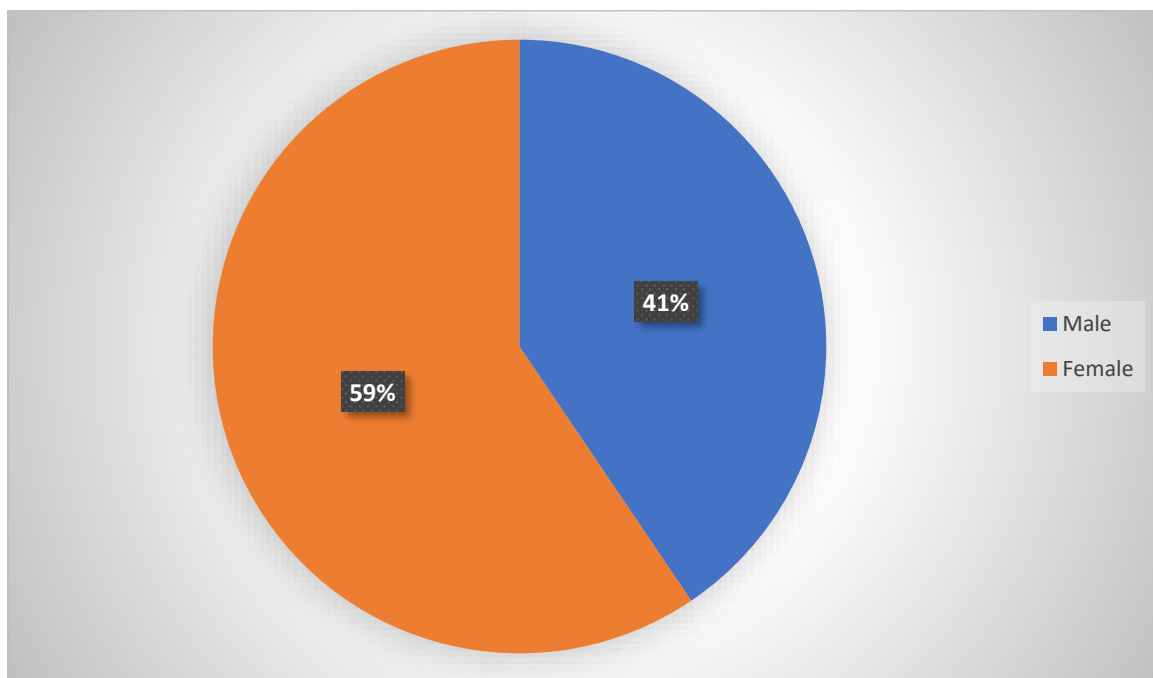


Figure 1: Gender Composition of Participants

## 5.2 Question 2: Age Profile

Question two aimed to identify the age range of those completing the survey. It was vital for the author to be aware of the age range of the participants as this would allow the author to identify if those within one age brackets had opinions and answers that differed from each other. The breakdown of respondents by age is conveyed below and represented in figure 2.

**Age**                      **Respondents**



18 - 24	20
25 - 34	17
35 - 44	0
45 - 54	0
55 - 64	0
65+	0

From the data collected and displayed above and in figure 2, participants ranged from 18 34 years and participants did not exceed 34 years. 54.05% of respondents were 18 – 24 years and 43.95% of respondents were 25 – 34 years.

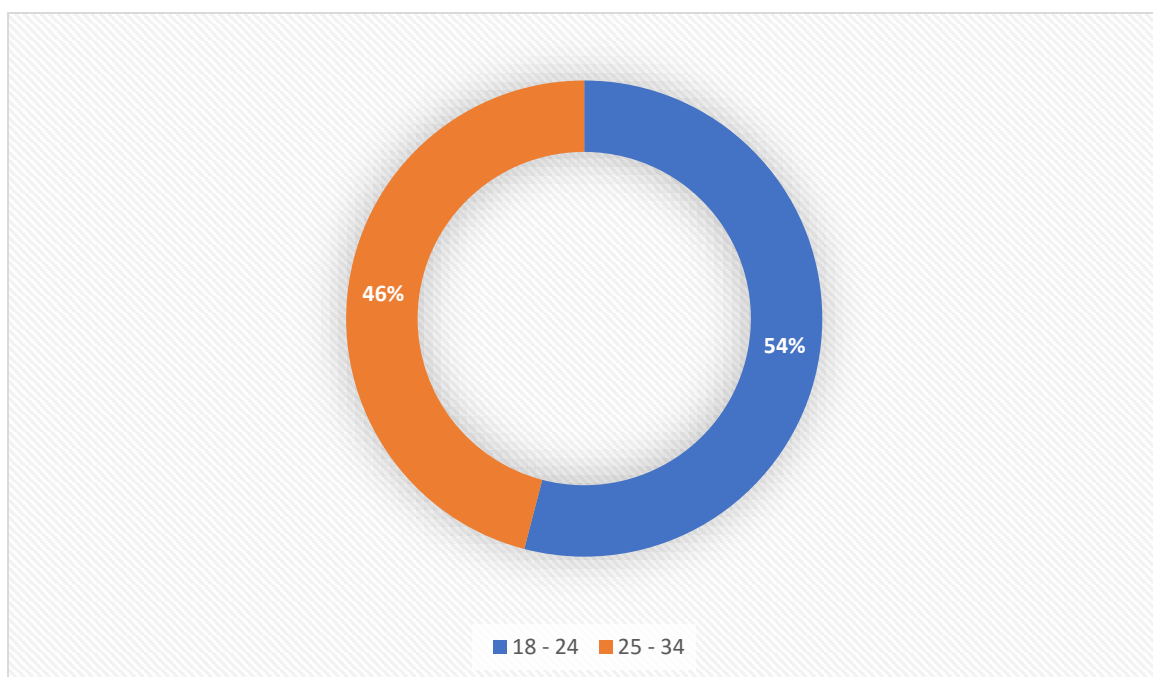


Figure 2:Age Range of Participants

### 5.3 Question 3: Length of Employment

This question was designed to determine how long each participant was employed at Hotel X. This question gives the author information relating to the length of stay by employees, from which average length of employment can be deduced. The breakdown of time spent in employment at Hotel X by the number of employees is displayed in figure 3 and also seen in the below figures.

<b><i>Time</i></b>	<b><i>Respondents</i></b>
Less than 6 Months	4
6 Months to 1 Year	16
1 Year to 3 Years	16
3 Year to 5 Years	0
More than 5 Years	1

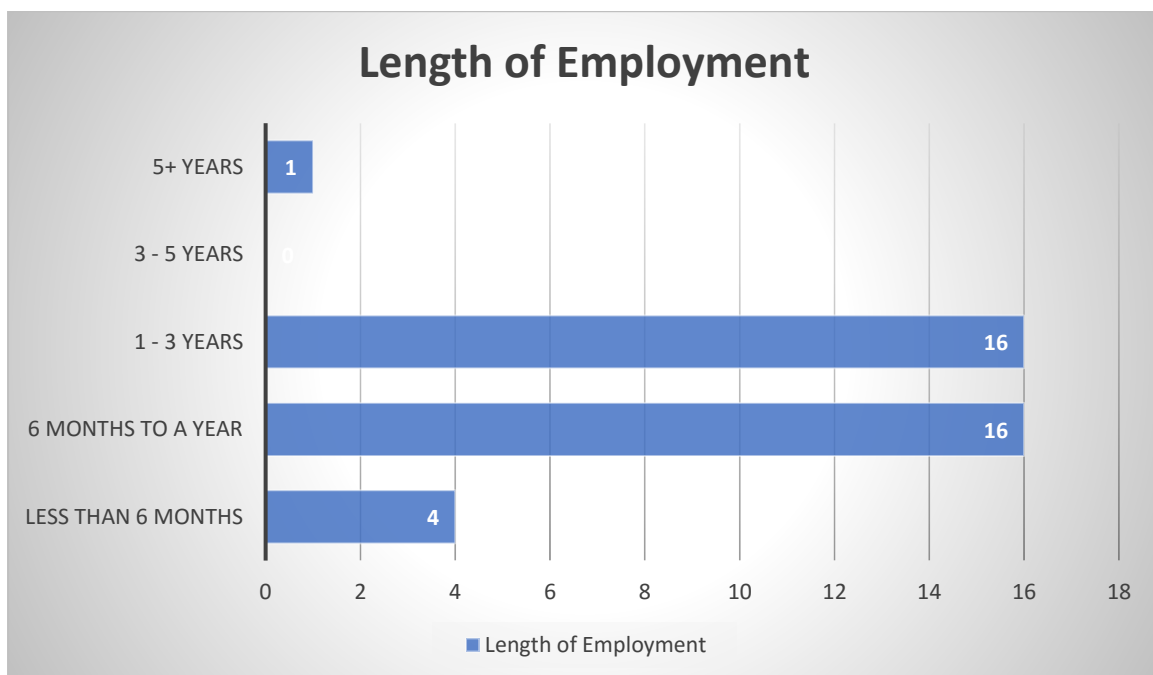


Figure 3: Length of Time Participants were Employed at Hotel X.

The above chart displays the length of employment of the respondents at Hotel X; 10.81% of respondents were employed in one of the F&B outlets for less than 6 months; a further 43.24%

worked in one of the F&B outlets for 6 months to 1 year; 43.24% were employed for 1 to 3 years and the remaining 2.70% of respondents were employed for more than 5 years.

#### 5.4 Question 4: Outlet of Employment

As previously outlined, Hotel X has five F&B outlets Question 4 asked respondents to identify which of these outlets they had worked in. This was important as it allowed the author to identify the individual turnover levels of each outlet as well as the F&B department as a whole. Figure 4 displays the results of replies to this question including the number of respondents by outlet.

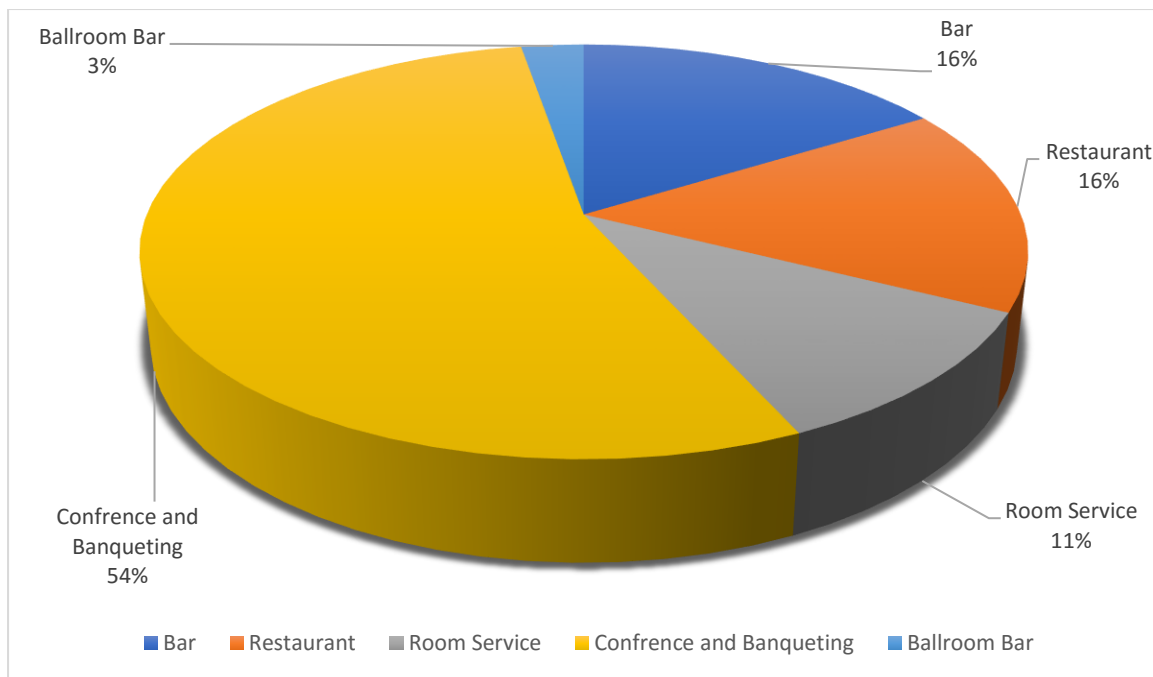


Figure 4: Staff Turnover by F&B Outlet in Hotel X

### 5.5 Question 5: Position Held

Following on from the previous question this question was posed to respondents to find out what position each of them held within the different F&B outlets.

The information shown in figure 5 allows the author to see the positions held by respondents by outlets. This information allows the author to gather information relating to staff turnover by the positions in the F&B Outlets in Hotel X.

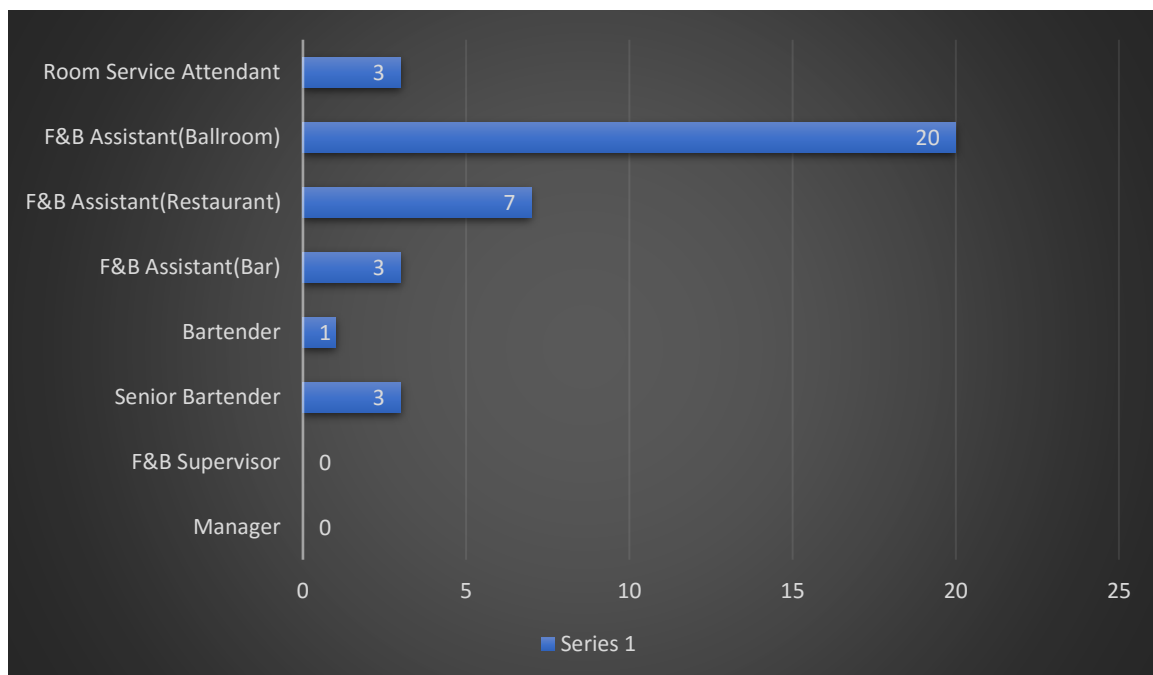


Figure 5: Position held by Respondent of online survey

Figure 4 shows the staff turnover by outlet and figure 5 builds on this by identifying the different positions that each participant held while working at Hotel X.

The largest of the F&B Outlets in Hotel X is Conference & Banqueting, employing over 45 F&B assistants. Of the participants, 54.10% held the position of F&B Assistant in this outlet and 18.90% held an F&B Assistant position within the restaurant. The position of Senior Bartender was selected by 8.10% of those completing the survey, with another 8.10% responding that they worked as Bar F&B Assistant. A further 2.70% of those completing the survey held a position as a Bartender and 8.10% of survey participants worked as Room Service Attendant during their employment at Hotel X.

## 5.6 Question 6: Reason for Ceasing Employment

The following question investigated the reasons that each participant decided to end their employment with Hotel X, this question gave 13 options for participants to choose from on their reason(s) they decided to leave participants were advised they could select multiple answers to the question. This question is fundamental to the study as it gives primary information to on each participant's reason for ceasing employment with Hotel X. Figure 6 details the responses from survey participants.

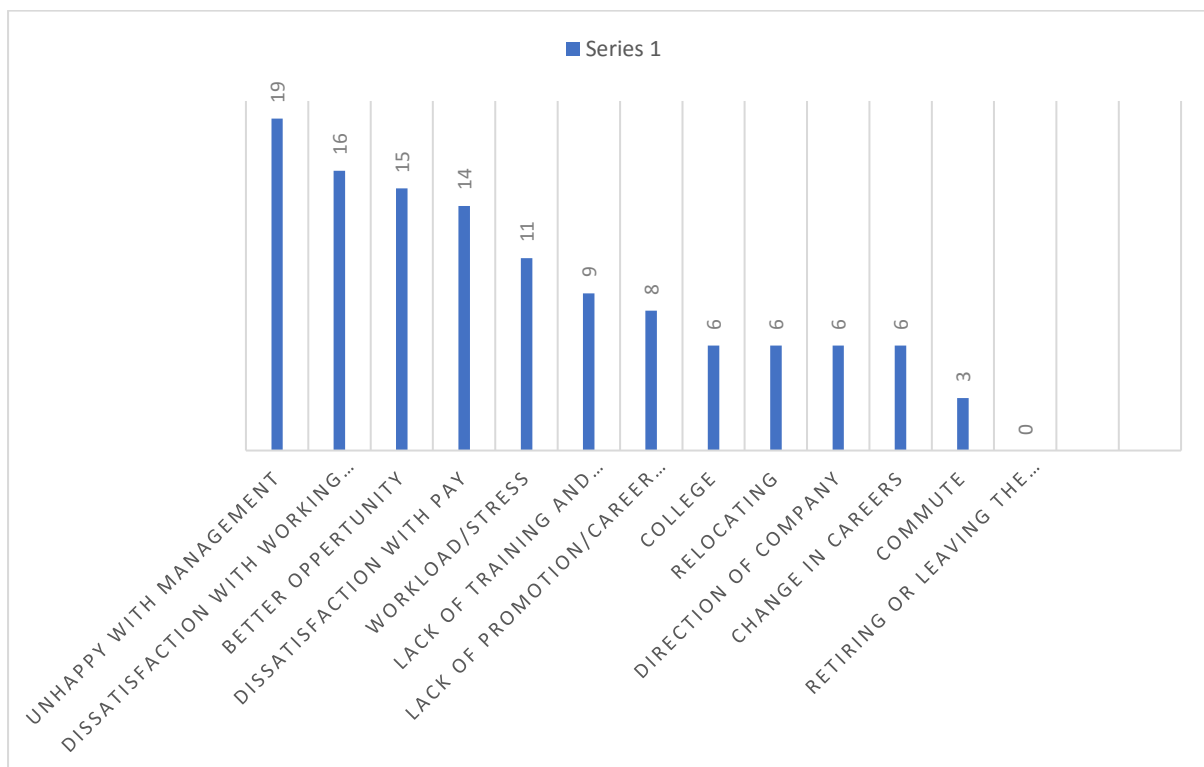


Figure 6: Reasons for ceasing employment with Hotel X

Question 6 sought to determine what participants deemed to be the main reasons for choosing to cease employment Hotel X. As previously outlined, participants were given the option to select multiple reasons. Participants were also given an option to provide a comment on their reason for leaving. The results compiled on this question had a major effect in determining the main factors causing employee turnover at Hotel X. Of the participants, 51.35% stated that one

of the reasons they left was unhappy with management style. One participant commented that they finished their employment at Hotel X due to:

*“autocratic styles of leadership resulting in an extremely disengaged workforce, autocratic leadership does not correlate well with motivation, many employees were evidently demotivated, staff turnover rate was shameful”*

A further 43.24% stated that the main reasons they choose to leave the employment was due to the inadequate working conditions within the hotel and dissatisfaction with working conditions.

One participant’s feedback *“Lengthy hours with practically no breaks”*

coupled with Dissatisfaction with Working Conditions as the main reasons they choose to leave the employment.

Another 40.54% participants opted to vacate employment at Hotels X for better employment and career development opportunities and 37.84% cited dissatisfaction with levels of pay caused them to cease employment with Hotel X. Further reasons for respondents gave for leaving employment with Hotel X are set out in figure 6.1 below:

Lack of Promotion/Career Development	21.62%
Relocating	16.22%
Change in Career	16.22%
Commute	8.11%
Retiring or Leaving the workforce	0%
Direction of Company	16.22%

College	16.22%
Lack of Training and Development	24.32%
Workload/Stress	29.73%

*Figure 7: Respondents Reasons for leaving Hotel X in Percentage.*

## 5.7 Question 7: Other Position Offered

This question asked whether or not the participants were offered a new position within Hotel X when they notified the management that they had intended to leave. The information portrayed in figure 7 shows the number of participants who were given the option to work elsewhere in the organisation.



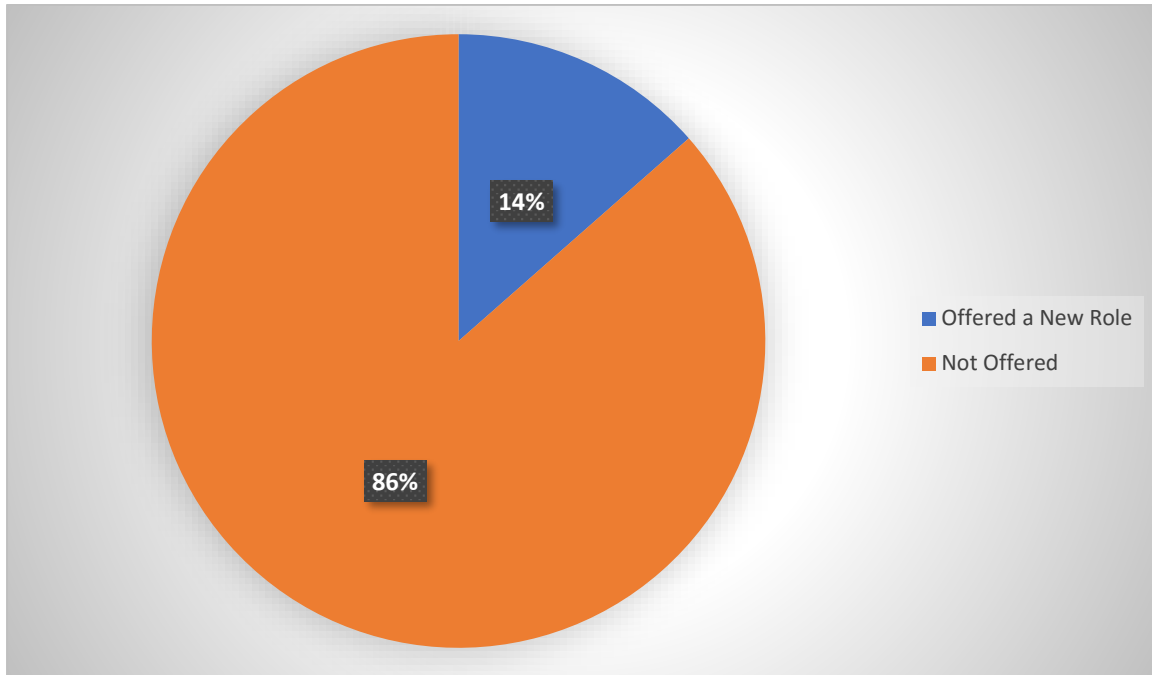


Figure 8: Participants who were or were not offered new roles in the Organisation.

Those who accepted the option of the new position offered had the option in the survey to comment on their new role. One participant commented:

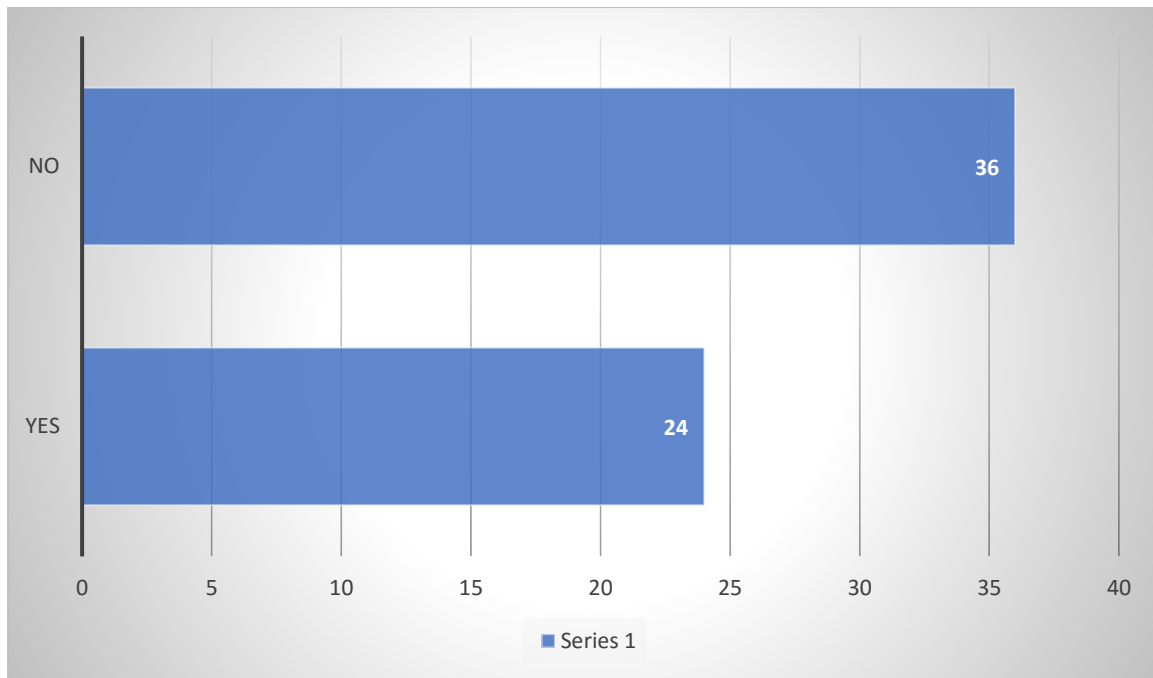
*“I was offered a role to work at the Front Desk so I moved to there for a few months”*

Another participant commented that;

*I moved department but then left the hotel soon after because there was no training and that's why I left food and beverage”*

## 5.8 Question 8: Exit Interview

This question asked at whether or not an exit interview of any type was offered to those leaving the department or leaving Hotel X. Figure 8 displays those who were and those who were not offered an exit interview.



*Figure 9: Those who Received Exit Interviews.*

Of the 37 respondents, 60% had not participated in an exit interview and the remaining 40% had exit interviews upon leaving the organisation.

### 5.9 Question 9: Those Who Continued Working in the Industry

The final question of the survey asked participants if they had continued working in the hospitality industry, the author gave the additional optional answers as “retired” and “full time

student” as the author was aware that many of the participants were students. Figure 9 portrays the information received from the participants on this question.

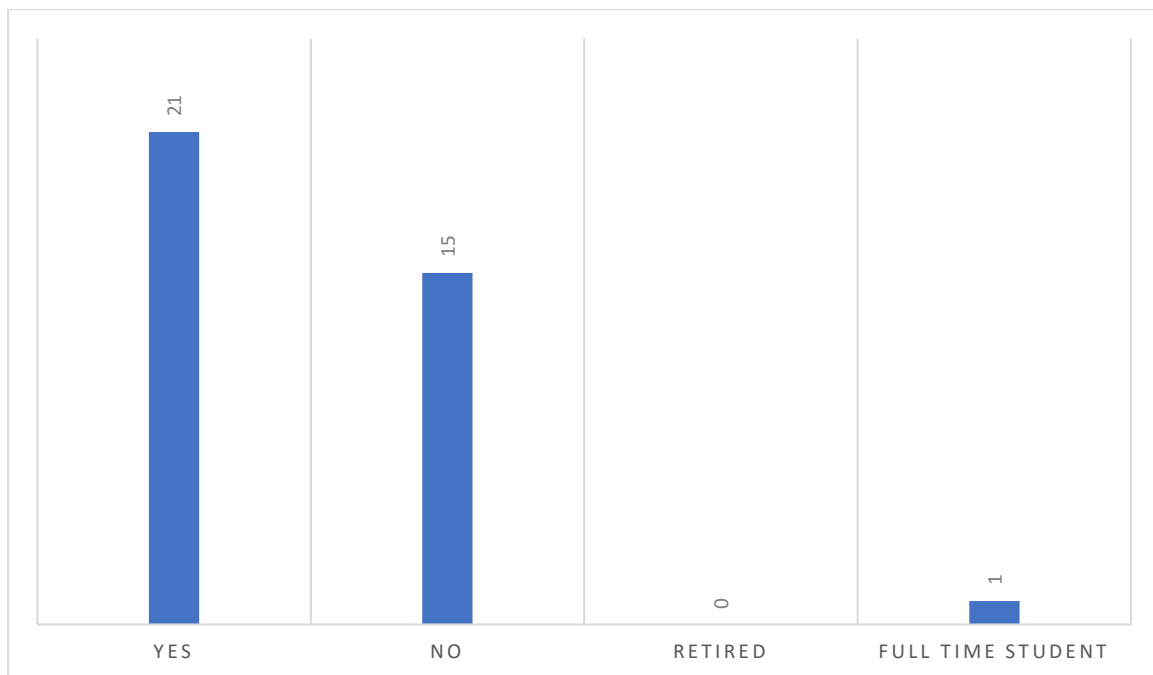


Figure 10: Options made by Leavers

Of the 37 respondents 56.76% responded that they continued working in the hospitality industry while 40.54% stated that they no longer worked in the hospitality industry. A further 2.7% selected the full-time student option and no participant had reached the retirement age so therefore it was not selected.

## Chapter 6: Interview Findings and Results - Research Question 1

### 6.0 Introduction

Five of the participants in the online survey volunteered to be interviewed by the author. In this chapter, the author compiles the information which was gathered as part of the interviews.

The interview questions were developed from the survey questions to further explore the causes of staff turnover in front of house F&B outlets at Hotel X. The results presented were collected first hand and therefore all data is primary data. The interview process consisted of face-to-face interviews with each participant on a structured questionnaire of 9 sections (Appendix 4). The view and feedback from those participating in the interviews are presented and compared using selective quoting to support inferences from the interviews. This allows the author to highlight any variations and/or patterns relating to reasons for employee turnover. The author first gathered some background information about the participants, including age and length of employment the hotel industry.

## 6.1 Participants

The following section will give a brief background to each of the participants who volunteered, the background will cover their sex, age and how long they have worked in both in the industry and the period of time they worked at Hotel X.

### 6.1.1 Participant A

Participant A is a 30-year-old male who studied hospitality and has worked in the hospitality industry for over 10 years; he worked at Hotel X for 1 year and 3 months. He commenced work in the Main Bar as a Bartender and was promoted to Senior Bartender. He continued his career in hotels in Dublin after exiting the role at Hotel X.

### 6.1.2 Participant B

Participant B is a 22-year-old female who is currently studying hospitality and has worked in the industry for 3 years and 3 months. She worked at Hotel X for 3 years as Food & Beverage Assistant; This being first hotel where she worked, holding the position of Food & Beverage Assistant in the Conference & Banqueting Department while also working, from time to time, in the Restaurant. She took up a similar position in another hotel soon after leaving Hotel X.

### 6.1.3 Participant C

Participant C is a 27-year-old female who worked in both the Main Bar and the Ballroom Bar of the hotel. She did not have a background in hospitality prior to her employment at Hotel X, having previously worked in other industries. Participant C worked at Hotel X for 1 year and 8 months as a Food & Beverage Assistant. After leaving Hotel X, she continued to work in the hotel industry, moving out of operations.

### 6.1.4 Participant D

Participant D is a 25-year-old male who has worked in the hospitality industry for 5 years and worked at Hotel X 1 year and 5 months. The participant worked in the Restaurant, predominantly working mornings and occasionally doing an evening shift. After leaving the hotel he continued to work in F&B for a short period, moving on to a sales role outside the hospitality industry.

### 6.1.5 Participant E

Participant E is a 21-year-old female, currently studying tourism management, who worked in Conference and Banqueting as a Food & Beverage Assistant. She has worked in the hospitality industry for 2 years and was employed at Hotel X for 13 months. Upon leaving the organisation they continued to work in a similar role.

## 6.2 Research Objective 1

This research objective identifies why the participants choose to exit the organisation. The following section will draw together the responses of the participants in each of the areas questioned and make findings on what is critical to staff turnover at Hotel X.

### 6.2.1 Impact of Staff Turnover

This section of the interview set out to ascertain if staff turnover levels prior to them leaving Hotel X impacted on their decision to leave the organisation.

Each participant confirmed that they considered that the staff turnover levels at Hotel X were high while they worked there. Some of the participants confirmed that this had an effect on their choice to leave. Participant C explained that:

*“I was tired of training new staff on a weekly basis to then only see them leave within a few weeks”*

Participant B’s feedback shows the impact of staff turnover on her decision:

*“At the start no, but the more I think about it, I think it did; like with people coming and going I was tired of trying to teach them again and again. Like there was new people coming in and leaving, then again new people coming in and leaving and it was just annoying.”*

Carbery and Cross (2013) explain that certain levels of employee turnover are healthy and can ensure that groupthink does not become an issue within the organisation. However, as Lourden (2012) argues turnover can have a knock-on effect on employees. Evidence for Lourden’s assertion is confirmed through the information gathered in the interviews undertaken for this research study which shows that turnover levels of F&B employees of Hotel X had a knock-on effect on other employees’ decision to leave the organisation.

### 6.2.2 Training and Development

This section of the interview sought to confirm if the organisation provided training and development for the participants and if this had any impact when they were deciding if they would leave the organisation. When asked about training provided by the organisation, there was a mixed response from interviewees. Participant A stated that:

*“Basically, they showed me the bar at the beginning but I knew it already; it was all very basic and it was nothing special”*

Participant E explained that:

*“Yes, I was put with an older member of staff. This was just for the first day for one event. They were told to show me the ropes but I didn't really receive any official training. So, I just shadowed them”*

The consensus view of participants was that there was some but very little focus on team development within their respective F&B outlets. Participant A and Participant C explained that much of the team development was prior to their shift or during a set up.

*“Yes, there was some trainings before a shift” - Participant A*

*“As I said, there was no development for bar staff in the Ballroom, there was some for staff in the Main Bar but this mainly took place before a shift and was often rushed”  
- Participant C*

Following on from these questions participants were asked if training and development had an effect when deciding to leave the organisation. There was varying responses from participants, with some outlining that it had a major impact on their decision and others said that it had not played a role in their choice. Participant B explained that the lack of training and development had played role in her choosing to leave the organisation and stated:

*“Yea that was actually the main reason I left the hotel. I felt like there was no development for me and I wasn't going anywhere and the training wasn't there”*

The results obtained from the research show that the all participants acknowledged that there was a lack of training and development in the organisation and in the feedback from some of the participants it was the main reason they choose to exit the organisation. This

feedback is supported by Poulston (2008) where he outlines that training and development leads to a high level of job satisfaction and ensures that employee turnover rates are reduced. The survey results show that 24.32% of staff selected lack of training and development as one of the reasons they left the organisation. Developing on from this, Partick et al. (2011) propose that training can only have the desired outcome if all parties involved are interested, Participant E's response supported this view:

*"You were put with different people for that week but some of them might not tell you what you need to do. It really depended on the person you were put with"*

### 6.2.3 Work Life Balance

The following section examined the existence of work life balance and the effect it had on the participant's choice in deciding to vacate their role. Poelmans et al. (2008) clarify that balance can often be confusing as the word suggests both aspects (work and life) are equal in time. In the interview process all participants were made aware that this was not the case and the balance is a personal preference. All participants acknowledged that work-life balance had a major effect on their decision to leave. Participant D explained that;

*"I didn't find that I was burnt out but I was certainly tired and fed up and getting tired of the high amounts of work. It was like a law of diminishing returns I'd workloads and have a lot of money but no time to spend it. So I thought if I leave will I find somewhere more flexible so yea defiantly one thing that influenced me to leave"*

Participant C also outlined the impact of working late and a lot of unsocial hours

*"Yes, I was just tired of working crazy hours and working so late. I was also working every weekend so I wasn't getting to see family or friends"*

Participant A went on explain that the lack of work-life balance was the main reason for deciding to leave:



*“Definitely it was almost the biggest reason I left”*

The feedback and findings from the interviews on work-life balance are supported by Buick and Thomas (2001) who suggest that working unsocial hours along with a lack of work-life balance can lead to burnout and ultimately lead to high turnover levels. The evidence provided in the interviews along with 43.24% of surveyed participants stating that a reason they left was due to inadequate working conditions; one survey participants’ feedback was that their reason for leaving was: *“Lengthy hours with practically no breaks”*. This shows that work- life balance plays a considerable role in the high staff turnover levels of Hotel X. Deery (2008) suggests that poor work-life balance leads to exhaustion and has an effect on employee turnover. This was evident in the interview feedback, as can be seen in the previous responses and in Participant E’s response,

*“Working until 5am sometimes; it was normally until 1am or 2am but I’d still be exhausted”*

#### 6.2.4 Career Development

The following section of the interview explored what part career development played in the participants deciding to leave the Hotel. There was a mixed response to this question; some participants acknowledged that it impacted on their choice, while for others it did not affect their decision. One participant (A) explained that it had not affected their decision but that they could have been persuaded to not leave, stating:

*“No, but if they had have offered me something else I might have stayed”*

For those for whom career development played a role in their decision to leave it was one of the major issues, as outlined by Participant B:

*“Yea I think it did, like I obviously wanted to develop in hospitality and I wasn't doing anything new anymore. Like I heard about all these people being moved to different departments and I was thinking what about me, I’ve been here for a while. I know the hotel”*

In their research Gargan (2016) illustrated that an absence of career development can lead to work related stress and have an effect on turnover levels of an organisation. This information gathered for the research paper concurs with Gargan as 24.32% selected lack of development as a reason for leaving.

Ruddy (1998) explains that career development in the hospitality industry is not always linked with education and can be linked moreso with the individual's personality and their desire to develop within the organisation, and if this is not acknowledged it will ultimately lead to the loss of the individual. This is evidenced by Participant E's response regarding access to career development at Hotel X:

“People who were just in the door were being asked to move to a different department over me and I'd kind of made it aware that I wanted to move department”

#### 6.2.5 Pay, Benefits and Rewards

The following section of the interview process examined what impact pay, benefits and rewards had on participants choosing to leave. This question elicited various responses, with much of the focus on the pay element, rather than benefits or rewards.

Participant C explained that their role had evolved with them taking on more responsibilities with no increase in pay:

*“Working a year and often doing supervisor's jobs and training new staff as well as looking after their jobs when they were unable; and still getting the same pay. So it had a big effect on handing in my notice and leaving”*

Participant B explained that it was not a significant part of their reason for leaving:

*“Oh, let's say pay a bit but not really the rest, not at all”*

Coupled with this Participant D agreed that pay did not play a deciding factor in their choice to leave the organisation, they stated that;

*“I’d shown a lot of loyalty so I felt I deserved a pay rise but no it slightly impacted my decision to leave but not a massive factor”*

The evidence in the interviews demonstrated that the participants were interested in pay more so than benefits and rewards. This conflicted with much of the theory that suggests employees are often motivated by benefits and rewards. Connolly and McGing (2002) and Armstrong (2012) suggest that many hotels in Dublin are offering non-financial rewards such as reduced hotel and health insurance schemes. The evidence collected in this paper show that F&B front line staff are not interested in such offers as can be seen in the job satisfaction (6.1.7) results. Although the research suggests that F&B front line staff have little interest in these offers, removing them may cause more harm as suggested by Massy (2009). Although both Participants B and E explain that pay and benefits did not play a key role in their decision to leave, both outlined that the pay levels for working late / night were not adequate

Participant B: *“I deserve a little bit more pay because I’m doing all these extra hours”*

Participant E: *“there should have been an increase like when we worked 12 hours and late into the morning”*

#### 6.2.6 Subordinate Relationship

The following segment of the interviews examined the relationship that the participants had with their subordinates, the relationship they had with both supervisors and managers and if this impacted on their decision to leave.

Kaye and Jordan - Evans (1999) explain that the subordinate relationship is crucial to the retention of staff as was shown in “Why they left” (Appendix 1) by Brahman (2005) where 33% of the turnover was caused by supervisors or managers. In line with these suggestions 3

of the 5 participants interviewed stated “bad management” as one of their top three reasons for leaving Hotel X.

Participant E responded: *“there would be certain managers I wouldn’t see eye to eye with”*

Participant E expanded on this point and explained that they felt a grudge would have been held and that this went on to *“have an effect on the relationship”*

Suazo et al. (2008) outline that supervisors and managers will often favour employees who are similar to themselves and that they need to be aware of this to ensure all employees are treated equally; Suazo et al. expand on this to suggest that it can lead to employee turnover. Participant C gave the interview feedback that:

*“A lot of outside relationships, e.g. old friends, partners, so these people were given priority for shifts or simply people who got on well with the supervisor”*

Of all those who were interviewed, Participant A had a unique experience of subordinate favouritism:

*“There was a difference; for example, I was treated good but others were treated badly.”*

Although Suazo et al. highlight that the subordinate relationship is crucial in any organisation; Lawler and Finegold (2000) explain that relationships are complex and that not all subordinate relationships can be perfect. Employees understand this, as Participant E explained: *“it depended on the person”*.

#### 6.2.7 Job Satisfaction

The final part of the interview process focussed on job satisfaction and the 3 main reasons the participant left; these were placed in order of importance from 1 to 3.

Judge et al. (2009) suggest that job satisfaction is developed from a multitude of factors that include pay, training and development, work-life balance and subordinate relationship. They go on to explain that each facet may not be satisfactory but those aspects that are satisfying may outweigh the others.

All of the above issues from pay to subordinate relationship build what is known as job satisfaction. The participants were asked if, overall they were satisfied in their role. Most participants explained that they had been satisfied when they were learning but once this stopped they were not developing and became less satisfied. Participant B explained

*“No, I wasn't satisfied; in the first year I was really satisfied because i felt like I was learning something and I liked the different events and meeting the people at the events but then after a while I wasn't learning so it wasn't as satisfying”*

Participant E gave the following feedback on overall job satisfaction

*“Yes, but then after a certain time I would have liked more responsibility or even the chance to change department”*

These findings are supported by Akrivos et al. (2007) that individuals may be motivated by pay but pay is very rarely the number one motivator and that development is often the biggest motivator.

## 6.4 Conclusion

Although some of the basic information that each interview participant provided was different much of the information they provided on their reasons to leave were similar if not the same. An example of this was Participant A stating that one of the top three reasons they left the

organisation was “*Too many hours, shifts were too long*” while Participant D stated one of their top three reasons was “Work life Balance”. Much of the answers given in the interview stage were the same just only worded differently. There were reoccurring themes throughout each interview, some of the themes were rated at different levels by each participant but all the same themes were present in each interview.

## Chapter 7: Recommendations - Research Question 2

### 7.0 Introduction

This chapter will outline recommendations, based on the results of both the survey and the interview, outlined in Chapter 5 and Chapter 6. The recommendations will focus on the

information collected in the primary research undertaken by the author and from a review of published literature. This primary research, has gathered information and evidence relating to the impact of staff turnover, career development, work-life balance, pay and benefits and subordinate relationships on staff retention in Hotel X. The author will identify the areas that most impact on employee turnover to support the organisation to reduce that turnover.

## 7.1 Recommendations

The following recommendations have been developed from the results of the primary research. If Hotel X opts to use the recommendations resulting from this research, the author believes it will impact on staff turnover, employee motivation and team development.

## 7.2 Training and Development

In previous chapters, the author has gathered the feedback received from former employees of Hotel X. The survey shows that 24.32% of surveyed participants stated that one of the reasons their major reasons for leaving employment with Hotel X was the lack of training and development coupled with this 29.73% stated stress or workload due to a lack of training and development as a reason they choose to leave.

Implementing planned training and development for staff will impact on staff retention levels in the F&B outlets. Staff feedback should be included prior to developing the plan. Structured trainings should be developed with the staff, as Mitchell and Zatzick (2015) explained. More experienced staff at the same level should be involved in the development and implementation of the training.

### 7.2.1 Costing

Training planning and costing needs to be completed so that there is funding for training in departmental budgets. The costing of training should include:

- Staff & Management Time
- Replacement Staff
- Materials & Trainers
- Facilities
- Food & beverage costs

The author recommends that, on the basis of the research, training is carried out on a monthly basis for each outlet, thus all bar staff should attend training related to bar work and any facets of that outlet. All restaurant staff should attend training that caters for the needs of restaurant, room service and the lobby. Banqueting staff should attend the trainings that pertain to C&B events. One of the major challenges of providing training for Bar and Restaurant is that these outlets, unlike C&B, are open daily. The author proposes training in each outlet be split into two one-day sessions to ensure that the operation is not affected. This would also support team building as two groups who rotate in these areas will have an opportunity to meet together which they might not otherwise have.

### 7.3 Subordinate Relationships

The chapters preceding this one show that many of the interview participants and those who completed the survey expressed that they felt the subordinate relationship was a contributing factor to why they choose to leave the organisation. Many participants referred to this as bad management, 51.35% of survey participants selected unhappy with management as one of their reasons for leaving. Milman (2001) explains that managers and supervisors will often look to



incentives to repair or develop their relationship with employees and goes onto suggest that these are only temporary solutions, the relationship as a whole needs to be developed.

### 7.3.1 Costing

Lawler and Finegold (2000) explain that each relationship is complex and unique, the author recommends that Hotel X conduct team building days for each outlet as it will allow the employee's, supervisors and managers to build a relationship around interests outside of the workplace. As with training, team building can have a cost to it and this section outlines the cost that may be incurred when an organisation devotes time to team building to develop the subordinate relationship and the team relationship. Costings for relationship building are dependent on the following factors;

- Location (Offsite vs onsite)
- Catering (In-house or external)
- Team builder (In-house or external)

Conducting relationship building activities must cover a wide range of aspects from the activity itself, transport and food costs. Transport would be required the cost of transport can be €250 euro for a 22-seater bus or €350 for a 52-seater bus. This is before the activity has taken place, the author has obtained 2 quotes from team building organisations the first organisation quoted a minimum of €29.99 for 50 attendees and €49.99 for 20. This was for a full day of team building activities off site from 9am until 5pm and including a lunch and coffee breaks. The second organisation is based in the city centre unlike the first that is based on the outskirts of Dublin. Therefore, using a bus is optional for the Hotel and the costing for transport would be

the same as above. The second organisation providing team building seminars is quoted at €19.99 for upwards of 50 attendees and €45.00 for any groups below 50 attendees this is inclusive of tea and coffee breaks and lunch for the group. The second group explained that they provide contracts for large organisations that'll use their services on multiple occasions throughout the year. This altered the price of the services although could not be discussed due to confidentiality of contracts. The pricing for relationship building exercises can be seen below for both organisation A and B.

For organisation A the training costing per person can be seen below in figure 11

	20 Pax	50 Pax
Transport	€12.50	€7.00
Activity	€49.99	€29.99
Total	€62.49	€36.99

Figure 11: Costings for Relationship Building with organisation A

For organisation B the training costing per person can be seen below in figure 12

	Below 50 attendees	Above 50 attendees
Transport	€12.50	€7.00
Activity	€45.00	€19.99
Total	€57.50	€26.99

Figure 12: Costings for Relationship Building with organisation A

From the above selection, the author recommends that team building activities are arranged to support the development of both subordinate relationships and peer relationships for the team working in an outlet. Due to the nature of on-going business in bar and restaurant, it will be necessary to divide the team into two one-day team building days. Another option is to cross train those working in C&B so as when team building events are arranged there is staffing to cover the bar and restaurant outlets.

Team building activities should be arranged for the C&B department taking account of the seasonality of C&B events. Such team building days could take place more frequently (e.g six monthly) and be done on a half-day basis and this would ensure the relationship building is continuous and inclusive for all staff.

## 7.4 Pay and Benefits

As the interviews showed many of the participants were not aware of any benefits Hotel X had to offer and many explained that they had no interest in benefits that may be offered. The participants were more motivated by pay and all excluding one explained that the pay had been one of the top 3 reasons they left the organisation. All participants conveyed that they felt there should have been a raise in pay for those who remained employed for a long period of time.

### 7.4.1 Costing

Costing pay is somewhat different to costing the training and development or the relationship building as there is different rates of pay for staff. There are multiple positions across the spectrum of outlets, these positions are

Senior F&B Assistants

F&B Assistants

## Senior Bartenders

### Bartenders

Consideration could be given to a pay structure that would not be prohibitively costly to the hotel and that would impact on how the employee could feel valued by the hotel. New starters could commence on €9.25 per hour and increase to €9.50 per hour after 6 months upon satisfactory completion of their probation; this would provide a total cost saving of €253.50 per employee for this 6-month period. Furthermore, the strategy might include an annual review with a further increase to €10.00 per hour upon satisfactory completion of their review. Not only would this show the employee that they are valued, it would also impact on staff turnover. This reduction in staff turnover would bring a cost saving on advertising and recruitment.

## Chapter 8: Conclusion

### 8.0 Introduction

The author set out to complete a number of objectives in this research paper, from the above chapters it is evident the author completed two of the three objectives, the third objective can only be completed once others organisations read the paper and look at the turnover levels within their properties. Understanding employee turnover from the employee perspective allows an organisation to identify the reasons employees opt to exit and this will help the organisation to develop strategies to reduce the employee turnover levels.

The recurring themes throughout the research were that long unsocial hours, bad pay for the long hours, lack of training and development and a poor work life balance. As seen in the literature these have all been identified as issues in the hospitality prior to this research taking place. This research establishes that the Irish hospitality industry has the same issues as the hospitality industry worldwide.

The author has made recommendation to tackling the problems and reducing the issue of employee turnover. All the recommendations were developed from the results gathered from surveying and interviewing former employees of the property

## 8.2 Scope for Future Studies

There is a lot of potential for future studies on this topic, this case study can be applied to other hotels. The case study can be applied to stand alone hotels or hotels that are part of a large national or international brand. Future studies may also focus internally on the brand that Hotel X is part of, helping reduce the employee turnover across the brand as a whole.

Other options for future scope of this study include focusing solely on work life balance, training and development, or rewards and benefits. This paper only focused on F&B outlets in the organisation one could reapply this study to other outlets such as accommodation or FO.

## 8.3 Relevance for Employers and Organisations

This research was undertaken with the primary purpose of completing a Masters in Human Resource Management, although, the area of study has a huge amount of relevance to the organisation it was based on. The findings give the organisation an insight to why employees choose to leave; with this information, the hotel can apply retention strategies across the F&B outlets.

## 8.4 Personal Learning Statement

Undertaking my Masters and completing my dissertation has been a great learning opportunity for me. Through planning and undertaking the research I had an opportunity to put my classroom learning into practice. As I planned my information gathering, I learned how to best collect the data through a number of methods. In this way, I gathered useful and detailed information for my research project. I have learned the importance of advanced planning when gathering information and being clear on focussing on the area of choice of the research project. The planning and clarity of focus is the only way such a project could be completed within the timeframe. Undertaking this research is important in my career as I gained an understanding of the importance of gathering opinions, views and feedback from team members at various times throughout the lifetime of a team.

All activities in this research project were educational and of great interest to me.

The development of the questionnaire questions was important as it ensured I gathered the appropriate information. I constantly had to ask myself if each question was relevant to the topic at hand which I was researching. I also learned a lot from the point of view of what to look out for when planning a research project. I developed an understanding of how such a process could support an organisation to gather information from staff that otherwise might be unavailable to them and how this process might support them to identify issues and solve problems. The most important activity is the collection of data that is honest, relevant and applicable to the issue being researched. The results depend on the good data collection. In this research, the data collected was subjective, however the fact that they were past employees meant they could offer honest responses. In collecting the data I used both qualitative and quantitative approach by collecting information both through survey questionnaire and direct interviews. This allowed me clarification on the information collected in the survey

questionnaire. If I were to undertake further follow-up research I would seek to get the views of supervisors and managers on the subject through questionnaire and interview. It will also be interesting to further review supervisor and management turnover and to identify if the reasons for staff turnover differed significantly from that of management turnover. Finally, I am delighted to have completed this research within the timeframe and I have found the process informative and interesting.

## Chapter 9: Bibliography

- Agarwala, T. (2009) Strategic Human Resource Management, India: Oxford University Press.
- Akrivos, C., Ladkin, A. and Reklitis, P. (2007) "Hotel managers' career strategies for success", *International Journal of Contemporary Hospitality Management*, 19(2) pp. 107-119.
- Allen, D., Bryant, P., and Vardaman, J. (2010) 'Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies', *Academy of Management Perspectives*, 24(2) pp. 48-64
- Anonymous (2013) Getting on with colleagues tops job-satisfaction poll. *The Safety & Health Practitioner*, 31(3), pp. 55.
- Armstrong, M. (2012) Armstrong's Handbook of Human Resource Management Practice. 12th Ed. London: Kogan Page.
- Baker, V. (2008) "Human Capital: Biggest Expense, Most Important Asset." *Franchising World*, 40(12), pp. 47-48.
- Baron, P. and Maxwell, G. (1993) 'Hospitality management students' image of the hospitality industry'. *International Journal of Contemporary Hospitality Management*, 5(5), pp. 5-8.

Blomme, J., Van Rheede, A. & Tromp, M. (2010) Work-family conflict as a cause for turnover intentions in the hospitality industry. *Tourism and Hospitality Research*, 10(4), pp.269-85.

Buick, I. and Thomas, M. (2001) Why do middle managers in hotels burn out? *International Journal of Contemporary Hospitality Management*, 13(6), pp. 304-309.

Buick, I. and Muthu, G. (1997) An investigation of the current practices of in-house employee training and development within hotels in Scotland. *The Service Industries Journal*, 17(4), pp. 652-668.

Canaan Messarra, L., Karkouliau, S. & El-Kassar, A. (2016) "Conflict resolution styles and personality: The moderating effect of generation X and Y in a non-Western context", *International Journal of Productivity and Performance Management*, 65 (6) pp. 792-810.

Chartered Institute of Personnel and Development (2017) Employee Turnover and Retention CIPD, London. (Online) Available from: <https://www.cipd.co.uk/knowledge/strategy/resourcing/turnover-retention-factsheet>

Citizens Information (2017) Minimum Rates of Pay . [ONLINE] Available at: [http://www.citizensinformation.ie/en/employment/employment\\_rights\\_and\\_conditions/pay\\_and\\_employment/pay\\_inc\\_min\\_wage.html](http://www.citizensinformation.ie/en/employment/employment_rights_and_conditions/pay_and_employment/pay_inc_min_wage.html). [Accessed 25 May 2017].

Connolly, P. & McGing, G. (2007) 'High Performance Work Practices and Competitive Advantage in the Irish Hospitality Sector.' *International Journal of Contemporary Hospitality Management*, 19(3), pp.201-210.

Costen, M. and Salazar, J. (2011) "The Impact of Training and Development on Employee Job Satisfaction, Loyalty, and Intent to Stay in the Lodging Industry". *Journal of Human Resources in Hospitality and Tourism*, 10(3): pp. 273-284.

Das, B. and Baruah, M. (2013) "Employee Retention: A Review of Literature". *Journal of Business and Management* 14 (2): pp 8-16

Darga, R. (2012) "Managing the Generation Y", *International Journal of Management Prudence*, 4 (2) pp. 36.

Darlington, H. (2002) "People - your most important asset part 4 - motivating the best." *Supply House Times*, 45(10), pp. 68-69



Davidson, G., Timo, N. and Wang, Y. (2010) "How much does labour turnover cost?: A case study of Australian four- and five-star hotels", *International Journal of Contemporary Hospitality Management*, 22(4) pp. 451-466.

Davidson, G., McPhail, R. and Barry, S. (2011) Hospitality HRM: past, present and the future. *International Journal of Contemporary Hospitality Management*, 23(4), pp.498-516.

Deery, M. (2008) Talent Management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7), pp.792-806.

Drewery, K., Riley, A., Staff, H., Worman, D. & Line, F. (2008) 'Gen Up: How the Four Generations Work' CIPD. Available from <http://www.cipd.co.uk/hr-resources/survey-reports/how-four-generations-work.aspx> [Accessed 12 June 2017].

DTTAS Department of Transport, Tourism And Sport. (2017). Tourism: Overview of the Tourism Industry [ONLINE] Available at: <http://www.dttas.ie/tourism>. [Accessed 26 May 2017]

Edralin, D.M. (2004) 'Training: A strategic HRM function', 7(4), pp. 1-4 [Online]. Available at: [http://www.dlsu.edu.ph/research/centers/cberd/pdf/business/vol7/vol7\\_no4.pdf](http://www.dlsu.edu.ph/research/centers/cberd/pdf/business/vol7/vol7_no4.pdf) [Accessed 2nd June 2017].

Edwards, T. and Rees, C. (2011) International Human Resource Management: Globalisation, National systems and Multinational Companies 2nd Ed. Harrow: Pearson Education

Elnaga, A. and Imran, A. (2013) 'The Effect of Training on Employee Performance'. *European Journal of Business and Management*, 5(4): pp. 137-147,

Farrell, K. (2001) Human resource issues as barriers to staff retention and development in the tourism industry. *Irish Journal of Management*, 22(2), pp. 121-142.

Garg, P. and Rastongi, R. (2006). "New model of job design motivating employees Performance". *Journal of Management Development* 25 (6): pp.572-587

Gaffney, E. (2012) Job satisfaction more important than money. *Financial Adviser*.

Geilich, P. (2003) Job satisfaction low, study finds. *Westchester County Business Journal*, 42(43), pp. 4.

Greatwood, M. 2016, "How to counter the growing disengagement with engagement programs: Use “dream management”", *Development and Learning in Organizations: An International Journal*, 30(2) pp. 15-17.

Greenhaus, H., Collins, M. & Shaw, D. (2003) The Relation Between Work- Family Balance and Quality of Life. *Journal of Vocational Behaviour*, 63, pp. 510-531.

Gibson, W., Greenwood, A. and Murphy, F. (2009) Generational Differences In The Workplace: Personal Values, Behaviors, And Popular Beliefs. *Journal of Diversity Management*, 4(3), pp.1-7.

Gladwell, J., Dorwart, E., Stone, F. and Hammond, A. (2010) "Importance of and Satisfaction with Organizational Benefits for a Multigenerational Workforce", *Journal of Park and Recreation Administration*, 28(2)

Habib, S. (2015) Employee turnover in banks - costs and benefits. *The Financial Express*.  
Hardy, S. and Adnett, N. (2002), “The parental leave directive: towards a ‘family-friendly’ social Europe?” *European Journal of Industrial Relations*, 8, pp. 157-172.

Harper, S., Brown, C. and Wilson, I. (2005) Qualifications: a fast-track to hotel general manager? *International Journal of Contemporary Hospitality Management*, 17(1), pp. 51-64

Ho, R., Huang, L., Huang, S., Lee, T., Rosten, A. and Tang, S. (2009) An approach to develop effective customer loyalty programs. *Managing Service Quality*, 19(6), pp. 702-720.

Hofhuis, J., Van der Zee, Karen I & Otten, S. (2014) "Comparing antecedents of voluntary job turnover among majority and minority employees", *Equality, Diversity and Inclusion: An International Journal*, 33(8) pp. 735-749.

Huang, W. and Su, C. (2016) The mediating role of job satisfaction in the relationship between job training satisfaction and turnover intentions. *Industrial and Commercial Training*, 48(1), pp. 42-52.

Hughes, C., and Rogue, E. (2008) “Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations”. *International Journal of Contemporary Hospitality Management*, 20(7): pp. 743-757.

Hunt, V. and Rasmussen, E. (2007) "Turnover and retention in a tight labour market: reflecting on New Zealand research", *New Zealand Journal of Employment Relations*, 32(1) pp. 45.

IHF (2017) Hotel report shows substantial growth in Tourism [ONLINE] Available at: <http://www.ihf.ie/content/hotel-report-shows-substantial-growth-tourism>. [Accessed 26 May 2017].

Jiří, B. (2016) "The Employees of Baby Boomers Generation, Generation X, Generation Y and Generation Z in Selected Czech Corporations as Concoivers of Development and Competitiveness in their Corporation", *Journal of Competitiveness*, 8(4) pp. 105-123.

Judge, A., Hulin, L. and Dalai, S. (2009) 'Job satisfaction and job affect'. In: Kozlowski, S.W.J. (ed.). *Oxford handbook of industrial and organizational psychology*. New York, N Y : Oxford University Press.

Kalliath, T. and Brough, P. (2008) Work-Life Balance: A Review of the Meaning of Balance Construct. *Journal of Management and Organization*, 14(3), pp. 323-327.

Kara, D., Uysal, M. and Magnini, P. (2012) 'Gender Differences in Job Satisfaction of the Five- Star Hotel Employees: The Case of the Turkish Hotel Industry', *International Journal of Contemporary Hospitality Management*, 24(7):pp.1047-1065.

Kaye, B., & Jordan-Evans, S. (1999). Love'em or lose'em: Getting good people to stay. San Francisco, CA: Berrett-Koehler Publishers, Inc.

Kinicki, J., McKee-Ryan, M., Schriesheim, A. and Carson, P. (2002) "Assessing the construct validity of the Job Descriptive Index: A review and meta-analysis", *Journal of Applied Psychology*, 87(1) pp. 14-32.

Kirwan, S. (2014) A Study Aiming to Identify the Factors that Lead to High Employee Turnover Within the Irish Hospitality Sector. MA in Human Resource Management. Dublin: National College of Ireland [Online] Available at <http://trap.ncirl.ie/1821/1/stephenkirwan.pdf>

Knipp, H 1996, 'Poring over budget line items will cut costs', *Hotel & Motel Management*, 211(8) p. 20

Kwan, J. (2014) Staff Turnover in Dublin's Food Sector: Job satisfaction and Culture . MA in Human Resource Management. Dublin: National College of Ireland [Online] Available at <http://trap.ncirl.ie/1776/1/jenniferkwan.pdf>

Lawler, E. and Finegold, D. (2000) "Past, present, and future", *Organizational Dynamics*, 29(1) pp. 1-15.

Lee, C., Huang, S. and Zhao, Y. (2012) "A Study on Factors Affecting Turnover Intention of Hotel Employees", *Asian Economic and Financial Review*, 2(7) pp. 866.

Lewis, A. and Gruyère, R. (2010) "Work-Life Balance In Hospitality: Experiences From A Geneva-Based Hotel", *International Journal of Management and Information Systems*, 14(5) pp.99.

Lockyer, C. and Scholarios, D. (2004) "Selecting hotel staff: why best practice does not always work", *International Journal of Contemporary Hospitality Management*, 16(2) pp. 125-135.

Long, S. (2009) "Greed", *Psychodynamic Practice*, 15(3) pp. 245.

Louden, K. (2012) 'Preventing Employee Turnover'. *Collector*, 78(2), pp. 39-40.

Massey, D. (2009) "It's unions' turn to tighten belts; Both business and government bring long lists of givebacks to bargaining table", *Crain's New York Business*, 25(18) pp. 1.

McCrindle, M. & Wolfinger, E. (2010) "Generations Defined", *Ethos* 18(1) pp. 8-13

McDonald, P. (2011) Lost YOUR Job? What's Next, *Financial Executives International*, Morristown.

McMullen-Coyne, S. (2004) "Ballot-box showdown: California hotel industry fights mandatory health-care program", *Hotel & Motel Management*, 219(18) pp. 3

Mansbach, D. (2009) Rewarding packages for executives should go beyond just cash. *Nation's Restaurant News*, 43(43), pp.32.

Mano-Negrin, R. and Kirschenbaum, A. (1999) "Push and pull factors in medical employees' turnover decisions: the effect of a careerist approach and organizational benefits on the decision to leave the job", *The International Journal of Human Resource Management*, 10(4) pp. 689-702.

Miller, V. (2009) Lawsuit says tip policy at Wynn Violates Federal Rules. *McClatchy - Tribune Business News*.

Mills-Senn, P. (2016) Avoiding Employee Breakups. *Credit Union Management*, 39(11), pp. 32-34.

Mitchell, M. and Zatzick, D. (2015) "Skill underutilization and collective turnover in a professional service firm", *Journal of Management Development*, 34(7) pp. 787-802.

Mitchell, R., Holtom, C. and Lee, W. (2001). 'How to keep your best employees: Developing an effective retention policy'. *Academy of Management Executive*, 15(4), 96–108.

Mulligan, J. (2017) Dalata's 21pc salary boost to executives in pay reorganisation - Independent.ie. [ONLINE] Available at: <http://www.independent.ie/business/irish/dalatas-21pc-salary-boost-to-executives-in-pay-reorganisation-35583607.html>. [Accessed 9 July 2017].

Nair, S., Yet Mee, L. and Nai Cheik, A. (2016) "Internal Push Factors and External Pull Factors and Their Relationships with Lecturers' Turnover Intention", *International Journal of Business and Management*, 11(12) pp. 110.

Nuttgens, S. and Chang, J. (2013) "Moral Distress Within the Supervisory Relationship: Implications for Practice and Research", *Counselor Education and Supervision*, 52(4) pp. 284-296.

O'Halloran, B. (2017) Shareholders criticise bonuses to Dalata CEO and executives . [ONLINE] Available at: <https://www.irishtimes.com/business/transport-and-tourism/shareholders-criticise-bonuses-to-dalata-ceo-and-executives-1.3077854>. [Accessed 19 June 2017].

Patrick, J., Smy, V., Tombs, M. and Shelton, K. (2011) 'Being in one's chosen job determines pre-training attitudes and training outcomes'. *Journal of Occupational and Organizational Psychology*, 85 pp. 245-257

Perrin, T. (2009) Reap more of the benefits. *China Staff*, 15(3), pp. 30-36.

Pine, R. and Qi, P. (2004) "Barriers to hotel chain development in China", *International Journal of Contemporary Hospitality Management*, 16(1), pp. 37-44.

Poelmans, A., Kalliath, T. and Brough, P. (2008) "Achieving work–life balance: Current theoretical and practice issues", *Journal of Management & Organization*, 14(3) pp. 227-238.

Poulston, J. (2008) 'Hospitality Workplace Problems and Poor Training: A Close Relationship', *International Journal of Contemporary Hospitality Management*, 20(4):pp.412-427.

Reilly, P. (2010) Total reward is a capital idea. *Strategic HR Review*, 9(1), pp. 48-51.

Robert, C., Dunne, C. and Iun, J. (2016) "The Impact of Leader Humor on Subordinate Job Satisfaction: The Crucial Role of Leader-Subordinate Relationship Quality", *Group & Organization Management*, 41(3) pp. 375-406.

Roche, K., Teague, P., Coughlan, A. and Fahy, M. (2011) Human Resources in the Recession: Managing and Representing People at Work in Ireland. Dublin: Labour Relations Commissioner.

Scane, M. (2009) Total reward can raise morale. *Employee Benefits Magazine*. Pp.15.

Shellenbarger, S. (2013) The Roots of Job Satisfaction. *Wall Street Journal* (Online).

Southerland, R. (2001), "Management companies tackle challenges of the new millennium", Penton Media, Inc., Penton Business Media, Inc. Atlanta.

Suazo, M., Turnley, H. and Mai-Dalton, R. (2008) "Characteristics of the Supervisor-Subordinate Relationship as Predictors of Psychological Contract Breach", *Journal of Managerial Issues*, 20(3) pp. 295-312.

Tarrant, D. (2009) The corporate carrot. *Intheblack*, 79(9), pp. 36-39.  
Taylor, S. (2002) 'The Employment retention Handbook. London CIPD

Teddlie, C. and Tashakkori, A. (2009). Foundations of Mixed Methods Research, Integrating Quantitative and Qualitative Approaches in the Social and Behavioural Sciences, Sage publications.

Torrington, D., Hall, L., Taylor S., and Atkinson, C. (2011) Human Resource Management 8th Ed. Harrow: Pearson Education.

Tiwari, I. (2015) An analysis of the factors affecting employee retention and turnover in the Irish hospitality Industry. MA in Human Resource Management. Dublin: National College of Ireland [Online] Available at <http://trap.ncirl.ie/2050/1/ishanitiwari.pdf>

Veal, A. (2011) Research Methods for Tourism and Leisure: A Practical Guide. 4th Ed. Prentice Hall Financial Times.

Whitaker, P. (2010) What non-financial rewards are successful motivators? *Strategic HR Review*, 9(1), pp. 43-44.

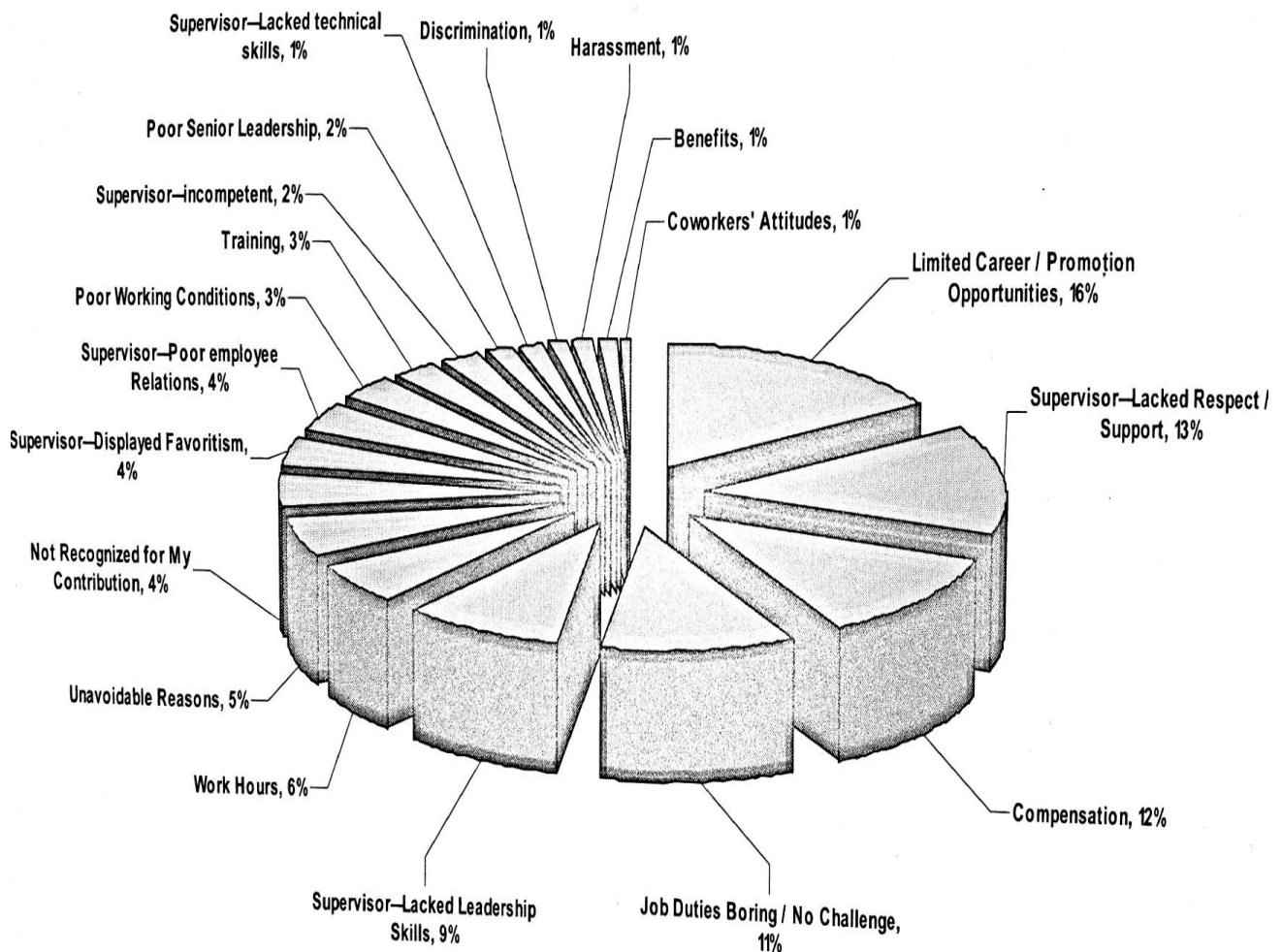
Wickham, J., Moriarty, E., Bobek, A. and Salamonska, J. (2008) Migrant workers and the Irish hospitality sector: A preliminary report from the Migrant Careers and Aspirations research project. Trinity Immigration Initiative.

Williams, D., Harris, C. and Parker, J. (2008) "I love You - Goodbye: Exit Interviews and Turnover in the New Zealand Hotel Industry", *New Zealand Journal of Employment Relations*, 33(3) pp. 70-90.

Williams, M. (2001). *Problems of knowledge: A critical introduction to epistemology*. Oxford

Yamashita, M. and Uenoyama, W. (2006) Boundaryless career and adaptive HR practices in Japan's hotel industry. *Career Development International*, 11(3), pp. 230-242.

*Why they left. Source: Previously unpublished Saratoga Institute research.*



## Chapter 9: Appendices

### 9.1 Appendix 1 “Why they Left”



## 9.2 Hotel X Permission Letter

### ACCESS LETTER REQUESTING PERMISSION TO CONDUCT RESEARCH

National College of Ireland  
Mayor Street  
IFSC  
Dublin 1

The Deputy General Manager

[REDACTED]  
[REDACTED]

Dublin 4

Date 12.07.2017

Dear Mr [REDACTED],

#### REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am a registered Master's student in the School of Business at the National College of Ireland. My supervisor is Dr. Paul Hanly

The proposed topic of my research is "*The Perceptions of Employee Turnover from the Viewpoint of Former Food and Beverage Front of House Employees: A Case Study of a 4-star hotel in Dublin.*"

The objectives of the study are:

- (a) To investigate the causes of high turnover in the food and beverage departments of [REDACTED] the investigation will take place from the perceptions of the former front of house food and beverage employees
- (b) To Understand (A) and the author will provide the organisation with the findings so as they have the opportunity to use this information to reduce the turnover levels
- (c) Give others the opportunity to replicate this study in other hotels in Dublin and

further afield.

I am hereby seeking your consent to conduct this case study on the [REDACTED] To assist you in reaching a decision, I have attached to this letter:

- (a) A copy of the interview information leaflet and participant consent form.
- (b) A copy of the interview questions.

Should you require any further information, please do not hesitate to contact me or my supervisor. Contact details available upon request.

All names will be kept confidential from the findings and omitted from the final document. A back up of all interviews will be available for Dr. Paul Hanly. Upon completion of the study, I undertake to provide you with a bound copy of the dissertation.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

**Signature** \_\_\_\_\_

**Name** \_\_\_\_\_

## 9.3 Participant Information Leaflet

### ***Information Leaflet for Interview Participant***

***Title of Study: “The Perceptions of Employee Turnover from the Viewpoint of Former Food and Beverage Front of House Employees: A Case Study of a 4-star hotel in Dublin.”***

You are being invited to participate in a research study. Thank you for taking time to read this information leaflet.

**RESEARCHER:** This research is being conducted by Adrian Fay; my contact details are included at the end of this document.

#### **WHAT ARE THE OBJECTIVES OF THIS STUDY?**

The purpose of the study is to; (a) investigated the causes of high turnover in the food and beverage departments of [REDACTED] the investigation will take place from the perceptions of the former front of house food and beverage employees (b) in understanding this the author will provide the organisation with the findings so as they have the opportunity to use this information to reduce the turnover levels and (c) to give others the opportunity to replicate this study in other hotels in Dublin and further afield.

#### **WHY HAVE I BEEN INVITED TO TAKE PART?**

You have been approached to participate in this research as you formally worked at the hotel and voluntarily exited the organisation

#### **WHAT WILL HAPPEN IF I VOLUNTEER?**

Your participation in the research is entirely voluntary. If you do agree to participate, you will be invited to take part in an interview with the researcher in regards to your experience when working for the hotel in your role. This interview will be *audio-recorded* to facilitate the analysis of the interview. You will not be asked about specific staff members and we would ask that in the course of your participation you do not name any individual or provide any details on third parties that may be identifiable so as to protect their reputation.

#### **CONFIDENTIALITY**

The Researcher will be entirely responsible for overseeing the transcription and the anonymity of the interview. All information collected as part of the study will be stored securely on password protected computers and name's along with any other personal information will be omitted from the transcription.

#### **WHAT ARE THE BENEFITS OR RISKS ASSOCIATED WITH THE STUDY?**

While there will be no direct benefit to you from the study, the findings have the potential to make a contribution to the hotels understanding of front of house food and beverage staff and how to reduce the turnover levels. As such, the findings from this study will be presented at university level. Although, no individual participant will be identified in any publication or presentation and only anonymised quotes will be used in these reports and publications. There are no known risks associated with participation, other than some possibly inconvenience of dates and times in conducting the interview.

#### **RIGHT TO WITHDRAW**

You can decide to withdraw from the study at any point prior to the transcripts being published, without consequence. You can contact the researcher to request this a withdrawal.

#### **HOW WILL MY INFORMATION BE USED?**

Your views and opinions will be combined with others who took part to develop an understanding of the causes of the high levels of turnover from the perception of the front of house food and beverage staff. In addition to informing this study I plan to maximise the learning from your involvement by archiving an anonymised version of the data for future research on this topic. Once the data have been anonymised it will not be possible to withdraw from the study.

#### **NEXT STEPS**

If you are willing to take part in the study we would ask you to please return the attached consent form to signed, a copy will be provided for yourself also.

**FURTHER INFORMATION & CONTACT DETAILS:** If you have any further questions about the research or would like information on the findings, you can contact Adrian Fay at [adrianfay24@gmail.com](mailto:adrianfay24@gmail.com)



## PARTICIPANT CONSENT FORM

### PARTICIPANT CONSENT FORM (students)

By signing and returning this consent form you are indicating your agreement with the following statements:

- I have read and understood the attached *Participant Information Leaflet* for this study.
- I have had the opportunity to ask questions and discuss the study. (Note you can contact Adrian Fay.
- I have received satisfactory answers to all my questions, where I have had a query.
- I have received enough information about this study.
- I understand that the interview/focus group will be audio recorded
- I understand I am free to withdraw from the study at any time until the transcripts are anonymised.
- I understand anonymised data will be archived for future research
- I agree to take part in the study.

Participant's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Participant's Name in Print: \_\_\_\_\_

### RETURNING THE CONSENT FORM:

I would ask you to please return the attached consent form.

## 9.4 Interview Questions

### **Section 1: Age**

### **Section 2: Background**

- a. How long have you worked in the Hotel Industry?
- b. In which Food & Beverage area(s)/department(s) did you work?
- c. Positions held:

### **Section 3: Impact of Staff Turnover**

- a. Did the company have a planned recruitment process in place to fill vacancies to support continuity of standards and service
- b. Where there was a time lag in recruitment & training new staff, was there sufficient resources to maintain work & service standards
- c. During this time, did the workload increase on yourself & other members of the team?
- d. Did the increased workload due to the vacancy impact on service standards & service delivery?
- e. Was there a high level of staff turnover on the team?
- f. Did it impact on your decision to leave?

### **Section 4: Training & Development**

- a. As a new employee with the company did you receive sufficient training and education to undertake your role and assimilate into the team

#### Induction Training

#### Mentoring and Side by side training

#### Team Development

- b. Was there a programme of continuous development:
- c. Did it impact on your decision to leave?

### **Section 5: Work-Life Balance**

- a. Did you feel there was a work life balance while working at the hotel?
- b. How did your job impact on your work-life balance?
  - Positive Impact
  - Negative Impact
- c. Was there flexibility with regard to shift requests/leave requests?
- d. Did work-life balance affect your decision to leave?

### **Section 6: Career Development**

- a. While working in Food & Beverage was there opportunity for career development and/or promotion?

Career Development:

Promotion:

- b. In your opinion, was access to opportunity for career development equitable & fair?
- c. In your opinion, was access to opportunity for promotion open & fair?
- d. What effect did the opportunity career development and/or promotion have on your decision to leave?

### **Section 7: Pay, Benefits & Rewards**

- a. Did you consider your pay reflected the responsibilities of your job?
- b. Was there any change in your pay during your employment with the company?
- c. Did the company offer any extra benefits?
- d. Did the company offer any financial or non-financial rewards?
- e. Did Pay, Benefits & Rewards have an impact on your decision to leave?
- f. So if you had have been offered or been made aware of some benefits and rewards would it have changed your mind?



### **Section 8: Subordinate Relationship**

- a. Did you have a positive relationship with your supervisor/manager?
- b. Did your supervisor/manager provide support you in a constructive & positive manner (e.g. – work instruction & advice; ask your opinion; willing to take your view on board)
- c. Do you consider that all members of the team were treated fairly & equally?
- d. Did you have opportunity to have an input into changes / put forward your views?
- e. Did management acknowledge hard work and/or extra effort
- f. Did your relationship with your supervisor and/or manager have an impact on your decision to leave?

### **Section 9: Job Satisfaction**

- a. Overall, did you find your job satisfying?
- b. Overall, what were the 3 most important factors that impacted on your decision to leave your post in Food & Beverage in the Hotel Industry?

#### 9.4.1 Participant A

##### **Section 1: Age**

30

##### **Section 2: Background**

- a. How long have you worked in the Hotel Industry?  
*10 Years (1 Year and 4 months)*
- b. In which Food & Beverage area(s)/department(s) did you work?  
*Bar*
- c. Positions held:  
*Bartender (Senior Bartender)*

##### **Section 3: Impact of Staff Turnover**

- a. Did the company have a planned recruitment process in place to fill vacancies to support continuity of standards and service  
*"No they'd find a person but they wouldn't get the right person or a qualified person."*
- b. Where there was a time lag in recruitment & training new staff, was there sufficient resources to maintain work & service standards  
*"No lag but they just changed person for person so the people they got in were not very good or trained"*
- c. During this time, did the workload increase on yourself & other members of the team?  
*"Yea of course, i knew more so when they left I had to work more"*
- d. Did the increased workload due to the vacancy impact on service standards & service delivery?  
*"Of course because people who came in didn't know anything for the job and nobody taught them, I had to teach them and I was tired of this so I had no interest. So the standards were bad"*
- e. Was there a high level of staff turnover on the team?  
*"A lot of people left, probably more than half the people."*
- f. Did it impact on your decision to leave?  
*"Of course it had an impact it made my life horrible"*

#### **Section 4: Training & Development**

- a. As a new employee with the company did you receive sufficient training and education to undertake your role and assimilate into the team

##### Induction Training

*"They explained about the job at induction but that's it, nothing else. Just the basics"*

##### Mentoring and Side by side training

*"Basically they showed me the bar at the beginning but I knew it already it was all very basic and it was nothing special"*

##### Team Development

*"Yes there was some trainings before a shift but it was just like just sign this paper"*

- b. Was there a programme of continuous development :

*"More like I said sign the paper so the training was done but not properly"*

- c. Did it impact on your decision to leave?

*"This actually wasn't a big impact for me leaving"*

#### **Section 5: Work-Life Balance**

- a. Did you feel there was a work life balance while working at the hotel?

*"I didn't have a life in this period"*

- b. How did your job impact on your work-life balance?

##### Positive Impact

*"Positive impact was that I couldn't spend money, so I was saving a lot"*

##### Negative Impact

*"I didn't have a life; I was always working late into the night"*

- c. Was there flexibility with regard to shift requests/leave requests?

*"Yea they were flexible" "Yea if it was quiet at the weekend or sometime like that"*

- d. Did work-life balance affect your decision to leave?

*"Definitely it was almost the biggest reason I left"*

### **Section 6: Career Development**

- a. While working in Food & Beverage was there opportunity for career development and/or promotion?

Career Development:

*"For career development there was nothing at all"*

Promotion:

*"I actually got promotion to Senior Bartender but that was it nothing else. I didn't see any space for anything more"*

- b. In your opinion, was access to opportunity for career development equitable & fair?

*"It was fair; I just applied for the position and got it"*

- c. In your opinion, was access to opportunity for promotion open & fair?

*"Yes there was maybe something like I got asked to go for the promotion"*

- d. What effect did the opportunity career development and/or promotion have on your decision to leave?

*"No but if they had have offered me something else i might have stayed"*

### **Section 7: Pay, Benefits & Rewards**

- a. Did you consider your pay reflected the responsibilities of your job?

*"It wasn't enough for what I had to do and then after I got a promotion it was 2 euro extra and still not enough"*

*"When I got promoted, I needed to work more and stay late all of the time it didn't balance at all"*

- b. Was there any change in your pay during your employment with the company

*"From €9.50 then I got the €2.00 extra"*

- c. Did the company offer any extra benefits

*"Nothing that I knew about, I didn't hear about anything and I didn't get anything"*

- d. Did the company offer any financial or non-financial rewards?

*"No nothing I knew about"*

Was there any incentive in the Bar to upsell or even push a certain product.

*"No there was no reason for me to sell more or anything like that"*

- e. Did Pay, Benefits & Rewards have an impact on your decision to leave?

*"Yea it had an impact of course"*

- f. So if you had have been offered or been made aware of some benefits and rewards would it have changed your mind?

*"Yea probably I would have thought about it more"*

#### **Section 8: Subordinate Relationship**

- a. Did you have a positive relationship with your supervisor/manager?

*"I only had positive relationship with one supervisor out of 3" "The managers, I was a little disappointed in the end and maybe expected more from them"*

- b. Did your supervisor/manager provide support you in a constructive & positive manner (e.g. – work instruction & advice; ask your opinion; willing to take your view on board)

*"I don't know like they needed to because they needed us"*

- c. Do you consider that all members of the team were treated fairly & equally?

*"No, there was a difference. For example, I was treated good but others were treated badly. They treated me good because if I left it would have been bad for them"*

- d. Did you have opportunity to have an input into changes / put forward your views?

*"Actually we changed the menus, and I had an input to the new items on it"*

- e. Did management acknowledge hard work and/or extra effort

*"Actually I didn't feel that from the supervisors"*

- f. Did your relationship with your supervisor and/or manager have an impact on your decision to leave?

*"Yea I would say it had impact on my choice to leave, like if the bar supervisor were better I could talk to them maybe I would not have left"*

### **Section 9: Job Satisfaction**

- a. Overall, did you find your job satisfying?

*"The job wasn't challenging it was just exhausting. People were just changing like numbers and this was annoying"*

- b. Overall, what were the 3 most important factors that impacted on your decision to leave your post in Food & Beverage in the Hotel Industry?

1. *"Too many hours, shifts were too long"*
2. *"Paycheck"*
3. *"Bad management"*

#### 9.4.2 Participant B

### **Section 1: Age**

22

### **Section 2: Background**

- a. How long have you worked in the Hotel Industry?

*3 Years*

- b. In which Food & Beverage area(s)/department(s) did you work?

*Conference and Banqueting*

- c. Positions held:

*Food and Beverage Assistant*

### **Section 3: Impact of Staff Turnover**

- a. Did the company have a planned recruitment process in place to fill vacancies to support continuity of standards and service

*"No usually they just waited for people to leave; they would wait until it was busy and hire people once they applied."*

- b. Where there was a time lag in recruitment & training new staff, was there sufficient resources to maintain work & service standards

*"When I first started working in the hotel, there was a bit of training and people were put with someone who worked there a while. But after time this stopped and it was sorta just find your own way"*

- c. During this time, did the workload increase on yourself & other members of the team?

*"Yea Yea, like for example you'd have more tables or if wine waiters left you would have to do that also and then help run the food to other areas such as the bar so yes you had to do more"*

- d. Did the increased workload due to the vacancy impact on service standards & service delivery?

*"Yes of course, it made the service so much slower, like if the person who would serve drinks was there they would now be serving food and also drink service making it slow"*

- e. Was there a high level of staff turnover on the team?

*"there wasn't always people coming and going but at the end I did notice that a lot of people came and left because I think it wasn't what they expected"*

- f. Did it impact on your decision to leave?

*"At the start no but the more I think about it i think it did, like with people coming and going I was tired of trying to teach them again and again. Like there was new people coming in and leaving, then again new people coming in and leaving and it was just annoying."*

#### **Section 4: Training & Development**

- a. As a new employee with the company did you receive sufficient training and education to undertake your role and assimilate into the team

##### Induction Training

*"Yea we did get an induction, but it was mainly about the hotel and what it was like. It wasn't really about my Job"*

##### Mentoring and Side by side training

*"Yes on my first day I was put with another Girl who showed me what the job was"*

*"This was actually my first time having a job, I hadn't worked before, so I was so nervous. I was with that girl and she was like ok that's your table you'll be serving them, my hand was shaking I was so nervous but I actually enjoyed it anyway" "So they just threw me in there but it was actually ok"*

##### Team Development

*"No I don't think so, I think we had one. Once it was kinda like just how-to setup and serve and arrange a table"*

- b. Was there a programme of continuous development:

*"There was like a sort of continuous training like we would come in on a day before an event and do setup and the managers would go through everything and show us what we needed to do from setup to service the next day"*

- c. Did it impact on your decision to leave?

*"Yea that was actually the main reason I left the Hotel, I felt like there was no development for me and I wasn't going anywhere and the training wasn't there"*

### **Section 5: Work-Life Balance**

- a. Did you feel there was a work life balance while working at the hotel?

*"Well there was, it depends on the season and because we could have a really busy season from January to May and then from September to December. We had a lot of hours so you didn't actually have time for anything else. I feel the big problem was they didn't ask you they just said oh you've 60 hours this week, and you had to work these hours. Then you might be pressured they'd say oh we really need you so you'd do the hours"*

- b. How did your job impact on your work-life balance?

#### **Positive Impact**

*"Positive things were when it was busy you'd make loads of money"*

#### **Negative Impact**

*"The negative, you kind of forget about yourself. Like for me I forgot about college and I was like ah but work is important because I'm making all this money and that's why I dropped out of college"*

- c. Was there flexibility with regard to shift requests/leave requests?

*"Yes they were pretty open about shift requests or leave, I think it was a problem for me because I didn't want to email them all the time and say I can't work this, because they needed the help because there wasn't enough people to cover the shifts"*

- d. Did work-life balance affect your decision to leave?

*"Yes, I feel like i had enough and i worked enough in the Hotel and I was stressed. I needed more time for myself"*

### **Section 6: Career Development**

- a. While working in Food & Beverage was there opportunity for career development and/or promotion?

#### **Career Development:**

*"I feel like i learned myself, like I was watching the managers and supervisors and how they reacted in situations. SO it was more because of myself and my interest"*

#### **Promotion:**

*"The first year no, but as I was leaving there was an opportunity for a senior F&B assistant position. I think some people applied for it but I never heard anything about it. It's not like the managers or anyone came and told us the positions were available"*



- b. In your opinion, was access to opportunity for career development equitable & fair?

*“Well when I just left there recently, they had moved one girl to the reception and I was like when did this happen, she was kinda new and I was like how did she get the job and why didn’t I hear about this job, I’d been there longer and nobody asked me if I wanted to work there. I was thinking is this equal or fair? This wasn’t the first time this had happened it was actually the second or third time”*

- c. In your opinion, was access to opportunity for promotion open & fair?

See above answer

- d. What effect did the opportunity career development and/or promotion have on your decision to leave?

*“Yea I think it did, like I obviously wanted to develop in hospitality and I wasn’t doing anything new anymore. Like I heard about all these people being moved to different departments and I was think what about me I’ve been here for a while. I know the hotel, for example I was asked to be a hostess for an organisation that worked in the hotel but that day I wasn’t actually working for the hotel I worked directly for the organisation. So I would have to help new starters and if there were some important things that needed to be done I was asked but at the same time I wasn’t asked to work in another department or given that chance like others”*

### **Section 7: Pay, Benefits & Rewards**

- a. Did you consider your pay reflected the responsibilities of your job?

*“At the start i didn’t really care about the pay I just wanted to get a job and some experience, then when I started working a lot of hours I started thinking ok maybe I deserve a little bit more pay because i’m doing all these extra hours”*

- b. Was there any change in your pay during your employment with the company

*“Well if you count the minimum wage going up then yes. Well I think I got some extra because if you pass a year you get like an extra 10% or something”*

- c. Did the company offer any extra benefits

*“Yea they do promote that if you look around the Hotel they do have posters saying if you want to have a discounted rate. A friend of mine actually emailed about it to find out about rates but they never got back to her, so I didn’t think they were really serious about that”*

- d. Did the company offer any financial or non-financial rewards?

*"No not at all, except there's the employee of the month and if you win that I think you get 100 euro"*

- e. Did Pay, Benefits & Rewards have an impact on your decision to leave?

*"Oh let's say pay a bit but not really the rest, not at all"*

### **Section 8: Subordinate Relationship**

- a. Did you have a positive relationship with your supervisor/manager?

*"I think so, I like to believe that. I feel like some of the managers yes and some of them no. So it was like half and half"*

- b. Did your supervisor/manager provide support you in a constructive & positive manner (e.g. – work instruction & advice; ask your opinion; willing to take your view on board)

*"No i feel like it was do as I told you. This was said so many times like if you tried to say some things. Sometimes yes with some of them you could do the work your own way, the way you feel comfortable and the way that's easier for you"*

- c. Do you consider that all members of the team were treated fairly & equally?

*"No, I feel like the older staff are treated more nicely than new staff. I feel like they have let's say more advantages than new staff like they would get away with not doing certain tasks and all that"*

- d. Did you have opportunity to have an input into changes / put forward your views?

*"No, it's like going back to what I said they do it all they way they want to do it and don't listen to us"*

- e. Did management acknowledge hard work and/or extra effort

*"Yea they do like after the service they will say good job to us and even at the briefing they will say thank you for all the work done"*

- f. Did your relationship with your supervisor and/or manager have an impact on your decision to leave?

*"Maybe like 10% it did because I felt like there was no team play. I feel like the managers weren't as friendly with the staff so it felt weird, people were kinda scared to talk to the managers because they weren't as friendly as before"*

### **Section 9: Job Satisfaction**

- a. Overall, did you find your job satisfying?

*"No I wasn't satisfied, in the first year I was really satisfied because i felt like I was learning something and I liked the different events and meeting the people at the events but then after a while I wasn't learning so it wasn't as satisfying"*

- b. Overall, what were the 3 most important factors that impacted on your decision to leave your post in Food & Beverage in the Hotel Industry?

1. *"Team development and Promotion"*
2. *"Teamwork and team play because nobody was friends with one another anymore"*
3. *"Then pay"*

#### 9.4.3 Participant C

### **Section 1: Age**

27

### **Section 2: Background**

- a. How long have you worked in the Hotel Industry?

*1 Year and 8 Months*

- b. In which Food & Beverage area(s)/department(s) did you work?

*Main Bar and The Ballroom Bar*

- c. Positions held:

*Food and Beverage Assistant*

### **Section 3: Impact of Staff Turnover**

- a. Did the company have a planned recruitment process in place to fill vacancies to support continuity of standards and service

*"No people left the hotel and then they employed new staff when people applied, not before someone left. Just on an ad hoc basis"*

- b. Where there was a time lag in recruitment & training new staff, was there sufficient resources to maintain work & service standards

*"No, new members were just rostered after their first day and then put in their department with very little training"*

- c. During this time, did the workload increase on yourself & other members of the team?

*"Yes when new staff started they were put with the older staff and we would have to show them how to run a section on the floor or behind the bar but you would have your section and have to help them run their section"*

- d. Did the increased workload due to the vacancy impact on service standards & service delivery?

*"Yes your workload would double as previously explained and guests would have to wait longer for service"*

- e. Was there a high level of staff turnover on the team?

*"Yes, from the staff i knew there they were unmotivated and always looking to find a better job and leave"*

- f. Did it impact on your decision to leave?

*"Yes I was tired of training new staff on a weekly basis to then only see them leave within a few weeks"*

#### **Section 4: Training & Development**

- a. As a new employee with the company did you receive sufficient training and education to undertake your role and assimilate into the team

##### Induction Training

*"Yes there was an induction but it was a generic hotel induction, more based around the hotel and the culture and what not"*

##### Mentoring and Side by side training

*"Yes there was but it was only for 1 day and as I said it's not like you were with someone. You would have your own section and be helped by someone who had a full section too"*

##### Team Development

*"No there was no team development at all in either the ballroom bar or the main bar, at least not while i worked there"*

- b. Was there a programme of continuous development :

*"As I said there was no development for Bar staff in the Ballroom, there was some for staff in the main bar but this mainly took place before a shift and was often rushed"*

- c. Did it impact on your decision to leave?

*"No not really to be honest, because I wasn't really looking for any development in food and beverage"*

### **Section 5: Work-Life Balance**

- a. Did you feel there was a work life balance while working at the hotel?

*"No there was very little work life balance, even in the place like the ballroom bar there was very little breaks. Then a lot of stress was placed on the staff and this then had an effect on what little time you had off as it made you tired"*

- b. How did your job impact on your work-life balance?

#### **Positive Impact**

*"Nothing really, the money to an extent but the stress and the lack or reward completely outweighed this"*

#### **Negative Impact**

*"The big one for me was the unsocial hours, working long hours and working very late into the early hours of the morning"*

- c. Was there flexibility with regard to shift requests/leave requests?

*"Yes in fairness when i needed time off i got it or if i wanted to switch shifts with another staff member"*

- d. Did work-life balance affect your decision to leave?

*"Yes, I was just tired of working crazy hours and working so late. I was also working every weekend so I wasn't getting to see family or friends"*

### **Section 6: Career Development**

- a. While working in Food & Beverage was there opportunity for career development and/or promotion?

Career Development:

*"I wasn't looking for career development so if there was i wasn't aware of it"*

Promotion:

*"No there wasn't, not even in relation for me but i feel there was some people who should have been given the next position and it would have been good for the Hotel and the person but it never really happened"*

- b. In your opinion, was access to opportunity for career development equitable & fair?

*"I mean there was very little available so I don't think it was it was or wasn't particularly fair or equitable"*

- c. In your opinion, was access to opportunity for promotion open & fair?

See above answer

- d. What effect did the opportunity career development and/or promotion have on your decision to leave?

*"None as I wasn't looking to pursue a career in Food and Beverage"*

### **Section 7: Pay, Benefits & Rewards**

- a. Did you consider your pay reflected the responsibilities of your job?

*"No I felt that we were training new staff and moving around to different outlets, like some would work in ballroom and then also in the main bar too. I just feel that there should have been some small raise for those who stayed a long time, worked hard and were loyal to the hotel"*

- b. Was there any change in your pay during your employment with the company

*"No, as i said it never went up and I think it should have over the length of time you were there. Would have been nice to get a bit more and be appreciated"*

- c. Did the company offer any extra benefits?

*"Yea I mean there's some but nothing I'd avail of. Maybe some of the reduced hotel rates to their other properties apart from that nothing that caught my attention or that I was aware of"*

- d. Did the company offer any financial or non-financial rewards?

*"No not that I know of, like there wasn't even an incentive to get us to up sell products in the bar. This might sound bad but why would I want to ask someone their vodka or gin preference and try and sell the more expensive brands when it's really not benefiting me"*

- e. Did Pay, Benefits & Rewards have an impact on your decision to leave?

*"Yes, I was working a year and often doing supervisor's jobs and training new staff as well as looking after their jobs when they were unable and still getting the same pay. So it had a big effect on handing in my notice and leaving"*

### **Section 8: Subordinate Relationship**

- a. Did you have a positive relationship with your supervisor/manager?

*"Yes, I had a good relationship with most of the supervisors and managers. Bar one or two of them but that's normal we can't all get along"*

- b. Did your supervisor/manager provide support you in a constructive & positive manner (e.g. – work instruction & advice; ask your opinion; willing to take your view on board)

*"None of the above, Majority of supervisors were uninterested in any opinion/advice from "lower ranking" staff members"*

- c. Do you consider that all members of the team were treated fairly & equally?

*"A lot of outside relationships, eg old friends, partners, so these people were given priority for shifts or simply people who got on well with the supervisor"*

- d. Did you have opportunity to have an input into changes / put forward your views?

*"To be honest I never really put my ideas or views forward as I wasn't interested in pursuing a career in this field of work"*

- e. Did management acknowledge hard work and/or extra effort

*"Not really, I found in the ballroom you might get a thank you and on some occasions when we had crazy long and busy periods they'd order pizza for the whole staff at the end of the night. When it came to the main bar of the hotel I can safely say I don't think I was ever told thank you or acknowledged for staying late or doing extra work"*

- f. Did your relationship with your supervisor and/or manager have an impact on your decision to leave?

*"Ultimately not really, as i said i preferred the ballroom to the main bar and had a better relationship with ballroom supervisors and managers. But my relationship or lack thereof had very little influence on my decision to leave"*

### **Section 9: Job Satisfaction**

- a. Overall, did you find your job satisfying?

*"Not really, A lot was expected from the staff with zero gratification for the hard work. Often we were understaffed which led to angry customers a lot of the time. There would be occasions I would be satisfied while I worked banqueting but these but these were far out weighted by times I wasn't satisfied working"*

- b. Overall, what were the 3 most important factors that impacted on your decision to leave your post in Food & Beverage in the Hotel Industry?

1. "Pay"
2. "Hours Worked"
3. "Bad Management"

#### 9.4.4 Participant D

##### **Section 1: Age**

25

##### **Section 2: Background**

- a. How long have you worked in the Hotel Industry?

*"5 Years in the industry but this particular hotel 2 and half years"*

- b. In which Food & Beverage area(s)/department(s) did you work?

*Restaurant*

- c. Positions held:

*Food and Beverage Assistant*

##### **Section 3: Impact of Staff Turnover**

- a. Did the company have a planned recruitment process in place to fill vacancies to support continuity of standards and service

*"To be honest I wasn't 100% aware of the process as far as I was aware, the way I saw it people would hand in their notice and vacancies were filled once people applied for the job . I don't think there was any real strategy there for it "*

- b. Where there was a time lag in recruitment & training new staff, was there sufficient resources to maintain work & service standards

*"There was a lag in recruitment, which meant you were straight into the deep end. You'd often have to multitask I wouldn't say you were adequately resourced so when someone left you really did notice it"*

- c. During this time, did the workload increase on yourself & other members of the team?

*"Yea like just going back there to what I said, my workload definitely increased the whole teams did. The results of that really it wasn't doing my own tasks it showing others or taking their tasks. When new staff came through you'd show them what to do and whether or not it was friendly you'd have to show them what to do. Personally I'd show them what to do so definitely my workload increased"*



- d. Did the increased workload due to the vacancy impact on service standards & service delivery?

*"Absolutely when I'd go to do a task i had ways and means of always doing it but in this time my own standards would definitely slip I might take 5 minutes less on a job because you're kind of thinking ahead and you may take your eye off something you'd find you might make a stupid mistake just because you're not really fully focused on what you should be. So yea personally I have high standards and I felt they were affected when we weren't adequately staffed"*

- e. Was there a high level of staff turnover on the team?

*"Yea absolutely, like I'm a social guy so I really noticed it, like loads came and went and I really noticed it. Like I made an effort to get to know everyone individually and often times you'd be like god he's here and gone. We were always aware that people weren't there for long"*

- f. Did it impact on your decision to leave?

*"Yea definitely it had an impact on my decision to leave, at the start it was all well and good but after all the factors that we discussed took full effect it was tough towards the end it was kinda repetition of the stress. Like when it was bad you'd think it'll be fine and you'd notice it was an ongoing process. I became one of the people who left"*

#### **Section 4: Training & Development**

- a. As a new employee with the company did you receive sufficient training and education to undertake your role and assimilate into the team

##### Induction Training

*"I suppose an induction program itself yes but it was more very much a general hotel approach. Very general about the hotel and how it operates"*

##### Mentoring and Side by side training

*"When I reflect on it now on day 1 I shadowed someone and it was very side by side, he showed me literally there and then how to do it. That was just at the beginning very informal more so them doing me a favour and them helping me on day 1. No more than that"*

##### Team Development

*"No, certainly not while i was employed there, i don't know what the reasons were but no not while I was there"*

- b. Was there a programme of continuous development :

*"Yes I suppose sometime, like before a setup we might do something like a basic training if something different was happening there might be some sort of training on it but it was all fairly reactive to a situation"*

- c. Did it impact on your decision to leave?

*"Yea for sure it would be one of the main reasons I'd say. Like I felt I'd plateaued the enthusiasm I had started with had kind of mellowed out it had gone away. I mean I felt there was no step 2 for me and the way I work I always look to progress"*

### **Section 5: Work-Life Balance**

- a. Did you feel there was a work life balance while working at the hotel?

*"No like I worked a lot so didn't have much time to myself"*

- b. How did your job impact on your work-life balance?

#### **Positive Impact**

*"It opened doors for me, there was certainly a chance to work lots. I did feel that being unemployed before this job to suddenly having more money so my life was certainly enhanced it was definitely more satisfactory I could partake in things I previously couldn't have. Work was certainly social and mainly the money was a driver it opened a better work life balance. Beforehand I might not have had such a good work life balance because I didn't have the finances to live the life I wanted to"*

#### **Negative Impact**

*"It's funny when I just reflect on the lots of work equals lots of money but on the flip side of that you can have all the money in the world and no time to spend it. The amount of hours I was working meant I missed event with friends and family, I can think of events just gone by that I missed that I would have liked to be part of. It's like a double edge sword yea lots of work equals lots of money but on the flip side you need time to spend it"*

- c. Was there flexibility with regard to shift requests/leave requests?

*"Yea I suppose I can't fault them massively on this. It was seasonal dependant so it was within parameters"*

- d. Did work-life balance affect your decision to leave?

*"Yea it's like kind of going back to what I said, I didn't find that I was burnt out but I was certainly tired and fed up and getting tired of the high amounts of work. It was like a law of diminishing returns I'd work loads and have a lot of money but no time to spend it. So I thought if I leave will I find somewhere more flexible so yea defiantly one thing that influenced me to leave"*

## **Section 6: Career Development**

- a. While working in Food & Beverage was there opportunity for career development and/or promotion?

Career Development:

*"This was one of my first jobs in the industry so yea at the start I definitely felt like I learned loads naturally a lot of it was quite new to me, I learned skills I hadn't had previously so I though these are going to be quite useful to me and I hoped it would continue but after the first year or even 8 or 9 months that all my development had been done at the start and it had fizzled out after that"*

Promotion:

*"To be honest not in my department I'm not sure about other employees at higher level but no not where I was I didn't ever perceive that I was going to get promoted"*

- b. In your opinion, was access to opportunity for career development equitable & fair?

*"You know I've heard instances for both that it was quite selective, it's the old story I've heard lots of times that it was based on managers' favouritism I felt that they had the ultimate decision so those they got on with better and knew better and who were more noticed"*

- c. In your opinion, was access to opportunity for promotion open & fair?

*"Yes there was maybe something like I got asked to go for the promotion"*

- d. What effect did the opportunity career development and/or promotion have on your decision to leave?

*"Not as much maybe as the other ones, I never saw it as a long term career so when leaving that wasn't a primary motive"*

## **Section 7: Pay, Benefits & Rewards**

- a. Did you consider your pay reflected the responsibilities of your job?

*"Yea like i was by no means a millionaire off it and at the start I felt it was reflective and I was just happy to be getting a good wage however the longer I hung around I did get more duties, more hours and certainly my loyalty to the hotel but it never came. In saying that was it reflective of my job yea"*

- b. Was there any change in your pay during your employment with the company

*"It changed yea, it was never a manager came up and said you're doing a great job here's a pay rise it was as the minimum wage in Ireland went up and I was on minimum wage"*

- c. Did the company offer any extra benefits?

*"Some maybe but I personally wasn't made aware of them"*

- d. Did the company offer any financial or non-financial rewards?

*"Well obviously I was paid a wage and then financially I made tips so that was good and the harder I worked the more I would make. Non-financially no nothing springs to mind anyway"*

- e. Did Pay, Benefits & Rewards have an impact on your decision to leave?

*"You know I said a few minutes ago that I'd shown a lot of loyalty so I felt i deserved a pay rise but no it slightly impacted my decision to leave but not a massive factor"*

### **Section 8: Subordinate Relationship**

- a. Did you have a positive relationship with your supervisor/manager?

*"I always viewed myself as a positive employee so in a lot of ways yes but in other ways not like it really dependant on each individual manager or supervisor like some we got on very well and others the relationship just didn't work to no fault of mine or theirs. If I was to reflect on it now I'd say 50/50 some good some bad"*

- b. Did your supervisor/manager provide support you in a constructive & positive manner  
(e.g. – work instruction & advice; ask your opinion; willing to take your view on board)

*"Very occasionally some did i can think of one or two managers who respected me who did. Most of the time i have to say no, it was dependant on the managers if they were willing to listen but more often than not it was no "*

- c. Do you consider that all members of the team were treated fairly & equally?

*"Well it's funny you mention it only a few minutes ago did i mention relationships. There was definitely those who got on better with manager that I did and as a result there was preferential treatment sort of like in school. I can think of a few instances where people got preferential treatment"*

- d. Did you have opportunity to have an input into changes / put forward your views?

*"I have to say no never, I was never formally or informally asked so no. I don't know if they were even open to it"*

- e. Did management acknowledge hard work and/or extra effort

*"If you say a daily basis it would be really dependant on the person. On a really busy day you might get a handshake and a thank you very much, I can't say there was anything more than this it was just an element of comradery and teamwork"*

- f. Did your relationship with your supervisor and/or manager have an impact on your decision to leave?

*"No, I'd have to be honest as I was at a lower level if I had a bad day with a manger I wasn't taking that home with me so no it was never a factor"*

### **Section 9: Job Satisfaction**

- a. Overall, did you find your job satisfying?

*"Again at the start yea I was learning loads getting paid money and it was all very new. Getting to know new people it was all very good but like all things you know you get used to it and get a bit bored. For me repetition with long hour's job satisfaction definitely decreased as a result"*

- b. Overall, what were the 3 most important factors that impacted on your decision to leave your post in Food & Beverage in the Hotel Industry?

1. *"Long hours "*
2. *"Paycheck"*
3. *"Worklife Balance"*

#### 9.4.5 Participant E

### **Section 1: Age**

21

### **Section 2: Background**

- a. How long have you worked in the Hotel Industry?

*2 Years (13months)*

- b. In which Food & Beverage area(s)/department(s) did you work?

*Conference and Banqueting*

- c. Positions held:

*Food and Beverage Assistant*

### **Section 3: Impact of Staff Turnover**

- a. Did the company have a planned recruitment process in place to fill vacancies to support continuity of standards and service

*"Not that I know of for F&B Assistants, I mean I'm sure it's different for managers and Supervisors"*

- b. Where there was a time lag in recruitment & training new staff, was there sufficient resources to maintain work & service standards

*“When I first started working there I didn’t receive any training for about 3 months I just had to learn off others. But I noticed a change when people complained about it that they did start to train new staff”*

- c. During this time, did the workload increase on yourself & other members of the team?

*“Things like people taking more tables for service, the hours were kind of the same. I didn't really notice the difference in hours”*

- d. Did the increased workload due to the vacancy impact on service standards & service delivery?

*“Well more so for myself if I was with someone new and if they hadn’t been trained, I would find myself doing everything because they may have been unsure of what to do”*

- e. Was there a high level of staff turnover on the team?

*“Yes”*

- f. Did it impact on your decision to leave?

*“Not really, no not at all”*

#### **Section 4: Training & Development**

- a. As a new employee with the company did you receive sufficient training and education to undertake your role and assimilate into the team

##### Induction Training

*“Yes. It was about the company as a whole and what they stood for”*

##### Mentoring and Side by side training

*“Yes, I was put with an older member of staff. This was just for the first day for one event. They were told to show me the ropes but I didn't really receive any official training. So I just shadowed them”*

##### Team Development

*“No, not that I recall”*

- b. Was there a programme of continuous development :

*“For the first week it was continuous. Like you were put with different people for that week but some of them might not tell you what you need to do. It really depended on the person you were put with”*

*“There was like off the job trainings that were manual handling training and chemical training, they were more health and safety aspect not really to do with the job”*

- c. Did it impact on your decision to leave?

*"Well no because after a year I became to know everything I needed but I would understand why people would leave if they weren't trained"*

### **Section 5: Work-Life Balance**

- a. Did you feel there was a work life balance while working at the hotel?

*"Not really like for example at one point I had an exam and I was asked to worked before and after the exam, sometimes they kind of expected you to give more"*

- b. How did your job impact on your work-life balance?

#### **Positive Impact**

*"Well I suppose it helped me to save my money"*

#### **Negative Impact**

*"So not seeing my friends, working until 5am sometimes it was normally until 1 am or 2 am but I'd still be exhausted"*

- c. Was there flexibility with regard to shift requests/leave requests?

*"Yes and No, normally if you requested a day off they'd be ok about it but some days there'd be no question about it you would have to come in"*

- d. Did work-life balance affect your decision to leave?

*"More so working until 5 in the morning, I didn't enjoy that. It was more those hours"*

### **Section 6: Career Development**

- a. While working in Food & Beverage was there opportunity for career development and/or promotion?

#### **Career Development:**

*"Yes, well not just for me I noticed that other people were asked if they wanted to move into a different department and things like that"*

*"I got this opportunity to move after I left the Hotel"*

#### **Promotion:**

See above

- b. In your opinion, was access to opportunity for career development equitable & fair?

*"I would say no, like not really. I recall I was away for a while and when I came back some people who were just in the door were being asked to move to a different department over me and I'd kinda made it aware that I wanted to move department"*

- c. In your opinion, was access to opportunity for promotion open & fair?

*See above*

- d. What effect did the opportunity career development and/or promotion have on your decision to leave?

*"I wouldn't say it really affected me. I would have liked to move department but they were very hesitant to let people leave that department"*

### **Section 7: Pay, Benefits & Rewards**

- a. Did you consider your pay reflected the responsibilities of your job?

*"Yes but also I think that when we worked overtime and long shifts that there should have been an increase like when we worked 12 hours and late into the morning"*

- b. Was there any change in your pay during your employment with the company

*"Yes but when the minimum wage increased"*

- c. Did the company offer any extra benefits?

*"I'm sure they did but I wasn't made aware of it"*

- d. Did the company offer any financial or non-financial rewards?

*"We got 2 bottles of wine as a gift at Christmas time" "Financial, no. Even tips if we got credit card tips we never saw it was just divided out between the bar staff"*

- e. Did Pay, Benefits & Rewards have an impact on your decision to leave?

*"No not really"*



### **Section 8: Subordinate Relationship**

- a. Did you have a positive relationship with your supervisor/manager?

*"It depended on the person, so I mean I had a good relationship with the supervisors. The managers also there would be certain managers I wouldn't see eye to eye with that person and that may have been held like a grudge so it would have an effect on the relationship"*

- b. Did your supervisor/manager provide support you in a constructive & positive manner (e.g. – work instruction & advice; ask your opinion; willing to take your view on board)

*"With regards to work instructions I would say yes and no like different managers would have a different way to instruct so certain people would be unclear and you asked to repeat it you'd get a look like you were stupid"*

- c. Do you consider that all members of the team were treated fairly & equally?

*"Absolutely not, I think if people spoke their mind or had some negative or even constructive sometimes it wasn't taken well and grudges were held"*

- d. Did you have opportunity to have an input into changes / put forward your views?

*"I mean to be honest I never really put my view forward, I did mention it once to a manager that we needed training"*

- e. Did management acknowledge hard work and/or extra effort

*"I mean we got twice if I recall when we worked late into the night. But even just a thank you I never got one for work"*

- f. Did your relationship with your supervisor and/or manager have an impact on your decision to leave?

*"I would say Yes and no, it was with some management, I didn't find that all the management was supportive"*

### **Section 9: Job Satisfaction**

- b. Overall, did you find your job satisfying?

*"Yes, but then after a certain time I would have liked more responsibility or even the chance to change department"*

- c. Overall, what were the 3 most important factors that impacted on your decision to leave your post in Food & Beverage in the Hotel Industry?

1. *“Long working hours”*
2. *“Lack of Recognition”*
3. *“Some of the management ”*

## 9.5 Survey Questions

1. What is your gender?

Female

Male

2. What is your age?

18 to 24

25 to 34

35 to 44

45 to 54

55 to 64

65+

3. How long were you employed at the hotel?

Less than 6 months

6 months to 1 Year

1 Year to 3 Years

3 Years to 5 Years

More than 5 Years

4. What department did you work in?

Bar

Restaurant

Room Service

Conference and Banqueting

Ballroom Bar

5. What was your position within the department?

Manager

Food and Beverage Supervisor

Senior Bartender

Bartender

Food and Beverage Assistant (Bbar)

Food and Beverage Assistant (Restaurant and Lobby)

Food and Beverage Assistant (Ballroom)

Room Service Attendant

6. What are the reasons you're leaving the company? Select all that apply.

Lack of promotion/career development

Direction of the company

Workload/stress

Unhappy with management

Changing careers

Dissatisfaction with working conditions

College work

Relocating

Retiring/leaving the workforce

Better opportunity

Dissatisfaction with pay

Length of commute

Lack of training and development

Other (please specify)

7. Did the employer offer a change in position or department?

Yes

No

8. Was an exit interview conducted?

Yes

No

9. Did you remain working in the hotel industry?

Yes

No

Retired

Full time Student