

**An Investigation into High Labour Turnover and Retention of
Front Line Employees in The Hospitality Sector in Ireland with a
Particular Emphasis on a Fun Work Culture**

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Abstract

An Investigation into High Labour Turnover and Retention of Front Line Employees in the Hospitality Sector in Ireland With A Particular Emphasis on a Fun Work Culture

By Serena Cronin

This research was conducted to investigate labour turnover and retention in the hospitality industry in Ireland with a particular emphasis on a fun culture. The data collected was from front line employees of generation Z, generation Y and Generation Baby Boomers. These employees are employed as front line employees in hotels and bars of the hospitality sector in the North and East of Ireland. The method of collecting this data was the use of semi-structured interviews, for the purpose of generating rich qualitative data and to gain the realities of these employees working in the industry. Additionally, a thematic analysis was conducted to permit new and existing themes to emerge from the qualitative data.

A significant amount of findings was discovered. The findings show the impact of a fun culture, socialisation, implications of management, organisational citizen behaviour and compensation for low-wages has on the intention of employee turnover in the hospitality industry in Ireland.

The research findings may be of significant value to front line management and human resource management.

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Table of Contents

Abstract	I
Declarations	II
Submission of Thesis and Dissertation	II
Submission of Thesis to Norma Smurfit Library,	III
Acknowledgements	V
Introduction	1
Introduction	1
Background	1
Context	1
The Structure of The Research Project	2
Literature Review	4
Labour Turnover	4
Generation Z	5
Generation Y	6
Generation Baby Boomers	6
Generational Diversity in the Workplace	7
A Fun Culture	8

Employee Engagement	10
Motivation	10
Key Role of Leadership	11
Psychological Factor	12
Organisational Citizen Behaviour	12
Conclusion	13
Research Question and Aims	14
Research Question	14
Research Objective One	14
Research Objective Two	15
Research Objective Three	15
Research Objective Four	16
Research Objective Five	16
Methodology	17
Introduction	17
Research Philosophy	18
Positivism	19
Interpretivism	20
Justification for using Interpretivism and Ontology	20
The Research Approach	21
Deductive	21

Inductive	21
Justification for Using an Inductive Approach	21
Research Methods	22
Justification For Using A Qualitative Research Method	23
Time Horizon	23
Data Collection	24
Secondary Data	24
Literature Review	25
Primary Data	26
The Transcripts Of Interviews	26
Qualitative Research Method Approach	27
Sample	28
Analyzing Qualitative Data	28
Ethical Consideration	29
Findings and Analysis	30
Introduction	30
Section One of the Findings	30
Section Two of the Findings	39
Section Three of the Findings	44
Section Four of the Findings	48
Sections Five of the Findings	50

Discussion	52
Introduction	52
The Working Environment	52
A Fun Culture	53
Low-Wage Employment	55
The Implications Of Management	57
Organisation Citizen Behaviour	58
Conclusion and Recommendations	60
Conclusion	60
Recommendations	61
Implications of Recommendations	63
Personal Learning Statement	63
References:	65
Appendix	80
Appendix A	80
Appendix B	83

Introduction

Introduction

This chapter will address gaps in knowledge of labour turnover and retaining employees in the hospitality sector in Ireland. Further, the importance of this study will be elaborated, followed by the context of the problem. Lastly, the Researcher will give a basic structure on how the research project will be carried out.

Background

The concept of this study began due to the high turnover rates and the vast amount of job vacancies in the hospitality industry in Ireland (Slattery, 2018). Additionally, the Irish Independent announced the high cost that is occurring due to labour turnover in the industry (Mulligan, 2018). Further, the researcher has a considerable amount of work experience in the hospitality sector. Upon a relaxed conversation with a human resources' employee found that high turnover rates were affecting that place of work. From the newspaper articles and the conversation with a human resource manager spiked the interest to carry out research in this area.

Context

When the idea arose, the Researcher encountered an enormous amount of literature on retention and turnover in the hospitality sector. Unexpectedly, none of the literature was based on the hospitality sector in Ireland. The Researcher felt that this gap needs to be fulfilled in order to intensify managers knowledge on factors that may help aid labour turnover in the hospitality sector in Ireland (Cooper and Shindler, 2014). The Researcher found literature on a fun culture,

employee engagement, management influences and organizational citizen behavior key fields other researchers found beneficial in retaining employees in the hospitality sector in other countries. Again, none of the fields has literature based in an Irish context. Additionally, this industry employs several different generations, these generations have different beliefs and attitudes because of their different up bringing to other generations. Therefore, the paper will be conscious of what may work for one generation may not work for another (Sakdiyakorn and Wattanacharoensil, 2018).

The hospitality sector is a multi-business industry, including bars, coffee shops, hotel services, airplane services or any catering operations and services for travelers (Bottorff, 2013). Nickson (2007) informed that the hospitality industry employs approximately 230 million jobs, which is roughly 8.7 per cent of the workforce worldwide. The lack of human resource practices in the hospitality industry results in high turnover. However, high-performance HRM practices have resulted positively on both firm productivity and labour turnover (Madera, Dawson, Guchait and Belarmino, 2017). Therefore, the Researcher wants to build to the literature on a fun culture, the influence of management, compensation for low-wage, and organizational citizen behaviour, to shed light to human resources practice in an Irish context.

The Structure of The Research Project

The Researcher intends to gather qualitative data so it may be analysed and discussed with secondary source data. The intentions for the research findings are to bring knowledge to human resource management in the hospitality industry in Ireland. Moreover, employees of the hospitality sector are the prime subset sample of the population to gain this knowledge for the researcher's primary data collection.

Chapter two of this study will concentrate on previous peer-reviewed secondary source literature in the area of labour turnover. This chapter aims to gain a foundation of the phenomenon at hand.

Chapter three will zoom in on the methodology and research design that is needed to meet the aims and objectives of this study.

Chapter four will show the data findings from semi-structured interviews, where the findings will follow a thematical analysis.

Chapter five discusses the themes and patterns gained from the primary data, which may extend on previously found literature. Additionally, the limitations of the study will be provided in this chapter.

Chapter six concludes with a summary of the findings and how the findings will aid managers in retaining employees in the hospitality sector in Ireland.

Literature Review

Labour Turnover

It is vital for organisations to retain their employees so they can reach their goals and objectives and to be able to strive into the future and maintain a profit (Baharin and Hanafi, 2018). A study carried out by Chen (2016) revealed that several employers in the hospitality sector had adopted a turnover culture. Tews (2013) stated that organisations' turnover rate that exceeds fifty per cent has adopted a turnover culture. Taylor (2014) stresses the costs and setbacks that arise with a turnover culture, concluding it as highly damaging to the overall organisation. Concerning turnover, Wadhwa and Guthri (2018) argue that it is a misconception to view part-time employees in the hospitality sector as "an easily replaceable commodity". The authors claim that it is beneficial to invest in these individuals alternatively. Dwesini (2019) note that the hospitality sector's labour turnover is a massive challenge worldwide. He found that labour turnover is employees shifting from organisation to organisation before their foreseeable contract has ended. In addition, he elaborates it also may be an employee switching to unemployment or simply, an employee voluntarily terminating their contract. He concluded from a human resources perspective that the industry is attracting the wrong kind of people, not developing employees and lastly, not acknowledging employees' contributions. CIPD (2018) viewpoint is the importance of the human resource department measuring the level and cost of employee turnover. Further, they explain how using this tool is powerful in persuading other departments and different management levels in the importance of having a strategy in improving employee retention.

Generation Z

Generation Z are people born between 2000 and 2005 (Puiu, 2017). Schroth (2019) explains that management needs to know and understand generations Z characteristics and behavior in order to integrate them into the workplace successfully. Lanier (2017) researched “5 things HR professionals need to know about generation Z” showed that this generation may be more driven by the traditional motivators, such as advancement and development, better economic security and better benefits rather than flexibility work and perks. Schroth (2019) sheds light to this generation not possessing work experience as great as other generations. This sums up that their job expectation may be askew. It is significant that generation Z is provided with a realistic job preview, to give the generation with a more profound insight of expectations into the job role and work life. Upon assumption, generation Z desires organization that possess social responsibilities and those who are conscious of the environment (Cseh-papp, Varga, Szabó, Szira and Hajós, 2017). In a similar vein, this generation are more advance from the previous generation and expect cultural, racial and gender diversity in the workplace (Lanier, 2017). Grow and Shiyu (2018) express that the generation Z cohort is looking for personal fulfilment more than they are for money. Although it is said that this generation is the true digital native generation, with social digitalization being a great way to engage this cohort, it is reported that meaningful conversation is desired in person rather than a digitalization platform (Lanier, 2017). O’ Boyle et al. (2017) also brings the valid point that these individuals should be targeted differently to previous generations such as the use of social media. Sakdiyakorn and Wattanacharoensil (2018) encouraging research to be carried on how generation Z will use technology to carry out job advancements and opportunities.

Generation Y

Generation Y are people who were born between 1978 and 2000 (James, 2017). Tews (2013) found that emerging adults/generation Y represents the majority of employees in the hospitality industry. (Sakdiyakorn and Wattanacharoensil (2018) state that generation Z is going to replace generation Y as the youngest employees, eventually. This finding is congruent with the work of Ellingson and Tews (2015), which states that this, generation is predominant in this field to gain work experience and money. Ertas (2015) reported that this generation has a higher turnover rate than any other previous generation. However, while Chen (2016) declares these individuals are more willing to retain themselves if there are opportunities for progression. Naim and Lenka (2018) noted that generation Y was reared in a multicultural environment, a technology-driven world, and had financially stable parents. The results of this upbringing gave this generation personality traits of carefree, risk-taking and fun-loving. Socialisation is a significant component of retaining generation Y. Due to the up-brining with technology they depend on social media, the internet for information and communication through digital platforms. Meier & Crocker (2010) explains that this generation are known as job hoppers, where they continue to keep their CV up-to-date and does not intent to be loyal to any one job or any employer. Unlike generation Z, it is encourage that this generation be moved away from the traditional motivator tactic and discover unique ways to retain them (Ivanocić and Ivančević, 2019).

Generation Baby Boomers

Generation Baby Boomers are people born between 1946 and 1964 (James, 2017). Sakdiyakorn and Wattanacharoensil (2018) gives insight about Baby Boomers generation, where they wanted to best generation X (their parents) on organisations outcomes. The Authors explains

that this generation has the greatest commitment to the organisation, spending more time in their job and does not have as great of intentions of turnover as generation Y. Also, status is an important factor for this generation, meaning that promotions and pay raises are vital in retaining this generation (Ballone, 2007). Abate, Schaefer and Pavone (2018) gives insight that this generation may have less intentions of turnover as they may not be as educated or possess the technological abilities that the younger generations maintain. Young, Struts, Ross and Kim (2013) explains that this generation values professionalism and independence whilst being loyal and dedicated workers. In contrast to Ballone, Hewlett, Sherbin and Sumberg (2009) reported that Baby Boomers are on par with the notion of pay is not the biggest factor in retaining with an employer.

Generational Diversity in the Workplace

Sakdiyakorn and Wattanacharoensil (2018) article on “Generational Diversity in the workplace” proved how many different generations need to come together to meet organisational goals in the hospitality industry. Brown and Hesketh (2004) found that hospitality work is very demanding, and management needs to establish strategies and shape policies to accommodate each and every generation. O’Boyle, Atack and Monahan (2017) gives advice to organizations to evolve and to take advantage of each generations’ strengths. Although the Deloitte group agrees that policies and strategies need to be shaped towards each generation, they also need to accept that different individual requires and expects different needs based solely on the individual themselves. “Thinking strategically about age diversity podcast” by Greevy, Lee and Worman (2014) accumulates age diversity, where they inform the importance of line managers being able to handle different variations on age but also being able to use different ages, that possess different characteristics to the advantage of the organization. Heyns and Kerr (2018) argue that employers should not rely on stereotypical

ideas on what motivates any generation and encourages organization to bridge the gap between different generation in a collaborative working style.

A Fun Culture

Ahmad and Scott (2014) declares that employees at entry-level solely receive minimum wage and basic benefits. In a similar vein, Tews, Michel and Stafford (2013) found that if monetary compensation is not an option, alternatively friendly management practices can compensate. It is wrongly assumed that pay is the only factor in retaining employees, where pay gives rise to only short-term satisfaction. Research studies carried out on job satisfaction arises that motivators and intrinsic rewards are pull factors, where employees are more likely to retain within an organisation long-term when there is more than pay in the equation (Taylor, 2014). Tews et al. (2013) argued in favour of a fun culture as a solution to reduce a turnover culture. Engstrom, Petre and Petre (2017) correctly observed that a fun workplace is both a financial strain on the organisation and has the potential in side-tracking employees on fulfilling their required task. However, generation Y have the preceptive that fun in their job is a requirement and not a benefit, where it allows them flexibility and give them energy in fulfilling their duties (Choi, Kwon and Kim, 2013). A dilemma that comes into the mix is generation Z's mindset of "Fun is not first", "Risk is not worth it" and "Conformity is not cool" (The Futures Company, 2015). Sakdiyakorn and Wattanacharoensil (2018) bring awareness of this latest generation entering the hospitality sector and stating that research on generation Z is limited. Mills and Cannon (1989) explains how Baby Boomers was the first generation to expect fun in the workplace, where they want to see their work as fun and not as a duty. Also, Plester and Hutchison (2016) considers that a fun culture may deem static, unwanted and unappropriated behaviour, where leaders are vital to the implementing stage.

Tews, Michel and Allen (2014) give three multidimensions of fun, which are fun activities, socialization and managers support on fun. The authors found that fun activities has a broad meaning, however they gave team-building activities, public celebrations, achievements and personal milestones of employees as examples. Further, Ford and Newstrom (2003) stated that fun activities within an organisation is anything management intended to give their employees for enjoyment. On another note, Muceldili and Erdil (2016) found the debate in literature of fun being a part of employees task versus fun activities being excluded from employees' task.

A part of a fun culture is socialisation. In discussing socialisation, Ellingson (2015) argues it is impossible to work in the hospitality industry without socialising, as employees need to come into contact with one and other. Potgieter, Coetzee and Ferreira (2018) confirmed that employees who have friendships within the organisation have greater satisfaction in their job, resulting in a greater intention to retain within the organisation. This connection is vital and can have a significant impact on a fun culture. Assuming the relationship leads to friendship or support should result in these employees being more persuaded to stay in that organisation. Despite that, Tews et al. (2013) cautions how too much fun or the wrong type of fun could consequently lead to inadequate performance. However, if the implementation of fun is appropriate, it will cause job satisfaction, leading to the possibility of higher retention. Plester and Hutchison (2016) considered the implications of the meaning of fun, stating that fun may be highly linked to employee engagement. The authors imply that an employee who is engaged in their work find their work fun.

Employee Engagement

Bridger (2015) argues how many authors define employee engagement with different views and some describing it as work engagement instead. According to the Author, work engagement is a positive and fulfilling work related mindset that is based on energy, absorption and dedication. This meaning of work engagement suggests that if the employee is engaged in work, they will invest into their work, even where difficulties exist, where one feels their role is significant, inspiring and has a sense of pride to their position. In similarity to Bridger, Cook (2008) defines employee engagement as energy and passion an employee gives to fulfil the objectives of satisfying customers and gives greater loyalty to an organization. In discussing employee engagement, CIPD (2018) argues that it is a mainstream ideology, where job satisfaction is not as related to employee engagement as much as motivation. Chan (2019) explains that work engagement encourages motivation, where employees will be energized and enthusiastic in taking on new responsibilities in their job.

Motivation

A theorist on motivation, Spitzer (1995) outline eight fundamental ways to motivate employees. One way was said to be a desire for activity, where people in their daily lives do not appreciate boredom. However, in the workplace, it is expected that employees deliver repetitive and boring jobs. In the discussion of Shenoy and Uchil (2018), the Gallup organization in the USA confirms that if employees are engaged in the organisation they will have fun and feel more feasible to sojourn. Pandita and Ray (2018) describe digital workplace connected online is required to give a level of enthusiasm to the generation Z to engage them in the workplace. Literature preaches that there are two sides of motivation, intrinsic and extrinsic. Apart of intrinsic motivation is an employee being challenged yet having fun while

carrying out their duties. Choi, Kwon and Kim (2013) explain that appropriate fun at work can boost employee motivation and further satisfy employees emotional need.

Key Role of Leadership

In the literature on "how workplace fun can influence employee performance", there seems to be a general agreement that fun in the workplace is an environment that encourages and supports enjoyable, playful and pleasurable activities, for instance, the use of humour, parties and awards offered to those that strive to gain performance (Tang, Liu, and Liu, 2017). The Authors found in research that fun, as fun as the previous described, enhances employee's performance. However, the literature also points out how management does not take fun seriously when a fun culture is introduced. The research can suggest that front line managers are essential to the lateral. As argued in Chan and Wai-Ming (2016), it is expected if an organisation advertise as having a fun culture than it is expected from the employee that fun activities will be given. Shenoy and Uchil (2018) established a strong link between leadership and employee engagement, where leaders have a massive influence on the experiences employees procure. Kong, Jiang, Chan and Zhou (2018) argues that crucial role managers have in job satisfaction, where they need to create an energetic company culture. Tews et al. (2014) argues the importance of managers and leaders are in the implementation of a fun culture, where their support is essential in making a fun culture more authentic and genuine. Muceldili and Erdil (2016) explains that employees are more likely to challenge the status quo and be motivated when their managers support a fun culture.

Psychological Factor

Clinton and Guest (2014) relates a breach in the psychological contract and labour turnover, that if any breach occurs, it can drive an employee staying to an employee leaving. This violation shows the value of employers keeping their promises, such as giving the employee a promotion if they perform or meet certain standards for promotion. Guest and Conway (2004) highlighted in their study of employee well-being and the psychological contract that an employee is more likely to quit when their work is not satisfying. Further, Chan and Wai-Ming (2016) report that fun is highly linked to job satisfaction, in the case where there is trust towards management. Kong, Jiang, Chan and Zhou (2018) argues that issues relating to psychological constitute a significant challenging area for managers in the hospitality sector. The argument also states how psychological factors are a vital component of job satisfaction. Many hospitality roles can cause stress, burnout and emotional exhaustion, where the need is for an employee to be able to release these issues and not to enhance a breakdown in trust between the employees and management. Asadullah, Akram, Imran and Arain (2017) found that low levels of organisational citizen behaviour (OCB) is a factor in turnover intentions, where issues in the psychological contract can cause these intentions.

Organisational Citizen Behaviour

OCB was first defined by Organ in 1988, Zhang (2011) draws their definition from Organ by setting it as an employee that goes beyond their contractual obligation, where they spontaneously do something on their own accord. OCB is said to drive from the performance that supports the social and psychological working environment. Assuming this environment is set in place it can allow the employees to work overtime without expectations for remuneration. In modern times, it is argued that a successful OCB environment may be a

friendly manager showing a newcomer around and introducing them to other staff. It may also support the idea of supportive relationships, where one member of a team gives a hand to another to enhance the well-being of the individual struggling in their current task. Paillé (2013) founded that team that have high levels of OCB have high levels of attractiveness and cohesiveness, which results in lower level in voluntary turnover. Tang, Liu and Liu (2017) gives insight into experienced fun having a positively link to OCB.

Conclusion

In conclusion, this literature review was developed to understand the knowledge that was on labour turnover in the hospitality sector. A fun culture, generation diversity, managerial implications, employee motivation, psychological factors and organizational citizenship behaviour were areas of interest in understanding the research question. The Researcher found that gathering this information was crucial to understand the phenomenon of labour turnover in the hospitality industry, and give direction to what may help aid the hospitality industry in Ireland. As well as that, what human resource practices may help prevent turnover from occurring in the hospitality sector in Ireland.

It was found that labour turnover is very costly to the overall organization. Further, human resource management must evaluate the intensity of labor turnover in their organization mathematically. It was found that an organization whose labour turnover is at greater than fifty per cent has a turnover culture, and therefore, it is vital to implement change.

From understanding the negatively of labour turnover, the Researcher found areas that may be of value to the human resource department for implementing change to lower their turnover rates. A fun culture was an area that was found to be suitable for this industry. A fun culture is

a method that may be deemed useful when employees are in low wage job. It was found that fun can cause satisfaction, resulting in higher retention and therefore improving labour turnover. However, a significant understanding is the role management plays in implementing and executing a fun work culture. However, the literature found that different generations possess different characteristics, resulting in each generation wanting different things. Relating to a fun culture, generation Y values fun. However, there seems to be a gap in the literature between fun and generation Z. The generational diversity literature was followed by employee engagement. In this literature, it was found that employees are engaged in work if they are having fun. The researcher found that employees who are engaged in their work are more likely to be loyal to the organization. The last major finding in the literature were employees who had supportive and friendly relationships with management and co-workers were more likely to go beyond what was asked of them and is more likely to remain in the organization.

Research Question and Aims

Research Question: The hospitality industry in Ireland has reported a high level of turnover nationwide. The researcher wants to investigate into generation Z, generation Y and generation Baby Boomers, and their motivators for staying or leaving their post in the hospitality sector in Ireland. Due to findings in the literature, the researcher is going to be putting a narrow focus on a fun culture, to investigate would each generation view a fun culture a part of the reason to retain themselves in the hospitality sector in Ireland. Sub-objectives will be formulated in order to achieve a logical, systematic method in answering the complexity of the research question.

Research Objective One:

Explore different generations encouragements to work in the hospitality industry in Ireland and get a glimpse of what their working environment entails.

The hospitality industry employs 8.7 per cent of the world workforce (Nickson, 2007). The researcher conducted this objective for the intent to get a more clear view on what encourages different generations to work in this industry and what they expect to gain from working in the hospitality sector in Ireland.

Research Objective Two:

To examine does a fun work culture create satisfaction to employees in the hospitality sector in Ireland.

Fun in the workplace is a new concept, where research has found that it leads to job satisfaction and improves turnover intentions. It was suggested that fun may be a motivational trait that employees are looking for when applying to the hospitality industry and require to have fun while working (Tews et al., 2013). The researcher developed this sub-objective in order to figure out does fun cause satisfaction amongst generation Z, generation Y and generation Baby Boomers in the hospitality sector in Ireland.

Research Objective Three:

To understand the impact management can have on employees.

Research has stated that management had an influence on employee's commitment to organizations (Haque, Fernando, and Caputi, 2017). The Researcher developed this sub objective to add more rigor to area of manager influence on employee's commitment and the effects managers have on socialization amongst employees in the hospitality sector in an Irish context.

Research Objective Four:

Investigate what can compensate for low-wages and unsociable hours for each generation in the hospitality sector in Ireland.

It was found that the hospitality sector has a low wage and irregular hour structure for front line employees. The result of these two factors is known to be the cause of a turnover culture within the hospitality sector (Murray, Elliot, Simmonds, Madeley and Taller, 2017). The researcher produced this sub objective in order to explore other options that could substitute for low wages and irregular hours.

Research Objective Five:

Investigate high-levels of organizational citizen behavior influence on employee retention in the hospitality sector in Ireland.

It was found in the literature that management need to motivate employees to participate in organizational citizen behaviour. Based on the hospitality sector in Malaysia, communication and socialization were key motivationally practices engaging employees in organizational citizen behaviour (Hemaloshinee and Nomahaza, 2017). The researcher found this sub objective important to the research question, as organizational citizen behaviour practices, in the hospitality sector in other countries, found it useful to help aid labour turnover.

Methodology

Introduction

This chapter intends to outline a blueprint of the methodology and research design that is necessary to carry out this study. To achieve the objectives of the study, the Researcher will use the “Research Onion” tool. The “Research Onion” gives one valuable information about carrying out research and provides a process for researchers to follow (Saunders, Lewis and Thornhill, 2016) This systematic approach should shed light on how to carry out the research and give direction with approaches, decisions and methods. To use this tool, one must start at the outer layer working inwards towards the core. After each process and stage in the “Research

Onion” is evaluated, the researcher will make a justification why such a method will be used. Finally, the closure of this chapter will address the ethical issues of this study.

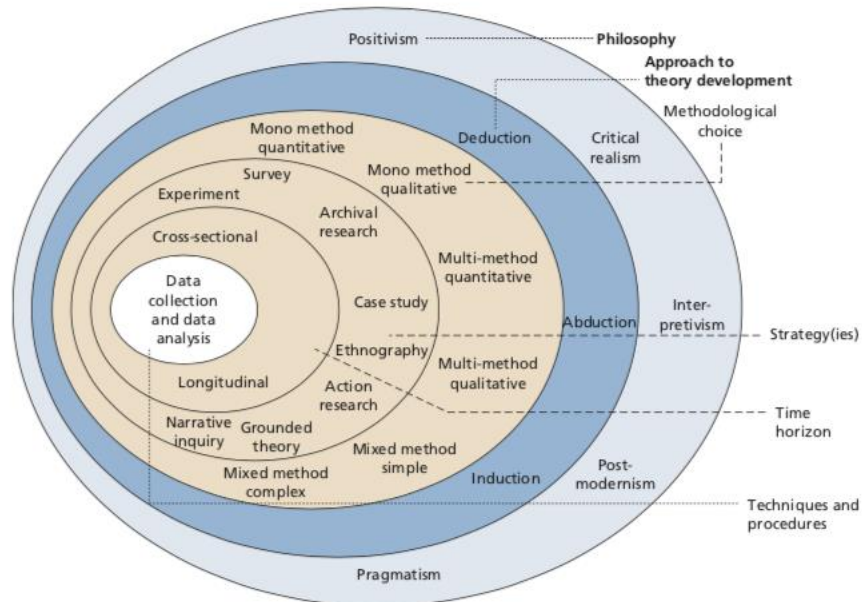


Figure 1. The research “Onion”

(Saunders et al, 2016)

Research Philosophy

Research philosophy refers to the requirement of developing new knowledge in a particular field to attempt answering a question (Saunders et al., 2016). Methods and philosophies will differ from one researcher to the next, depending on the researcher’s aims and objectives (Goddard and Melville, 2004). In a similar vein, Saunders et al. (2016) explain that business and management developed its theoretical base from the social science, natural sciences, applied sciences, humanities and on-going business practices. The result of this lead to multiply research philosophies, where the Researcher needs to distinguish each philosophy to ensure the correct one is chosen. In this section, ontology, epistemology and axiology are going to be considered for this study.

Ontology “refers to assumptions about the nature of reality”; in other words, it is the way one sees the world of business and management. In recent times the ontology assumptions changed the resistance outlook. In the past scholars were researching how resistance could be eliminated, prevented, or stopped. Today, the ontology assumption views resistance to change as a beneficial factor that may contribute to organization success (Saunders et al., 2016).

Epistemology refers to the assumption about knowledge. Further, what empowers knowledge to be acceptable, valid and legitimate and how knowledge can be communicated to others. Due to business and management having multidisciplinary contexts leads to several types of legitimate, valid and acceptable knowledge. With many options, the Researcher must use their epistemology assumptions to consider what is legitimate for this study (Saunders et al., 2016).

Axiology refers to the role of values and ethics plays in research. Axiology takes into consideration both the researcher’s and participants’ values. Taking in values as a factor will give a reason why such judgements will be made on the method of conducting the research and how the researcher will go about doing it. Using values will allow a basis on what is deemed ethical and gives the researcher a justification for doing their research (Saunders et al., 2016).

Positivism

Positivism originated in the nineteenth century, where it was concluded that every rationally justifiable statement can be scientifically confirmed or is at least capable of logical or mathematical validation (Walliman, 2005). Saunders et al. (2016) prove that using a positivist approach is the researcher being an independent variable, where they do not manipulate the data collection or alter the sample that is being collected. If the positivist approach is being

used in this study, the data collection needs to be highly structured in order to achieve a value-free perspective.

Interpretivism

Interpretivism is unlike positivism, where it is critiqued that there are specific universal laws that should apply to everyone (Saunders et al., 2016). Matta (2015) explains that a contextualization is a vital tool for interpretivists, where one will analyze a situation differently to another due to individuals having a different mind frame. The idea of interpretivism is discovering a richer understanding and interpretations of a social world or context or using interpretivisms to create a piece of new information on such a context (Saunders et al. 2016).

Justification for using Interpretivism and Ontology

After an in-depth evaluation of the different philosophies, the Researcher feels that using an Interpretivism and Ontology approach is best for this study. Arghode (2012) argues that the interpretivism philosophy explores multiple truths and searches to explain the evolution of knowledge, where that knowledge is already developed or not. The research question's main objective is to figure out why employees of the hospitality sector in Ireland has a high turnover and how the aid of a fun culture would affect this turnover. In order for the Researcher to meet this objective, the research must consider the experiences of the participants in the sample. Therefore, using the interpretivism and ontology approach will allow the research to use the experience of the participants to gain unique knowledge of their realities in the hospitality industry in Ireland. The findings of gathering this data should not be widely accepted, and where it is, the data is unique to the specific sample (Arghode, 2012).

The Research Approach

The research approach is the second layer in the “research onion”. It consists of two different methods, deductive and inductive.

Deductive

The deductive approach, also known as the hypothetico-deductive method, is formulating hypotheses in advance of conducting the research (Mason, 2002). Woiceshyn and Daellenbach (2018) outline the process as beginning with theory, extracting a hypothesis from such theory, and finally revising the theory after hypothesis data is collected. Usually, the deductive approach is followed by positivism and leads to quantitative research (Quinlan, 2011).

Inductive

In contrast to the deductive approach, the inductive approach allows the Researcher to identify patterns and relationships from data collection in order to build a theory (Saunders et al., 2016). Woiceshyn and Daellenbach (2018) explain the inductive approach as “making empirical observations about some phenomenon of interest and forming concepts and theories based on them”. Therefore, a qualitative method is best suited to the inductive approach, for one will need to create themes and patterns (Mason, 2002).

Justification for Using an Inductive Approach

An inductive approach will allow the Researcher to develop a theoretical explanation of their research question, further, meeting the aims and objectives of the research (Saunders et al., 2016). The Researcher will pull theories and patterns from their primary data to fathom a theoretical explanation on what will entail hospitality workers to retain in the hospitality

industry based on the population sampled. Further, secondary source peer-reviewed articles will extend these findings. An inductive approach allows the researcher to see the hospitality workers as human, and get insight to their feelings and what persuades them to work in this industry, or how the experience might affect them to voluntarily terminate their contract in the hospitality sector in Ireland.

Research Methods

There are several different research methodologies, which are shown at layer three of the “Research Onion”. The six variant types of methodologies are mono method quantitative, mono method qualitative, multi-method quantitative, multi-method qualitative, mixed-method simple, and mixed-method complex (Saunders et al., 2016). For the most part, they are simply split between qualitative and quantitative.

Quinlan (2011) explains that qualitative research is managed within an interpretive pattern framework. Qualitative research has the potential to unit links between different approaches to social life (Silverman, 2009). Qualitative research focuses on complexity answer, due to participants having a different set of circumstances and life experience, which will result in the individuals answering in their own unique ways. Therefore, the complexity of the answer is inadequate to be reported numerically and best suited to qualitative research (Quinlan, 2011). On the other hand, quantitative research deals with research that can be constructed numerically or data that can be coded numerically. Saunders et al. (2016) argue that quantitative research may be questionnaires, where all participants are asked to respond to the same set of questions. Further, it is more likely that a higher number of participants can take-part. However, the downfall of quantitative research is once the data is collected it is difficult for the researcher to go back and re-do questions or find out more information on a particular participants response (Quinlan, 2011). However, Saunders et al. (2016) explain the possibility of the two research

designs, qualitative and quantitative, being inter-dependent to get the best results. Pragmatism believes that having a mixed-method as a choice is a useful tool for the researcher to undertake their study.

Justification For Using A Qualitative Research Method

After researching the various methodologies options, it was found that literature recommended using qualitative data with an inductive approach. The Researcher found that qualitative research best suits this study, as it will allow for a unique answer to come from the participants based on their own unique experience. The aim of the research is to gain a theoretical understanding of employees' desires to remain in the hospitality sector in Ireland. Therefore, there is a need to formulate themes and patterns from the data collected to build new knowledge. On the other hand, quantitative data would not suffice, as the researcher aims to build knowledge on the phenomenon and not to attempt to prove that there is only one true reality. Therefore, the researcher decided on semi-structured interviews in order to gain insight into the realities of a small sample of the population.

Time Horizon

The time horizon is the fifth stage of the "Research Onion" tool. Both cross-sectional and longitudinal are the two different time horizons that can be used with carrying out research. Saunders et al. (2016) state that using a cross-sectional time horizon is gathering information at a specific point. In contrast, a longitudinal time horizon is similar to a "diary" perspective, where there is a need for developments and change to occur to a particular factor. For this academic research, the appropriate time horizon will be cross-sectional due to the time-constrained that comes with academic research.

Data Collection

Data collection means the researcher needs to gather data that is required to answer the research question. The researcher has several options on how the data will be gathered. However, the method chosen must comply with the aim of the research, the population needed, and the location of the data (Quinlan, 2011). The researcher must be aware of ethical issues with whichever technique is used in gathering and storing data (Saunders et al., 2016). Riege (2003) argues the reliability and validity of qualitative data, where the data must have stability and quality. Saunders et al. (2016) outline that the reliability of data is significantly linked to consistency. Further, Quinlan (2011) explains to valid one's data is to ensure that the data gathered is consistent with the phenomenon of the research question.

Secondary Data

The Researcher used secondary data as part of the methodology framework. The secondary data was gathered from peer-reviewed articles and a limited variety of academic textbooks. Gaining secondary source data was an essential step for the Researcher in order to gain a contribution of knowledge into the phenomenon that is being researched.

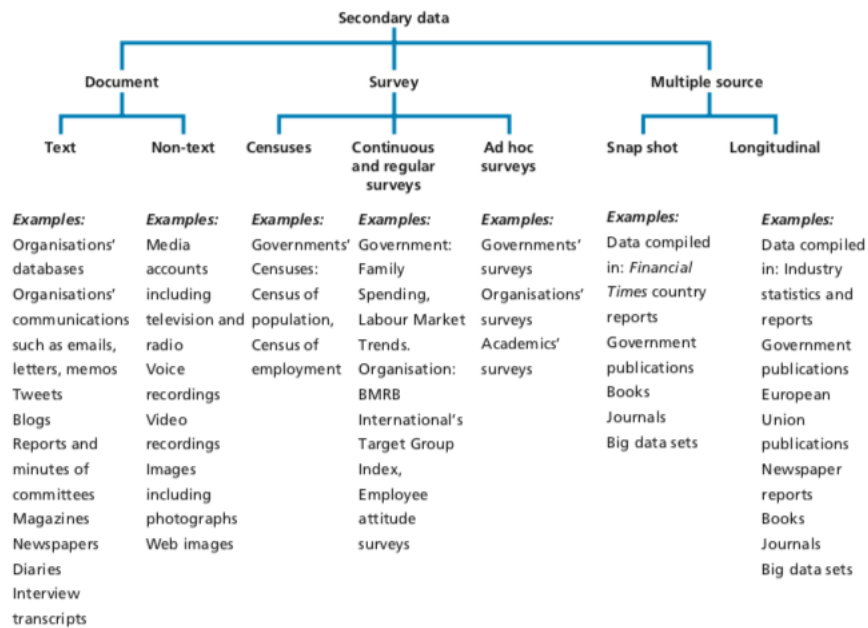


Figure 2. Types of Secondary Data

(Sunders et al., 2016)

Literature Review

In relation to the four frameworks approach, the literature review is the second framework, also known as the theoretical framework. This framework, like the methodological and analytical framework, depends on the first framework, the conceptual framework (Quinlan, 2011). The literature review purpose is to be logical and relevant to the phenomenon at hand in an organized and integrated manner (Cooper and Schindler, 2014). The literature can have advantages and disadvantages. The advantage of the literature review is that it is a productive time-saving process, where the Researcher does not need to carry out this primary data and has more significant time to analyze the secondary data gathered. The downfall to secondary data is that it may be irrelevant to the Researchers' study and may not meet the objectives of the study. The literature review is the foundation of the study and the surfaces to build more research. Using the inductive approach means that theories will be formulated from the

literature, in other words, if the literature review is successful it will create success for emerging theories from the literature (Saunders et al., 2016).

Primary Data

Primary data is data gathered and carried out by the Researcher (Quinlan, 2011). The Researcher has many options, but after evaluating their aim and objectives and qualitative methods felt semi-structure interviews was best for this study.

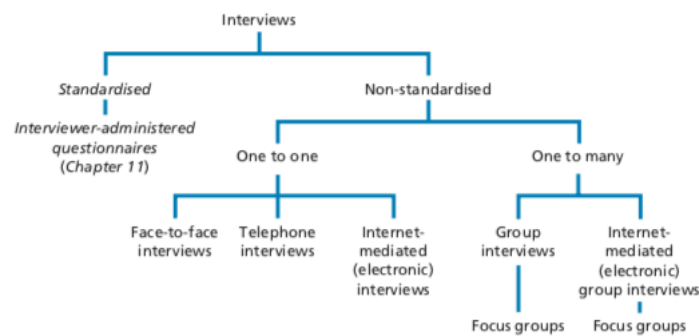


Figure 3. Types of Interviews

(Saunders et al., 2016)

The Transcripts Of Interviews

The interview process intention is to be a purposeful conversation between two parties, with relevance to the objectives of the study. The conversation requires the researcher/interviewer to build an environment where the two parties are in sync with what the purpose of the interview. The process involves a concise and unambiguous question, which the interviewee is willing to listen and answer. Furthermore, interviews are a well-known research method that provides valid and reliable data (Saunders et al., 2016). Cooper and Schindler (2014) ensure that interviews are a method of qualitative research.

For the study, one-to-one interviews will be conducted. Using one on one interview method is significant of value as the Researcher can gain an in-depth knowledge of the phenomenon. Further, using this method will allow the interviewee to feel the confidentiality of the interview, where it should lead to open and honest communication between the two parties. The interviewing is time-consuming, tricky not to manipulate or add bias to the answers from the interviewer. On the other hand, the interview can take body language and the manner in which questions are being answered into the consideration of generating theory. The interview questions will be previously put together, so they can get the best answer for the hypothesis yet showing the layperson that there is a valid reason on asking such questions and questions are asked in a clear, understandable way (Greener, 2008).

Qualitative Research Method Approach

A qualitative research method approach provides the Researcher to gain insight into why and how things happen (Cooper and Schindler, 2014). Using the interview technique to gather qualitative data requires transcribing the interviews before the analysis framework is commenced (Bryman and Bell, 2011). Understanding the nature of qualitative data is essential for the analyzing stage. Interpretivism suited this study the closest, as the researcher intends to gather information of interpretations and realities of different social worlds. This led the Researcher to use an inductive research method, whereby themes and patterns need to be accumulated. In a result of this qualitative research, it leads to a small sample size to gain an indebt investigation into the phenomenon. However, it must adhere that it does not limit the range of data that can be gathered or interpreted (Saunders et al. 2016).

Sample

The Researcher will use individual depth interviews, as the people are associated with the issues and are not experts on the problem (Cooper and Schindler, 2014). The population of these studies is employees of the hospitality sector. The target population will be employees of the hospitality sector in Ireland (Saunders et al. 2016). The researcher uses volunteer sampling's self-selection sampling method. The researcher has many years' experience in the hospitality industry, along with connections to the industry. An advertisement will be issued on a private social media account on the aims and objectives of the research. Further, an invitation will be given to anyone who meets the criteria and is interested in taking part (Saunders et al. 2016).

Analyzing Qualitative Data

Analyzing the data requires methods to be taken before the write-up. During the interview process, the researcher will audio record the interview process for the means of transcribing at a later date. Further, during the interview process, the Researcher will take into consideration the verbal and non-verbal communication from the participants, along with any tone or gestures that may be of valuable use in analyzing the data.

An indispensable part of analyzing qualitative or quantitative data is coding. Coding involves applying a certain number or symbol to a specific answer to create categories. Categorizing is the partition of a data set of variables. While carrying out this process, the Researcher must ensure that the categories are incoherent with the purpose of the study, is exhaustive, is mutually exclusive and gained from a single classification dimension (Cooper and Schindler, 2014). Once the data set are in order, it will allow for a thematic analysis to be conducted.

Thematic analysis is obtaining patterns and themes from the data set (Saunders et al., 2016). The Researcher decided to opt for this method due to its systematic, flexible and accessible approach for analyzing the qualitative data. Overall, analyzing the data is essential for the research project to have valid results (Greener and Martelli, 2015).

Ethical Consideration

Ethical consideration is an essential part of the research methodology and will emerge from the designing and planning of the research study. According to Saunders et al. (2016), ethics are the standards of behaviours that will guide the Researcher's conduct in respect to the participants of the study or those who are affected by the study. Paoletti, Tomás and Menéndez (2013) states the onus is on the Researcher to have thought, discussion and decision of ethical issues from the beginning of the research to the publication of the research findings. Further, Punch (1994) highlight harm, consent, deception, confidentiality and privacy of data to be critical concerns the research should be aware of.

Greener (2008) discusses informed consent, where the participants need to be given documentation prior the interview containing what the Researcher is doing, and why the research is being conducted, along with the role of the participant in the research and how the data gathered by their consent will be confidential. The Researcher will use the NCIRL ethically principles that were developed by the ethical committee in 2012 as a guideline to their behaviour. Further, the Researcher will maintain compliance with legislation concerning the process and managing of personal and confidential data (Saunders et al., 2016).

Findings and Analysis

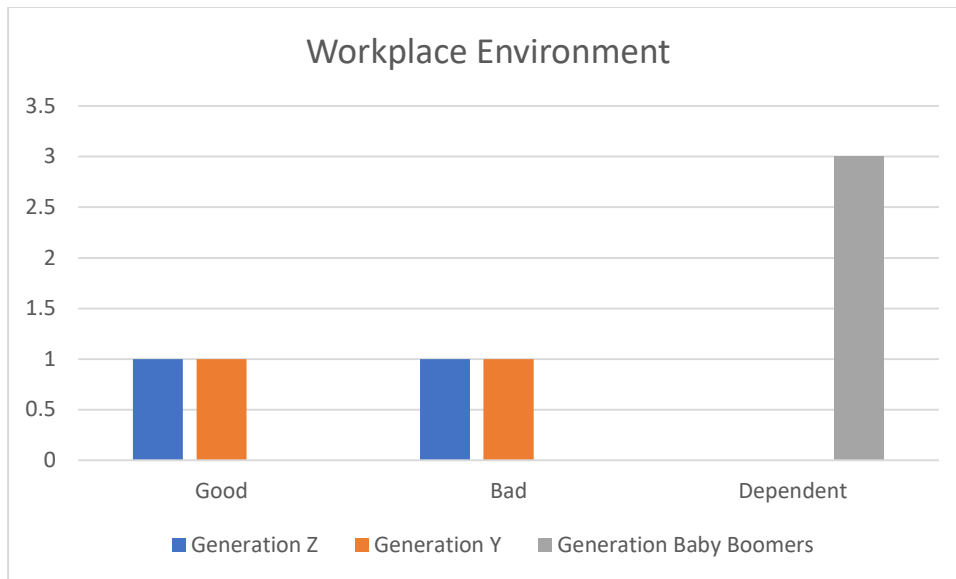
Introduction

In this chapter, the Researcher is going to present the findings of the interviews conducted. The procedure that was used is thematic analysis. This method was used for the research's objectives to be met and to aid the Researcher in answering the research question.

Section One of the Findings

The first sub-objective was to explore generation Z (Gen Z), generation Y (GenY) and generation Baby Boomers' (Gen B) working environment, uncover the motivations for working in the hospitality sector in Ireland, and the advantages and disadvantages for working in the industry.

The workplace environment



Two out of the seven participants (Gen Y and Gen Z) described their workplace environment as good. A generation Y participant informed that the young people who got on well together makes the workplace environment enjoyable. Whereas, a generation Z participant found that HR policies made their workplace environment pleasant, due to them being able to report any dilemmas with the aid of policies. Five out of the seven participants found that the workplace environment was inadequate. Another generation Z participant perceived their working environment to be unsatisfactory due to customers complaints, where sometimes the employees are unfairly blamed. In this interview, there was emphasises placed on negatively being pushed towards the employee leading to that employee feeling deflated. Another participant (Gen Y) proclaimed that the workplace environment was unwelcoming due to it being a hectic place of work.

“the environment I can find can be very very stressful because customers can be rude and always complaining and that is fine but then you can go into the kitchen and give the kitchen the complaint and then they can snap at you and the next thing you’re getting a lot of grief from them and then the managers can be at you as well so there is a lot of stress. Everyone is

contently kind of, there is a lot of negativity being pushed towards you so at the end of the day you can feel very very deflated”

Waitress, Generation Z, One Years’ Service

“It is hectic, really busy there is a lot going on and any given time”

Waitress, Generation Y, One Years’ Service

The three participants from generation baby boomers found that their workplace environment was dependent on the manager, where the manager humour massively affect their workplace environment. One participant from generation Baby Boomers informed bullying was a damaging influence on the workplace environment.

“Ah most days it is fairly good and other days there is arguments and bit of bullying going on and so on and you know, it depends on the day and the humour of the manager.”

Barman, Generation Baby Boomers, 30 years’ service

Influence To Work In The Hotel Industry

Generation Y influences for entering the industry was for building up money and getting good tips. For generation Z, factors such as obtaining workplace experience, working as part of a team were their influences for applying to the hospitality industry in Ireland. Surprisingly, one member of this cohort stated it was the most accessible place to get into because the industry is always hiring. For Baby Boomers, the hours were suitable, they did not need any education to get the job, and it was the only place there were jobs available at a particular time.

“basically it was kind of the easiest to get into because there always hiring.”

Waitress, Generation Z, One Years' Service

“obviously now I said I’m going to college now in September so I wanted to build up a little bit of money for it”

Barman, Generation Y, A Couple Months' Service

The Advantages Of Working In The Hospitality Sector

Six out of the seven participants (Gen Z, Gen Y and Gen B) felt it was an excellent place to meet new friends or meeting different nationalities. One participant (Gen Y) felt that it was positive for them to gather up money. One participant (Gen Z) felt that it was positive that it was easy to get in for a first-time job. Another participant (Gen Z) felt it was positive to gain experience to put on their CV. One participant (Gen B) felt it was positive that they could earn money for themselves.

“I suppose it is easy to get into for a first-time job, is probably one of the positives, you might not need experience because there always kind of willing to train.”

Waitress, Generation Z, One Years' Service

“The positives are, you obviously get to build up a little bit of money for going to college and stuff and also you get to meet a lot of different people”

Barman, Generation Y, A Couple Months' Service

The Disadvantages Of Working In The Hospitality Sector In Ireland

Six out of the seven participants (Gen Z, Gen Y and Gen B) informed that long hour or unsociable hours was a disadvantage of working in the hospitality sector. One participant (Gen

Y) reported that they felt they were missing out on time with friends due to the working hours. Another participant (Gen Y) felt that the hours were unreliable due to the hospitality industry being dependent on the time of year. The interviewer observed that they felt anxious that they would not be getting as many hours as they would like to get. The disadvantages for a participant (Gen B) was not getting off work the time they were promised, in result, affect other life commitments. Another participant (Gen B) felt that a disadvantage was not having a stable job role, where they could be sent to a different sector, that was not the restaurant.

“they just give a start time and I’d turn up and I would be waiting there, never known when I would be sent home. So, I could have anything from like four hours to ten and I wouldn’t know. So, hours are really bad”

Waitress, Generation Z, One Years’ Service

“The hours are long and it is unreliable because the hospitality sector is very dependent on the time of year.”

Waitress, Generation Y, One Years’ Service

“Unsociable hours, the hours can be very long and you mightn’t get stop when your times up you might not get off at the correct time and then I have children at school and they need to be collected”

Waitress, Generation Baby Boomers, Two Years’ Service

What does front line employees want to gain from working in the Industry

Generation Y participants wants to earn money, get a feel for the workplace life, and learn how to deal with money. Generation Zs’ participants reported that they wanted to gain pay. Also,

this cohort wanted to gain experience. Further, that they can gain skills. Generation Baby Boomers reported that they want to gain money mostly and to make friends in the workplace.

“I suppose it is a good way to learn people skills, and customer services skills that is one of the good things you can learn, I think that would help me a lot of time in the future.”

Waitress, Generation Z, One Years’ Service

“experience in different areas so like waitressing there is experience with handling money”

Waitress, Generation Y, One Years’ Service

“I would like more money of course, I want to gain more money. I feel after 20 years I have loads of experience, but it really would be money”

Waitress, Generation Baby Boomers, 20 years’ Service

Stress and Burnout

Seven out of the seven participants experienced stress in their job. Generation Y proclaimed that working late into the night interferes with their sleeping pattern, where it causes them to be burnout. Also, another participant from this generation found that they do not receive their proper breaks, that caused them exhaustion. Generation Z reported that being under time restraints to get their work completed along with getting their job done right causes them stress. This generation also reported that getting blamed or accused wrongly causes them emotional exhaustion. Surprising generation Baby Boomers feels stress when something does not go smoothly, such as a customer not paying. Also, they felt more empathetic with management being stress than the other two generations.

“I have dealt with customers and I go into the kitchen, and sometimes the chefs would be so angry, they have accused me of doing things I haven’t, and they’ll make mistakes and they’ll take it against you, accuse you of things, you get so so emotionally exhausted trying to defend yourself and get on with the day that at the end of it you just can’t function anymore.”

Waitress, Generation Z, One Years’ Service

“Quite a lot, especially towards the end of my shift and stuff like that, especially if it’s a long shift like eleven hours, where a lot of shifts would be and you would be really exhausted and a lot of times you don’t get your breaks and stuff like that in the hospitality sector, quite a lot.”

Waitress, Generation Y, One Years’ Service

“you feel stressed, especially there like you would be very late on I’d be walking in known there was 100 guest booked into the restaurant and your told on your way in your missing one staff member, has rang in sick, and you know you’re going to have to cover for them”

Waitress, Generation Baby Boomers, One Years’ Service.

The Influences Stress Relief Has On Employees Relationships In The Workplace

All seven participants felt they would have a more fruitful relationship with co-workers if their stress could be relieved. Generation Y reported that they would not lash out with colleagues. One participant from generation Y explained that if they could get their proper breaks, it would relieve the stress. Generation Z reported that stress relive would cause retention. Also, staff meeting as a way of communication stress was desirable for generation Z. Two participants from the Baby Boomers' generation stated that they could not work right if they were too stressed.

“maybe increase the staff number it would help”

Accommodation Assistant, Generation Z, Three Months’ Service

“Like obviously if your burned out you’re going to be more likely to, not lash out, but you’re not going to have such a good relationship, you’re just going to feel, not depressed, but down in yourself when you’re not going to get on well with your manager.”

Barman, Generation Y, A Couple Months’ Service

“When there is a bad atmosphere in the place and everyone shouting at each other and using language, if that was gone you would be more relaxed and you would work much better”

Waitress, Generation Baby Boomers, 2 years’ Service

Stress Influences On Employee Turnover

Seven out of the seven participants interviewed considered leaving their job due to stress. Generation Y told that when it is busy and given new roles to do at that time, they felt like leaving. Another participant from this cohort previous left a job in the hospitality job due to a bad environment. Generation Z reported that if they do not have support during stressful times, then they would consider leaving their job. Another member of this cohort said that if they were being bullied, they would leave. Surprisingly, two members of the generation Baby Boomers' cohort previous felt like leaving but did not. The prevention of leaving was due to nerves about gaining a new job, which resulted in them merely letting the stress pass.

“Yes it has happened in the past where I was treated really badly by the head chef, she was basically bullying me where I said I couldn’t do it anymore, that I had to go.”

Waitress, Generation Z, One Years’ Service

“Yeah I have actually left a job from before because of the stress and because it was such a horrible environment to work in, even though I didn’t have another job to go to, it just wasn’t worth staying there.”

Waitress, Generation Y, One Years’ Service

“I often thought that now but one day to the next, it would pass on and comes again”

Barman, Generation Baby Boomers, One Years’ Service

Suggestions To Prevent High Labour Turnover

Generation Y reported that trust was a more significant factor, where they would put trust before pay. However, they stated that they were not trusted to carry out roles as much as older generations. Another participant of generation Y felt that older workers do not treat them with respect and had presumptions that this generation do not know their rights as a worker as much as older workers.

“I think a lot of companies and management and stuff tend to think people my age don’t know their rights, so they tend to think they can get away with not treating them well enough. I think it would prevent a lot of high turnover if they were treated with respect “

Waitress, Generation Y, One Years’ Service

Generation Z reported that they would like to see the industry as more environmentally friendly, reporting that their job is not very friendly to the environment. Another member of this cohort reported that they are pushed around being younger, where older generations have

more experience and do not realise that new people needs to be shown small things. Also, they want to be on the same level as the older workers and treated with respect.

“small things where everyone seems to be on the same level and everyone being treated with the same respect, and having the environment to be more open, having staff meetings, talking more, solving the stupid little issues that are causing things to build up, could make a big improvement”

Waitress, Generation Z, One Years’ Service

Generation Baby Boomers reported that better pay, shorter hours and appreciation was a significant factor to retain their generation. A participant from this cohort vouched that their generation was more reliable than the younger generation, where they believe that no job was permanent anymore.

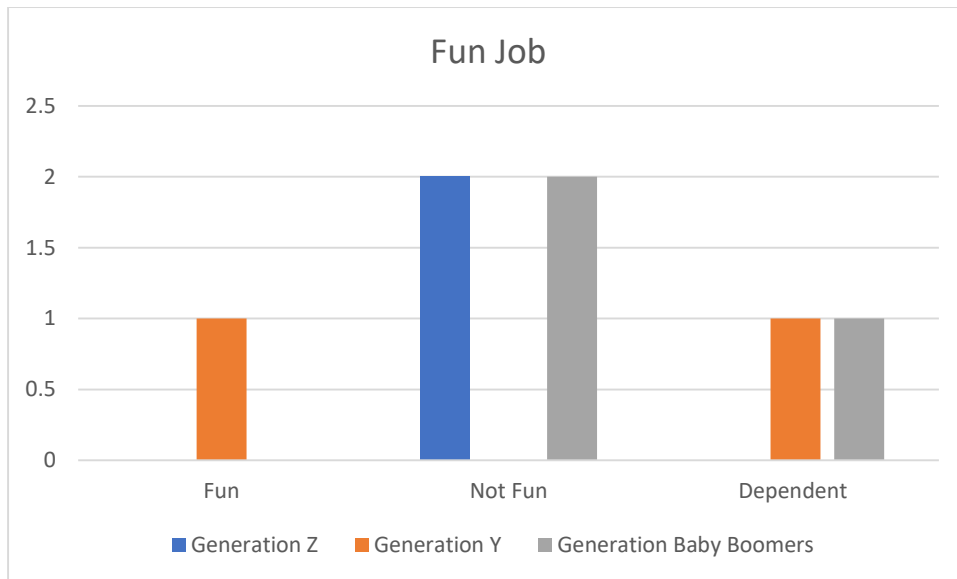
“people that is leaving is more the young people, leaving and going abroad, it’s not the problem with my age, it’s with young people coming and going. They could be in today, gone tomorrow”

Waitress, Generation Baby Boomers, 20 Years’ Service

Section Two of the Findings

These questions in the interview had the intentions to seek out the participants' views and thoughts of fun work culture. The researcher found it imperative to gain knowledge on this topic, as it was the second sub-objective in the research.

Fun Job



Out of the seven interviews, one participant (Gen Y) felt that their job was fun. Two participants (Gen Y and Gen B) found it was dependent on other aspects, such as staff issues with management and on the right people. However, four participants (two gen Z and two gen B) found that their job was not fun due to the hours, boring work, repetitive work, bullying, stress and one participant (Gen B) was not in the job for fun.

“No I think overall it is stressful.”

Waitress, Generation Z, One Years’ Service

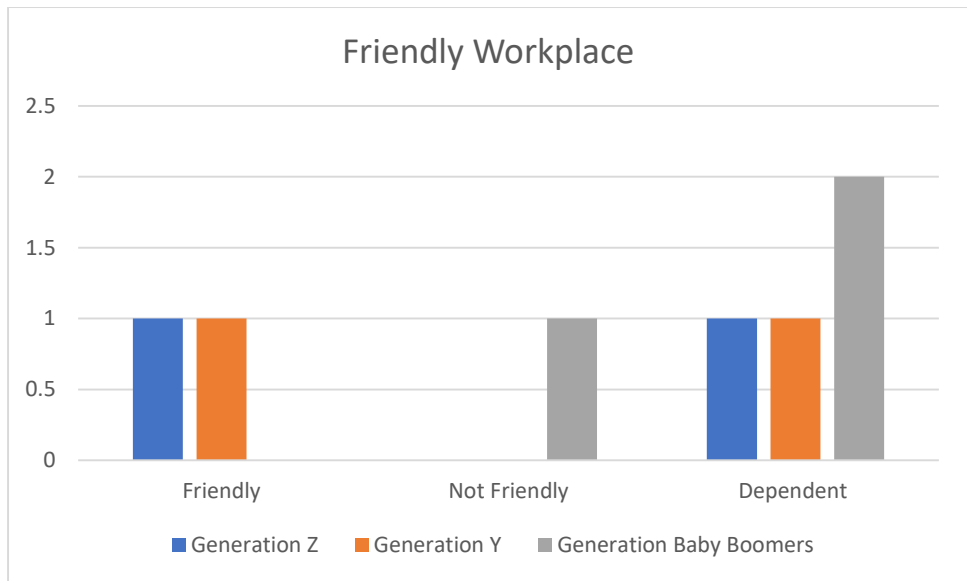
“With the right people it can be fun.”

Waitress, Generation Y, One Years’ Service

“Mainly with the customers but there would be staff issues with management”

Waitress, Generation Baby Boomers, 20 Years’ Service

A Friendly Workplace



Out of the seven interviews, two participants (Gen Y and Gen Z) found that their workplace was friendly, where one participant (Gen B) found their workplace not to be a friendly place to work. The remainder of the participants (two gen B, one gen Z and one gen Y) found that it was dependent on other aspects. These aspects were due to bullying, people being irritable at busy times, co-workers, however, management seem to be a considerable factor that caused the workplace to be unfriendly.

“if it is busy people tend to be irritable and so no but other days when it is quite people are more friendly, there is more of a happier atmosphere”

Waitress, Generation Z, One Years’ Service

“It can be with the right people but under certain management it might be a bit stressful”

Waitress, Generation Y, One Years’ Service

“sometimes there can be a very bad atmosphere among the staff and a lot of bullying and talking behind backs”

Waitress, Generation Baby Boomers, One Years’ Service

A Fun Culture

Out of the seven participants, all seven agreed that a fun work culture would be good. The positive impacts a fun culture would have on this sample was said to be a team bonding session, to get to know other co-workers or to meet new people in the hotel. Further, it would make the experience more enjoyable, encourage positive reinforcement, create higher satisfaction, , help communication and improve intentions to retain.

“I think it would be great because everyone would get along with much better, everyone would know each other more and everyone would be more positive about work, it would help increase staff bonding”

Accommodation Assistant, Generation Z, Three Months’ Service

“I think that would make people want to stay in their job a lot longer and it would bring them a higher satisfaction, as well.”

Waitress, Generation Y, One Years’ Service

“It would be good to have something far more in the hotel, where it would help the staff and maybe that we could communicate with each other much better”

Waitress, Generation Baby Boomers, 20 Years’ Service

Fun Influence of Employee Satisfaction in their Working Environment

Out of the seven participants, five participants (Gen Y, Gen Z and Gen B) found that fun would cause them satisfaction in their working environment. However, two participants (Both Gen

B) found that fun would not cause them satisfaction due to younger co-workers giggling, where the younger generation are using fun for the wrong reasons.

“there is times young people are working with me and there giggling and they have no interest, they look like they have no interest is what they are doing, and they are getting the same money as I am getting, that can annoy me”

Waitress, Generation Baby Boomers, 20 Years’ Service

Supportive Relationship Influence on Workplace Satisfaction

Seven out of seven participants (Gen Z, Gen Y and Gen B) found that they would enjoy work more if they had supportive relationships in the workplace. Generation Y felt that they would get on well at work if they got on well with people in work. Further, how supportive relationships would influence their working environment. Generation Z felt it would make the working day go faster and also how supportive relationships affected their mood going into the workplace. Similar to generation Z, generation Baby Boomers felt they would be looking forward to going to work if they had friends in the workplace. Surprising a participant from generation Baby Boomers sought that the older workers are more reliable to show up to work, resulting in putting the employees under unnecessary stress.

“I had jobs in the past for waitressing, where I was treated appallingly and it has made me not want to go to work”

Waitress, Generation Z, One Years’ Service

“Of course you would yeah. You would have to have some enjoyment in life, even in work, if everything was going well on the day it help everyone to do their job better.”

Barman, Generation Baby Boomers, One Years' Service

Supportive Relationships Influence on Retention

Seven out of the seven participants felt that a supportive relationship was a significant factor in retaining in the organisation. Generation Y participants reported that they would not stay in their job if they do not get on well with their colleagues. Similarly, generation Z felt that it would make them want to stay in their job. Likewise, generation Baby Boomers felt that it would be hard to leave after establishing relationships. One participant of generation Baby Boomers feels it is their duty to make a supportive relationship with the younger generation to try to keep hold of the good ones.

“Yeah definitely like I said like you’re only going to stay in a workplace, if you get on well, if you get on well with your manager and your colleagues, you need to have these relationships in place if you’re going to stay in these different employments.”

Barman, Generation Y, A Couple Moths Experience

Section Three of the Findings

Section three of the finding was subject to the third sub-objective of this research. This section of the interview intended to gain insight on managers relationship with their employees, and how managers may influence employees to experience in the workplace

Managers Influence on Employees Experience in the Workplace

Five out of the seven participants found that their manager influences their experience in the workplace. Two participants from generation Baby Boomers found that their manager does not influence their experience in the workplace. Besides, one of these participants found that they

had enough experience in the workplace, that they are authorised to do their own thing. Similar, another generation Baby Boomers' participant felt autonomy in their job, where they reported to be treated like a manager. Both generation Y participants found that their relationship with their manager was a determining factor in how much they enjoyed work, and how the mood of their manager could influence their mood in the workplace. Generation Z participants found that their manager had much authority with where they would be working and the nature of work they would be doing, so their relationship with their manager is significant to them.

“he just lets me do my own thing, he knows what I can do and what I can't do”

Barman, Generation Baby Boomers, 30 years' Service

“the end of the day if you don't get on well with your manager and don't have a good relationship with your manager than likely you're not going to enjoy your work”

Barman, Generation Y, A Couple Months' Service

Managers' Support on Socialisation

Seven out of the seven participants reported that managers support on socialisation was essential. Generation Y stated that it was an essential factor for them as it made customers more satisfied. Also, another participant from gen Y stated that if a manager stopped socialisation from occurring, it would put a significant damper in the mood of the employees. Generation Z reported that the managers' support on socialisation was vital as they felt it influenced the staff to be more friendly and more willing to get on together. Another participant from generation Z reported that if a manager stopped them from socialising with other colleagues, they would feel

the manager was isolating them. One participant from generation Baby Boomers proclaimed that the manager has no interest in their personal life unless it is their own. Additionally, another participant from generation Baby Boomers felt the managers has their favourites, offending everyone else.

“If your manager takes a disliking to you or anything like that, it will effect massively because they kind of determine so much about your work and when you will be in and where you are on the floor and if you do something wrong they will kind of get over dramatic and make too big of a deal out of you. Doing nothing it can really put you down and can make you anxious and nervous whilst doing your job.”

Waitress, Generation Z, One Years' Service

Trust Between Employee and Management

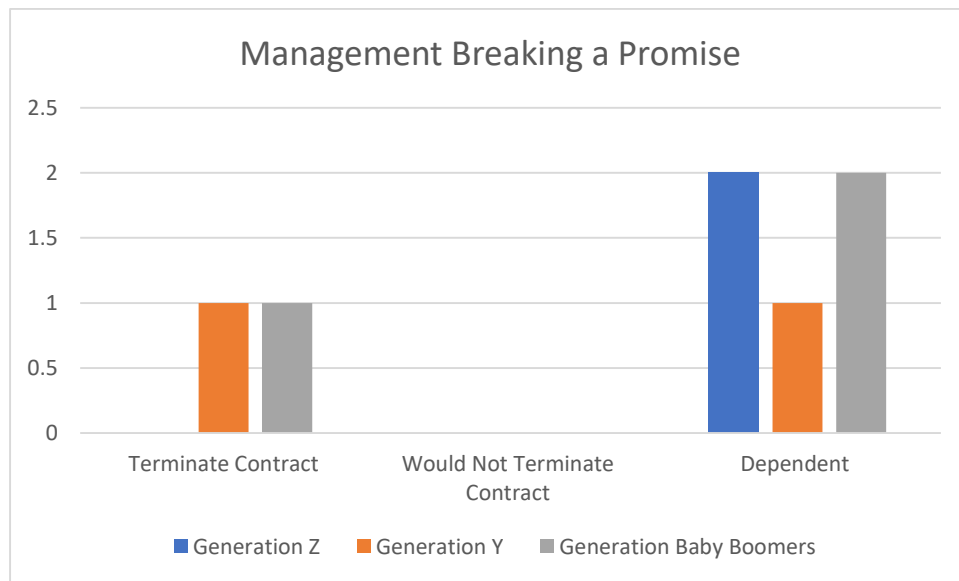
Seven out of seven participants found that trust was an essential factor between them and their managers. Both participants from generation Y reported that they wanted their manager to trust them, that they could do their job correctly. Generation Z reported that they wanted to trust their managers about their life outside of work. Another participant from generation Z felt that it was necessary to trust their manager, so if bullying occurred, they could feel comfortable approaching their manager. Generation Baby Boomers found that trust was lacking due to manager speaking behind other people backs. Also, one participant from generation Baby Boomers linked trust with respect.

“If you don't trust your manager things can happen in the workplace, like you could be bullied or if you had trouble with some customer, that maybe was being inappropriate or something,

instead of going to them and have the problem dealt with you might stick to what is happening and let it happen effect your own well-being”

Waitress, Generation Z, One Years’ Service

Terminate contract over Broken Promise



Two out of seven participants (Gen Y and Gen B) felt they would terminate their contract if their manager would break a promise. A generation Y participant felt that if a promise were broken, they would be anxious it would reoccur. Five out of the seven participants (Gen Y, Gen Z and Gen B) found that to terminate their contract would depend on how severe the promise was and would consult the manager on why it happened before making any decision.

Section Four of the Findings

This section of the interviews was to help achieve sub-objective four of the research. The Researcher's goal was to get a deeper understanding of what would compensate low wages in the hospitality industry in Ireland.

Instinct Award Desired For A Low-Wage Salary

Generation Y participants reported that they wanted rewards such as "Chattiest person in the month" or other "funny things" awards, also being rewarded for good work. One of the participants felt it would encourage them to stay longer in the organisation. On the other hand, generation Z reported that if they knew the work, they were doing, was making a positive impact on other peoples' lives, it would compensate. Also, another participant of generation Z felt stable relationships and career progression is compensation. The participants of the generation Baby Boomers' cohort want appreciation from management and respect as compensation for low wages.

“If the work was worthwhile/ fulfilling, if I could see the impact I was making on people lives I would consider no compensation to work”

Accommodation Assistant, Generation Z, Three Months' Service

“I think that rewards for good work and be able to progress through your job if you are there a certain amount of time”

Waitress, Generation Z, One Years' Service

“I would like to be appreciate by my manager for the work I do and put my heart and mind into it and I feel like I should be appreciated for it”

Waitress, Generation Baby Boomers, Two Years' Service

Job Fulfilment

Five out of the seven participants (Gen Z, Gen Y and Gen B) found that their job was not fulfilling. A participant from generation Y reported that they hope to find fulfilment in the future. Both participants from generation Z stated that their job was not fulfilling, where they dreaded going into work some days. Also, the hours and repetitive work is an issue. Two participants from generation B found that their jobs were not fulfilling and wish to try something else; however, having no certificates of education will allow them to do so.

“there would be such dread going in, it’s not a thing at all.”

Waitress, Generation Z, One Years' Service

“No not all the time, I get fed up, I stay there because I know I could find it very hard to get a job, I wasn’t educated.”

Waitress, Generation Baby Boomers, Twenty Years' Service

Job Challenges and Boredom

Seven out of seven participants (Gen Z, Gen Y and Gen B) found that their job was challenging. However, the interviewer observed that the challenge these participants talk about was negative rather than positive for these employees. A participant from Gen Y found that being understaffed lead to their job being challenging, however, they reported that this factor could be reversed, where there are too many staff on, where it may become dull. Another generation Y participant stated that the job was challenging due to a hectic environment, leading to that participant to feel like they made more mistakes in the workplace. The generation Z participants

found that time limits to get specific work done lead it to be challenging. Feeling physical and mental exhaustion was an outcome generation Z reported from the challenging work. Generation Baby Boomers reported that their job was challenging due to trainee managers not fully aware of how to run that specific restaurant. Another of this generation found the dull aspect of the job to be negative, where they seek to find something to do. Concerning that, another Baby Boomers' participant found they enjoyed work when it was busy, but boring when they had much time on their hands when customers were not coming into the restaurant.

“like I said you can be under staffed and then more people come in and you’re a bit over worked and you might have to do other stuff that you’re not used to doing and it can get challenging”

Barman, Generation Y, A Couple Months’ Service

“to get the work done quickly in the 30 mins that I have and to get things done right and proper even though it is little time.”

Accommodation Assistant, Generation Z, Three Months’ Service

Sections Five of the Findings

Section five of the interview aim was to aid the Researcher on organisational citizen behaviour, which is the final, but not least, sub-objective of the research.

Supportive relationships and Organisational Citizen Behaviour

Seven out of the seven participants (Gen Z, Gen Y and Gen B) reported that they would go beyond their contractual obligations if they had supportive relationships with colleagues and management. Gen Y they would go beyond, for another worker, if they had respect from this worker. Generation Z reported that they would go beyond their contractual obligations for a

person if, in return, that person went above and beyond for them. Another participant from this generation felt that they would be more willing to go beyond their contractual obligations not to impress people, but to show they are capable of doing the work. Generation Baby Boomers reported that if everyone got on well, then the work would be done extra well. Another member of this cohort believes that supportive relationships would help them get on with their days work. However, one participant from generation Baby Boomers felt that their management was an issue in this case, where it prevents OCB in occurring.

“if you’re having a good relationship your happier and then they are happier and because your happier you tend to want to do well and show them you can do well because you formed a relationship, not impress them, but you know show them what you can do and do your job well”

Waitress, Generation Z, One Years’ Service

“if you’re going to get on with the people and stuff, than yes. And then like obviously then in the future like when I go to college I’ll obviously going to be coming home at weekends and I would like to go back and work a weekend just to build up money while I’m in college so yeah, I would feel like it’s important”

Barman, Generation Y, A Couple Months Experience

“Definitely because if we were all working as a happy team and we all get on together the work would be done extra well”

Waitress, Baby Boomers, Two Years’ Services

Discussion

Introduction

This chapter intends to correlate the themes and patterns found within the primary and secondary source data. In addition, any variations between the two sources will be discussed. The Researcher will use critical thinking to interpret and explain the findings from the primary data collection. This chapter aims to formulate an answer to the overall research question by using the primary data and using peer-reviewed journals to substantiate the findings.

The research question was designed to investigate labour turnover amongst generation Z, generation Y and generation Baby Boomers, and whether the effects of a fun culture has in retainment of front line employees of the hospitality industry in Ireland. For the Researcher to attempt to answer this anomaly, they had to create sub-objectives to achieve their goals.

The Researcher discovered many different themes and patterns throughout their research. However, the workplace environment, the implications of management, organisational citizenship behaviour, compensation for low-wages, and a fun culture was the main themes the Researcher found that was relatable to answering the research question.

The Working Environment

The findings show that employees perceived their workplace environment negative due to stress and poor communication. These findings are intriguing, as poor communication tends to be an agent that generates stress (Giousmpasoglou, Marinakou and Cooper, 2018). The managers' humour emerged from the findings as being a massive factor that influences the

workplace environment. Humour is a tool that management can utilise to stimulate employee satisfaction in their workplace environment.

Further, it can aid in employee burnout (Wijewardena, Härtel, Samaratunge, 2017). Using this tool may be crucial to management in the hospitality sector in Ireland, as all employees have reported high levels of stress and burnout, where fun activities are known to reduce stress among workers (Han, Kim, Jeong, 2016)

Further, it emerged from the findings that "Having a good time" makes the workplace environment positive for generation Y. Notwithstanding, it was found that "Banter" can go hand in hand with bullying, where bullying was an issue for some employees of the hospitality sector in Ireland (Giousmpasoglou, Marinakou and Cooper, 2018). Relevant to this research, humour, and other fun cultural activities is a tool that can aid the working environment, only if applied correctly, as it could cause adverse outcomes, such as bullying.

A Fun Culture

The majority of employees does not perceive their job as fun or their workplace to be friendly. However, all employees feel that it would be good to have a fun culture. The findings of this study discovered that fun would cause employees satisfaction in their working environment. However, employees, especially older workers, worried about the type of fun being implemented. Redman and Mathews (2002) explain that some employees may cynically view fun. Where Tews et al. (2014) literature explained how some employees do not want to take part in fun, highlighting it may not be as straight forward as literature has expressed. Additional, the Researcher acknowledge that the participants in generation Baby Boomers had this cynical view. Therefore all fun cultural activities may not be of value in labour turnover.

The findings cast a new light on managerial influences on socialisation in the hospitality sector in Ireland. All employees perceived their managers support on socialisation important. This is a critical finding as employees feel this support is essential for workplace performance. A similar finding was reached by Reio and Callahan (2004), where they expressed socialisation as a mediator of job performance. Further, the authors explained the information socialised is not the point, where socialisation is merely a mechanism for making employees fit into the organisation regardless of the information that is being discussed. This is consistent with the findings of front line employees in the hospitality sector in Ireland, where they value the support of managers to be social in order for them to fit in with other co-workers in the organisation.

A superior finding of this research is the consequences of management misusing socialisation in the hospitality sector in Ireland. Employees claim they are being isolated by managers who favour against 'colleagues' socialisation, leading it to a negative workplace environment. Lewis, Thomas, and Bradley (2012) stated managements role in socialisation is vital, where a manager who discourages employees from being social can result in employees being disengaged, and therefore not being committed to the organisation. From these results, it is clear that management should not take socialisation lightly and use it as a mechanism for employee engagement among employees of the hospitality industry in Ireland.

Extensive results carried out showed that the older workers, generation Baby Boomers, are not as affected by managers support of socialisation as the younger generations. Moreover, the Baby Boomers generation tend to have a lower locus of control than other generations (Petroulas, Brown and Sundin, 2010). Notably, older employees of the hospitality industry do not feel that their managers' support on socialisation has big of an impact on them. However,

it is important to highlight these employees found management to have favourite employees, where they would allow socialisation to the favourites but not all employees. Therefore, it could be concluded that the implementation of socialisation by managers has to be equal to all employees and used with caution.

Low-Wage Employment

As ascertained from the literature, organisations who offer low-wages can possess a fifty per cent or higher turnover rate, given them a turnover culture (Ellingson and Tews, 2015). When payment is not included, stress, job satisfaction, relationships, the workplace environment all influences labour turnover (Emiroglu, Akova and Tanicerdi, 2015). Generation Z employees stated that if their work is influencing the lives of other people, then that would compensate pay. This generation aspires to have a purpose, and for their work to have a positive impact on the world (Grow and Yang, 2018).

Nonetheless, generation Y employees are more affected by recognition when low-wages is a factor. This generation craves individual recognition for their contribution to the organisation. Moreover, the recognition they desire is a factor in retaining this generation (Jauhar, Ting, and Rahim, 2017). Surprisingly, this generation reported that they wanted recognition with "funny things", such as "the most chattiest of the month". Further, this could be linked to a fun culture. On the other hand, the findings of the Baby Boomers cohort for compensation for low-wages is getting respect. The primary data is no surprise, as this generation was always known for wanting respect over money (Mills and Cannon, 1989).

On a different note, It emerges from the data that the majority of the employees do not find their job fulfilling in the hospitality sector in Ireland. Interestingly, salary and benefits are a notable factor that causes job fulfilment (Idewele and Murad, 2018). Generation Y reported

that they are going to find a fulfilling job in the future. Where generation Z said that their job would be fulfilling if they could see a positive impact their worked produced. Further, all participants of the Baby Boomers cohort stated that they would not stay in the job unless of monetary reason.

The sub-objective was established to get an insight into what the front line employees in the hospitality sector in Ireland felt could compensate for the low-wage perplexity. One major drawback of these findings is that it does not measure the success of compensation for low-wage on labour turnover. However, it can be argued that each generation has different expectations, motives, and values than the other generations (Sakdiyakorn and Wattanacharoensil, 2018). Therefore, the motives that were gathered in the data by each generation may aid in preventing a turnover culture. Finally, due to many employees of the hospitality sector in Ireland stating that they are only in the job for money, and that other aspect of the job was not given them fulfilment concludes to the Researcher that pay is a significant factor in retaining employees in the hospitality industry in Ireland.

Although low-wage is an issue of labour retention in the hospitality sector, it was not the only discovery. It emerged from the findings that hours worked was a significant dissatisfaction to the employees of the hospitality sector in Ireland. Unsociable hours, no prearranged leaving time and seasonal based employment was a pattern that emerges in the findings that caused employees dissatisfaction in their job in the hospitality sector in Ireland. Weber, Bradley, and Sparks (2017) issued that long and unsociable hours are a cause of stress. As previously mentioned, stress is a factor of employee turnover in an Irish context, where the use of fun cultural activities may help redeem unsociable and long hours.

The Implications Of Management

It is an interesting finding that the two youngest generations highly prioritised managers having a massive influence in their working environment. Generation Z's concerns were the authority management had over them, where their relationship with their manager would terminate their working duties and the roles they need to carry on any given day. In correlation, Baltescu (2019) stated that generation Z desires independence over authority. Therefore, a new understanding is that generation Z may favour independence in the hospitality sector, where authoritarian leadership is not desired.

From the findings, generation Y stated that their managers' mood affected how much they enjoyed their work and how this mood could change their working environment. Civelek, Çemberci, Aşçı, Mehmet, and Öz (2017) found that generation Y desires to retain in an organisation if there is an environment that allows them to be happy and entertained. Therefore, it could be concluded that generation Y values the implementation of fun by management.

On the other hand, the findings from generation Baby Boomer' participants found that their managers had little influence on their experience in their workplace, Mills and Cannon (1989) explained how this generation consider themselves to be professionals, where they like to be treated with respect. Further, they expect to give their opinion on decision making and giving some control over tasks. Therefore, it appears that managers in the hospitality sector in Ireland has already interpreted these desires, and giving this generation respect, control and power to make decisions. Overall, literature claims employees who have involvement in their organisation are more committed to staying in that organisation. However, trust plays a factor in this scenario (Guthrie, 2001).

It was found that trust between managers and employees is important to all employees of the hospitality sector in Ireland. Trust was found to be an important factor with generation Z as they wanted to be comfortable with their manager in the case of bullying. In addition, generation Y employees wanted their managers to trust them to do their roles. A similar conclusion was researched by Arora and Dhole (2019), where they claim an employer who trusts their employees to carry out the right actions, while working, leads employees to be more engaged in the organisation. It emerged from the findings that Baby 'Boomer's employees want trust from their manager for similar reasons to employees from generation Y. From the results, it is clear that Baby Boomers feel trust comes with respect. This primary finding is in correlation with Harlan (2016), where older workers valued trust and respect in their relationships in the workplace. Although different generations had a different view of why trust is important, it was more significant to see each 'generation's' value on trust. The findings are interesting as it shows that trust needs to be a two-way provision between employees and management, a lack of trust can give purpose to employees to quit the organisation (Nair and Salleh, 2017). Further, Mahajan, Bishop and Scott (2012) stated that trust among management and employees lead to high levels of organisational citizen behaviour.

Organisation Citizen Behaviour

Literature has shown employees with lower levels of OCB have less commitment and involvement in the organisation (Chen, Hui and Seago, 1998). Generation Z employees would factor in OCB if they got a good deed previously from a co-worker/management. This finding is similar to that of Kim, Kim, Holland and Han (2018), who issues that employees are reciprocating to good deeds. Generation Y employees explained that they would go above and beyond their contractual duties if they were given respect. This finding is directly in line with previous findings of Sugianingrat, Widyawati, Da Costa, Ximenes, Piedade, and Sarmawa

(2019), where they based the influence of OCB with ethical management, where organisations who respect their workers, get cooperation from their employees in return. An employee of generation Y felt this was important, as they would travel home at weekends if they had a good relationship with their organisation. Baby Boomers participants were also influence to carry out OCB practices if there were supportive relationships put in place. Tremblay, Gaudet, Vandenberghe (2019) discuss social exchange framework, where employees who have supportive relationships, will give this extra work back to the organisation. Additionally, if OCB is attained, employees will not be looking for rewards for the extra work and have less intent to leave the organisation.

From the findings, it is clear that employees of the hospitality sector in Ireland is willing to take part in OCB if supportive relationships were previously established. These findings are significant, as an employer who generates supportive relationships with employees will give power in creating high levels of OCB, and further creating these employees to be more committed to the organisation.

Conclusion and Recommendations

Conclusion

The purpose of this research was to use different methods of literature that has previously advocated successes of labour turnover in other sectors and apply them to the hospitality sector in Ireland. The hospitality sector in Ireland has limited knowledge of what can help prevent labour turnover. The Researcher felt compelled to deliver insight into these methods, to aid in the prevention of labour turnover in the hospitality sector in Ireland.

The methods used were a fun culture, influences of management, organisational citizen behaviour and compensation for low-wages. Although these areas were the prime focus, other themes and patterns spiralled from the research. The Researcher used secondary source peer-reviewed literature and primary qualitative data to fulfil the research question.

The hospitality industry is known for its low-wage and notable turnover rates. This research found that pay is a significant factor in employee retention. However, the findings show that if

certain motives and attributes are given to employees, it may help aid retention when low-wage is a factor.

Fun work culture was desirable by all participants and found to prevent intentions of turnover. However, the type of fun and extent of fun should be cautioned to all who implement it, as wrongly used it can have an adverse outcome. Under a fun culture, there is socialisation, where positive socialisation among employees was determined on managements' approval, where if approval was not giving or employees were prevented from socialising it would negatively affect the working environment. A negative result of this can give intent for employees to leave the organisation.

The implications of management and their relationship with employees were found to be vital to generation Z and generation Y, but not as necessary to generation Baby Boomers. Managers attitudes and behaviour was found to a bulky agent on turnover intentions amongst generation Z and generation Y. Further, trust emerged in the findings to be make-or-break between employees leaving and employees staying, where trust has to go both ways.

It was found that OCB was in high correlation to employees commitment to the organisation. The Researcher found to gain high levels of OCB depends on the relationship between employees and their co-workers.

Recommendations

The research's findings give useful insight into labour turnover in the hospitality sector in Ireland. This insight will facilitate the human resource department in the hospitality sector in Ireland on methods that can help prevent a turnover culture from occurring in their organisation.

The workplace environment in the hospitality sector is hectic and stressful. The authority of socialisation by management is recommended to be granted. The use of socialisation was found to cause a cohesive bond between employees, causing them greater satisfaction in their working environment. However, socialisation must be equally granted to all employees and not just specific people, as it may give adverse outcomes.

Management has a massive influence on employees and their intent to remain in the organisation. Managers humour can alter the workplace environment, and therefore it is recommended that this humour is monitored by the human resource department, as adverse outcomes of the managers' attitude can give intent to employees leaving the organisation.

Fun was a factor that aided the intentions of employee retention. The majority of employees found that their job was not fun, nor was their workplace environment a friendly place to work. However, fun is desired to be in the jobs and workplace of all generations. Management could introduce fun activities, socialisations and achievement for milestones to their organisation. It is caution that fun is monitored and not abused, as it can lead to adverse outcomes on labour turnover.

Organisational citizen behaviour is a method that can aid employees intent to retain in the organisation. It was found to achieve high levels of OCB was done through supportive relationships. Management who supports their employees were found to get high levels of OCB in return. It is recommended that OCB to be achieved through colleagues, aiming to have high levels of cohesiveness between co-workers. It is achievable for management to create team building activities or allow socialisation to create this cohesiveness.

Implications of Recommendations

The financial implications of the recommendations would be moderate. The Researcher understands the high cost that comes with labour turnover, as well as the low-wage front line employees obtain. Therefore, the Researcher had cost as a factor in mind when carrying out the research. Although there is some cost when conducting these recommendations, they are believed to be an investment for the future and help to prevent the high cost that comes with labour turnover in the hospitality sector in Ireland.

Personal Learning Statement

This research is in partial fulfilment of the master's degree in Human Resource Management. The Researcher assiduously carried out this research to meet the criteria of succeeding in this degree. Although many parts of the study were challenging, the Researcher found enjoyment and achievement while carrying out the work. The Researcher feels fortunate for being granted the opportunity to carry out this research. The research was a self-directed process, with advice, guidance and support from a supervisor. Therefore, the topic of the research was at the hands of the Researcher. Also, the topic chosen was of the interest of the Researcher.

Labour turnover in the hospitality sector in Ireland was the main point of interest at the beginning of this research. It was not long for the Researcher to figure many different streams was possible to help labour turnover in the hospitality sector in Ireland. However, staying focus on chosen areas was challenging for the Researcher, where unrelatable areas appeared several times through-out this study.

If the Researcher got the opportunity to do this piece of research again, they would have placed focus on one generation rather than several generations. The Researcher believes this would have allowed more excellent depth and focus to the research at hand.

A significant learning practice the Researcher obtained, while carrying out this research, is time-management. Having a daily/monthly schedule and to-do list came in practically useful to have the research completed by a specific deadline and kept the Researcher on track. The Researcher firmly believes that without time management, the research would have been impossible to achieve.

After conducting semi-structured interviews and transcribing them, the research learned the importance of asking the non-structure questions. Asking more of these non-structure questions could have been more useful and directed the participants into the areas of interest of this study.

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Appendix

Appendix A

An Investigation into High Labour Turnover Among Different Generation in the Hospitality Sector in Ireland with an Emphasis Placed on a Fun Work Culture.

I would like to welcome you to take part in a research study. Before you decide you need to understand why the research is being executed and what it would mean for you. Please take time to read the following information carefully. Ask questions if anything you read is not transparent or if you would like more information. Take time to choose whether or not to take part.

WHO I AM AND WHAT THIS STUDY IS ABOUT

I am a master student of human resource management at the National College of Ireland. I am researching labour turnover in the hospitality industry in Ireland with a specific emphasis on areas such as a fun culture.

WHAT WILL TAKING PART INVOLVE?

Participants are asked to conduct themselves in a semi-structured interview and will be asked a numerous question on their working environment, influences their manager, a fun work culture, and compensation for low wages. The interview will be audio-recorded, for the purpose of forming patterns and themes to aid the findings. The data collected will be anonymous and further presented anonymously in the research.

WHY HAVE YOU BEEN INVITED TO TAKE PART?

As an employee of the hospitality organisation you are being asked to participate. Further, only employees of the hospitality sector is deemed acceptable for carrying out this research.

DO YOU HAVE TO TAKE PART?

Taking part is voluntary. If you put yourself forward, you will be asked to sign a consent form (See attached). In return you will receive a copy of the consent form. You have the right to refuse participate, the right to refuse any questions asked and withdraw from the interview without any consequences whatsoever.

WHAT ARE THE POSSIBLE BENEFITS OF TAKING PART?

If you decide to take part, the possible benefits of doing so is being a part of the findings that may cause higher levels of employee satisfaction in the hospitality industry, leading to reducing the turnover culture that so many hospitality organisation suffer.

WILL TAKING PART BE CONFIDENTIAL?

Yes. Taking part is completely confidential and anonymous. The participant should know that the data and names will be kept separate by codes. Only the researcher will have ownership of the codes. Further, the research and your place of work has no relationship, whereas, the data collected will not be past of to any third party with your name of any other forms of identification.

HOW WILL INFORMATION YOU PROVIDE BE RECORDED, STORED AND PROTECTED?

The Researcher will use two formats of audio-recording, where one will be a phone format and the other will be a laptop format. The recordings will be stored on a private protected laptop.

These recordings will only be kept for the duration of the study. Post-study, all traces of the recordings will be deleted. Upon the research, the recording may be given to my supervisor. However, your name will not be attached, only the coded version.

WHAT WILL HAPPEN TO THE RESULTS OF THE STUDY?

The results will be presented in a section of the dissertation. The dissertation will be submitted to the school of business for grading. It is possible, that future NCI students can read the dissertation. There is also the possibility that the research to be published in a research journal.

WHO SHOULD YOU CONTACT FOR FURTHER INFORMATION?

Please feel free to contact me with any questions. You can contact me at the following email address: serenacronin@live.ie

Appendix B

Consent to take part in research

- I..... voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves labour turnover in the hospitality sector in Ireland.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

I understand that signed consent forms and original audio recordings will be retained in a password protect laptop owned solely by Researcher until the 2nd of October, 2019.

I understand that a transcript of my interview in which all identifying information has been removed will be retained for 2nd of October, 2021.

I understand that under freedom of information legislation I am entitled to access the information I have provided at any time while it is in storage as specified above.

I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Researcher name: Serena Cronin

Researcher details: X18142648, serenacronin@live.ie.

Supervisor: Dr.TJ McCabe

Signature of research participant

Signature of participant

Date |

Signature of researcher

I believe the participant is giving informed consent to participate in this study

Signature of researcher

Date