Job Satisfaction within the Hospitality Sector

By

Desmond Hartigan B.A.

10346315

National College of Ireland

A dissertation submitted in partial fulfilment for the MA in Human Resource Management

Submitted to the National College of Ireland

September 2015

Abstract

This dissertation is a holistic study within a hotel in Dublin. The project aims to provide a deeper insight how organisations within the hospitality sector deal with the issues that arise surrounding staff turnover. The rationale behind undertaking this project was based predominantly on personal experience within the sector. Through this experience and also research it became evident that high staff turnover can reduce productivity and overall performance quality. With this in mind, potential solutions could be managed by delving deeper into the concept of job satisfaction and turnover, that could not only help this hotel but the entire industry.

Through analysis of the research surrounding turnover, it appeared to be limited in terms of quantity especially in relation to the hospitality sector. There is not much work in this area of research with regard to Ireland, and with so many variances in Ireland's economy in the recent past, this provided a few issues for the researcher. However, through the implementation of semi structured interviews the researcher aimed to achieve a deeper understanding and knowledge of turnover in this industry.

In doing so, many theories and concepts came to surface. Organisations in this sector need to not only acknowledge good work through monetary rewards but also intangible rewards. By creating an environment that recognises and encourages strong workers, this hotel has saw improvements in their turnover figures in recent years. Also, this hotel seems to understand the fact that turnover is always going to be ever present. However, it appears that this hotel not only accepts this but embraces it, taking not only the negative consequences that arise but also the positives which come in the form of new ideas and improvements to the overall culture. By nurturing all new employees and providing them with a strong foundation to grow, then this is one way the organisation can develop upwards.

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: Desmond Hartigan

Student Number: x10346315

Degree for which thesis is submitted: M.A. in Human Resource Management

Material submitted for award

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

(b) I declare that all verbatim extracts contained in the

thesis have been distinguished by quotation marks and the

sources of information specifically acknowledged.

(c) My thesis will be included in electronic format in the

College

Institutional Repository TRAP (thesis reports and projects)

(d) **Either** *I declare that no material contained in the

thesis has been used in any other submission for an

Academic award.

Or *I declare that the following material contained in the

Thesis formed part of a submission for the award of

Signature of research student:

_____

Date: _____

Library Submission (PDF)

library submission.pdf

Dedication

To Pops,

Whose profound loss reminds me that every day is a gift.

Acknowledgments

I would like to take this opportunity to acknowledge the help and support I have received, especially throughout the last year. Without a doubt, doing this Master's course while working has been one of the toughest challenges I have taken upon myself, and without this support I wouldn't have been capable of finishing it.

Firstly, I would like to thank my Supervisor Laura Costelloe, whose knowledge and experience guided me to where I needed to be in completing this piece of work.

I would also like to thank my best friends Barry, David, Luke and Stuart, for putting up with me over the last year and showing me not only the patience I needed, but also being there for me and keeping a smile on my face even in this course's most difficult stages. I mean it when I say that I feel blessed to be able to call you brothers. I would also like to thank my whole MA class, especially "The Batch", for a memorable year, no matter what this course threw at us we still found a way to laugh and enjoy the moment.

Finally, last and by no means least, I would like to thank my mother Mary. It isn't often said, but it is very much so felt, that the overwhelming support and care that you have provided me has been the foundation of everything positive I have been able to achieve in my life. Even when this world presented inconceivable darkness to my life, from the bottom of my heart, you were the small glimmer of light that kept me from fading. It is not only the unrecognisable strength that you show, but the love and compassion you have always given me, that is the underlying reason why I am who I am and for that I will be eternally grateful.

Table of Contents

Chapter 1: Introduction

1.1 Dissertation

Staff turnover within the hospitality sector is predominantly high in Ireland, which has the potential to cause issues for organisations striving for growth and success. This project will look into staff turnover, turnover intention, the causes and implications of

turnover, why people stay or leave and how a learning culture can influence turnover rates and organisational performance. The respondents involved in this research represent a large hotel within Ireland. Utilising a qualitative research approach this work does not try to hypothesise during the literature review. Instead it looks at how employers think about turnover and turnover intention.

1.2 Business Type

The research topic being undertaken focuses around job satisfaction within a large hotel with a view to reducing turnover. According to the Central Statistics Office's (CSO) official figures for 2013, the accommodation and food industry accounted for 137,700 jobs which were 7.2% of employment within Ireland at that time. These figures in relation to previous ones have shown a continuous trend of growth and expansion of the hospitality sector as a whole. The nucleus of this industry is indeed the hotel and accommodation sector. Figures also researched by the CSO show that the hospitality sector accounts for approximately 50,000 people working within 835 hotels around the country (Failté Ireland, 2014). The hospitality sector as a whole has always been known for having high turnover of employees (Deery and Shaw, 1997). Some key highlights from work carried out recently by AIB shows certain trends reoccurring. 54% of hotels showed an increase in turnover since 2012, while only 26% stating it had decreased. With labour costs and competition from larger hotels seemed to be the most prevalent and reoccurring influences that impacted on these results (AIB, 2013). It seems that the hotel sector is now in a stage of growth, which is beneficial in terms of job creation but can create complications as labour costs also fluctuate. Considering all of the above with the sheer size and influence this sector holds, it is worthy of research.

As a service driven industry the hospitality sector is particularly dependent on good employee engagement and employee satisfaction in order to deliver on customer expectation. Below, Macey and Schneider deemed engagement to inhibit the following:

"Engagement is about passion and commitment—the willingness to invest oneself and expend one's discretionary effort to help the employer." (Macey et al, 2008)

According to research undertaken by John Arnold, the theory behind job satisfaction and engagement is becoming increasingly important for two reasons. Firstly, it is a strong basis to help understand a person's mental wellbeing, meaning that if somebody is unhappy in their job then this is linked with people being unhappy outside of the workplace.

Secondly and potentially more important, it assumes that a person who is happy in work is more likely to be more motivated which in turn will entail better job performance and satisfaction (Arnold et al, 1998). Engagement is consistently linked with many factors within the workplace, none more so than productivity and commitment, all of which have the potential to impact on turnover (Alarcon et al, 2011). High levels of employee engagement have also been linked with higher talent retention levels and improved organizational performance as a whole (Lockwood, 2007).

Therefore this research will examine those factors that impact upon the level of job satisfaction with a view to understanding its ability to influence turnover. Job Satisfaction is seen as a vital component within the organisation but the issue is that not enough numerical or factual evidence is available in relation to results in this area (Saks, 2006). Human Resource management within organisations need to truly understand what encourages job satisfaction and how beneficial it can be before steps can be implemented to develop it.

What can be derived from Saks (2006) and Lockwood (2007) is that more detailed analysis is required surrounding satisfaction of employees, especially in the context of implementation of organisational strategies. This is the justification of the research being undertaken around this topic.

1.3 Competitive Advantage

Every organisation and business across all sectors must establish a competitive advantage, not only to survive but to grow. The hotel industry is becoming increasingly "complicated and competitive", exaggerating the importance placed on differentiating oneself from competitors (Paige, 2002). A political activist from America, by the name of Ralph Nader, felt that the function of leadership is to "produce more leaders, not more followers" (Kruse, 2012). People are now expecting more for the money, especially within a sector that is so heavily focused around customer service. Zheng (2009) deciphered from research that the people within the organisation are the most

valuable asset, with their efforts being an overriding factor from a good or bad experience. If this is the case, then ensuring that these people stay has to be viewed as important to management. This work is concerned with turnover and how it influences a hotel within the hospitality sector in Ireland.

1.4 Overview and Conclusion

This dissertation will begin with a literature review of relevant sources in relation to turnover, turnover intention, job satisfaction and culture. The methodology section then reviews the methods used for this work along with the process of analysing results. It will conclude with relevant findings and if a call for further research is needed.

Chapter 2 Literature Review

2.1 Introduction

The following chapter outlines the theory behind this research project in relation to turnover, turnover intention, job satisfaction, the learning techniques and culture.

Armstrong (2012) defines turnover as the rate at which employees leave the organisation, it is important to note that he states it can be both positive and negative. This project will discuss the theory of job satisfaction with a view to how it can impact

on employee turnover and turnover intention. It will also examine the reasons why employees leave organisations and the effect turnover has overall. Through experience employees gain "operational" and "specialist" knowledge within the workplace (Kim, 1993). Also, through the yielding of tacit knowledge employees can gather "honed intuition" whereby they can be proactive to situations and think for themselves (Schon, 1991). It is through a collection of all of these whereby employees can really gain a "performance advantage" within the workplace (Armstrong et al, 2008). This then shows the importance turnover holds within the workplace. Retention of employees is invaluable due to the fact that if they leave, the organisation not only loses its people and overall culture, but also its knowledge and experience gained, potentially to rival organisations.

2.2 Turnover

In relation to Turnover, it is evident poor retention rates have knock on effects for organisations with countless research available to back this up. Not only are skills and knowledge lost, but many costs are incurred in both the recruitment and training processes thereafter with "disruption" to operations being a strong possibility (Staw, 1980). Turnover is a key concern due to the time and money that is involved in addressing this issue (Singh and Loncar, 2010), especially within the hospitality sector (Deery and Shaw, 1997).

2.3 Turnover Intention

While turnover focuses primarily on figures which relate directly to the rate at which employees leave a workforce and are replaced. Turnover intention on the other hand is defined as an employee's intention to voluntarily change jobs or companies, if dealt with in a proactive manner it can provide insight as to why people want to leave.

There are many crucial influencing factors that continuously arise in research that relates to turnover intent which include culture, the working environment, promotion systems in place, salary, job satisfaction and employee commitment (Liu, 2005). Organisations need to analyse these factors, the two most prominent being Culture and Job Satisfaction (Singh and Loncar, 2010). With this in mind it is vital that employers

utilise this information prior to implementation of any new policies and procedures, to reduce the potential of causing issues in both.

2.3.1 Job Satisfaction

Work carried out by Parbudyl Singh and Natasha Loncar determined that both pay satisfaction and job satisfaction are directly involved when determining an employee's intention to quit. (Singh and Loncar, 2010). However, similar studies have shown that both pay and job satisfaction are important, but it is ultimately job satisfaction that is the prevailing factor in relation to an employee's intention to quit (Shields and Ward, 2001). Therefore, employees would be more likely to tolerate poor pay satisfaction if their job satisfaction was still intact (Heneman and Judge, 2000) highlighting the overriding value and importance of keeping employees engaged and happy (Lockwood, 2007).

2.3.2 Culture

The culture that is perceived by the people within the organisation can also have a direct positive or negative influence on turnover intention. Although the links that have been found have been weak (Sheridan, 1992), if a learning culture within the workplace is developed and encouraged by management then not only are employees less likely to quit, but they will be more committed (Dwivedi et al, 2013). The learning organisation has been a proven method in which employees can truly progress and be satisfied in what they do. This in turn creates a knock on effect, increasing commitment levels and happiness with turnover rates being inversely affected (Woods, 1989).

2.4 Job Satisfaction

As is continuously mentioned, turnover within the hospitality sector is and always has been predominantly high. Therefore, is job satisfaction even important? Research has shown that if employees are satisfied in their jobs then this has an influence on their turnover intention. This literature review will look at the influences toward satisfaction within the workplace under the following headings.

2.4.1 Working Environment

Cary Cooper believes that job dissatisfaction and stress are results from problems between an individual and their environment (Cooper et al, 1994). Highlighting the importance that lies with making an employee comfortable in their surroundings. Using research carried out by IDS on "Accenture", they found that if employees were allowed progress at a comfortable rate for themselves and that a team environment was present

then many positives would stem from this. They stated that both morale and productivity increased, both of which would indirectly influence turnover as people were happier and more committed to their job (IDS, 2012). Within the hospitality sector, would a similar approach to the working environment mean results would have a similar outcome?

2.4.2 Reward Systems

Rewards such as pay affect job satisfaction, turnover and also turnover intent. As mentioned above, pay is not the only factor that has to be considered when discussing reward systems in place. Abraham Harold Maslow's motivational theory suggests people need to be fulfilled on a much deeper level than obtaining physical things, and that it is natural human instinct for people to strive for self-actualisation. Taking this into consideration, it is then up to the employer to formulate a system which allows the employee to flourish in their environment. By truly rewarding employees in both a tangible and intangible sense, only then can a culture be created in which productivity, efficiency and job satisfaction can not only be encouraged but obtained (Armstrong, 2009).

2.4.2.1 Tangible Rewards

In Ireland, the law states that employees have to be given a set wage for the work or services they provide. However, it is vital for organisations to reward their employees correctly based on their performance. If not then this can have drastic effects in relation to both motivation and productivity (Hearn, 2012). Within the hospitality sector, rewards such as vouchers, bonuses and tips are very common (Connolly and Mcging, 2007).

Pay rewards are not even mentioned on surveys within the hotel industry (Deery and Shaw, 1999), potentially due to the fact that it is predominantly a low skilled and low paid industry. This in turn means a higher value is placed on the non-tangible relational side of the reward management systems to help employees feel appreciated and happy in their job. Would a slight increase in pay correlate to a happier workforce? Is it feasible in the hospitality sector at present with it coming out of a recession?

2.4.2.2 Intangible Rewards

To fully capitalise on the reward systems in place, to motivate and retain employees both promotion and development of employees has to be encouraged from management down. This should not only reduce turnover intention, but keep the culture of the organisation together which has been linked to both job satisfaction and productivity (Cao et al, 2013). A common reward feature that is utilised within the hospitality sector includes "employee of the month" schemes and "wow of the week" rewards (Connolly and McGing, 2007). Both of which are great tools for motivation, providing staff with recognition for a job well done.

By investing time and money into employees through development and reward schemes, will this influence turnover intention and productivity enough to make a substantial difference? According to Eric Macintosh, organisations need to look past quick short term solutions but to the long term benefits of these investments (Macintosh et al, 2010). If training and development and respectable reward systems are provided that encourage employees and present them with regular challenges, then not only will they be more likely to be more productive in the short term. But long term, their satisfaction within their job may be substantial enough to overcome any intention to leave that may develop.

In terms of support, it is vital that leadership is readily available to aid employees in everything they do. Within Johnson and Johnson (J&J), a well-established pharmaceutical company, all policies and procedures in place surrounding leadership are held in high esteem. With encouragement being at the foundation of the organisational culture, whereby people in higher positions lead by example (Hitt et al, 2014). In similar fashion, an American political activist by the name of Ralph Nader; was quoted as saying "the function of leadership is to produce more leaders, not more followers". This entails both communication and collaboration among the people in the organisation (Kruse, 2012). From research, it seems that the satisfaction of employees is forever on a knife edge. But it seems with the correct support in place, an encouraging environment and the necessary reward systems in place the turnover intention in questions may be controlled for the better. The issue is that the hospitality sector doesn't have the skilled workforce of that, of J&J for example, within the pharmaceutical sector. While this sector relies heavily on innovation and quality, the hospitality sector doesn't necessarily. Providing a large degree of challenges for management.

2.5 Culture

What is organisational culture, and how does it impact on the satisfaction of employees within the workplace? A definition by Cameron and Quinn can be seen below:

"Organisational Culture is reflected by what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organisation unique" (Cameron and Quinn, 1999)

Again, showing the links between both leadership and the perceptions and what is valued by the people. According to Edgar Schein, there are three levels of culture that exist in all organisations (Schein, 1984). They are as follows:

• Level 1 – Visible artefacts (Behaviours)

• Level 2 – Values

• Level 3 – Assumptions (Beliefs)

This shows the complexity of what makes up an organisational environment. Relating back to work by Robert Woods, culture consists of a blend of both values and beliefs which impact heavily on behaviour (Woods, 1989). Culture defines the accepted norms within the organisation, if people share a collective set of beliefs then not only will they become engaged in what they do but they will begin to take ownership of their own responsibilities. The level of trust, engagement and ownership present is directly associated with the accountability of that organisation (Cavell, 2007). With accountability, comes self-responsibility and a team environment, as opposed to a group of individuals. But can a learning culture be implemented successfully in a sector that is known for having predominantly turnover cultures (Deery and Shaw, 1997)? The essence of a learning culture and team environment has been consistently linked with higher retention levels and better productivity levels so it should definitely be worth consideration (Woods, 1989; Cao et al, 2013). However, with this sector being predominantly low skilled and low paid, would spending the time and money that is necessary to introduce a learning culture be beneficial in increasing satisfaction levels among employees? Or would turnover still remain high?

2.6 Learning Organisation

Organisational knowledge and turnover intention are evidently heavily studied topics. It is well documented that high turnover has the potential to negatively impact organisations performance due to loss of social capital and tacit knowledge "walking out the door" (Droege, 2003). Therefore, would the benefits of the utilisation a learning organisation outweigh the time and money costs that would be sacrificed?

The learning organisation has no specific definition, although many theorists have provided their own interpretations and definitions on the topic. Peter Senge defines the learning organisation as one where "people are continually learning to learn together" (Senge, 1990). It is one where new thinking is "nurtured" where people continually "expand their capacity" to create results. Through this learning and collaboration an environment focused around team work can be evolved which ultimately guides the action of the people together (Cullen, 1999). Through the implementation of a learning organisation, where learning and collaboration is encouraged and tacit knowledge is kept within the workplace, it can only increase the potential of decreasing the turnover intention that could arise. Team learning is seen as being "crucial" for keeping employees engaged and as one unit especially in modern organisations (Senge, 1990). It is about changing behaviours within the workplace which directly lead to improved performance at both the individual, team and most importantly at organisational level. This is linked to increases in engagement and job satisfaction, both of which have the potential to inadvertently reduce turnover intention.

It is not in doubt that there is a lot of research available backing the benefits of a collective learning organisation that is not the issue. What can be taken from a lot of studies is that larger companies have no issue in spending the necessary time and money needed for changes to be made to the overall culture. It is smaller companies that don't have the resources readily available that have a tendency to look at the short team, avoiding costs in relation to training and development of employees (Hudson et al, 2001). Researching and analysing the relevant journals in relation to turnover intention and the notion of the learning organisation across various sectors, while interesting, doesn't completely apply to the hospitality sector which is focused around a low skilled and low paid workforce.

This is where qualitative research could be utilised to help find out more information in relation to employees and their intention to leave. And to find out how employers manage their business when employees exist in the workplace that want to quit.

2.7 Conclusion

Turnover and the intention of people to leave are very important, as they are linked heavily with engagement and performance. This study looks at the concept of job satisfaction and whether or not a learning culture can contribute to the intention of people to leave or stay in an organisation within the hospitality sector.

A lot of work has been carried out in this industry relating to turnover, job satisfaction and turnover intention which can be seen above. However, this research aims to look deeper into the positive and negative consequences that arise from the turnover that is present, and how management deal with it. In taking turnover, job satisfaction, the rewards offered, training and development along with the culture that is present, this qualitative study looks to see what has influenced turnover intention and to see how managers in this hotel in Dublin have managed this.

Chapter 3 Research Questions

The primary research objective for this study is to explore the impact of job satisfaction on turnover within the hospitality sector. The research will seek to explore the issues adopting a qualitative approach, utilising a thematic approach derived from the literature to inform the research design. The research will explore the issue of job satisfaction, turnover and turnover intention from the perspective of the employer. The findings of the research will result in a number of sub objectives which also will be explored.

The first sub-objective is to obtain the turnover figures for the hotel, and determine the implications that arise from this. Not only can high turnover cost organisations in terms of money and time, but it also has the potential to disrupt the overall balance and understanding of the people that work there (Abbot, 2013). With that in mind, has

the hotel been able to adjust to the turnover rates in question to allow for consistent turnover? Is it really an issue for the hotel?

The second sub objective looks to determine what influences people's decisions to stay within the organisation. Research carried out around this topic suggests that job satisfaction and retention have links, but it seems these links are situation specific which makes it difficult to make a broad conclusion (Bandura et al, 2014).

The third sub-objective looks at development, more importantly, how the employees within the organisation learn. When budget cuts are implemented, which is the case for the majority of organisations within Ireland over the past ten years, many areas are vulnerable, especially training and development. These cuts show signs of short term thinking for organisations. Knowledge within organisations is a fundamental component for progression, informal learning involves many factors which promote this continuous development (Informal learning in the workplace: The key role of managers, 2014). Informal learning has the potential to cause many difficulties through interpretation and grasping of information. Employees find it difficult to develop or be fully satisfied in their job where a learning culture is not present (Woods, 1989).

It is worth noting, small to medium sized enterprises tend to avoid areas of investment such as training and development, this is predominantly due to the fact it is viewed as a long term investment (Hudson et al, 2001).

There is a lot of research surrounding the area of development. According to work carried out by Megginson and Whitaker, if employees are involved within training and development programs then this has direct links to how happy they will be in their job and how effective they will be in the organisations operations going forward (Megginson and Whitaker, 2007). Fundamentally, how does the hotel approach training and development to ultimately justify the time and money costs? Do the benefits outweigh these costs?

Finally, this study aims to look into the concept a learning culture. According to John Sheridan, through the use and control of a learning culture an impact on turnover and retention of "strong performers" can exist (Sheridan, 1992). How can this culture be introduced into everyday operations?

Chapter 4 Research Methodology

4.1 Introduction

Through the implementation of interviews the aim of this research was to analyse turnover and turnover intention from the perspective of management within the organisation. Looking into why people stay or leave and if a learning culture can influence turnover rates and organisational performance within a large hotel. The researcher wanted to find out how this organisation dealt with training and development from the view of management, seeing how it was approached and how it was implemented. As the research suggests, turnover is and always has been predominantly high in this industry (Deery and Shaw, 1997). How then is this organisation still competing? Through qualitative research the researcher is going to try and decipher this. In this section the research methods used will be discussed, displaying how data was collected, coded and analysed.

4.2 Data Collection

Data collection is a process of gathering and measuring information on various variables, from which analysis can then be done in order to evaluate any outcomes. Prior to the implementation of any processes, research suggests that participant selection should have a clear rational to truly fulfil the overriding questions related to the topic at hand (Collingridge & Gantt, 2008), essential for quality results (Curtis et al, 2000). These participants were chosen purposefully, with a greater focus on small numbers being studied "intensively". With regard to this sample, eight managers were selected out of a possible twenty which was a strong representation of the population. This is preferential as gaining rich information from relevant sources is much more valuable than large amounts of vague, superficial data from too many origins (Cleary et al, 2014). With that in mind, the selection of the sample for this research was done so through non-probability sampling, with the managers and supervisors within the hotel being elected as the focus of this research.

Participant	Age	Gender	Position	Years Of Experience
Participant A	36	Female	Duty Manager	17
Participant B	44	Male	Bar Supervisor	20
Participant C	33	Female	Duty Manager	12
Participant D	36	Male	Head Chef	19
Participant E	36	Male	Restaurant Manager	17
Participant F	21	Male	Bar Supervisor	2
Participant G	34	Male	Human Resource Manager	14
Participant H	26	Female	Restaurant Supervisor	6

This was done so as the research objectives are based around their perceptions and perspectives surrounding turnover intention, training and development and the overall culture that is present. The method to gather information was done so through the use of interviews with a view to gain a deeper understanding of how these factors, if possible, could impact of turnover rates and overall performance. With all of that in mind, obtaining a sample of eight managers provided a good overall representation of the entire population of managers present within the organisation.

4.3 Interviews

Interviews are a data collection strategy used across many disciplines. One of the biggest advantages that comes hand in hand with undertaking interviews is the spontaneity of the responses, which simply cannot be achieved within a structured quantitative setting (Oppenheim, 1966). It is worth noting that the manner in which the interviews are conducted is directly linked with the quality of responses gathered. If little preparation is put into the procedures then the likelihood is that "disappointing" results will follow ultimately leading to a "wasted opportunity" (Hannabuss, 1996). The decision behind choosing to utilise interviews was focused around finding out more information on turnover and the intention of staff to either stay or leave. Areas such as training and development, job satisfaction and also the culture that is present in the organisation would be included to try and figure out how managers dealt with them in this hotel. According to John Dumay (2011), a well-planned interview approach can truly allow the interviewer to learn and gather a rich set of data. Identifying and gathering the perceptions of management of the organisation culture that is present is very important, from there any perspectives on turnover and training and development procedures in place can be gathered. Being more informed of the idea of job satisfaction, culture and the intention of staff to quit and how these can all influence turnover is a desired outcome that the researcher wishes to find more about. This will be done through recorded interviews (Appendix 1 & 2), followed by processes of transcription, coding and analysis. The limitations of which will be mentioned below.

In terms of the quality of the research and findings, it is solely dependent on honest investigations (Marshall, 1990). The reality is that every study has threats to reliability

and validity, as well as potential ethical implications. Questions were organised so semi structured interviews could be implemented, with questions organised under different headings as follows (Appendix 2):

- **Turnover**
- **Turnover intention**
- **Job satisfaction**
- **Training and development**
- **Culture**

In doing so it ensured respondents had the best opportunity to express any opinions and feelings they had on any particular topics as clear questions were ready. Prior to any interview appointment, Snyder (2012) revealed how she would prepare multiple probing and follow-up questions to gather as much detailed information in the time allotted as possible. During the interview process it is vital that engagement between interviewer and interviewee is present, allowing "thoughtful" and "authentic" perspectives on different topics to be discussed. Being proactive during the interview process by keeping a notebook nearby allows the interviewer to document any intuitions and emotional responses to any information brought about (Cleary et al, 2014). These "self-reflections" potentially allow the researcher to gain a deeper understanding of the overall situation, linking these strategies to the researchers own methodological approach (Walsh & Downe, 2006).Doing so at the time aided the transcription process as they were used in conjunction with the recordings, limiting the likelihood of misinterpretation of any answers provided. This meant a truer representation of results were there to be analysed meaning the data was more reliable. From the research done, discussions and conclusions could then be drawn that would provide a depiction of the turnover and turnover intention present within the organisation for the researcher. In doing so by looking at culture and job satisfaction of the employees, this should represent the "truthful findings" from the eyes of management within this hotel (Altheide & Johnson, 1994).

4.4 Interpretation

Research in this area suggests that the interpretation of verbal communication is almost as important as the words themselves, allowing for many potential issues, for example, misunderstanding and misinterpretation (Saunders et al, 2009). It is important assumptions aren't made, especially in relation to the focus placed on the spoken word; body language and expression also have to be taken into account. In preparing a list of questions to be asked throughout the interview process which would be the same for all participants, it meant that everybody included had an opportunity to voice their opinions on each given topic, which can be seen below (Appendix 2). This was the rationale behind the decision to utilise a semi structured interview process, helping create a sense of equality among the entire sample involved.

On finishing the interviews, transcription then followed which could then be coded and analysed to gather conclusions and create discussions from the results (Saunders et al, 2009).

4.5 Coding

Through the implementation of coding, the researcher was able to analyse and make contrasts on any data found (Mayring, 2004). Coding involves different steps, and can display important pieces of data to the researcher. Richards (2009) suggests that there are different methods of coding which can been seen in table 4.1 below.

Table 4.1: Qualitative Coding (Richards 2009)
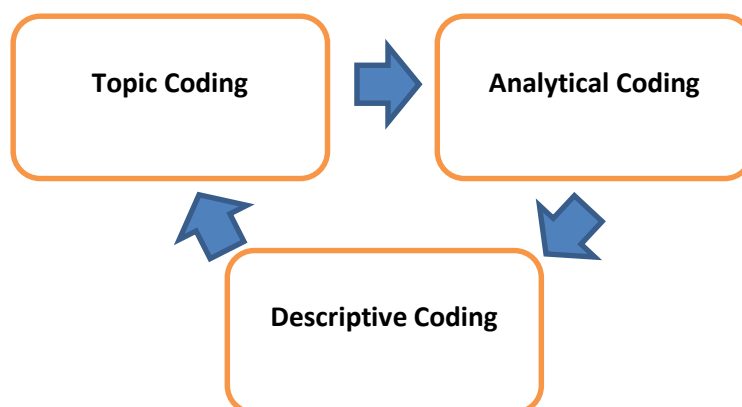
The researcher adopted the topic coding method for this project. This involved laying out transcribed material into separated "short paragraph-length units" relating to each specific topic. Meaning that everything that the participants mentioned solely within questions relating to **Turnover** was coded together, this was then repeated for transcriptions relating to **Job Satisfaction** etc. In addition to coding reoccurring words and themes, the opportunity to pre-code was also implemented during the interview process whenever moments that were worthy of attention struck the researcher, this was done so through note taking specifics such as figures relating to turnover. In coding data as it was being processed, it meant a proactive and well planned approach was taken to this stage of the research.

The first column of data contained the transcribed data. The next column contained preliminary codes, and finally the third column contained the final codes for that specific data. As example of which can be seen below:

Column 1	Column 2	Column 3
Transcribed Data	**Preliminary Codes**	**Final Code**
A: "There are positives as I said, but there are also negatives. There are processes in place, you have to dive through CV's so it takes a lot of time. Its time consuming, so everyone has to be included in the job checks so we find the person were looking for. There's nearly a window of a month from the time you take someone on until they're fully trained in the role. From a	**Positive consequences** "fresh eyes" "add to the already existing culture" **Negative consequences** "time and costs" "month" of training	Both positive and negatives felt by this manager worth noting.

positive side though, somebody coming into a new role will have fresh eyes with new ideas. The negatives are the time and costs, but the positives are the new ideas from other employers which can add to the already existing culture. Its good to have different cultures, everybody sees different stuff. "		

The middle column may aid in linking raw data and preliminary codes, which can be seen in the above table. Each specific participant was coded separately through the same "systematic" approach, which is extremely important in representing the subjective thoughts and feelings of participants as best as possible (Cope, 2009). With this in mind, it was one of the primary reasons behind the researcher transcribing his own interviews. According to Cope (2009), in doing so it allowed the interviewer the opportunity to get engrossed in the information, encouraging reflection and re-examination to provide richer results relevant to the overall context of the situation. Ultimately, it is spending time being involved in the data that helps distinct themes and insights to become present, with the overall aim coming in the creation of a clear picture (Snyder, 2012). Taking everything in account surrounding coding, it is vital the false conclusions weren't be jumped to. The research should extract insights and if this cannot be seen in the final presentation of results then the time and effort spent in undertaking interviews will ultimately be a failed effort.

4.6 Ethics

There are a few ethical considerations that had to be taken into account prior to any research being done, none more so than the confidentiality of any disclosed information. Undertaking interviews in quiet, noise free rooms would not only ensure this but it would make the transcription process much easier to handle (Sinha & Back, 2014). To help ensure both the organisation and the respondents felt fully comfortable

in undertaking the interviews, a confidentiality agreement was signed by everyone involved prior to any processes being implemented (Appendix 1). This permitted the researcher to record the interview through the use of a Dictaphone, followed by the transcription of everything mentioned. In signing the agreement, all information would be kept fully private, confidential and anonymous. This would be done so by saving all collected data and storing it in a secure location. Copies of the research would then be fully available to all participants who aided in the research. All details in relation to storage of date are covered on the information sheet provided to participants prior to the interview process(Appendix 1)

4.7 Limitations

The limitations to this research project were of many as participants were at various levels of the careers. This in itself created a wide spectrum of perspectives in relation to the areas covered such as training and development. As the participants were also in different departments such as the bar or the kitchen, this meant that different experiences and cultures being evident were a likely possibility. It also became clear to the researcher how hesitant the participants were upon asking to get involved in the process, as all of them were still working for the organisation and possibly felt a degree of fear or inhibition. It also became evident throughout the interview process that certain participants weren't comfortable disclosing too much information, both positive and negative. In all research projects being undertaken, the closer the sample is to the population means that results will be more representative of everybody involved. But due to time constraints, the sample was limited to seven managers. Due to all of the variances mentioned above, responses and reflections may not have been entirely accurate.

Chapter 5 Results and Data Analysis

5.1 Data Analysis

The following chapter frames how the next five chapters are outlined. Instead of showing all information, results and analysis together, every chapter will consist of a theme and objective allowing for deeper analysis. The chapters are as follows:

- **Turnover and Turnover Intention**
- **Job Satisfaction**
- **Training and Development**
- **Culture**

Through the implementation of eight semi structured interviews, the necessary questions were asked under the headings above. As mentioned in the Methodology section under **Data Collection**, the justification behind interviewing eight of the managers was that it was a strong representation of the population. The eight interviews were between fifteen and twenty five minutes, each of which was recorded through the use of a Dictaphone. Once every interview was completed, the transcription process began, which was typed up on Microsoft word by the researcher. The word count was approximately thirteen thousand.

The coding process then began, with the data being predominantly broken down under the above four headings. The layout for each heading can be seen below, with coding and analysis being divided under each one for a clear layout.

5.2 Layout

1. Introduction- Research question and literature on topic
2. Questions asked- With regard to the research question
3. Coding- Analysis of all data
4. Discussion
5. Conclusion

After all of the following chapters the results will then be concluded.

Chapter 6: Turnover and Turnover Intention

6.1 Introduction

As can been seen within the literature surrounding staff turnover above, it is important for a wide range of reasons. From a purely cost perspective there are many direct costs, which are quite easy to measure, they include time spent in recruitment processes and money spent on training measures. However, as pointed out by Conrad Lashley (2002) in the research, the indirect costs that businesses face in relation to turnover are the true problem. These come in the form of "service disruption", wastage of products and most importantly customer dissatisfaction during that period. This highlights the importance that turnover as a whole faces to all organisations, especially in an industry where staff turnover across a wide range of large and small companies shows to be high (Lashley, 2002).

The first part of this research investigates management's perspective on turnover, ultimately how they view turnover in the hotel and if it has any consequences that require analysis. All of the questions asked were done so at management level of the hotel with the sample of eight people. From then the intention of employees to leave will be explored. Turnover intention is ultimately when a person plans to leave a position, and when relating it to the hospitality sector it is very high. The literature suggests that this is because a large emphasis is placed on job satisfaction when

discussing a person's intention to leave an organisation. The satisfaction that is felt by employees seems to be heavily dependent on a wide range of factors including reward systems in place and also the culture that is present within the organisation. Within this chapter, the reasons why employees leave the hotel are discussed further.

6.2 Questions Asked

Q 1 (i) Tell me about turnover in the organisation.

Q 1 (ii) How is it approached? Would you say it is a problem?

Q 2 Why do you feel people leave the organisation?

6.3 Coding

6.3.1 Is turnover a problem?

Throughout the interview process, six out of the eight participants believed that turnover was not a problem for the organisation, while two were concerned it was.

"It's not a problem for a hotel of this size, there is always going to be an element of turnover." (Participant A)

"In the bar there would be low turnover, there's a lot of senior staff in here. It would be very low, only a couple of people have left in recent years with the majority of people being here years." (Participant F)

The reasons for this may be in the way in which turnover is approached within the hotel. This was then asked of the managers during the interview.

6.3.2 The approach

With regard to the hotels approach to its current staff turnover, five out of eight of the managers felt they were proactive to it. It appears it hasn't always been like this though.

"Now, I would say we are very much proactive. Whereas we used to be reactive, I would go as far as to say we were almost non active when it came to turnover." (Participant C)

"Proactivity, when I hire staff I look for commitment. The job description is explained before any administration or offers are made so they know what is required. Excitement about getting a new job disappears over time, so you need to cover all of this and take a realistic approach." (Participant E)

It appears turnover in the past has been an issue for the hotel, but by introducing new policies and procedures they seemed to have gained a degree of control of the problem. Communication and honesty from the outset appears to be how one manager has tackled the issue of turnover. In informing a person of exactly what is required prior to a job acceptance, a strong level of understanding between both parties is built as the foundation.

"Right now, I would say it is stable. This is due to a number of reasons brought upon by the hotel, the management involved have been trying out different procedures and techniques to help create a better working environment." (Participant C)

By being proactive to turnover, and by trying to implement policies and procedures that create a better "environment", it seems that the managers in the hotel are making positive strides in how they are dealing with the issue of turnover that is so prevalent in this industry.

This research also looked at the potential consequences that occur from turnover, albeit both positive and negative.

6.3.3 Consequences of Turnover
Positive Consequences

As can be seen in the above pie chart, many of the participants stated positive consequences they have noticed from the turnover within the hotel. It was mentioned how culture had improved from the turnover present in the hotel. In an industry where turnover is high, it means new faces are being welcomed into the workplace on a regular basis. Many of the managers mentioned how the organisation and the current employees have learned and gained fresh ideas from this, with a learning ethos being felt.

"From a positive side though, somebody coming into a new role will have fresh eyes with new ideas." (Participant A)

"Positives would definitely be that you get fresh people in, and from working in the hospitality sector I know it can get very boring if you aren't motivated and pushed to go further in your position. Getting fresh people in has kept the culture up." (Participant H)

By consistently adding new dynamics to the workplace, it seems that the organisation and management has had to adapt to this as best it can by taking as many positives from it as possible. As mentioned above by Participant H, turnover helped to get rid of

boredom which can easily come about within the hospitality sector. In adding fresh dynamics, improving culture and creating a sense of learning among the team, it seems that turnover for this organisation has in fact brought about many positives.

Negative Consequences

From the research carried out, it became evident that four reoccurring negative themes came up from the participants. They **were time spent, costs, loss of culture** and **how customers suffer**. As pointed out within the literature review it is evident that there is always going to be costs coming hand in hand with turnover (Staw, 1980). In an industry where it is predominantly high and with so many negative consequences that occur from it being so, reducing it should definitely be considered by management.

Time Spent

It seems that the biggest factor that comes into play when dealing with turnover is simply the time that is spent. Seven out of the eight managers mentioned how time is a huge cost that is eaten up when dealing with turnover.

"And then there's the costs which can't be overlooked, the cost of training and constantly inducting people. Also, new uniforms and the time that is spent, it all adds up." (Participant C)

"One of the biggest negatives though, is how time consuming helping new staff into operations can be. You have to train them in, a lot of mistakes will be made and there is going to have to be extra staff in to accommodate that especially on busy days which in turn will cost the hotel more money." (Participant F)

This seems to be the case in relation to training and development, recruitment and also the administrative side of things. So much so, that during busy periods where turnover was high, the HR department didn't get the opportunity to interview people, it was undertaken by each individual head of department.

Costs/ Customer Satisfaction

Along with time, the monetary costs that go into recruiting and training new starters were noted by over half of the participants. As can be seen above, training costs, "uniform costs" and even requiring "extra staff" on the days the new starters are in all came to surface in order to ensure service quality was not affected too much. What cannot be overlooked is the fact that many of the managers noticed how turnover affected the atmosphere and culture that was present and how it has influenced customer satisfaction in the past due to the "mistakes" being made (Participant F above).

"Obviously, the biggest negative though is that you lose people that you have invested time and money in through training. After six months of getting that person to where they are truly productive and sufficient in their job, and then they leave, it can damper spirits and can be tough." (Participant H)

Culture

Linking these findings with the research above, it seems that high turnover did indeed dampen spirits among the team, as the time and money spent in getting that person to be fully productive was wasted and literally walked out the door (Droege, 2003). Participant H also mentioned how hiring new staff takes up a lot of time, with it taking managers "away from the floor" to fulfil administrative tasks.

As mentioned within the literature by Paige (2002), the hospitality sector is becoming increasingly competitive with customers becoming more and more market "savvy". This in turn increases their expectations surrounding quality service and what is provided. Within the literature review, Zheng (2009) deciphered from research that the people within the organisation are its most valuable asset, with their efforts being an overriding factor from a good or bad experience. With the members of staff being such a vital component in a customer's involvement with the hotel, management should then be focused in reducing turnover as much as possible.

"If they see new faces every week then our employer brand is failing, it looks bad." (Participant E)

Within the next part of this section, the reasons given behind why people have left the organisation are delved into at a deeper level. The reasons are listed out, coded and discussed one by one.

6.3.4 Turnover Intention

The interview process for this research work was prepared prior to any interaction with the participants meaning the researcher was ready for any spontaneous responses that occurred throughout the process. Each topic had questions that were relevant to that area, making the coding process easier to implement. For example, the topic of Job satisfaction and the questions surrounding it can be seen below.

Job Satisfaction

    i.   What are the reasons you feel that people would stay in the organisation?

            Happiness?

            Rewards?

            Work life Balance?

            Culture?

            Growth and opportunity?

    ii.   What tangible rewards are offered to employees in relation to performance?

            What intangible rewards are offered to employees in relation to performance?

            Are they substantial enough to recognise when good work is being done?

In doing so, which can be seen Snyder's work (2012), information relating to that particular topic was then easier to find. However, in delving into the transcriptions, reasons behind why staff left were mentioned in various different areas of each interview, not specifically in the answers associated with turnover intention questions. The reasons for this are analysed and discussed below under the following headings: **Reward Systems**, **No intention to stay**, **Location**, **Temporary Contracts**, **Training and Development**, **Nature of the Industry** and **Expectation from Job different from reality**.

Reward Systems

Reward systems are heavily linked with Turnover within the workplace. According to Armstrong (2009), by rewarding employees in both a tangible and intangible sense only then can an atmosphere and environment of learning be present. This in itself causes many issues at senior management level within organisations in the hospitality sector as it is predominantly low skilled and low paid (Deery and Shaw, 1999). This is evident in the research results with many of the managers mentioning how they have noticed that the reward systems in place have hindered turnover causing it to be higher. One participant mentioned how he knew that he was consistently "competing with big hotels" particularly in the city centre, as they paid better wages and offered better reward packages for similar valued work.

"So because we were performance managing these staff members, they eventually got fed up of doing extra work and left. Some have also been put down to monetary reasons, so the reward systems that are in place." (Participant C)

"It's a mixture of a few things; I would say pay is definitely a reason." (Participant D)

"Other than that, people leave for better money. It really is, people recently have looked around similar hotels in Dublin, and found that they can take jobs that have better money for ultimately the same work." (Participant F)

I know I am competing with big hotels with better wages, what do I do" (Participant E)

To combat this, mentoring programs have been implemented in order to encourage "personal growth" and provide a platform for people to build upon. In adding excitement and a "team ethos", this manager has noticed how it benefits everybody involved. They may not be able to compete with the larger hotels in a monetary sense, but in terms of experience and the atmosphere that is present the manager has used that to his advantage in order to keep his better employees.

"For personal growth, I have implemented a mentoring program that is already in place. Where a supervisor picks one person and mentors them, I realised that most people came to work and never explored their potential. It is something extra to give to them, adds a bit of excitement and a platform to build upon. This benefits not only the employee but helps the leadership skills grow of the supervisor while adding to the team ethos." (Participant E)

It seems the managers understand the value of recognition, and through their various recognition systems in place the struggle that comes with competition in relation to wages has been very much so helped. They are in the process of implementing a "Quest Miles" system whereby employees gather points for when they do a "great job". This applies to both fronts of house and back of house so everybody is included.

"If you do a good job you will receive tips which are an incentive in itself to encourage good work. In this hotel, all tips received are kept for yourself too which is rare. Most places in this industry when you get tips they are shared." (Participant H)

Also, in both the bar and restaurant, along with rewards such as employee of the month and other packages, the employees keep their own tips and is a "motivating factor" to get people to do that extra little bit, meaning it is mutually beneficial for the people and

the hotel. Ultimately, this incentive looks after itself as the more good work you do the more tips you are likely to get.

No Intention to Stay

Management within this hotel felt that many of the staff saw the job as a "stepping stone" for various different reasons depending on a person's situation. This was very prevalent throughout the interview process, with the majority of managers mentioning it. It seems that the industry dictates this and that it is a natural occurrence, one particular manager took note of this; taking the positives from the situation he mentioned that it suited both parties during that particular period. By looking at the bigger picture, and by taking positive consequences as well as the negatives, the hotel seems to take the problem at face value as they industry is the way it is and not much can be done to change it.

"With regard for people leaving its either they aren't interested or its not for them. Its purely a summer or temporary thing and then they move on. Its basically a stepping stone." (Participant B)

"I would say it is pretty high in comparison to other jobs, mostly because that is what this industry is like and people take it as a filler job or as a stepping stone." (Participant H)

"They are on fixed terms, and there isn't a lot you can do, it's the nature of the business and it suits us and them for that period." (Participant G)

From the years of experience gained, Participant E mentioned that in Ireland the working culture within the hospitality sector is seen differently with very few viewing it in terms of a profession, especially in comparison to other countries. Many work as a waiter or in accommodation "while they study". This was actually noted in many of the interviews that a high percentage of staff have left simply because they are students, and once they graduated they then went on to "work in the field in which they have their qualifications in".

"Unfortunately, the industry we are in people always move around, it is natural. Fifty percent now, is because people do not take this industry as a profession, I'm

talking about being a waiter. Unfortunately, in Ireland it is not a culture yet to take waiterring as a profession. People do it part time, while they study and as pocket money. Very few people, probably ten percent would be the ones that have it as their livelihood." (Participant E)

"Firstly, in the hospitality sector there are a lot of workers that are present that are students. So students, come in and do their work until they get their degrees, from then they usually leave and work in the field in which they have their qualifications in." (Participant F)

One participant noted how research such as this should be encouraged with the hotel fully behind anyone interested in gaining a further education. Potentially, roles that become available above entry level could then be filled internally that have relevant degrees for the jobs at hand. In doing so, the culture that is already present would be kept intact.

Temporary Contracts

Similarly to employees not intending to stay, "summer" or "temporary" work is offered to people that are looking short term work for a given period, especially for students. Participant G mentioned how it suits "us and them for that period".

"With regard for people leaving its either they aren't interested or its not for them. Its purely a summer or temporary thing and then they move on." (Participant B)

Location

An unexpected reason behind turnover reoccurred in some of the interviews, and that was location. It seems the travel to work has caused issues in the past for employees within the hotel, as it is not located directly in the "city centre". Meaning people have had to get taxis or multiple buses to get to work on a regular basis.

"Operations can get difficult as the best staff want brands, money and busy workplaces. City centre then is the cream of the crop, it is the place where people are going to work. Connectivity too, buses etc." (Participant E)

Following on from this the stress involved has ultimately caused people to "opt for work closer to home", meaning the hotel has potentially lost strong members of the team because of this.

"People are always going to leave for better job prospects and more money, it could be a relocation that's closer to home" (Participant A)

"I've noticed that location is a huge factor recently as some people travel long hours to get here so they opt for work closer to home." (Participant H)

One way in which the hotel has combatted this is through a bicycle scheme that was implemented whereby staff got discounts and partial refunds when proving they purchased a bicycle. Unfortunately, the fact of the matter is that location is always going to be a factor for staff in relation to turnover for this hotel. The city centre is the "cream of the crop", and it is where people are always going to be persuaded to work.

"Our turnover traditionally has been slightly high, partly due to location and partly due to the volume of staff. To combat this we introduced a bicycle scheme by offering "discounts" when purchasing one, all to help staff with their daily travel needs to get to work." (Participant C)

In offering, a better work environment with less "stress" and more opportunities, that is the way in which management approaches this factor. This will be discussed in the next chapter.

"As a manager, you give them an atmosphere where they aren't pressured. That in itself is above everything else, it's the best gift you can give a person. It'll make that person want to come to work, so yes." (Participant E)

Training and Development

As found in the research above, cuts to training and development usually come to surface as it viewed as a long term investment (Hudson et al, 2001). Within the

interview process many managers mentioned this fact. Management saw it as "unfortunate" but due to "time constraints" it wasn't feasible meaning extra pressure was put on the new starters which in turn caused them to leave. Having an environment that is stress free is the best "gift" an organisation can offer an employee in the words of one of the managers (Participant E), with that in mind, cutting training and development was severely short sighted.

"Some of it due to lack of training, some staff don't get it which is unfortunate due to time constraints. With regard for people leaving its either they aren't interested or its not for them." (Participant B)

"During busy seasons when the hotel isn't proactive to turnover the time simply isn't there to get people to where they need to be in training." (Participant F)

It seems managements answer to the lack of time available, especially during periods, is the implementation of "on the job training" throughout the organisation, the majority of the managers noticed this. In implementing the "buddy system" whereby new starters learn from their seniors and existing staff, a learning culture is promoted throughout operations.

"From their supervisors and managers from which they were trained. In a new place, with new things to do and new systems you have to help people go into the new ways. It involved a lot of on the job training, a lot of the training is done during busy times which is unfortunate but has good points." (Participant B)

"During the periods, there was always somebody in a senior position showing me around and what needed to be done. A lot of on the job training, I feel it really benefitted me." (Participant F)

With all that considered, the fact that management has noticed that training has in some way influenced turnover in the hotel in the past, highlights the value it truly has in the organisation.

Nature of the industry

Many of the participants involved in this research commented on that fact that the hospitality sector is one of instability.

"It is the nature of the industry we are in unfortunately." (Participant H)

"Unfortunately, the industry we are in people always move around, it is natural."
(Participant E)

This is due to many factors that are mentioned above, such as the fact that the culture within Ireland views the majority of these jobs as "stepping stones" and that a high percentage of employees that are hired are students looking for work throughout their college term.

Expectation from Job different from reality

Two participants mentioned how they felt certain employees in the past have expected more their jobs that what was provided.

"Another one is the fact that people's expectation from jobs can sometimes be different to reality and that can cause them problems." (Participant D)

It was mentioned that the blame for this can partially lie with both parties, as the persons perceptions may be unrealistic but also that the organisation is not offering substantial enough rewards for the work being done. In order to diminish this, communication and honesty prior to any job acceptance is implemented from the outset. This is done to let that person know exactly what is required. Throughout one particular interview it was described in the following manner, "excitement about getting a new job disappears over time, so you need to cover all of this and take a realistic approach." (Participant E). In going about recruitment in this manner, unrealistic expectations from jobs are less likely to be problem and can therefore be managed to ensure people want to stay. In being open and honest from the outset in relation to the job description at

hand, the applicants for positions will therefore know exactly what will be required. This is being done as the "excitement about getting a new job disappears over time", by simply being honest and realistic with new starters a foundation of trust is built from the outset.

"Right now, I would say it is stable. This is due to a number of reasons brought upon by the hotel, the management involved have been trying out different procedures and techniques to help create a better working environment." (Participant C)

"We have good procedures for new starters; they get shown around the hotel to the key people involved. They are then buddied up with an employee in their department and that person is responsible in helping them get trained in and to feel comfortable."
(Participant A)

As can be seen in what the managers mentioned surrounding new starters, it appears policies and procedures are definitely being introduced in order to get a grasp on controlling turnover within the organisation. By creating a positive culture throughout operations, that is how management want the people to feel while they are at work.

"There's a good environment here, it's a good team management. There isn't a hierarchy here from the top to the floor." (Participant A)

"Yes, both good and bad. And from experiences within the hotel the positives and negatives that need to be said are so. The communication at present doesn't have many barriers which is good. For everybody to improve, you need both positive and negative feedback because you can't be perfect at everything." (Participant B)

As stated by Participant E, the best "gift" that management can offer their employees is an environment that is stress-free where they can fulfil their potential and grow, this is beneficial to both the hotel and everybody involved.

6.4 Discussion

As mentioned in the research objectives, the issues surrounding turnover and what influences job satisfaction of employees were to be analysed. Various different outcomes became evident throughout the research. What can be gathered from the discussion surrounding the consequences of turnover is that there is always going to be positives and negatives that arise. In breaking down barriers of communication, a culture of learning is being felt within the workplace that is how one way in which management is tackling turnover intention at present. Also, it seems that they recognise that the reward systems in place at present have been a big factor recently in why people have been leaving. In introducing new concepts such as "Quest Miles", management hope the intentions of people to leave the organisation will diminish.

It seems that the hotel has a good understanding of the turnover that is present, in that management understand the negative impact it can have on operations if it is too high. It appears that due to the nature of the hospitality sector though, a lot of people don't intend to stay long term. Instead the jobs are ultimately viewed as a means to an end to

supplement them through college or studies. Unfortunately, there is not a lot management can do in relation to this factor. It was discovered in the research, that it helped both parties to hire students for the specific time period they were working in the hotel. These students needed money, so therefore fulfilled a role within the organisation for a temporary time period, while at the same time the hotel filled a void in the organisation with somebody who wants to work.

What follows from this is that as the sector is predominantly low skilled and low paid; people therefore are less likely to be satisfied in their roles creating many issues for management in keeping turnover intention as low as possible. From interviewing the managers within the hotel, the researcher discovered that managers view it as a fundamental part of the industry, and rather than fighting the turnover, it is simply taken with whatever positives and negatives come with it. What can be gathered from this research though is that management heavily impinge on the severity of turnover that is present. This applies to the reward systems they implement within daily operations to the training and development procedures that are in place.

6.5 Conclusion

On reflecting on the entire aspect of turnover intention, the research has shown that employees leave the sector for various different reasons. But the ones that surfaced the most were as follows:

- **Employees leave because they never had any intention to stay**
- **Employees leave because of the reward systems that are in place**
- **And employees leave because the nature of the industry dictates this**

Interestingly enough though, management can influence this turnover intention but deeper research in this phenomena is required. Considering everything involved, in an industry where it is predominantly entry level, low skilled and low paid with high turnover and limited opportunities, why then do people want to stay in this industry?

Chapter 7 Job Satisfaction

7.1 Introduction

Within the research questions of this project, the second sub objective related to why people stay in this hotel. From management's perspective, what are the over-riding factors that stop people from leaving the organisation and keep people happy to work for them?

As mentioned within the literature review, the theory of job satisfaction is continuously linked with turnover and turnover intention, both of which are linked to productivity and performance. As stated above, the hospitality sector is becoming increasingly competitive (Paige, 2002), therefore the notion of retention and job satisfaction play an extremely important role. With job satisfaction being the prevailing factor in relation to an employee's intention to quit (Singh and Loncar, 2010), what are management doing to promote happiness and engagement within the workplace?

7.2 Questions Asked

Q 3 Why do you feel people would stay in the organisation?

Q 4 (i) What tangible rewards are offered to employees in relation to their performance?

Q 4 (ii) What intangible rewards are offered to employees in relation to their performance?

Q 4 (iii) Are they substantial enough to recognise when good work is being done?

7.3 Coding

From the research carried out, six reoccurring themes were continually mentioned around job satisfaction and why people stayed within the hotel. They were as follows: **Opportunities**, **Recognition**, **Rewards**, **Positive Atmosphere and Culture, Like Their Job** and **Work Life Balance.** Each of which is coded below.

Opportunities

From the research, it seems that the majority of managers felt that the opportunities that are offered to employee's plays a role in the intention of them to leave. It seems management show commitment to people that have a passion for their work and are willing to work hard, Participant C stated that a good attitude is the foundation for this. If the person does not have the necessary skills for a role but shows strong competencies and is willing to learn, then the organisation has been shown to invest internally in these types of people. Participant F, being only twenty one years old, showed a passion for his job and in return for his years of work got offered a junior supervisor position.

"A lot of people stay, because this hotel offers a good foundation for most people to build a career. If you show loyalty and the hard work necessary, it is a slow process but they will provide you with the opportunity to grow and to achieve goals. They'll fully train you for that." (Participant F)

"Now, main reasons I would say is development, we have fantastic facilities now to bring staff on by developing them up the organisation. Were very open to internal promotion by helping people gain skills, using good attitudes as the foundation of this. Certain things you can learn but there's also certain things you have to have in you." (Participant C)

"If you look through the organisation you can see promotion is prevalent more than ever which really does motivation not only those people but also the others around them." (Participant G)

As mentioned within the literature review, having a team unit where team learning is at the core is "crucial" for keeping employees engaged and happier in their job (Senge, 1990). This then means that along with training and development and the reward systems implemented by management, that opportunities offered to existing employees plays a role in making employees want to stay within the organisation.

Recognition

It seems recognition among operations has a large part to play in the satisfaction employees receive within the role. Linking the whole aspect of recognition back to the literature, Maslow's motivational theory suggests people need more than just physical and monetary rewards. In fact, as mentioned above by Armstrong (2009) people strive for acknowledgement and appreciation. Only in an environment where both tangible and intangible rewards are offered, can employees truly thrive in what they do, and be engaged and happy while they do it. Participant H noted that this acknowledgment is not hierarchal and that it stems across all levels of the organisation, from senior management all the way down to floor staff, with "night staff" not being forgotten about for their efforts.

"Well again, recognition. It's very important that you recognise when a good job is being done. Showing you appreciate it, sending feedback across departments through emails and on the staff Facebook page, this is all very important." (Participant A)

"This system will not only motivate front of house staff, but should help improve the culture at the back of house as they will receive more recognition also. We even incentivise workers who cover sick calls, that do the extra little things that can sometimes go unnoticed." (Participant C)

"We have briefings before every shift, and any time an employee did a good job or receives a mention the whole team is informed on this and it is recognised. Even night staff are involved in this, it is very easy to recognise dinner service when it is good, but the night staff are rewarded for their efforts too. It's a healthy and competitive environment, everybody wants to win. It is fun." (Participant H)

Through the introduction of the "Quest Miles" system, employees can gather points for "little things that can sometimes go unnoticed" as stated by participant C above. According to Connolly and McGing (2007) earlier in this research, tools similar to this and "employee of the month" award schemes are extremely powerful tools in providing staff with recognition they deserve. All of which is heavily linked with reducing turnover intention and keeping people happier in their work (Lockwood, 2007).

Reward Systems

In Ireland, the research above suggests that rewards such as bonuses, tips and vouchers are very common to counteract the fact that it is a low skilled and low paid industry (Connolly and Mcging, 2007). This appears to be the case in relation to this hotel, with the new "Quest Miles" system being mentioned by the majority of managers in when discussing rewards offered to employees for their work. The concept is being put into place, as mentioned by participant E, to "create genuine happiness" within the workplace from employee to customer. It in itself has created an extra benefit for the employee, by promoting genuine smiles through a stronger culture and happier workplace; customers in turn will receive a better experience which returns workers in the form of tips and potential mentions on "Trip Advisor". In doing so, participant E

has noticed how a "healthy competitiveness" is now present throughout the organisation.

"Everybody loves money, it's a big motivator. The mentions on trip advisor and the internal database are constantly reviewed to reward employees." (Participant A)

"This hotel is in the process of implementing "quest miles", whereby they collect points for rewards. It is expected that every member of staff looks after the guests, it is their responsibility. But we wanted to make sure the employee gets an extra benefit, to promote authentic smiles in the workplace. And not just to fake it, it is about creating genuine happiness. We create targets for staff, to upsell certain products depending on the season." (Participant E)

The importance of intangible rewards has been proven to be a valuable tool in terms of job satisfaction and reducing turnover intention. Johnson and Johnson Pharmaceutical Company encourage their leaders to create examples to their fellow employees through hard work and engagement. As mentioned within the relevant literature above, in breaking down barriers of communication (Kruse, 2012) and by following the leaders within the organisation (Hitt et al, 2014) a culture can exist where people will be happier in their jobs. It seems within this hotel, the employees enjoy their work, part of this looks to be the level of acknowledgment that is present throughout operations. Not only are tangible rewards offered in the form of vouchers, but employees are given the "pat on their back they deserve" (Participant G).

"Between all the chefs in the kitchen they all help one another and encourage one another. It is based around team work which makes tough days that bit easier."
(Participant D)

"We try give employees the pat on their back they deserve. We have an employee Facebook page which keeps everybody informed and gets feedback out there. Even looking at trip advisor, we have moved up twenty one places in the last year which shows how much progress we have made. It says a lot about the hotel, all the little things add up." (Participant G)

In recognising a good job done, the hotel has been making positive steps in terms of quality which is evident by their progress on review sites such as "Trip Advisor", with a movement of twenty places being made in the last year.

Positive Atmosphere and Culture

When discussing why people stayed within this hotel, seven managers mentioned how a positive culture and atmosphere has contributed to this. The positive atmosphere and culture that is present within operations was noted by almost every participant within the research. It seems the atmosphere that was felt was influenced not by monetary things, but how people are "treated". Participant H noted how she felt "valued as a human being" while Participant A felt the barriers of communication were very low, that a "hierarchy" was not present which heavily attributed to "good team management".

"In this hotel you are treated very well. In my experience from other jobs, work was tough. I feel part of the team here; managers are all very approachable across all level so you are not being bossed around. You're valued as a human being."
(Participant H)

"There's a good environment here, it's a good team management. There isn't a hierarchy here from the top to the floor." (Participant A)

Within the literature above, Cameron and Quinn (1999) deciphered that the organisational culture that is present is reflected by what is valued and how dominant the leaders are within the organisation. On looking at managements view on the culture that is present, it is predominantly positive due to the reasons given above. With communication and collaboration being ever present among all levels of the hotel it seems the function of leadership throughout all departments is to lead by example. As stated above, Kruse (2012) believed that the function of leadership is to create more leaders, not more followers. The internal promotions that seem to be "prevalent more than ever" along with the leadership style of leading by example, seem to not only be creating an atmosphere of positivity but also a culture of learning and growth.

People like Their Job

Some of the participants mentioned how staff in the organisation stayed purely down to the fact they like what they do. It seems some people within the organisation truly enjoy and have a passion for the work they do, which has been linked with engagement and commitment in the literature above (Macey et al, 2008). Participant D mentioned how it was a nice place to work, while Participant B mentioned how people stay because their ambition is to "move up the ladder" within the hospitality sector.

"Every workplace is different, like every department. But in the kitchen I feel the majority of chefs enjoy it here and like working here. I feel we look after staff and that it is a nice place to work." (Participant D)

"A lot of people will stay because their ambition is to stay within the hospitality sector and move up the ladder. More experiences and maybe move onto bigger things." (Participant B)

In this hotel, with internal promotion and opportunities there for people who are engaged in their work, people have stayed which in turn keeps turnover low and ensures the culture is kept intact.

Work Life Balance

It appears that the work life balance that is offered to people is another reason why they have stayed in the organisation. This applies to a various range of people including students and people who have families.

"I would say it's a mixture of things, work life balance, rewards, the culture that is present and the opportunities that are offered. Everybody has the own purpose for doing this job, some are doing because it suits family life, others because that's all

they know and others are doing it part time but are committed and trying their best."

(Participant E)

"Firstly, in the hospitality sector there are a lot of workers that are present that are students. So students, come in and do their work until they get their degrees, from then they usually leave and work in the field in which they have their qualifications in." (Participant F)

Participant E mentioned how every employee has their own specific reason and purpose for fulfilling and staying in each role. Some are students looking for money while they study, while others have families so the part time work suits their situation.

7.4 Discussion

It seems the whole concept of job satisfaction and people's intention to stay has been an area of the business that has concerned management in the recent months and years of operations. It appears that the opportunities offered to employees definitely play a role in whether or not people stay within this hotel. Hence the greater emphasis placed on "internal promotions". As mentioned in the previous chapter, people leave for a various range of reasons, such as they never intended to stay and the nature of the industry dictates that fact. This in turn places pressure on management to mitigate this and try gain a degree of control over their employee's intentions to stay. In providing opportunities and satisfactory reward systems, employees and management have felt a greater level of appreciation and acknowledgment for the work they have done.

Not only are opportunities important when discussing job satisfaction, but recognition and acknowledgment consistently came up in the research undertaken. Management has been working on this matter by introducing new procedures such as the "Quest Miles" which ultimately gives people the "pat on their back" they deserve and rewards them for their efforts through vouchers and breaks away. This then gets sent across all the departments in order to let all employees know of the good work that is being done. It ultimately involves incentivising engagement and productivity. According to Maslow, people strive for not only money and tangible things when they do a good job; they need recognition and acknowledgment in order to feel self-actualisation. Which,

linking this back to the research, Lockwood (2007) states are vital in order for people to be happier in the jobs.

Positive culture is heavily linked with the values that are expressed throughout the workplace (Cameron and Quinn, 1999). It appears from the research the management value communication; they do so by limiting barriers and layers through all levels of the organisation. By treating employees like "human beings", a positive atmosphere was felt by seven out of the eight managers. This in turn potentially contributed to the fact that managers noticed how employees like their current jobs and how they felt it is a "nice place to work". Similarly, participants noted how people stay because it suits their current situation, whether that is around college or family life. The problem then comes to surface when people's situation changes, when their studies finish for example, because they then "leave and work in the field in which they have their qualifications in". With this short term intention being common throughout the hospitality sector, whereby people fulfil roles to purely make money for a given period, management are then limited in what they can do because it is predominantly low skilled and low paid meaning qualified people will most likely leave for better things.

7.5 Conclusions

As mentioned in the literature, increasing job satisfaction has been linked to better performance and lower turnover intention. It seems that management in the hotel are trying to improve their turnover figures by introducing new reward systems throughout operations that recognise and acknowledge hard work. In investing time and money into their employees satisfaction they hope that people will not only be less likely to leave, but will also show a higher level of engagement and productivity in their work. However, many of the managers understand the nature of this industry and how many of the employees that they hire do not look for long term employment, but short term solutions to aid them through their studies or family life.

The research has shown many different perspectives on the concept of job satisfaction, especially in relation to rewards and culture. They are as follows:

- **A positive atmosphere and culture has made employees happier in their job, this is linked to lower turnover intention**

- **Through recognition and a satisfactory reward systems management has noticed people are more engaged and happier**
- **Not all employees intend to stay, and in managements case there is not much that can be done for these particular employees**

With all of that in mind surrounding employees and their intention to stay or leave the organisation, the learning experiences of both management and staff in the hotel was looked into. From training periods to probation periods, this will be explored in the following chapter.

Chapter 8 Learning Organisation/ Training and Development

8.1 Introduction

As mentioned in the literature, the loss of social capitol and "tacit knowledge" has the potential to negatively influence operations (Droege, 2003). According to Senge (1990) above, learning as a team is "crucial" in keeping employees engaged in their work. The way in which people learn in an organisational environment is linked to engagement and job satisfaction, both of which have the potential to contribute to turnover intention. Problems can arise though as organisations have a tendency to look short term when dealing with policies surrounding training and development (Hudson et al, 2001), especially in a sector that is predominantly low skilled and low paid.

As mentioned in chapter six, the research surfaced some information surrounding how the hotel approached training and development, with management acknowledging that it may have influenced turnover in the past as employees didn't get the training the needed due to "time constraints". While in the previous chapter, learning opportunities for growth have been a factor that management feel have kept people within the organisation. This chapter looks at how the people in the hotel learn and develop in their jobs, and if the procedures in place influence turnover.

8.2 Questions Asked

Q 5 (i) How did you learn to do your job?

Q 5 (ii) How do employees learn to do their job?

Q 6   Can you tell me about the hiring of new staff within the organisation and how they are helped into operations?

8.3 Coding

8.3.1 Type of Training

Within this section, what was said in relation to the learning experiences that are present in the hotel were coded, from this a various range of techniques that are currently used are discussed. The various types of training that are implemented in this hotel are coded below and are as follows: **Induction**, **Formal Training** and **On the Job Training**.

Induction

The hotel utilises inductions for every employee joining the team, it is used as the first point of call when truly finding out important information relating to the organisation. Within this hotel, every new member of staff is involved in an induction day whereby they, along with fellow new starters, meet the HR manager of the hotel and receive the basics that need to be known in relation to all departments. This includes basic information relating to the hotel along with being introduced to members of each department throughout the day.

"The induction process is very important; the HR manager does a fantastic job settling people in. And that happens early on when people start the job. It gives people a sense of the hotel and the team. It's to show people that it is a nice place to work, it really is." (Participant A)

"There is nothing worse than being in a department where you don't know anybody and feel small. So getting people inducted early, to meet the people that are here so

they get a feel of the values and culture that is present is very important. It means then you know what is in store." (Participant G)

In doing so a foundation can be built upon before the formal training relating to specific positions begins.

Formal Training

The degree of formal training seems to be limited in the case of the hotel. Not much was mentioned surrounding any formal procedures other than the fact it was department specific. Once the basics were received in the induction meeting, it appears that the hotel implements various levels of formal training procedures relevant to each specific department. One participant gave an example using the bar, stating that "mandatory" training is in place for new starters with regard to wine and cocktails. Along with this, "health and safety" and "fire" procedures are also provided for all members of staff regardless of their position.

"Within this hotel, it is encouraged to take courses in different departments so you get a feel of how everything runs. We have logistics, deputy managers so there's a wide range of roles." (Participant C)

What happens is, when staff come in they are put into induction by HR. From then relevant training is provided by the department they are going into. So, for example, the bar would have wine and cocktail training for new starters which are mandatory. Health and safety is also covered and anything that the hotel feels is relevant to you, it is mandatory and you need to be there." (Participant E)

In relation to formal training and development that is provided to employees, it seems very little was mentioned by the participants. Within the last chapter, as to why people have left the hotel in the past, time constraints were a large reason as to why people had not received the formal training they may have needed. The hotel had to substitute this with on the job training which is discussed next.

On the Job Training

What consistently came to surface within this research in relation to training was how it was predominantly "on the job", so much so that every manager that was interviewed discussed it. It seems that management implement this type of training throughout the hotel for a variety of reasons. As noted in Chapter 6, people have left the organisation due to "lack of training" which came about because of "time constraints". It seems that during busy periods the hotel has struggled "to get people to where they need to be in training" (Participant F).

"In a new place, with new things to do and new systems you have to help people go into the new ways. It involved a lot of on the job training, a lot of the training is done during busy times which is unfortunate but has good points." (Participant B)

In implementing on the job training it seems that is one way the hotel has combatted this, it seems it hasn't been easy for management, but in doing so it has provided many "good points". In an environment that is focused around team work and collaboration, Cullen (1999) above mentioned how the organisation can become a "learning organisation". Whereby people grow together and "expand their capacity" to create results. As difficult as it can be for management, especially during busy periods where new employees are going to make "mistakes", it seems that the hotel is implementing on the job training and in doing so has helped "set the mood" and "build relationships" among staff (Participant H).

"The on the job training is used in many departments in this hotel. Along with this, the briefings happen prior to every shift. Informal chats really, where the numbers in the hotel and the groups that have booked tables are discussed, it sets the mood and helps to build relationships." (Participant H)

Within the previous chapter, it was noted how opportunities for growth have the potential to be a deciding factor in influencing a person's decision to stay or leave. Not only do employees learn from their supervisors and seniors, but in certain cases whereby passion and a good attitude are present, the hotel has acknowledged this with

"internal promotions" becoming increasingly prevalent. As stated by Gary Cooper (1994), job satisfaction and stress are directly linked with issues between a person and their environment. By having an atmosphere that nurtures new starters, by allowing them to observe and make mistakes and by providing a stress free place for people to express themselves, that appears to be the way in which this hotel approaches training and development.

8.3.2 Probation Periods

The level of communication that is present across the different departments really stood out for the question surrounding probation and training period lengths. Every participant knew the length of time that was in place in relation to both probation of new starters and also internal promotions.

"Ok so there is two probation periods at present. It is three months for an employee, and six months for a supervisor. It is slightly longer for supervisors as they will have more to take in within their role and they are ultimately influencing more people so you have to be careful. I think these periods are adequate and fair, because you can watch over time keeping and the bare essentials during that period. Throughout it there is constant communication to ensure that person is settling in, and there is a three and six month job chat as well to see if it is working." (Participant G)

The probation periods in place seem to be there not so purely suit the hotel but also these new employees themselves, the concern that was displayed is evident in the transcripts. With management placing a high level of emphasis on "communication" throughout this early progress, this is consistent over a period of time as a three and six month job chat is also in place to help ensure that person is comfortable in their environment.

"I would say the probation periods are perfect, time wise. Three months for floor staff, six months for supervisors. The reason for this is the task at hand. Floor staff are responsible for their area, three months is perfect. Whereas six months for a supervisor is the same, there is a lot to cover. This isn't just for the supervisor, learn and not be under pressure. In this hotel, internal promotion is always happening too it is great.

Look at all the departments there is endless examples. This hotel does a good job in recognising talent, time is irrelevant. If you provide a strong knowledge along with hard work, then that will be noticed." (Participant E)

In giving time to the employees to settle and more importantly feel comfortable in their role, applying this to both new employees and supervisors, the hotel has taken a realistic approach in relation to what is required and the overall "task at hand". In an industry where turnover is as high as it is, in being open to what is needed for roles at the outset and allowing that person to develop the skills needed by removes a lot of the "pressure". Question marks will then be raised as to whether or not satisfactory training and probation periods influence turnover intentions in the long term. In that sense, further research would need to be done in order to form a knowledgeable and academic conclusion.

8.4 Discussion

The way in which this hotel approaches training and development is predominantly on the job which is evident in the research; this is due to many factors none more so than time. In the literature which can be seen above, Megginson and Whitaker (2007) showed in their work that if employees are involved in development programs then this has direct correlation as to how satisfied and productive they will be in their work. In an industry that is mostly low skilled with low wages, big issues arise as to how management involved in this sector approach training procedures. What can be seen from this research in the previous chapter is that management in this hotel are trying to look at the long term by implementing different training procedures with the aim of lowering turnover and turnover intention among operations. As stated by many of the participants, development procedures and training techniques has influenced turnover in this organisation in the past. With that in mind, learning as a team is now seen as "crucial" for management.

"Absolutely, there are good work relationships here between departments. Everybody gets to know everybody. There's good work relationships so if one department is struggling, from experience, others will then chip in and help out." (Participant A)

"We have a friendly team here and people work together here in unity. I can see many strong working relationships here that even spread outside of the workplace which is great." (Participant G)

With a large emphasis placed around collaboration and communication in many policies and procedures throughout the organisation, management recognises the influence that strong working relationships have in everyday operations. This can be seen in what Participant A mentioned, whereby employees are not only focused on their own department but are now more aware of the bigger picture with help and support readily available from everybody involved. In introducing people with strong competencies the foundation for a good worker is already present. From there the induction period gets that person prepared for what is involved and introduces them to operations and all people involved. The on the job training periods through the implementation of observation and mistakes with little pressure, encourages these new starters to grow and feel comfortable in their job while obtaining the skills necessary for the task at hand. As mentioned in chapter six, this is mutually beneficial for both the hotel and the people involved. As a "stress free environment" that is filled with "strong working relationships" is now present. Linking this back to the literature, this should then indirectly lower turnover intention.

8.5 Conclusion

On looking at both the literature and the research, the concept of training and development for all organisations within the hospitality sector should not be overlooked. The industry as a whole is becoming increasingly competitive which is evident in the literature above. As such a large proportion of what is offered to customers within a hotel is service based, then organisations needs to ensure their employees are both fully capable and happy in their job. In providing a platform for people to strive and grow in their roles, organisations such as this one can then make progress in terms of their turnover figures and in doing so can gain a competitive advantage. It seems that management within this hotel are now learning and improving

their policies surrounding training and development which in turn is helping their employees to learn. The next chapter looks at the culture that is present in the hotel and whether it aids or hinders policies and procedures that are in place.

Chapter 9 Culture

9.1 Introduction

This particular chapter looks at the culture that is present within the hotel, more importantly whether or not it is one of learning or not. As defined by Cameron and Quinn (1999) above, organisational culture is reflected by what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organisation unique, all of which is then perceived by both management and the employees.

9.2 Questions Asked

Q 7 Can you elaborate on the culture within the organisation?

Q 8 Do people want to learn and share information?

Q 9 Do you feel the staff are supportive to one another when problems arise?

9.3 Coding

From analysing and coding the transcriptions surrounding culture, not one manager felt the atmosphere was negative, the reasons for which are coded below.

Learning from the Past and Going Back to Basics

Relating back to work by Robert Woods, culture consists of a blend of both values and beliefs which impact heavily on behaviour (Woods, 1989). The values and perceptions of people are heavily linked to the leadership styles that are in place, which can be seen in Schein's (1984) work above. He talks about the various levels that make up an organisation, consisting of Behaviours, Values and Beliefs. All of which affect the

"accountability", trust and engagement that is present within that organisation (Cavell, 2007). With the literature stating how the industry is predominantly low paid, the researcher wanted to delve deeper into how organisations approached learning despite this fact.

It seems that just after the recession, the hotel had to go back to basics in how they approached the policies and procedures that affected employees within the workplace. As it seemed stress and "pressure" was a fundamental component of the environment that was present. Participant F mentioned how people are always going to have good and bad days, and through experience and time in working with the same people he explained how people learnt how to help one another. Whether that be giving that person a "dig out" or by giving them "space".

"(The culture is) definitely positive. When I joined it was just after a tough recession that had a lot of redundancies so morale was low. There was minimum wage across the board which piled pressure on everyone involved. People would really just come and do their hours and then go. There was no culture, loyalty and ultimately no team presence was there." (Participant C)

"It can be hard to judge, but from my experience, when people are having a bad day and it is noticed, then people usually give a dig out to that person without getting too involved to give them space. Let them try get over it, give them space. But if it is going on for a long period, then you pull them aside to make sure everything is ok." (Participant F)

In creating a culture focused around a team, participant C emphasised the value placed around staff and their "wellbeing". In doing so, communication seemed to be at the hotels foundation in sharing both "positive and negative feedback". Within Chapter 7, relating to job satisfaction, it was mentioned by participants that a stress free environment is present. Participant E noted how this is present across all departments, with the overriding benefit being the absence of isolation for the people (Participant E).

"There's a massive emphasis on staff wellbeing and their contribution. If you don't have a good team then what makes you any different from everybody else in a similar position." (Participant C)

"A lot of this is down to communication, each department knows what is needed across this entire hotel and it is good to see. If you don't offer help then people become isolated."
(Participant E)

"For everybody to improve, you need both positive and negative feedback because you can't be perfect at everything." (Participant B)

Also within Chapter 7, how staff learned in this organisation was discussed, and it was ultimately based around observation and trial and error. Making mistakes is not the issue, as long as the people involved learn from them. In creating an environment where people have the opportunities and support available to express themselves, management within this hotel have noticed the improvements in the overall culture.

"Absolutely, every day brings a new challenge no matter what department you're in. It keeps you on your toes, theres good support here though. If you make a mistake you learn from it." (Participant A)

Through the on the job training that is present, it seems employees have not only gained skills and experience needed to fulfil their roles, but have also helped to create many positive work "relationships". In doing so it seems that a strong level of contribution is evident across departments. From the interviews with management, through creating a learning workplace for staff, the turnover culture that is prevalent throughout the industry seems to be diminishing in this hotel. So much so, even during periods the employees appear to be having "fun" in the jobs.

"The staff here at the moment seems to get on very well with one another. There's always a bit of fun and banter, especially when it's busy." (Participant B)

Relating this back to the literature, a strong team culture is linked to self-responsibility and higher levels of engagement and retention, which is exactly what all organisations in this industry strive for (Woods, 1989; Cao et al, 2013).

People Want to Learn and Share Information

It seems the people involved in this hotel want to learn together. In doing so knowledge and experience is passed on to not only new employees but existing ones also. It seems the absences of barriers that are present in the communication have created "friction" in instances before, but long term it seems to be a healthy approach. It seems that people then not only learn as a unit, but they also help one another as a unit regardless of the department or position.

"Absolutely, it's the only way to do it. I can say from my own experience, I picked up everything I know from the senior staff that are present and applied it to how I do my job every day. From what I've noticed since I've started here is that communication across all departments happens all the time. It causes friction but its healthy."
(Participant F)

"Collectively every department rallies together when they need to. It happens all the time." (Participant G)

The organisation as a whole seems to have created an environment for people to strive as a team with communication and support at the centre of this. However, improvements can still be made as not every person wants to be truly part of a team, some like to "play solo". It seems there is no quick fix in obtaining an overall learning culture; it requires many different aspects across various levels. It appears though that this organisation is learning from its past mistakes and moving forward in relation to both turnover and engagement.

"A lot of this is down to communication, each department knows what is needed across this entire hotel and it is good to see. If you don't offer help then people become isolated. However there can always be improvements but it depends on the personality. Some are team players, whereas others like to play solo. As long as the guest is not suffering and messages are getting across then it is ok. Ideally, you want to be on the same team." (Participant E)

The culture that is present is predominantly positive. This is largely due to management and how they have not only provided opportunities for their employees to learn but have encouraged it through communication and support.

9.4 Discussion

What can be gathered from the relevant literature and the research above, is that having a learning culture and learning organisation has not only improved turnover intention in this hotel but has helped to create strong working relationships and improved job satisfaction. In doing so "internal promotions" have become a regular occurrence with opportunities for people who have shown passion and high levels of engagement being rewarded. What can be gathered is that the policies in place are not the overriding determinant of the culture that is present, what is truly important is the leadership styles that are guiding employees and how these styles are perceived. The values, perceptions and beliefs of staff have to be accounted for in order to create an environment that is based around learning and teamwork. This is evident in the research and the literature above. And it seems the only way to achieve this is to treat employees like "human beings" and allow them to make mistakes and strive in what they do through communication and support.

It is evident that the opportunity to learn is present, but the organisation recognises that this is not enough in order to have a culture that is truly one of learning. The support systems in place not only come from management and policies, but also among the relationships that are present across all departments with the participants in the interviews providing many examples of employees helping one another when they weren't necessarily obliged to. In creating a learning culture and environment the struggle that has been present surrounding retention should only diminish, with passion and the will to learn being at the foundation of all policies and procedures. That is how this hotel is progressing and moving forward as a unit with lower turnover levels and

higher levels job satisfaction and engagement moving further away from being a concern and closer to being an attainable goal for management.

9.5 Conclusion

Due to the time constraints in place, the hotel doesn't appear to have invested the resources needed to fully implement formal training procedures. In relation to the literature around this phenomenon, it is because companies have a tendency to look at short term goals as opposed to long term goals especially surrounding training and development (Hudson et al, 2001). Within this research though, it appears the management in the hotel are changing this as they progress and grow with various different training measures being introduced and internal promotions being encouraged, allowing their current employees to strive and gain more skills. The way in which operations are being undertaken at the moment seems to be focused around the people and their relationships their colleagues. In doing so, as mentioned in Chapter 6, turnover doesn't appear to be an issue or an overriding problem for management at the moment. The participants consistently mentioned the positive environment that is present among the departments with people not only wanting to learn and grow, but wanting to share information and help one another.

Chapter 10 Conclusion

This research project set out to complete several objectives surrounding how an organisation within the hospitality sector in Dublin managed turnover. Not only were turnover and the intention of people to leave the organisation discussed, but also the consequences that arise from this and environment and culture that is present. The research was done through the implementation of eight semi structured interviews with management in a hotel in Dublin. The information provided was transcribed and analysed and through the implementation of topic coding, conclusions were then drawn up.

The first research question aimed to discuss the turnover that was present in the hotel. As previously noted in the literature review, turnover should be a key concern due to the time and money that is involved in addressing this issue (Singh and Loncar, 2010), especially within the hospitality sector (Deery and Shaw, 1997). However, the majority of the participants within this organisation felt that turnover was not an issue at the present moment due to improvements made to the policies and procedures in place. In the past it had be an issue with high turnover being prevalent throughout the departments. Delving deeper into the reasons for this it appeared that both the tangible and intangible rewards offered to employees were not satisfactory. As mentioned above by Armstrong (2009), people strive for acknowledgement and appreciation. Only in an environment where both tangible and intangible rewards are offered, can employees truly thrive in what they do, and be engaged and happy while they do. The lack of formal training in the past has also hindered this hotel in many aspects in relation to turnover, with "time constraints" being a primary reason for this.

Interestingly, two factors which are out of the hotels control also arose. One of which being that a lot of people never had any intention to stay for various reasons, none more so than the fact that a large number of students were hired and ultimately left once they completed their studies. Location was the other factor, many of the participants noted how they had fully trained and capable staff members walk out of the door to be "closer to home". This may have been due to better opportunities but the lack of transport connectivity was also involved.

To combat this, the hotel seems to focus heavily on communication and collaboration throughout all levels and departments involved in the hotel. In creating a learning culture built on strong working relationships and a positive working environment free of stress, that is how management are tackling the issue they have had with turnover in the past. Through the implementation of on the job training, the time constraints that have arose relating to training and development have been temporarily solved. It seems that people in the hotel like their job, and this satisfaction is heavily linked to lower turnover intention. Through the recognition and acknowledgement that is provided to employees by utilising trip advisor and the new "Quest Miles" it seems employees feel they are getting the rewards they deserve. Along with this the hotel seems to be promoting internal development and opportunities, with internal promotions being a regular occurrence recently. It appears that management within this hotel, in encouraging development and by improving the overall culture have in their own way found a way to tackle the issue of turnover and turnover intention within their operations.

From the research undertaken, a summary of the findings can be seen below:

10.1 Summary

1. High staff turnover is not only a concern for management but has the potential to impact on customer's experiences when in contact with the hotel. In an industry that is becoming increasingly competitive, as stated in the literature, with high turnover potentially influencing operations, then deciphering issues and coming up with satisfactory solutions to reduce this is worth investigating further.

2. Not only were negative consequences mentioned during the interviews, but many positives were noted including improvements to the existing culture along with fresh ideas and new experience.

3. It appears that steps are being put in place to improve policies and procedures for staff across a wide range of functions including training and development and the reward systems in place with new concepts being tested (Quest Miles). In doing so, management are not only showing their concern for the turnover that exists, but also the value that job satisfaction holds in their workplace.

4. Within the industry, not just this hotel, many of the participants mentioned how it is common for staff to have little or no intention to stay even prior to job acceptances. This is due to many factors, many of which are due to the fact a lot of students are hired and ultimately leave once they finish their studies.

5. Due to the lack of resources in terms of both time and money, formal training seems to be seen as an option rather than a priority within this hotel. To counteract the lack of resources available, the majority of departments implement on the job training which provides various positives and negatives. The culture and working environment seems to be aided by this, creating strong working relationships and a sense of comradery among all staff.

Unfortunately though, drawbacks also come with this approach to training and development, as mistakes have negatively affected the experiences customers have had with the hotel in the past.

6. Interestingly, location has been a huge factor in relation to the turnover that is present in this hotel, with many staff leaving to be closer to home. Participants within the research discussed their reaction to this factor, with policies being introduced that encouraged people to purchase bicycles.

7. It seems that this hotel has taken its own approach to manage turnover by creating a positive workplace environment that encourages growth and learning through communication and collaboration. Also, by implementing reward systems that not only reward employees in a monetary sense, but also provide them with the recognition needed not only to acknowledge when a good job is being done, this has been shown in the research above to encourage people within everyday operations going forward.

8. Finally, the literature and this research project back up the fact that employees leave because the nature of the industry dictates this. However, it seems that by grasping onto the positives that come with high turnover, this hotel has taken the opportunity to learn and grow with the consistent turnover that is present.

10.2 Recommendations

This research project looked to complete several objectives through the implementation of semi structure interviews. Through exploring an organisation within the hospitality sector and the issues it has faced relating to turnover and turnover intention the researcher believes that many of the research questions were answered. Literature relating to this topic was examined from an academic perspective, from which a hands on approach was implemented to delve deeper into the problems the hotel faced. From this, several recommendations were created that the researcher believes will help the hotel progress and grow in the future under each of the chapters above.

On reflecting on the entire aspect of turnover intention, the research has shown that employees leave the sector for various different reasons. Many leave because they had never intended to stay while others left due to the reward systems in place, surprisingly people also left due to location. As the research suggests, the hospitality sector is predominantly low skilled and low paid, which in turn creates a dilemma for management when trying to control turnover levels. The researcher believes that to gain a degree of power over the turnover that is present, then looking deeper into what makes people happier in their jobs needs to be considered.

It seems people want to stay in this organisation for a various degree of reasons. By improving the reward systems in place, management have already seen improvements in the levels of turnover in the past year. By acknowledging hard work and by encouraging it through both tangible and intangible rewards, the research suggests that people are not only less likely to leave but will be happier and more engaged in their jobs. From looking at the research questions, it seems many have been answered. The hotel seems to have coped with the high levels of turnover, especially during the recession. On reflection, it appears they have

determined many of the overriding factors that have influenced these figures and have some made some positive steps in implementing changes that will better the overall perception that is present in relation to the working environment.

However, the researcher feels more can be done, the recommendations of which can be seen below.

1. From the research and its results, it appears that pay has been a reoccurring factor when it came to people leaving in the past. The changes needed in relation to the pay systems in place will not be a short term fix, many meetings surrounding disposable income and wages will need to be discussed among senior management. If the hotel is doing as well as many as the managers feel, then potentially a slight increase in wages across all departments could be met with these positive results.

2. Through the implementation of the new "Quest Miles" it appears that management see job satisfaction and satisfactory reward systems as a priority. The researcher believes, especially in its early stages, that regular check-ups should be undertaken to ensure that the system is rewarding the employees in the manner it was intended.

3. With regard to the people that have no intention of staying, as a large proportion of these people are students, potentially nurturing them and offering them internal positions that apply to their qualifications could not only ensure that voids are being filled with competent and reliable staff. But will also ensure the strong learning culture that is present will remain intact.

4. It seems this hotel and its approach to turnover is to build on the foundation of a positive and stress free working environment. However, moving forward, the researcher feels formal structures should be implemented especially surrounding training and development as it has been a factor in people leaving the organisation. By continuing their policies of hiring people with strong competencies and good work ethics, and providing them with good opportunities to learn through both formal

and informal training, these employees could be the competitive advantage needed in the future as the hotel moves forward.

It was extremely uplifting to be involved in a project that allowed the researcher to delve deeper into issues that organisations face in the hospitality sector. Getting perspectives from a various range of workers coming from different backgrounds allowed the work to be truly representative of what was felt by the managers in this hotel. As mentioned above in the limitations, there are massive gaps in this area of study especially in relation to the hospitality sector in Ireland. Further research needs to be undertaken surrounding turnover within hotels in Ireland and how it can be not only be managed but how it can be influenced in order to suit everybody involved. A larger scale study, across various sized hotels would be needed in order to gain rich results. As both time and money was limited in this project, the degree of research needed to obtain this level of results was not readily available.

What can be gathered from this work is that turnover is indeed a problem that this particular hotel faces, applying this with the limited research surrounding this concept; it appears that turnover is an issue faced by organisations across the entire industry. However, the work in this project suggests that steps can be taken to improve the staff turnover that organisations face. In creating a positive working environment that has a foundation based on strong working relationships, the managers in this hotel has noticed a significant increase in productivity and engagement among staff in all departments. Along with this, the changes made to the reward systems are a considerable improvement compared to the hotels past. In listening to the needs of their employees, turnover has seen a significant decline.

Personal Learning Statement

The researcher found this dissertation to be challenging due to the time constraints that came with working; however, it was very enjoyable and rewarding. Prior to this work, the researcher had a varying degree of experience in different industries up until a year ago when beginning in the hospitality sector. This last year had been a pleasure, the experience gained from work, the master's course and also the dissertation can only help develop the researcher further in whatever career path is chosen.

On a finishing note, to have completed this masters course along with this dissertation has been one of the biggest achievements that that the researcher has completed. In doing so, hopefully this work has added to the knowledge that already exists in relation to turnover intention within the hospitality sector.

Desmond Hartigan

10346315

September 2015

Bibliography

'Informal learning in the workplace: The key role of managers' (2014) 'Informal learning in the workplace: The key role of managers', *Development and Learning in Organizations*, 28(2): pp.26 – 28.

Abbot, P. (2013) 'WORK/LIFE BALANCE'. *Accountancy SA,* 1(1): pp. 44-45.

AIB. (2013) 'Outlook'. *AIB's Series of Sectoral Research Reports*, 1(2): pp.1-28.

Alarcon, G. and Edwards, J. (2011), 'The relationship of Engagement, Job satisfaction and Turnover intentions'. *Stress and Health,* 27(3): pp.294-298.

Altheide, D. & Johnson, J. (1994), *Criteria for assessing interpretive validity in qualitative research*, Handbook of qualitative research. Thousand Oaks, CA: Sage.

Armstrong, M. (2009) *Armstrong's Handbook of Reward Management Practice*. 11th ed. London: Kogan page.

Armstrong, M., (2012). *Armstrong's Handbook of Human Resource Management Practice*. 12th ed. London: Kogan Page.

Armstrong, S. and Mahmud, A. (2008), 'Experiential learning and the acquisition of managerial tacit knowledge'. *Academy of Management Learning & Education,* 7(2). pp. 189-208.

Arnold, J., Cooper, C. and Robertson, I. (1998) *Work Psychology: Understanding Human Behaviour in the Workplace*. 3rd ed. Pearson Education: Prentice Hall.

Bandura, R., Lyons, P. (2014) 'The art and science of job satisfaction'. *Human Resource Management, International Digest*, 22(7): pp. 32 – 35.

Cameron, K.S. and Quinn, R.E. (2006), *Diagnosing and Changing Organizational Culture: Based on the competing values framework*, revised edition, Wiley, New York, NY.

Cao, Z., Chen, J. and Song, Y. (2013) 'Does Total Rewards Reduce the Core Employees' Turnover Intention?', *International Journal of Business and Management*, 8(20). pp: 62-75.

Cavell, W. (2007). 'Organisational Culture'. *Charter*, 78(9), pp: 60.

Cleary, M., Horsfall, J. & Hayter, M. (2014), *Journal of Advanced Nursing*, Journal of Advanced Nursing, Vol. 70 (3).

Collingridge D. & Gantt E. (2008), *The quality of qualitative research*, American Journal of Medical Quality, Vol. 23(5), pp: 389-395.

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

Cooper, C. and Cartwright, S. (1994) 'Healthy mind; Healthy Organization. A proactive approach to occupational stress'. *Human Relations*, 47(4): pp: 455-471.

Cope, M. (2009), *Transcripts (Coding and Analysis),* In International Encyclopaedia of Human Geography, Elsevier: Oxford, pp. 350–354.

Crowe, S., Cresswell, K., Robertson, A., Huby, G., Avery, A. & Sheikh, A. (2011) 'The Case Study Approach' *BMC Medical Research Methodology*, 11(1), pp. 1-100.

Cullen, J. (1999), `Socially constructed learning: a commentary on the concept of the learning organisation', *The Learning Organization*, 6(1), pp: 45-52.

Curtis S., Gesler W., Smith G. & Washburn S. (2000), *Approaches to sampling and case selection in qualitative research: examples in the geography of health*, Social Science & Medicine, Vol. 50(7–8), pp: 1001–1014.

Deb Stewart, (2001), 'Reinterpreting the learning organisation', *The Learning Organization*, 8(4), pp: 141–152

Deery, M. & Shaw, R., (1997). An Exploratory Analysis of Turnover Culture in the Hotel Industry in Australia. International Journal of Hospitality, 16(4): pp.375-92.

Droege, S. (2003) 'Employee turnover and tacit knowledge diffusion: A network perspective'. *Journal of Managerial Issues*, 15(1), pp: 50-64.

Dumay, J. (2011), *The qualitative research interview*, Qualitative Research in Accounting & Management, Vol. 8 (3) pp: 238-264.

Dwivedi, S., Kaushik, S. and Kaushik, L. (2013) 'Impact of Organizational Culture on Turnover Intentions in BPO Sector in India'. *Indian Journal of Industrial Relations*, 48(4): pp.679-691.

Failté Ireland (2014) 'Tourism Facts 2013' [Online]. *Failté Ireland*. Available from: http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/3_Research_Insights/3_General_SurveysReports/Tourism-facts-2013.pdf?ext=.pdf [Accessed 15st March 2015]

Fossey, E., Harvey, C., McDermott, F. and Davidson, L. (2002), 'Understanding and evaluating qualitative research', *Australian & New Zealand Journal Of Psychiatry*, 36(6), pp: 717-732.

Hannabuss, S. (1996),*Research interviews*, New Library World, Vol. 97 (1129), pp: 22-30.

Heneman, H., Greenberg, D. and Strasser, S. (1988) 'The Relationship between pay for performance perceptions and pay satisfaction'. *Personnel Psychology*, 1(41). pp: 741-761.

Hitt, M., Black, S. and Porter, L. (2014). *Management*. 3rd ed. Essex, Pearson Education.

Hudson, M., Smart, A., & Bourne, M. (2001) 'Theory and practice in SME Performance measurement systems'. *International Journal of Operations & Production Management*, 21(8): pp. 1096-1115.

IDS (2012) 'HR Study 968' [Online]. Available from: https://moodle.ncirl.ie/pluginfile.php/78719/mod_resource/content/1/Flexible%20wor

king%20at%20Accenture%20%28IDS%20studies%29.pdf [Accessed 20th March 2015].

Kim, D. (1993) 'The link between individual and organisational learning'. *Sloan Management Review,* 1(1): pp. 37-50.

Kruse, K. (2012) '100 Best Quotes on Leadership' [Internet]. In: *forbes.com.* Available from http://www.forbes.com/sites/kevinkruse/2012/10/16/quotes-on-leadership/ [Accessed 25th March 2015]

Lashley, C. (2002), 'Costing Staff Turnover in Hospitality Service Organisations' *Journal of Services Research*, 1(2): pp. 1-24.

Liu, X. (2005). 'From Compensation to Work Experience- Compensation management of IBM and other famous enterprises'. *Human Resource Development of China*, 6(1), pp: 62-73.

Lockwood, N. (2007) 'Leveraging Employee Engagement for Competitive Advantage.' [Online]. Available from http://www.shrm.org/Research/Articles/Articles/Documents/07MarResearchQuarterly.pdf [Accessed 09th March 2015]

Macey, W. and Schneider, B. (2008). 'The meaning of employee engagement'. *Society for Industrial and Organizational Psychology*, 1(1):pp. 1-30.

Macintosh, E. and Doherty, A. (2010) 'The influence of Organizational Culture on job satisfaction and intention to leave'. *Sport Management Review*, 13(2), pp: 106-117.

Marshall, C. (1990), *Goodness criteria: Are they objective or judgement calls?*, The paradigm dialog. Newbury Park, CA: Sage.

Mayring, P. (2004), *Qualitative content analysis*. A companion to qualitative research, London: Sage Publications.

Megginson, D. and Whitaker, V. (2007) *Continuing Professional Development.* London: CIPD.

Oppenheim, A. (1966), *Questionnaire Design and Attitude Measurement*. London: Heinemann.

Paige, J. (2002) 'Hotel pricing gets more competitive' *The Business Journal,* 17 (51*): pp.37.*

Richards, L. (2009). Handling qualitative data, (2nd ed.). London: Sage Publications.

Saks, A. (2006) 'Antecedents and consequences of employee engagement', *Journal of Managerial Psychology*, Vol. 21 (7): pp.600 – 619.

Saunders, M., Lewis, P. & Thornhill, A. (2009) *Research Methods for Business Students*. 5th ed. Essex: Pearson Education Limited.

Schein E. H. (1984). 'Coming to a New Awareness of Organisational Culture'. *Sloan Management Review*, vol. 25(2), pp: 1-3. [ONLINE] Available at: http://search.proquest.com/business/docview/206806372/13F8FFB60774E9A9EE5/1?accountid=103381 [Accessed 25th March 2015]

Schon, D. (1991) *The reflective practitioner*. Aldershot: Arena Books.

Senge, P.M. (1990), *The Fifth Discipline: The Art and Practice of the Learning Organisation*, Doubleday Currency, New York, NY.

Sheridan, J. E. (1992) 'Organizational culture and employee retention'. *Academy of Management Journal*, 35(5): pp. 1036-1056.

Shields, M. and Ward, M. (2001) 'Improving Nurse Retention in the National Health Service in England: The impact of job satisfaction on intentions to quit'. *Journal of Health Economics*, 1(20). pp: 677-701.

Singh, P. and Loncar, N. (2010) 'Pay satisfaction, job satisfaction and turnover intent'. *Relations Industrielles*, 65(3). pp. 470-490.

Sinha, S. & Back, L. (2014), *Making methods sociable: dialogue, ethics and authorship in qualitative research*, Qualitative Research, vol. 14 (4), pp: 473-487.

Snyder C. (2012), *A case study of a case study: analysis of a robust qualitative research methodology*, Qualitative Report, Vol. 17(26), pp: 1–21.

Staw, B. (1980) 'The consequences of turnover'. *Journal of occupational behaviour*, 1(4). pp: 253-273.

Stuart Hearn, (2012) 'The crucial link between performance and reward', *Strategic HR Review*, 11(1): pp 1-18.

Taylor R (2013) Case-study research in context. *Nurse Researcher*, 20(4), pp: 4-5.

Thomas, G. (2011), *How to Do Your Case Study: A Guide for Students and Researchers*. Sage Publications, London.

Walsh, D. & Downe, S. (2006) *Appraising the quality of qualitative research*, Midwifery, Vol. 22(2), pp: 108–119.

Walsham, G.(2002), *Cross-cultural Software Production and Use: A Structurational Analysis*, MIS Quarterly, Vol. 26(4), pp: 359–380.

Williams, Y. and O'Reilly, A. (1998) 'Demographic and Diversity in organisations: A review of 40 years of research'. *Research in organisational behaviour,* 20(1): pp.77-140.

Woods, R. (1989), 'More Alike Than Different: The Culture of the Restaurant Industry'. *Cornell Hotel and Restaurant Administration Quarterly,* 30(2): pp. 82.

Yin, R. (2003), *Case Study Research: Design and Methods 3*. Thousand Oaks, CA, Sage.

Appendices

The interviews were conducted at many different locations and times which were selected by both parties in order to get a mutually suitable agreement. As the research was qualitative, and the areas that needed to be covered were known by the researcher prior to any interview processes begun, this was the logic behind implementing semi structured interviews. Before any interviews began, an information sheet was provided to all participants to help them feel more comfortable to be involved in the interview process. Ultimately stating that they were free to withdraw from the process at any time and that it is a fully confidential process. Management across all areas of the hotel were interviewed, all of which received the same information sheets (Appendix 1) and were asked the same questions (Appendix 2) which are listed below.

A Qualitative Exploration into Job satisfaction and Turnover within the hospitality sector.

INFORMATION LEAFLET

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

STUDY TITLE: A Qualitative Exploration into Job Satisfaction and Staff Turnover within the Hospitality Sector.

WHAT ARE THE OBJECTIVES OF THIS STUDY?

The aim of the study is to explore management's views on the staff turnover that is present within the organisation, along with their perspectives on the training and development procedures that are currently in place. Discussions surrounding the culture and satisfaction of the people involved in the workplace are also covered.

The specific objectives include:

    a)   Exploring job satisfaction, culture and turnover intention and how they can impact

on staff turnover.

b) To share this information with management, any insights that may enhance any policies or procedures which are currently in place.

WHY HAVE I BEEN CHOSEN?

This research topic is focused primarily around management's perspective on areas such as turnover, job satisfaction and culture that is present within the organisation.

WHAT WILL HAPPEN IF I VOLUNTEER?

Your participation is entirely voluntary. If you initially decide to take part you can subsequently change your mind and withdraw from the study without difficulty.

If you agree to participate you will be requested to participate in one 20-30 min interview.

RIGHT TO WITHDRAW

If you do decide to withdraw from the study at any point you can request to have your data removed from the study.

ARE THERE ANY BENEFITS FROM MY PARTICPATION?

While there may be no direct benefit from participation, the study will make an important contribution to this research topic which has the potential to bring about a greater understanding in this area of research. As such, the findings from this study will be submitted for publication in peer-reviewed journals. Interim and final reports will also be prepared. However no individual participant will be identified in any publication or presentation.

Individuals will not be offered any monetary or other rewards for their participation.

ARE THERE ANY RISKS INVOLVED IN PARTICIPATING?

There are no risks associated with participation. Any inconvenience involved in taking part will be limited.

WHAT HAPPENS IF I DO NOT AGREE TO PARTICIPATE?

If you decide not to participate it is entirely at your own discretion.

CONFIDENTIALITY

As this is an interview, all aspects of the conversations will be recorded and transcribed. All individual information collected as part of the study will remain confidential to the research team. Your name will not be associated with any ideas or comments you make during the interview. Once all interviews have been transcribed, the recordings will be destroyed and the de-identified transcriptions will be kept in an encrypted file for a period of 5 years.

CONTACT DETAILS

If you have any further questions about the research or if you wish for updates you can contact:

Dr. Laura Costelloe (01-4498731; laura.costelloe@ncirl.ie)

PLEASE SIGN THIS SHEET - BE ASSURED THAT THIS CONSENT FOR WILL BE STORED SEPARATELY TO THE DATA

A Qualitative Exploration of Universal Design for Learning: Student Perspective

PLEASE CIRCLE YOUR RESPONSE TO EACH QUESTION

• I have read and understood the attached Information Leaflet   YES   NO

• I have had the opportunity to ask questions and discuss the study YES   NO

• I have received satisfactory answers to all my questions   YES   NO

• I have received enough information about this study   YES   NO

• I understand that I am free to withdraw from the study at any time   YES   NO

without giving a reason and without this affecting my training

• I agree to take part in an interview   YES   NO

Participant's Signature: _____ Date: _____

Participant's Name in print: _____

Interview Questions:

Turnover

iii. Tell me about turnover in the organisation?

 How is it approached?

 Is it a problem?

iv. Can you elaborate on any positive or negative consequences that occur from the turnover that is present?

 Positives: Costs? Innovation? Improved culture?

 Negatives: Costs? Loss of control? Loss of skills? Culture?

Turnover Intention

v. Why do you feel people leave the organisation?

 Is it due to management?

 Expectation from job different to reality?

 Lack of training?

 Reward systems in place?

 Nature of the industry?

 Or because they never intended to stay?

Job Satisfaction

vi. What are the reasons you feel that people would stay in the organisation?

 Happiness?

 Rewards?

 Work life Balance?

 Culture?

 Growth and opportunity?

vii. What tangible rewards are offered to employees in relation to performance?

 What intangible rewards are offered to employees in relation to performance?

 Are they substantial enough to recognise when good work is being done?

Training and Development

viii.   How did you learn to do your job? Formal training? On the job? Team learning?

ix.   How does the staff learn to do their jobs?

x.   Can you tell me about the hiring of new staff within the organisation and how they are helped into operations?

Can you give me your opinion on the probation periods? Are they long?

Can you give me your opinion on the training periods? Are they long?

Culture

xi.   Can you elaborate on the culture within the organisation?

Positive or negative?

Do people want to learn and share information?

xii.   Do you feel the staff is supportive to one another when problems arise?

Appendix 2 Transcriptions

Person A

General Information

Gender: Female

Role: Duty Manager

Researcher: Can you tell me about the turnover in the organisation please?

A: In this organisation, the turnover is relatively low considering the size of the hotel here. Weve had a lot of staff, particularly at management level staying for 5 years or more which is something to be proud of. There will always be certain levels of turnover on the floor in terms of food and beverage staff, accommodation because again they're only seasonal or part time and most are in college. Relatively, for the size of the hotel the turnover is relatively low, mostly down to the working conditions and HR policies. We have good working conditions for staff, we look after our staff. For example, at Christmas time we do staff meals and parties and reward the staff. As you'd know we always have rewards such as staff mentions and the new quest miles, so people are looked after. It's not just all take, we do appreciate the hard work the staff does for us and it's important we acknowledge that. Through these rewards and nights out, it's our way of letting the staff know we see the work they're doing for us.

Researcher: With regard to the turnover, would you say the organisation is proactive or reactive to it?

A: I would say it's proactive.

Researcher: Would you say turnover is a problem?

A: Its not a problem for a hotel of this size, there is always going to be an element of turnover. I mean people are always going to move on whether they be students or they are on work experience, people will always use lower paid jobs as stepping stones in their careers. I feel in this hotel, there are a lot of oppurtunities to grow in the hotel. Its relatively good the turnover, I wouldn't say it's a concern for us here at the moment.

Researcher: Can you elaborate on the positive and negative consequences that occur from the turnover at present?

A: There are positives as I said, but there are also negatives. There are processes in place, you have to dive through CV's so it takes a lot of time. Its time consuming, so everyone has to be included in the job checks so we find the person were looking for. Theres nearly a window of a month from the time you take someone on until theyre fully trained in the role. From a positive side though, somebody coming into a new role will have fresh eyes with new ideas. The negatives are the time and costs, but the positives is the new ideas from other employers which can add to the already existing culture. Its good to have different cultures, everybody sees different stuff.

Researcher: Great, so why do you feel people leave this organisation?

A: I think the training is good, and everybody knows what is expected. We use buddy systems in this hotel, where new staff are allocated an already existing employee to show them around until they are comfortable on their own. You are training with that person for a couple of weeks, these systems I feel are good. People are always going to leave for better job prospects and more money, it could be a relocation that's closer to home. So they would be the main reasons I feel we lose key staff, better jobs, money and location. I feel it is a happy environment to work in for the most part. Yeah, its natural a handful won't settle into the workplace. But as a whole I feel they're the main reasons people move on.

Researcher: Super, in relation to job satisfaction, why then do you feel people stay in this organisation?

A: Well again, recognition. It's very important that you recognise when a good job is being done. Showing you appreciate it, sending feedback across departments through emails and on the staff facebook page, this is all very important. Pay increases have become more prevalent, when the company can do it for staff that have been excelling.

Ehm, you know we do employee incentive schemes and staff nights out to just say thanks.

Researcher: Super, so what tangible rewards then are offered to employees in relation to their performance?

A: Everybody loves money, it's a big motivator. The mentions on trip advisor and the internal database are constantly reviewed to reward employees. Anybody who gets a mention gets a ten euro bonus included into their wage. Also, we have wow of the week rewards for staff that go beyond the call of duty albeit for their performance or if they wowed a customer. They'll then receive a bonus for that also, it all comes back to recognition. Your name is highlighted online and also in the staff page, this along with the money is a huge incentive. We are also in the process now of implementing "Quest miles" which is a points system, so for every mention, for example, you will get 10 points. And after you've saved up enough points you can then claim rewards in the form of weekends away or vouchers. We haven't fully allocated the points system as of yet but again it shows recognition to staff for doing a great job.

Researcher: Ok, so how then do you feel you learned to do your job?

A: Through experience, I did my studies and gathered my experience. I feel on the job training was key. When you get into a role, it's about showing initiative and a good ethic, that's how you truly grow within this industry. Positive attitude and a good work ethic should be the foundation of this. Being reliable and being a good time keeper are also very important. If you show those key initiatives at a junior level, a manager will see that this boy or girl are enthusiastic, they have the right attitude and ability. Mixing this with training can only help you, taking on board all courses that become available to you. In this hotel that is offered to people who are moving up the ranks. Mandatory training such as manual handling and first aid has to be done with a certain number of managers. But, for example, next week we are doing wine training which is offered to every manager to get involved. It is important for managers in all departments to get involved so there is an overall understanding present. These will develop you as a person and a manager; it'll help your confidence which is mutually beneficial to all

involved. It's a win-win situation. I did many junior manager roles, was meant to be buddied up with somebody but you know how life goes, it doesn't always go to plan but it works out in the end. Sometimes with time and cost constraints that can happen, but I feel we have a good system here in place. We have good procedures for new starters; they get shown around the hotel to the key people involved. They are then buddied up with an employee in their department and that person is responsible in helping them get trained in and to feel comfortable. For two or three weeks depending on the person obviously, it's good now. But I started in the industry many years ago, things are different now, it's much better.

Researcher: Super, so how then do employees learn to do their jobs?

A: Predominantly it is on the job training. Some guys will have experience and others won't. Some hotels differ but the procedures are mostly the same. You take people under your wing, and show customers this is what our brand stands for. The induction process is very important; the HR manager does a fantastic job settling people in. And that happens early on when people start the job. It gives people a sense of the hotel and the team. It's to show people that it is a nice place to work, it really is. So yeah, it's really on the job training people receive.

Researcher: So can I get your opinion on the probation period within the hotel?

A: Every employee when starting a new role is put on a probation period. That's not just for new employees but also internal promotions as well. For example, if you get promoted into a new role we still place people on probation periods because we need to see what you're capable of as a supervisor. So it's for everyone. The probation periods can also be extended to six months, if we are unsure if somebody is suitable yet. It is for both parties. There is maximum nine month probation period, and after that period you have to decide if that person fits the role or not.

Researcher: Are they too long or short?

A: I feel they are spot on.

Researcher: Great, so then the same question but for training?

A: It takes roughly a month, whether it be a manager or at floor level. It takes two or three weeks of training, then a week on your own feet. So effectively I would say it's a month.

Researcher: So finally, can you elaborate on the culture here in the hotel?

A: I feel we have a good work ethic as a group. We have various different nationalities working in the hotel which is good because our guests range from a whole host of nationalities also. We have a certain number of staff that are multilingual which is good because, as I said we have guests coming from all over the world. There's a good environment here, it's a good team management. There isn't a hierarchy here from the top to the floor.

Researcher: Do you feel people want to learn and share information?

A: Absolutely. Every day brings a new challenge no matter what department you're in. It keeps you on your toes, theres good support here though. If you make a mistake you learn from it. I'd like to think the manager in that position would say that's ok, learn from it and move on. At the end of the day were all human.

Researcher: Super, do you feel staff then are supportive to one another when problems arise?

A: Absolutely, there are good work relationships here between departments. Everybody gets to know everybody. There's good work relationships so if one department is struggling, from experience, others will then chip in and help out. Were all trained in many areas, so it's a good environment and culture that is present; a strong team is definitely there. It's a two way process between departments which is great to see.

Person B

General Information

Gender: Male

Role: Bar Supervisor

Researcher: Can tell me about the turnover in the organisation please?

B: The turnover would be quite high in my opinion.

Researcher: Can you elaborate on any possible reasons for this?

B: I think there has been a few changes in the hotel, in general. Keeping up to date and keeping up with the times. As things move you have to change with them. Service is quite good, the staff are quite good, but there is always going to be turnover.

Researcher: Would you say the hotel is Proactive or Reactive to this turnover?

B: Eh a lot of places would be reactive, in a way to staff sometimes on a shoestring to cut costs. Whereas here the focus would be more on renovations and new plans for the bar.

Researcher: Would you say turnover is a problem in the hotel?

B: No, because it's such a big hotel theres always going to be turnover.

Researcher: Can you elaborate on any positive or negative consequences that occur from the turnover that is present?

B: Positives would be, sometimes you get a good man or girl. Experience wise in the last year, it would be only one or two that have left the bar. It is quite a settled atmosphere. Whereas the negatives, speaking in relation to the entire hotel when people have left it has felt unsettled in certain departments. Different face for a different day it's like a new environment every day.

Researcher: Why do you feel people leave the organisation?

B:Some of it due to lack of training, some staff don't get it which is unfortunate due to time constraints. With regard for people leaving its either they aren't interested or its not for them. Its purely a summer or temporary thing and then they move on. Its basically a stepping stone.

Researcher: Why then do you feel people stay in the organisation?

B: A lot of people will stay because their ambition is to stay within the hospitality sector and move up the ladder. More experiences and maybe move onto bigger things.

Researcher: Would you feel the reward systems in place are satisfactory here?

B: Yes, we are in the process of implementing a new process at the moment. The "Quest Miles".

Researcher: Can you elaborate on that please?

B: Instead of voicing your opinion and going to the head of each department you can write ideas down now and post ideas in a box. Breaking down barriers, maybe you might feel your idea is small and maybe worth nothing but management may think it's a fantastic idea and implement it into procedures. Maybe its something they can expand on.

Researcher: Would you say the intangible rewards offered to employees are satisfactory?

B: It would be for the amount of work they're doing I feel it is enough.

Researcher: And then the same question but with regard to tangible rewards, would they be satisfactory?

B: In general, all hotels are like this. They could do with increasing wages across the board. It would keep a lot more people happier.

Researcher: With regard to training and development, how did you learn to do your job?

B: When I started in the trade 20 years ago, I started in a different hotel. This particular hotel was the flagship of all hotels; many hotels looked up to and aspired to be this organisation.

Researcher: Super, and with regard to this job, do you feel you received satisfactory training to help cope with operations?

B: Well I was only 23 when I came out of that first hotel, but over the years in the hotel and bar trade I have learned a lot and gained a lot of essential experience in how to do my job. It was a 5star hotel, which helped me in the bar trade which has essentially brought me back to the hotel industry again.

Researcher: Great, so with regard to this hotel did you receive any training?

B: Yes, we were trained a bit. I've completed three courses since I've been here within a 12 month period.

Researcher: And are these mandatory?

B: No, but it is encouraged. It's ultimately up to yourself if you want to put your name down. I put my hand up for these courses though.

Researcher: And does the training just apply to the bar or across departments?

B: I wouldn't mind if there was a management whereby you a taught the necessary policies and procedures across all departments.

Researcher: And is that in place in the hotel?

B: Eh no, not at the moment.

Researcher: Great, so how do you feel staff learn to do their jobs?

B: From their supervisors and managers from which they were trained. In a new place, with new things to do and new systems you have to help people go into the new ways. It involved a lot of on the job training, a lot of the training is done during busy times which is unfortunate but has good points.

Researcher: Would you say people are thrown in the deep end so?

B: They are and they aren't, they would be overworked but they get a feel for how things run and how people deal with everyday operations. Essentially it is like learning to swim and you take away the armbands once you're comfortable.

Researcher: Can you tell me about the hiring of new staff and the probations periods in place?

B: Probation period is 3 months, group chats come up during that period to see how people are coping with the new position.

Researcher: Who is this for?

B: All people starting new positions, both internal and new starters including managers.

Researcher: Would you say it's too long or too short?

B: I'd say it's pretty much right, it takes people time to settle and to become productive.

Researcher: Super, and can you tell me about the training periods in place?

B: I feel some form of training should be applied to people across all departments and experiences every few weeks.

Researcher: And is that the case at present?

B: It is and it isn't. You give employees forms to read with information on new policies and procedures, once read they sign it to show they understand and follow what has just been given to them. A lot of times though, you're signing something that you're automatically doing anyway. It's just to highlight to the person the way in which things should and shouldn't be done. And if something is being done incorrectly after they've read new policies then it allows you the chance to ask why this is the case. From there

then they may have to be shown what to do. These training procedures could be implemented better, but unfortunately it is a time issue on both the managements and employees part.

Researcher: And finally, the organisational culture at the moment. Would you say it is positive or negative?

B: I would say it is positive.

Researcher: Can you elaborate on that please?

B: The staff here at the moment seems to get on very well with one another. There's always a bit of fun and banter, especially when it's busy. When it's quiet they can get distracted and bored quiet easily though.

Researcher: Great, so do you feel people want to learn and share information together?

B: Yes, both good and bad. And from experiences within the hotel the positives and negatives that need to be said are so. The communication at present doesn't have many barriers which is good. For everybody to improve, you need both positive and negative feedback because you can't be perfect at everything.

Researcher: And finally, would you say staff is supportive to one another when problems arise?

B: In general, they are. You know yourself, people sometimes can interrupt one another but for the most part it is always clarified and the staff here move on together, shake hands and get on with it. That's the trade were in.

Person C

General Information

Gender: Female

Role: Duty Manager

Researcher: Can you tell me about the turnover in the organisation?

C: Our turnover traditionally has been slightly high, partly due to location and partly due to the volume of staff. To combat this we introduced a bicycle scheme by offering "discounts" when purchasing one, all to help staff with their daily travel needs to get to work. But unfortunately it is a very high intensity and highly stressful environment for a lot of the departments. Ehm traditionally the turnover was 70%, which is far higher than the national average. For last year, we ran turnover at about 64%, so were looking to reduce that into this year through many incentives to about 45%. We have many different techniques to help lower this, one of which is the worker wellness program which ensures staff are well before, during and after work. It helps create a social outlet so people can build relationships that extend outside of the workplace. This will help increase loyalty, and can help people enjoy their work more.

Researcher: Would you say the approach to turnover is proactive or reactive in the hotel?

C: Now, I would say we are very much proactive. Whereas we used to be reactive, I would go as far as to say we were almost non active when it came to turnover.

Researcher: Ok, so would you say turnover at the moment is a problem in the organisation?

C: Right now, I would say it is stable. This is due to a number of reasons brought upon by the hotel, the management involved have been trying out different procedures and techniques to help create a better working environment.

Researcher: So can you elaborate on any positive or negative consequences that occur from the turnover that is present?

C: Some of the positives, the team has stabilised and I would say that if the turnover does become an issue you never get settled with a good group of people. Its almost like your chasing your tail constantly going back on yourself meaning customers are going to notice this. Whereas now we have stabilisation in the departments you can build upon that and start to grow. You can put personal development plans in place, which builds loyalty so people get more back from what they are putting into their work. And then theres the costs which cant be overlooked, the cost of training and constantly inducting people. Also, new uniforms and the time that is spent, it all adds up.

Researcher: Super, so why then do you feel people leave the organisation?

C: We did a staff survey in September, we had a lot of thoughts and theories as to why people were leaving. The survey was good as it concreted some and blew some of the theories out of the water. We found people were leaving due to frustration we had a number of staff that wanted the hotel to grow. And then we had another group that were purely here to make money, they just wanted hours. And what we found was that the good staff were ultimately carrying the poor staff through the days. So because we were performance managing these staff members, they eventually got fed up of doing extra work and left. Some have also been put down to monetary reasons, so the reward systems that are in place.

Researcher: Would you say it was down to tangible or intangible rewards?

C: I would say its tangible, so to counteract this we are implementing a quest miles system whereby staff can gain points through hard work which can then be used to claim rewards. This system will not only motivate front of house staff, but should help improve the culture at the back of house as they will receive more recognition also. We even incentivise workers who cover sick calls, that do the extra little things that can sometimes go unnoticed. Another big part of this is the suggestions and growth, so if an employee brings to the table a suggestion that helps the hotel, we heavily weight incentives on that.

Researcher: Super, so why then do you feel people are staying in the hotel?

C: Now, main reasons I would say is development, we have fantastic facilities now to bring staff on by developing them up the organisation. Were very open to internal promotion by helping people gain skills, using good attitudes as the foundation of this. Certain things you can learn but there's also certain things you have to have in you.

Researcher: With regard to your job so, how did you learn to do it?

C: I was training to be involved in the food sector, I was going to do a placement in another hotel. And I decided to leave college I joined the accommodation department, gained some skills and moved from department to department, accommodation to reception. I literally took any course that came my way, some were mandatory of course but a lot weren't. Within this hotel, it is encouraged to take courses in different departments so you get a feel of how everything runs. We have logistics, deputy managers so there's a wide range of roles.

Researcher: Super, so how then do you feel the staff learns to do their jobs?

C: Id say it's a mixture, of both formal and on the job training. At the start its mostly formal, through induction followed by on the job and also using leaders as an example. And then its specific, not looking at people as numbers or at groups. But by treating each person as a human and by looking at their strengths and weaknesses you can pinpoint what is there already and what needs to be provided to that person. From there you can save time, as you can avoid putting people into courses they already have a strong knowledge in, for example.

Researcher: Great, so can you give me your opinion on the hiring of new staff? The probation periods, are they too long or short?

C: So for ground level staff it is three months and management it is six months.

Researcher: Would you say that is too long or short?

C: Ehm, I think three months is ideal, same with six for management as more is impinging on the success of that person as they are ultimately leading by example. Because of this we need to ensure that the person is suited the role or else problems will arise, as it could be detrimental not only to that person but all of the staff below that person.

Researcher: Great, and what about training periods? How long are they?

C: It differs from department to department. Reception for example, is three months. And that is on the job training. So its typically three months on the job, then after that its individual growth that comes from every individual. I feel communication is very important throughout the whole process as it takes time for people to become productive on their own accord. It can take a couple of months, but it depends on the person really.

Researcher: Finally then, can you elaborate on the culture in the organisation?

C: The culture has changed in the two and a half years I have been here.

Researcher: In what sense?

C: Definitely positive. When I joined it was just after a tough recession that had a lot of redundancies so morale was low. There was minimum wage across the board which piled pressure on everyone involved. People would really just come and do their hours and then go. There was no culture, loyalty and ultimately no team presence was there.

Researcher: So what changed to make it as positive as it is now?

C: There's a massive emphasis on staff wellbeing and their contribution. If you don't have a good team then what makes you any different from everybody else in a similar position.

Researcher: So would you say people want to learn and share information?

C: I think having the internal facebook page has definitely helped that, it takes down the barriers across departments. It lets people know faces and events that are coming up. It also informs people of all achievements, even personal milestones that may not

be associated with the hotel, such as exams. I feel this has helped create friendships that now surpass a purely working relationship.

Researcher: Finally, then do you feel staff are supportive to one another when problems arise?

C: I definitely think they are.

Researcher: Could you give me an example please?

C: I have a great example actually, our accommodation manager was on holidays and our senior supervisor is out sick. So one particular supervisor was doing everything by herself. She stayed hours beyond her shift to ensure standards were met; the guests got the same standard as if there was a full team present. The important thing though was the fact she was acknowledged for this though. People knew the good work she had done.

Person D

General Information

Gender: Male

Role: Head Chef

Researcher: Can you tell me about the turnover in the organisation please?

D: More or less the turnover in the kitchen many of the chefs have been here years. The turnover is actually low, we don't have chefs leaving really.

Researcher: Would you say the turnover when it does happen, is approached in a proactive or reactive manner?

D: Ehm to be honest no. It would be more so reactive as a good chef is hard to find. It can take four to six weeks and you most likely wont find a good chef without a job. So you have to allow them time to leave their current position that is usually the case.

Researcher: Would you say turnover is a problem at present?

D: At this time of the year it is extremely busy, so yes it would be. At the minute were actually looking for a few chefs to fill positions.

Researcher: Why do you feel people leave this organisation?

D: It's a mixture of a few things; I would say pay is definitely a reason. Another one is the fact that people's expectation from jobs can sometimes be different to reality and that can cause them problems. Sometimes this is can on the part of the organisation, if somebody is here for a bit of time and their job requires them to do a bit more work or maybe different work of similar value, then people usually demand more wages. They can find that hard if they are here for a while and they don't receive more money.

Researcher: Why then would you say people are staying in the organisation?

D: Every workplace is different, like every department. But in the kitchen I feel the majority of chefs enjoy it here and like working here. I feel we look after staff and that it is a nice place to work.

Researcher: Would you go as far as to stay staff are happy then?

D: At the moment I would say yes they are. I would say the pay is ok, maybe not the best it could be but its ok, so the staff don't have any issues on that front.

Researcher: Ok so in terms of tangible rewards, what is offered to staff in relation to their performance?

D: For the kitchen particularly in this organisation, there isn't really anything that stands out for rewarding people for good jobs. So it places more importance on the head chef and supervisors in the kitchen to recognise when a good job is being done. There wouldn't really be any system in place though for us. I know there are rewards like wow of the weeks and employees of the month, but it is rare that a chef wins that as they are at the back of house. The last time a chef has one would be months, a long time ago. The system notices front of house more, but without the chefs the food would never go out you know which means there would be no service. In the head of department meetings, even when it is mentioned that somebody is doing a good job in the kitchen, the chefs feel that they aren't truly appreciated. Hopefully it will change on the future.

Researcher: Ok, so that must place a greater emphasis on intangible rewards. What way are they approached so in relation to performance?

D: Yeah, there is definitely more emphasis on this rather than monetary rewards for back of house. Between all the chefs in the kitchen they all help one another and encourage one another. It is based around team work which makes tough days that bit easier.

Researcher: How then did you learn how to do your job?

D: I have been in this job for nineteen years now, working in a café for many years until I realised that on top of just making sandwiches I could do a lot more. I realised I could cook, and from there I gathered experience in many hotels and many restaurants which

led me here. I've been here for the last eight years and the day to day learning does not stop, even after 19 years I am still learning.

Researcher: Super, so how then are the younger, newer chefs trained to do their job?

D: I would say the system itself is simple really. When you are a chef you need to listen, you need to really listen to your senior. Whether that senior is the head chef or someone who is there just before you, it doesn't have to be your boss. Listening is key to learning. The young chefs here have been good, for the most part they listen and slowly learn. The cooking of today is completely different from when I started. It is more like a family and a team environment compared to how intense it was when I began my career. Today compared to old school, it is vital that you are patient with people. I realise now that to go forward you need to make mistakes, and showing patience will let younger people expand and grow.

Researcher: So can you tell me about the probation periods?

D: They are three months.

Researcher: And do you feel that is too long or too short?

D: I would say it is enough.

Researcher: And the training periods? How long are they?

D: There isn't really any formal training, the first week you are shown around and to get to know the people you are working with. After that week you are then in a process of learning every day, learning to do your job and as you do, you find quicker and easier ways to approach situations.

Researcher: And finally, can you elaborate on the culture that is present here in the organisation?

D: One thing about this hotel is that you meet people from different cultures; it makes people come out of their comfort zone while learning something new. And there is nothing bad about that. If you work in kitchen or reception, and somebody from a similar background to yourself meets you immediately get a good sense of that person. If you're a chef like I am and you have Irish people helping you cook Irish food, it feels amazing. I love that about the kitchen, so many different cultures cooking various different foods, it is one big plus because you learn to share. I am very happy that we have different nationalities, it benefits everybody.

Researcher: So would you say the culture is positive or negative?

D: I would say it is very positive.

Researcher: Do you feel people want to learn and share information?

D: Yes definitely, you can see from the fact that different people from different backgrounds learn and it creates positivity.

Researcher: Super, so finally do you feel staff members are supportive when problems arise and can you give me an example of a time when you found this was the case?

D: One example, would be a strange one, I speak French. And a guest came to reception with a problem with her room, she was having issues with her door and had been trying to explain this to the reception staff for some time. So I was nearby and understood what she was trying to explain, so as she couldn't speak any English I was happy to help her out so her problem could be solved. It brought a smile to my face. This mixed culture that is present is felt throughout the hotel at the moment, it is really good. I would like to see more people get more involved in work like this, I hate seeing young people out on the street doing nothing. It is not good for anybody. I love helping young people become adults and getting them to grow into hard working people.

Person E

General Information

Gender: Male

Role: Restaurant Manager

Researcher: Can you tell me about the turnover that is present in the organisation?

E: I am going to stick with specifics, and that is mostly the restaurant as that is the department I know best. So why the turnover is high is it?

Researcher: No no, can you just elaborate on it please?

E: Oh ok, I would say the turnover is about fifty percent at this stage, which is not great. It should be between five to ten percent in my opinion. Why is this ok? It is not good when people are leaving, because a lot is invested, both financially and time wise. But five to ten percent is a figure I think is ok. Unfortunately, the industry we are in people always move around, it is natural. Fifty percent now, is because people do not take this industry as a profession, im talking about being a waiter. Unfortunately, in Ireland it is not a culture yet to take waiterring as a profession. People do it part time, while they study and as pocket money. Very few people, probably ten percent would be the ones that have it as their livelihood. That in itself is one of the biggest reasons turnover is high, they make money but studies and familys take priority, this is the case for the industry as a whole. But, another reason may also be better offers, better money, and location also. Operations can get difficult as the best staff want brands, money and busy workplaces. City centre then is the cream of the crop, it is the place where people are going to work. Connectivity too, buses etc.

Researcher: Would you say turnover at present is a problem? And would you say it approached in a proactive or reactive manner?

E: it is a problem; everything you have invested is going to waste. And like I said, financially and personally you are investing everything into people. So all that is then just gone, you have trained somebody to be professional and they are now using it somewhere else. The hotel then is worse off. I am proactive to it, because it solves problems for me. If I have staff longer, they work better for me, but another important

fact is that customers are getting good service based around a relationship. If they see new faces every week then our employer brand is failing, it looks bad. Proactivity, when I hire staff I look for commitment. The job description is explained before any administration or offers are made so they know what is required. Excitement about getting a new job disappears over time, so you need to cover all of this and take a realistic approach.

Researcher: So why then do you feel people stay in the organisation?

E: I would say it's a mixture of things, work life balance, rewards, the culture that is present and the opportunities that are offered. Everybody has the own purpose for doing this job, some are doing because it suits family life, others because that's all they know and others are doing it part time but are committed and trying their best. The important thing is, what can I do to make it better and more fruitful for that person? I know I am competing with big hotels with better wages, what do I do? I have incentive programs here, implemented in the restaurant such as grouping tables to specific people and all tips for that section are theirs. You come to work and keep your tips, so it benefits them and me. More importantly, they give their best and there is a financial aspect as they make more money. It's a motivating factor to get them to do that little bit extra; it is good for them and us. For personal growth, I have implemented a mentoring program that is already in place. Where a supervisor picks one person and mentors them, I realised that most people came to work and never explored their potential. It is something extra to give to them, adds a bit of excitement and a platform to build upon. This benefits not only the employee but helps the leadership skills grow of the supervisor while adding to the team ethos.

Researcher: Super, so what tangible rewards are offered to employees in relation to their performance?

E: This hotel is in the process of implementing "quest miles", whereby they collect points for rewards. It is expected that every member of staff looks after the guests, it is their responsibility. But we wanted to make sure the employee gets an extra benefit, to promote authentic smiles in the workplace. And not just to fake it, it is about creating

genuine happiness. We create targets for staff, to upsell certain products depending on the season. During quiet seasons, for example, we push for wine whereas during busy periods we push for deserts as families are in. it works very well. Last month every member of staff completed their target sales, so there's a healthy competitiveness that is present.

Researcher: Ok, what intangible rewards are offered to employees so for their performance?

E: Sure, we have wow of the weeks in place, and they are decided by the head of departments during the weekly meetings. Every week a name is put forward, and once everyone agrees they get a certificate which is of value as they can add it to their CV. It is something to be proud of, and now with the quest miles not only does it show that work is appreciated, they will now receive parts that are similar to monetary rewards.

Researcher: Would you say all of the above is enough to recognise when good work is being done?

E: As a manager, you give them an atmosphere where they aren't pressured. That in itself is above everything else, it's the best gift you can give a person. It'll make that person want to come to work, so yes.

Researcher: Ok, so how then did you learn to do your job?

E: In my case, it was purely experience due to my background. I am in this industry sixteen years in Asia and America. All of that experience shaped me to what I am today.

Researcher: So did you receive any training in the hotel here?

E: Personally, I am well capable. However there is a program plan for myself and other managers that will be done, but due to time constraints in the busy summer periods it will have to wait a couple of months.

Researcher: How then does your staff learn to do their jobs?

E: It is person to person. But at the moment we have a buddy system in place where new starters tag along with an existing staff member. They watch, ask questions and see why things are done. But before that is done, they get a welcome pack, we have every bit of information covered which they can use as a reference. So, the on the job training lasts a week, then they sit down with me to discuss how they are getting on and how comfortable they are. It is focused around communication really.

Researcher: Super, so can you tell me about the hiring of new staff within the hotel and how they are helped into the operations?

E: What happens is, when staff come in they are put into induction by HR. From then relevant training is provided by the department they are going into. So, for example, the bar would have wine and cocktail training for new starters which are mandatory. Fire information and Health and safety is also covered and anything that the hotel feels is relevant to you, it is mandatory and you need to be there.

Researcher: Can you give me your opinion on the probation periods then?

E: I would say the probation periods are perfect, time wise. Three months for floor staff, six months for supervisors. The reason for this is the task at hand. Floor staff are responsible for their area, three months is perfect. Whereas six months for a supervisor is the same, there is a lot to cover. This isn't just for the supervisor, learn and not be under pressure. In this hotel, internal promotion is always happening too it is great. Look at all the departments there is endless examples. This hotel does a good job in recognising talent, time is irrelevant. If you provide a strong knowledge along with hard work, then that will be noticed.

Researcher: So, finally can you elaborate on the culture in this organisation?

E: Yeah, I would definitely say it is positive. More importantly, it is stress free and I emphasise that. I have worked in many brands in this industry, in five star hotels, and

this hotel surpasses them culture wise. And I strongly believe this shows to the customer. A lot of this is down to communication, each department knows what is needed across this entire hotel and it is good to see. If you don't offer help then people become isolated.

Researcher: So would you say the culture is evident to customers whether it be good or bad?

E: It does to an extent, but because you are a professional, it won't surface all of the time. Each one of you that is given a position puts on the poker face and goes out on stage. But behind closed doors it is so important that the culture is good. As long as everyone tries there best, from managers to the floor, that's all they can do.

Researcher: So would you go as far as to say people here want to learn and share information?

E: Ehm that should be the way. However there can always be improvements but it depends on the personality. Some are team players, whereas others like to play solo. As long as the guest is not suffering and messages are getting across then it is ok. Ideally, you want to be on the same team.

Researcher: And finally, would you say staff here is supportive to one another when problems arise? And can you provide an example?

E: That happens a lot not only in this hotel but in this entire industry. But in our hotel, easiest example being Dawid from the bar. When required he covers reception, then another day he will be in the bar and another day he will be the restaurant. The only place that is missing is the kitchen. When you have that at a young age is a blessing, and should be acknowledged. I would like to see more employees get involved in such things as this research, with the organisation encouraging studies and courses for long term members of staff. A lot of time, managers and supervisors are misjudged because of their task. This work gives you an insight into how managers think so I think it is great.

Person F

Gender: Male

Role: Bar Supervisor

Researcher: Can you tell me about the turnover in the organisation?

F: Id stick that in the medium, we've a lot of staff here years and a lot of staff that have come and gone. So I'd go in the middle and put it at 50/50 for the hotel.

Researcher: And would you say the same applies to the bar where you work?

F: In the bar there would be low turnover, there's a lot of senior staff in here. It would be very low, only a couple of people have left in recent years with the majority of people being here years.

Researcher: Great, so with this turnover, would you say its approached in a proactive or reactive manner?

F: It's more so approached after people have left that that hotel thinks "we need a replacement for this person". It's not approached in a manner like you know he's leaving so we should start looking into this now. It's more so done in a manner when that person leaves, oh now we'll start looking for a replacement.

Researcher: Would you say when turnover does happen then, that it is a problem for the organisation?

F: Yes, because it gets very hard when you're lacking staff and you need new staff, it piles the pressure onto the existing and senior staff. The training then won't have the time it needs; it takes time for new people to pick things up and to become productive. During busy seasons when the hotel isn't proactive to turnover the time simply isn't there to get people to where they need to be in training.

Researcher: Can you elaborate on the positive or negative consequences that occur from turnover?

F: Positive things, everybody has their own way of working and the new ways can work out fairly well. They can bring in new experience from new hotels with fresh ideas. One of the biggest negatives though, is how time consuming helping new staff into operations can be. You have to train them in, a lot of mistakes will be made which will affect the customers and there is going to have to be extra staff in to accommodate that

especially on busy days which in turn will cost the hotel more money. Other than that, especially in this industry, it is just the way it goes really.

Researcher: Great, so why do you feel people leave this organisation?

F: Firstly, in the hospitality sector there are a lot of workers that are present that are students. So students, come in and do their work until they get their degrees, from then they usually leave and work in the field in which they have their qualifications in. Other than that, people leave for better money. It really is, people recently have looked around similar hotels in Dublin, and found that they can take jobs that have better money for ultimately the same work. They are the main reasons.

Researcher: Would you say many people leave due to the reward systems?

F: It depends; I'd say 80% of people, since I've been here, have left due to better pay. People have looked for similar work with better wages, and then move on. If I have a job where I am doing the same job but am making an extra three or four euro an hour, who isn't going to take that?

Researcher: Super, so why then do you feel people stay in the organisation?

F: A lot of people stay, because this hotel offers a good foundation for most people to build a career. If you show loyalty and the hard work necessary, it is a slow process but they will provide you with the opportunity to grow and to achieve goals. They'll fully train you for that.

Researcher: Super, would you say that employees are happy here?

F: Yes, if you work hard they'll provide you with opportunities to grow which is what happened with me. They'll take you in. The culture is good here, if people don't think so then they don't tend to stay but for the most part it is good, especially in the bar.

Researcher: What tangible rewards are offered to employees in relation to performance?

F: Well, there is employee of the week, month and quarter. There are also rewards for upselling, whereby you sell a specific product during a given period and you can win awards and weekends away. There are rewards there if you work for them.

Researcher: Great, and what about the intangible rewards? Is good work recognised often enough?

F: Well, I'd still that under a question mark. It depends some nights you have extremely busy periods, and nobody really notices or remembers it. And other times you could have an easy enough night and it gets recognised. It really depends on the people that are working at the time.

Researcher: Great, so do you then feel these rewards are substantial enough to recognise when good work is being done?

F: It could be improved. But at the end of the day, the more you get the more you'll need. The wages and rewards, in particular, should happen more often. Especially during busy periods where it can be particularly busy, just a little more recognition can go a long way.

Researcher: Perfect, so with regard to training and development, how did you learn to do your job?

F: From the senior staff that were already here. I moved from department to department when I first joined this hotel until I settled in the bar. During the periods, there was always somebody in a senior position showing me around and what needed to be done. A lot of on the job training, I feel it really benefitted me.

Researcher: Ok, so how did the staff learn to do their job in the bar?

F: Again, pretty much every member of staff at present received on the job training. Most of the people in here have years and years of experience, which is then continuously used to show new people how to do their job.

Researcher: And can you then tell me about the hiring of new staff and how they are helped into the organisation?

F: All new people are set with a member of senior staff or staff that knows what they are doing. And they'll basically follow that member of staff until he understands the procedures that need to be followed. Little things, such as table numbers and knowing the menus need to be learnt of. The layout of the kitchen and how the whole system works, once that is understood they then can be slowly start to work on their own initiative.

Researcher: So how long would that last then?

F: Roughly ten working days, you give that person their own little section with a couple of tables. Let them get a feel for how things need to be done until they are comfortable.

Researcher: And then probation periods? How long are they?

F: Twelve weeks.

Researcher: Is that too long or short in your opinion?

F: No, I think twelve weeks falls under that category whereby you can judge somebody well enough on how things are going. This applies to staff that are moving up internally as well.

Researcher: Again, too long or too short?

F: I think its spot on. The first four weeks are going to be uncomfortable for people with a possibility of friction when picking new things up.

Researcher: Ok, so can you give me your opinion on the training periods?

F: In most departments it's about 4 weeks, usually on the job.

Researcher: Would you say that's too long or too short?

F: Again, it depends on the experience of the person coming in. Somebody with lots of experience will probably settle in quicker, whereas somebody with no experience it could swing the other way and they could really struggle which has been the case a couple of times.

Researcher: In the bar, how long would these periods last?

F: After about ten days you make a judgement call on it, people may need longer but most people settle in quick once they understand how the operations work.

Researcher: Is there any formal training?

F: Yeah, that usually comes about three or four days into the job in the form of induction days. You spend the whole day with the human resource manager; he shows you slides of how things should and shouldn't be done. You also get shown around the hotel and how everything works.

Researcher: Great, finally then, can you elaborate on the culture that is present in the organisation?

F: It's a tough one; we all get good or bad days. Were all human beings and we all have good and bad days; there is days where stuff goes so wrong. And there are also days where things go perfect. It can be hard to judge, but from my experience, when people are having a bad day and it is noticed, then people usually give a dig out to that person without getting too involved to give them space. Let them try get over it, give them space. But if it is going on for a long period, then you pull them aside to make sure everything is ok.

Researcher: Would you say work relationships exist outside of the organisation?

F: I wouldn't say it happens too often, but social events always happen such as birthdays and get togethers as there is so much staff here. There is always something going on, if you want to be involved.

Researcher: Super, so do you feel people want to learn and share information?

F: Absolutely, it's the only way to do it. I can say from my own experience, I picked up everything I know from the senior staff that are present and applied it to how I do my job every day.

Researcher: Would you say that is present in the whole organisation? Not just the bar.

F: From what I've noticed since I've started here is that communication across all departments happens all the time. It causes friction but its healthy. There is also a Facebook page that is open to staff, it is a private page that updates everyone on news and things that need to be said such as upgrades and promotions. All of it is done to make sure the employees are aware of everything that is going on.

Researcher: Great, so finally, do you feel staff then is supportive to one another when problems arise?

F: Absolutely.

Researcher: Can you give me an example of when you felt somebody was supportive to someone else even if they didn't necessarily have to?

F: This happens on a daily basis. Sometimes you kinda look at people and you should help people more, I'm not sure what gets into people's heads. But there are days when you work perfectly together. It's tough, especially when you're in here five or six days a week. It can be hard to notice small issues, but honestly I swear it happens very often that people are helping one another. For example, if your struggling with your section of tables, or behind the bar. People go out of their way and jump in to give that person a hand. All of this helps everyone, getting rid of queues means customers are going to be happier which means less complaints and can mean more tips.

Researcher: So would this happen between departments also?

F: From my experience yes, if other departments are quiet then they do jump in to help. It can be hard as many departments have certain ways they like things to be done, but that person will help in any way they can.

Person G

Gender: Male

Role: Human Resource Manager

Researcher: Can you tell me about the turnover in the organisation please?

G: Ok, so turnover this year has probably been the strongest it has ever been. I only had a look at the figures; our targets are around forty percent. Last year we were at about sixty percent, and the year before that we were at about eighty so in comparison there is a huge improvement. If we can get closer to forty percent we would be pretty satisfied.

Researcher: Ok, so would you say the approach to turnover is proactive or reactive?

G: I would say it used to be reactive but we are making our way towards a more proactive approach.

Researcher: In what sense?

G: Effectively, there is a lot more analysis and time put into it then there was previously. We went through a period where there was no training and development and new starters were pretty much thrown straight into the deep end with no induction or introduction to people or the culture. There was literally no format or road to follow and I really feel it affected employees. What became frequent was employees at the end or before their probation periods expired they were literally leaving because they had no training and felt unprepared for the role. So people were walking out of the door. Whereas now, when people leave we have an exit interview in place, listen, people are always going to leave and move but getting more information can only help us. Our statistics showed for this year especially, that people have left for predominantly career development or else they've returned to their home country not because they dislike the hotel.

Researcher: Ok, so would you say the turnover is a problem in the hotel at the moment?

G: I wouldn't. I think its stable at present, around 4% a month which is healthy considering the size of the hotel.

Researcher: Can you elaborate on the positives and negatives that occur from the turnover in the hotel?

G: Yeah, to start off with positives, you can add new experience to the team when someone good is brought in. With regard to our management team at present, every single member has a year or more experience in the hotel here. For a hotel, this is very much so something to be proud of. Retaining this team presence is so important to us. I mean taking on new employee's costs time and money. It costs us roughly 1,300 euro for new starters when taking into account for recruitment, training and all the administrative work that comes with it, so we are trying to limit that as much as possible. That can be deemed a negative of course. From a human resource point of view, taking on new staff takes me away from the floor, it takes me away from the strategic side of the business as time is spent doing admin work. It just eats away at the forty hour week, time and money wasted.

Researcher: Ok, so why then would you say people are leaving the organisation at the moment?

G: If I'm being honest, a lot of people we have had are on casual contracts and have come from countries out of Ireland so they would have went home. They are on fixed terms, and there isn't a lot you can do, it's the nature of the business and it suits us and them for that period. Career progression is also a big one, but for the most part it hasn't been down to unhappiness in the job. I'd love to think if it was then the processes in place would be able to spot that and delve deeper into it. Especially in the exit interview, questions are asked and that person picks reasons why they are leaving, their opinions on the reward systems and also the relationships they had with other staff members. They are all open ended questions which are put into a report at the end of year which helps provide a picture as to why the turnover is the way it is. With the nature of the industry the way it is, turnover is always going to be present in some way, shape or form.

Researcher: Why then do you feel people stay in this organisation?

G: Honestly, job satisfaction is vital I feel. When you come into an organisation we always try getting induction done early. There is nothing worse than being in a department where you don't know anybody and feel small. So getting people inducted early, to meet the people that are here so they get a feel of the values and culture that is

present is very important. It means then you know what is in store, you have regular chats and meetings with your supervisors, particularly at three and six months of starting just to ensure you are coping and feel happy. Happy employees that are motivated is the goal for us here really. Focusing on growth and opportunity is something we've been looking at recently more than ever to reward hard working employees with opportunities they deserve through internal promotion. If you look through the organisation you can see promotion is prevalent more than ever which really does motivation not only those people but also the others around them.

Researcher: So what tangible rewards are offered to employees in relation to performance?

G: There are a lot of incentives there for employees; we have a new system being introduced in the form of "Quest miles" whereby employees collect points when a good job is being done. From there they can then trade in these points for rewards in the form of vouchers and breaks away which is good. It is focused around guest feedback and engagement, so it is mutually beneficial for the organisation and the employees. This system encourages back of house now also, which can be left behind somewhat. So it should help create a stronger culture throughout the operations. There is a window of opportunity for all staff members, even little things such as covering a sick call can gain you points. And that can be done by both front and back of house so it will be interesting.

Researcher: Super, so what intangible rewards are offered to employees with regard to performance?

G: Ehm, we try give employees the pat on their back they deserve. We have an employee Facebook page which keeps everybody informed and gets feedback out there. Even looking at trip advisor, we have moved up twenty one places in the last year which shows how much progress we have made. It says a lot about the hotel, all the little things add up.

Researcher: Do you feel staff rewards then are substantial enough to recognise if good work is done?

G: I probably wouldn't, there is more work to be done but we are getting there. I will be having quarterly meetings with the heads of departments now to discuss where we are in terms of productivity and where we need to be. From there we can put plans in place to try improve things if needs be. Like even recently we set up a summer brochure, and who knows about that?

Researcher: Not too many really.

G: Exactly, so communication can be improved. We want staff to know about everything that goes on and by meeting with people I feel this can happen. If people come to me and honestly say they aren't motivated, I would love that honesty because then we could fix that.

Researcher: Great, so in terms of training and development how did you learn to do your job?

G: Effectively, I would say it was mostly on the job experience to get to where I am today. I actually gained work experience for a few years prior to studying how to do HR, so I feel that provided me with a good foundation to build on. I even got experience abroad in England, and worked my way up from administrator to officer, until recently now to manager.

Researcher: Great, and in the hotel here did you receive any training?

G: Yes, they provided me with many avenues to improve my skills but I have put a lot of my own input in also. For all managers, there was no actual training and development plan, where now there is a quarterly one which we have implemented. We've actually introduced a tuition plan now for people who have a service longer than six months that wish to improve their skills through education. If they price courses and put forward a good case, the hotel can then actually supplement the course for that person. Through

communication, whether the course is partly paid or fully paid, that can be decided in discussions.

Researcher: Ok, so how then do staff learn to do their jobs?

G: Ultimately, that comes down to the managers. I think the managers have a huge part to play; they have to lead by example. This can put more pressure on myself, as I work in conjunction with all heads of departments to ensure they know how to do their jobs effectively. Do they have the right tools and resources? From there we build on that. For example, you cant force someone to be nice to customers, but what you can do is provide them with provisions so it allows them to strive in the job so it comes naturally.

Researcher: Ok, so can you tell me about the hiring of new staff and how they are helped into everyday operations?

G: First point of call is they meet with me. I don't generally interview everybody; the head of department may do so during busy periods. So once they are chosen, like I said, they meet with me and go through the orientation process through induction. Within the following four weeks they get a "buddy", the buddy system means that new employee follows an existing staff member until they feel comfortable to do the job themselves. This applies to every department.

Researcher: And what about the probation periods?

G: Ok so there is two probation periods at present. It is three months for an employee, and six months for a supervisor. It is slightly longer for supervisors as they will have more to take in within their role and they are ultimately influencing more people so you have to be careful. I think these periods are adequate and fair, because you can watch over time keeping and the bare essentials during that period. Throughout it there is constant communication to ensure that person is settling in, and there is a three and six month job chat as well to see if it is working.

Researcher: What are you opinions on the training periods?

G: I would say they are sufficient. There is a four to six week window, but honestly it takes about six months before they become completely adequate in their role.

Researcher: How long would you say it takes for a person to become productive?

G: I would say a month, they would be self-sufficient.

Researcher: Can you elaborate on the culture in the hotel?

G: I would say it is positive, although there is always going to be periods and times throughout the year where we go through a dip. Summertime we always have a dip especially in terms of absenteeism so it's something we need to look into more.

Researcher: Why would you say that is?

G: Potentially, morale could be low especially in some departments where people are working extremely hard and maybe overworked. So possibly the drive to come into work may not be there for some people who are covering others if I'm completely honest. Could even be down to stress and it's something were currently looking into. If absenteeism remains high, and particular people are continuously missing days then they will be called into a meeting with myself and the relevant head of department to discuss it. Listen, everybody misses the odd day, but when it becomes frequent then it is a problem. Overall culture is good, but it can always be improved.

Researcher: Would you say people here want to learn and share information?

G: Definitely, we have come a long way in the last few years. We have a friendly team here and people work together here in unity. I can see many strong working relationships here that even spread outside of the workplace which is great.

Researcher: Super, and finally, would you say staff are supportive to one another when problems arise?

G: Yeah, collectively every department rallies together when they need to. It happens all the time.

Researcher: Can you give me an example please?

G: During busy periods, we have hundreds for breakfast every morning and even myself, I chip in to help and provide an extra body if needs be. It happens on a regular basis, and it's about digging in and helping out. I would say the hotel is very active at the minute, especially accommodation. They are never commended enough as they are back of house but they always put in incredible work throughout the year to ensure the hotel is what is needs to be.

Person H

Gender: Female

Role: Restaurant Supervisor

Researcher: Can you tell me about the turnover in the organisation please?

H: I would say it is pretty high in comparison to other jobs, mostly because that is what this industry is like and people take it as a filler job or as a stepping stone.

Researcher: Would you say it is a problem?

H: It can be, it takes a lot of time. You not only lose trained staff, but so much time is spent going through applicants also. In return, you get untrained staff which takes up time and money.

Researcher: Would you say the approach to turnover is proactive or reactive so?

H: I would say both. Most people don't have to tell us they are leaving. The longest serving staff in the restaurant is two years which is not long at all, and the notice period is only two weeks. So by the time they leave and you are preparing to replace them they are already gone. So, not only here but most businesses in this industry I would say are reactive to turnover.

Researcher: Can you elaborate on any positives and negatives that is present from the turnover in the hotel?

H: Positives would definitely be that you get fresh people in, and from working in the hospitality sector I know it can get very boring if you aren't motivated and pushed to go further in your position. Getting fresh people in has kept the culture up. Obviously, the biggest negative though is that you lose people that you have invested time and money in through training. After six months of getting that person to where they are truly productive and sufficient in their job, and then they leave, it can damper spirits and can be tough. But again, bringing new people in brings new perspectives and a new dynamic on how things are done so it can be helpful.

Researcher: Helpful in what sense?

H: It can save you money as people may think up new ideas to do things and can also be great if you bring in a good character that lifts the team up which we have seen recently.

Researcher: So why then would you feel people leave the organisation?

H: Main reasons would be better pay, with better hours. I've noticed that location is a huge factor recently as some people travel long hours to get here so they opt for work closer to home. There is also limited levels of oppurtunities too as you can't promote everybody, there isn't room to grow for all employees so if people feel that way they tend to move on. There is only so many managerial positions, once you fill these that's all you can do till people leave. It is the nature of the industry we are in unfortunately.

Researcher: So why then would you say people stay in this hotel?

H: In this hotel you are treated very well. In my experience from other jobs, work was tough. I feel part of the team here; managers are all very approachable across all level so you are not being bossed around. You're valued as a human being. The opportunities to learn are there are fantastic; once you show enthusiasm to grow and hard work you can grow in the organisation.

Researcher: So tangible rewards are offered to employees in relation to their performance?

H: Ehm, you get ten euro for any mentions on internal boards or trip advisor. And we are in the process of changing that through the "Quest miles" program, which encourages employees to work hard by rewarding and acknowledging all that is done through a point system. This new system will reward employees. We also have incentives in the restaurant on certain products such as wine, if you upsell a certain amount you then receive awards in the form of vouchers and breaks away.

Researcher: So what intangible rewards are offered to employees for their performance?

H: We have briefings before every shift, and any time an employee did a good job or receives a mention the whole team is informed on this and it is recognised. Even night staff are involved in this, it is very easy to recognise dinner service when it is good, but the night staff are rewarded for their efforts too. It's a healthy and competitive environment, everybody wants to win. It is fun.

Researcher: So would you say these rewards are substantial enough to recognise when good work is being done?

H: Absolutely, you know yourself in the bar as well; if you do a good job you will receive tips which are an incentive in itself to encourage good work. In this hotel, all tips received are kept for yourself too which is rare. Most places in this industry when you get tips they are shared.

Researcher: Ok, so how did you learn to do your job?

H: Eight years of experience through hard work. Asking for opportunities whenever I saw a chance to grow and learn I took them.

Researcher: Was there any learning for the position you hold at present in the hotel?

H: I have worked in many different countries and the culture here is different from anywhere else I have worked before. There is a lot more rules here, especially with regard to the treatment of staff. In Holland where I am from, when you are the boss everyone does what you say. Whereas, in this hotel, it is a lot less hierarchal. There are fewer layers. Everybody is respected here, regardless of the position. It is so much easier to approach a person which means information goes both ways and in a much quicker manner.

Researcher: So how then do staff learn to do their job?

H: We buddy new staff up with a senior or existing member or members of staff, usually one of the strong workers. They are then paired up with that person for a couple of weeks, throughout which a different person may be used then to provide different perspectives. They help out in a hands on manner, they get tables on their own and are

shown how to handle food orders. The on the job training is used in many departments in this hotel. Along with this, the briefings happen prior to every shift. Informal chats really, where the numbers in the hotel and the groups that have booked tables are discussed, it sets the mood and helps to build relationships.

Researcher: Can you give me your opinion on the probation periods?

H: It is three months for floor staff, and six months for supervisor positions.

Researcher: Are they too long or short?

H: I would say spot on. It takes time to settle, unless you've had a few weeks to work you will never know how the business runs. If you shorten it you not going to get a full extent of whether or not that person fits into daily operations.

Researcher: What about training periods, can I get your opinion on them?

H: Again, it differs from person to person. If somebody is doing very well early on you can let them loose and work on their own initiative earlier. Whereas others may need more time. You can't make training for everybody.

Researcher: Ok, so finally can you elaborate on the culture in the organisation?

H: It is a mix of positivity and negativity. In this industry, if you don't have a go at other workers everyone once in a while then you are doing something wrong. Gossiping and talking behind peoples backs rarely happens here which is rare. Overall, the culture is good though. All of the staff from reception to the bar, everyone knows one another and there are regular parties. Most are happy in their jobs.

Researcher: Would you say people want to learn and share information?

H: Yeah, I have noticed that the new staff and old staff love our buddy system. It builds the foundation for strong work relationships.

Researcher: Ok, so finally then would you say staff are supportive to one another when problems do arise?

H: Yeah definitely.

Researcher: Can you give me an example?

H: It happens all of the time. Each person is given a section of tables here in the restaurant, and whenever somebody is not busy then they help out with others if they are feeling overwhelmed. Some do it naturally. When they see people in distress, it happens on a daily basis that help is provided. From working in this hotel, nobody has ever said no to helping another person out. It is great to see.