

An investigation exploring the reasons behind high employee turnover in a childcare in Dublin. Understanding the causes and suggestions for improvement going forward.

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Abstract

Employee turnover is a significant concern since it impacts the organisation's share and stakeholders. Although numerous studies have been conducted on this subject, a small number have focused on the childcare industry and helped to identify the causes, make significant contributors to employee turnover and provide employers with actionable advice.

Addressing employee turnover in childcare facilities might assist in retaining highly qualified employees. Hence enhancing the service to maximise the organisation's productivity and efficiency.

The research purpose is to explore the perceived factors that influence educator turnover and whether it links with the recruitment and selection process, workload and managers' leadership. To achieve the research aim, qualitative data collection techniques in the form of semi-structured interviews were applied, and the responses of current and former employees were analysed at a particular crèche in Dublin.

The research answers the research questions and suggests various possible strategies to minimise turnover and retain employees. For further investigation, the sample size should be expanded and compared answers with other childcare brands because the sample did not represent the entire workforce of educators in the childcare industry.

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Table of Contents

Abstract.....	ii
Declaration Form	iii
Submission form.....	iv
Acknowledgements.....	v
List of Tables and Figures	viii
List of Definitions and Abbreviations	viii
Chapter 1. Introduction.....	1
1.1 Title	1
1.1.1 Rationale of the study	1
1.1.2 Justification of the Research.....	2
1.2 Aims and Objectives.....	5
1.2.1 Research Aim	5
1.2.2 Research Questions	6
1.2.3 Research Objective	6
Chapter 2. Literature Review	8
2.1 Introduction	8
2.2 Human Resources Management Role.	8
2.3 Turnover	10
2.3.1 High Turnover in Crèches.	11
2.4 The Impact of Turnover.....	14
2.4.1 Families and children as clients affected.	17
2.5 What causes employees to leave an organisation?	18
2.6 Other Possible Factors	21
2.6.1 Poor Resourcing.	21
2.6.2 Leadership Issues.....	23
2.6.3 Overload of Work	26
2.7 Conclusion.....	28
Chapter 3. Research Methodology	30
3.1 Introduction	30
3.2 Research Framework.....	30
3.3 Research Design	31

3.4 Research Philosophy	32
3.5 Research Approach.....	33
3.6 Research Method.....	34
3.7 Research Strategy	36
3.8 Data Collection Method	38
3.8.1 <i>Semi-structured Interview</i>	38
3.8.2 <i>Pilot Data Collection Tool</i>	39
3.9 Sampling Strategy	40
3.10 Data Analysis Method	42
3.11 Reliability and Validity	43
3.12 Ethical Considerations.....	43
3.13 Time Horizon.....	44
3.14 Limitations.....	44
Chapter 4. Findings and Data Analysis	46
4.1 Introduction	46
4.2 Factors	47
4.3 Recruitment and Selection Process	50
4.5 Manager Practice	58
4.6 Other findings.....	61
4.7 Summary	64
Chapter 5. Discussion	65
5.1 Introduction	65
5.2 What perceived factors influence employee turnover?	65
5.3 Does the recruitment and selection process has an impact in the decision for the educators to leave the organisation?	67
5.4 Is it an overload of work that is not daily administrated that causes the employees to leave the crèche?	69
5.5 Does the managers' leadership impact on the childcare providers to resign?	71
Chapter 6. Conclusion and Recommendations	73
Personal Learning Statement.....	77
References	79

List of Tables and Figures

Table 1: Participant Demographic

Figure 3.1 “The Research Onion”

List of Definitions and Abbreviations

Definitions

Aistear: “is the early childhood curriculum framework for all children from birth to 6 years in Ireland. The framework uses four interconnected themes to describe children’s learning and development: Well-being; Identity and Belonging; Communicating; and Exploring and Thinking” (NCCA, 2022).

FETAC Level 5: Is a statutory award that acknowledges and verifies the individual's extensive learning in the care profession (The Irish National Framework of Qualifications, 2020)

Messy Playing: Any activity that allows children to use their hands to produce a controlled mess is known as messy play.

Pobal: “works on behalf of Government to support communities and local agencies toward achieving social inclusion and development” (Pobal 2022).

Potty Training: Teach (a child) to use the toilet.

Ratio: is the number of adults that have to be with the children in the room. According to Tusla (2013), the adult/child ratio is 1:8 for children aged 3 to 5 years attending on a full day basis.

Abbreviations

CIPD: Chartered Institute of Personnel and Development

DCEDIY: Department of Children, Equality, Disability, Integration and Youth

DCYA: Department of Children and Youth Affairs

ELC: Early Learning and Care

HR: Human Resources

NCCA: National Council for Curriculum and Assessment

UK: United Kingdom

US: United States

Chapter 1. Introduction

1.1 Title

The research working title is an investigation exploring the reasons behind high employee turnover in a childcare in Dublin. Understanding the causes and suggestions for improvement going forward.

1.1.1 Rationale of the study

The rationale of this study is to determine what factors contribute to the high labour turnover rate in the Dublin childcare industry, recognise the underlying reasons shared by the perceptions and points of view of the educators since they are inside the organisation. Also, to identify if there is a link between the recruitment and selection process with the resign of the employees and suggest future improvements in the area.

The current literature that exists regarding the high turnover in crèches is minimal and appears to take that remuneration, lack of training and poor leadership (Hay 2002; Hale-Jinks, Knopf and Knopf, 2006) are the primary causes of educators leaving the industry. The high levels of turnover in staff affect the employees that remain in the business, the clients (children and parents) and the organisation's image, creating a cycle for those who stay, pushing them to find other types of jobs looking for their well-being (Murray, 2022). The educators are not just leaving the organisation. But also their

dreams and the investments of years, learning how to develop and be the rock for those infants at the begging of their educational experience.

Therefore, understanding the effect of the significant employee turnover in the childcare industry may enable to identify the areas of weakness that can be improved and benefit the organisation, employees, and parents, and children as customers. Additionally, it may assist in determining the company's assets that might spur success.

1.1.2 Justification of the Research

In the past years, completing a career was the main aim, and it was common to settle down in a position and remain in the same organisation for decades. Recruiters swiftly discounted resumes with a short employment history because of the stigma attached to job hopping.

According to Fellay (2021), the average tenure of an employee in a firm is roughly two years. Since individuals seek their well-being, organisations confront a high turnover of employees. Employers must provide a pleasant environment for workers to enhance the quality of work and provide quality service. Unfortunately, personnel turnover occurs in various industries, including daycare facilities.

When some talk about a child carer, their impression is that it is an easy career and job where the educators merely play with the children and looks as an overrated profession. However, these assumptions are increasingly incorrect.

The high hours, the overload of work, poor salary and the high turnover make the employees face a rough time in this sector, which is overlooked because of these beliefs.

Being exposed to this seismic turnover is damaging not just to the business but also has a critical impact on the nation's future, the children, making it hard for them to create bonds, and they lose their confidence to communicate and feel safe (Hale-Jinks *et al.*, 2006). Moreover, parents looking for their children's well-being leave their jobs to be with their sons. These actions could impact other organisations outside this sector. First-hand involvement in this profession has shown me that this is not just a theory but a fact that has negative consequences for everyone involved.

As mentioned above, the significant turnover in Irish childcare has not received much attention, and there is a sparse of research in this area. The turnover rates in all crèches throughout Ireland are seeing an increase. Early Childhood Ireland's (2021) report outlines that the sustainability of preschools and crèches is in jeopardy because of the challenge of finding, hiring and keeping qualified personnel. Industry turnover saw an increase up to 28.4% over the previous year. Turnover has numerous negative repercussions that extend outside the workplace, where it might have an influence on quality and performance, diminish customer satisfaction, and thus affects financial results (Mohammed, Lai, Daskalaki, and Saridakis, 2016; Taylor, 2022).

Furthermore, a career change might have a detrimental impact on a child's environment, such as its security and social and cognitive development (Faulkner, Gerstenblatt, Lee, Vallejo, and Travis, 2016). With their caretakers, babies, toddlers, and preschoolers frequently form trusting relationships. Children spend a significant part of the day with them, seeing them as a family because they are at the beginning of their lives.

One of the country's leading crèche operators, an Irish-owned daycare with 21 branches in the Dublin region, is an example of this setup. The company is committed to the personal training, development, and advancement of its workforce. Promotion can be seen as the majority of their supervisors, managers and deputy managers began their careers as practitioners. Additionally, they offer a workplace wellness programme that shows employees appreciation throughout different events. Moreover, to maintain its employees at the forefront of the industry, they conduct training courses every three to four months. There has been a substantial turnover rate at childcare industry, notwithstanding these endeavours.

According to Armstrong and Taylor (2020), creating an internal workforce balance that encourages employees to aim for higher positions while also making them feel valued and appreciated might lead to decrease employee turnover and the associated loss of valuable resources and expenses. Biech's (2017) examination identifies that individuals want to be trained and develop

their abilities that foster a sense of engagement with the organisation. Despite the childcare industry's attempts to implement what the literature and experts have said to retain the staff and make them feel engaged and cared. They are ignoring further considerations. The majority of research in the childcare business has primarily focused on the treatment of managers or the compensation, ignoring other issues, such as recruiting and selecting the right people or the educator's responsibilities. It would be beneficial if the research assessed these factors.

The childcare industry has numerous issues a consequence of this is the educator high turnover, and it is essential to comprehend the reasons practitioners leave their current teaching roles in order to create stable early childhood educational environments for the children, reduce the leak in the cost of the organisation and look after the health of their employees. Childcare workers' financial and qualitative performance is strongly linked to employee turnover, making employee turnover a significant topic of research in the childcare industry.

1.2 Aims and Objectives

1.2.1 Research Aim

As discussed in the preceding section, it has been overlooked that employee turnover has become a critical phenomenon throughout the childcare industry worldwide. This research aims to obtain a deep understanding of the reasons

that are behind employee turnover at a crèche in Dublin. What leads the childcare providers to leave the organisation, and if it is linked with the recruitment and selection process, the manager's leadership or the educators' responsibilities in the sector.

1.2.2 Research Questions

The following questions will be answered by this research:

- i. What perceived factors influence employee turnover.
- ii. Does the recruitment and selection process have an impact on the educator's decision to leave the organisation?
- iii. Is it an overload of work that is not daily administrated that causes the employees to leave the crèche?
- iv. Does the managers' leadership impact on the childcare providers to resign?

1.2.3 Research Objective

This study will be guided by the following research objectives.

- i. Identify perceived factors that causes the educators to leave their job.
- ii. Identify if there is a relation between the recruitment and selection process and the turnover.
- iii. Understand the workload and identify if there is an impact that has on the child givers to leave.

- iv. Identify how the educators perceive their managers' leadership in terms of communication and help them develop themselves and if the lack of leadership skills causes employees to resign.
- v. Provide suggestions for the areas of future research
- vi. Develop and improve the structure of the human resources selection process in the childcare industry that can reduce the organisation's cost in the long term.

Chapter 2. Literature Review

2.1 Introduction

This chapter aims to review the recent research on employee turnover in the childcare industry. Identify the current variables and factors explored and proposed by researchers associated with employee turnover in the daycare sector and identify if other factors such as recruitment and selection process, manager leadership, and workload have a link with the turnover. Currently, the childcare sector in Dublin has increased its number in employee turnover rates. The educators' turnover situation significantly impacts children's and employees' well-being. It is crucial to understand the factors to know how to address them and ensure quality service.

Moreover, the role of the human resources department, turnover's meaning, and how it generally impacts organisations will be explored. Additionally, Dublin's childcare educator turnover situation will be analysed in detail and how it affects the children and parents. Causes, in general, and the possible suspicious factors will be discussed to find gaps in the literature.

2.2 Human Resources Management Role.

The focus of the Human Resources Management department might be a crucial component of an organisation. A company needs a HR department to satisfy fundamental demands, provide a pleasant working environment, high remuneration, and other benefits that are extremely complex and demanding

for an organisation (Al Mamun and Hasan, 2017). Also, retaining and motivating its workforce is directly tied to its effectiveness.

The Human Resources Management department handles workplace safety and employee conflicts. They, also endeavour to protect the organisation's and its personnel's best interests (Anca-Ioana, 2013). The focus of the HR team might be defined as the efficient management of teams and people in a company with a goal of performance success and competitive advantage, involving strategic activities for the progress of the organisation (Jotabá, Fernandes, Gunkel and Kraus, 2022), such as talent and development for employees to be prepared for pivotal roles. Succession planning where the department ensures the company has sufficient individuals with the knowledge, experience, ability, and personality to fill senior positions if needed. Employee relations where the department helps the organisation to create and maintain a productive and positive relationship between the company and the workforce. Recruitment and selection involve a proper practice of stages where it is necessary to analyse the job and adequately describe the role, minimising the subjective judgments that could influence recruiters in the decision, and ensuring that the candidates are adequate and fairly selected. And other vital departments such as diversity and inclusion; and retention and engagement. (Obedgiu, 2017; Taylor 2022).

During the company lifecycle, Human Resources supports the enterprise's expansion by taking care of the business's reputation, providing an attractive

work environment, culture and the well-being of the employees. Human Resources must be at the forefront and have an adequate team by recruiting and selecting proficient employees to achieve this. Selecting the incorrect candidates for a position might have a negative effect on the whole organisation as the employee lacks the necessary abilities and would lower morale across their coworkers as they bear the brunt of colleagues' poor performance (Sutherland and Wöcke 2011). However, there is a scarcity of research proving evidence of selection failures.

In the realm of human resource management, employee turnover is, also, a critical concern because it impacts on the company and its employees.

2.3 Turnover

Employee turnover refers to the percentage of employees who leave an organisation during a specific period; this period is calculated commonly for a year and as a consequence of several factors. Layoffs, retirements, and other forms of involuntary or voluntary departure are included when discussing the potential employee turnover rate. When a high volume of employees leaves an organisation, it can adversely affect operations, work team dynamics, and unit performance, seriously impacting the organisation's ability to provide minimal essential services. (Maxwell, 2021; Mello, 2011; Yankeelov, Barbee, Sullivan, Antle, 2009). All types of turnover impose expenses on an enterprise. The high attrition of employees may significantly impact the business's expenses, including the direct economic costs of recruiting and

training new hires and the indirect costs of the downtime expected for the new employee to become competent in their roles and integrate into the organisation. In addition, decreased productivity, reduced profitability and a general decline in employee satisfaction. (Armstrong and Taylor, 2020; Hayward, Bungay, Wolff and MacDonald, 2016).

Moreover, in some companies, the workers are responsible for the new employee's training and are diverted from their usual work obligations. When workers leave, an organisation's significant investment in training and development is lost. Furthermore, replacing this employee costs between 90% to 200% of the prior employee's income (Grotto, Hyland, Caputo and Semendo, 2017). Excessive turnover may also affect employee morale and the organisation's image to be a desirable workplace, making retention and recruiting more difficult and time-consuming (Mello, 2011; Murray 2022; Hayward, Bungay, *et al.*, 2016; Skelton, Mattress, Dwyer, 2018).

2.3.1 High Turnover in Crèches.

The high incidence of personnel turnover in the area of child welfare remains a severe problem. McMullen, Lee, McCormick, and Choi (2020) evaluate the adverse impact of the turnover in crèches, explaining that when child carers leave their roles or the industry, it might have detrimental effects on quality. First, continuity is interrupted when educators leave, destroying vital ties between the organisation, colleagues, children, and parents. Second,

caregivers who stay in the crèche could be dissatisfied and concerned about their future and the amount of work, affecting their ability to provide conscientious and appropriate care for children. However, this theory does not explain that there is a significant association between poor resourcing and impact in the childcare industry and the quality performance of childcare providers' high turnover. Consequently, this makes employee turnover an essential subject of research in the childcare industry.

Ireland's childcare industry is facing an increase in turnover rates. In accordance with the research conducted by Early Childhood Ireland in 2021, the sustainability of crèches is hampered by the challenges of hiring and retaining qualified employees. Moreover, a 28.4 percent turnover rate was seen in the childcare sector. The Annual Early Years Sector Profile Report 2020/2021 elucidates the average turnover rate per county. Leitrim has the highest rate with 43 per cent, followed by Cork with 29 per cent. However, a minor number of employees who left and then returned to the company during the previous year may not be included in the statistics, which might result in an underestimation of the turnover rate.

According to the report provided by Pobal on behalf of the DCEDIY, Dublin has a Turnover rate of between 15 percent and 19 percent. Also, it is alarming that 44 per cent of the employees had left the sector (Pobal 2022). It would

be useful to focus on what is generating this wave of leaving the organisation in order to develop stable educational environments.

In recent years the reality of working in childcare has been spread by digital platforms, television, news and newspapers. The breach of the high child-to-adult ratios, all the paper that educators had to fill in a day to give to parents and managers, while they look after the children, the poor payment, people unqualified working in this sector, and with a short staff, they have to prepare different activities for the children (Dwyer 2019).

Research calculates the average hourly wages the educators report between €12.17 and €12.60 (Crowe, 2020; Dwyer, 2019; Pobal, 2022). However, there is an inconsistency in this argument because they calculated the managers and educators, and the number increased. It would be relevant if they calculated the average just of the educators, the ones that are with the children the entire day, to see the reality of what they earn.

Unfortunately, it seems that it is still a job that is undervalued. During the pandemic, the educators were above the group 8 to be vaccinated (Hurley and Regan, 2021). Throughout this period, they had to remain open to take care of the children of essential workers (Pobal 2022), while nobody was vaccinated and therefore at risk. Even educators requested the vaccine in January (Porter 2021), and society required crèches to be open and teachers to work so those essential workers could go to their jobs, but they were not

heard. All the teachers were not vaccinated until almost three months later (HSE 2021; Hurley and Regan, 2021). However, the main drawback was that they were not deemed essential employees, and as it was in COVID, turnover impacts the teachers' well-being, and authorities were not listening.

An increasing number of studies have shown that educator turnover is a serious concern. It is necessary to explore what is behind the turnover that childcare is going through to change the part of the educators and children affected (Hayward, Bungay, *et al.*, 2016).

2.4 The Impact of Turnover.

The principal employee turnover factor that influences an organisation is the cost. It is reflected in the recruitment and selection process, unexpected resignation, covering the position throughout the vacancy duration, and new staff orientation. Employers invest considerable effort and resources into recruiting, training, developing, retaining and engaging their workers after joining the company. It is essential to underline that the majority of these expenditures are sustained by indirect management or administrative workforce time, whereas the direct costs may be significant when agencies, advertising, or psychometric testing are used in the recruiting process. A high turnover of employees may also impact negatively on the community taxation, social services, and physical and mental health conditions for employees that remain in the company because of the overwork that they have

to do while the vacancies are filled. (Maxwell, 2021, Murray 2022; Skelton *et al.*, 2018). However, It is possible to maintain high-quality service levels despite a high turnover rate for specific organisations because they find it uncomplicated to hire and train new employees promptly and inexpensive. However, turnover is likely to be a significant problem if the skills are limited, recruitment is costly, or it needs several weeks to fill a position (Maxwell, 2021).

Despite the considerable expenses that are substantially connected with employee turnover, this number is seldom analysed (Pilbeam and Corbridge, 2006). A survey conducted by the CIPD in 2020 indicates that only about 18 per cent of organisations calculate the turnover rates. More than half of the people who participated in the survey stated that they do not know how their rate compares to other competitors in their field. Almost a third of them do not know when to ask their employees why they are leaving (Taylor 2022). Not taking into account these rates is a wasted opportunity for human resource professionals, who need to consider these expenses and compare them with the costs of retaining employees through strategic human resource planning. Doing this would allow them to create new initiatives. Costs findings using the turnover approach is more accurate and provides a more precise estimate of the overall expenses. These might include metrics that evaluate the comparative productivity of new employees during their first few weeks or months on the job and those who leave during their notice period. Employee

productivity is expected to decline during these two periods (Maxwell, 2021).

Understanding the factors that are contributing to high employee turnover remains critical for organisational managers from a corporate and social perspective, as their subordinates affect their daily work because of the overloads of duties and could result in burnout, which could negatively impact the organisation's image (Skelton *et al.* 2018).

Some articles in the Human Resources field suggest that there is no predetermined threshold at which staff turnover begins to affect an organisation's performance negatively (Maxwell 2021). It would be determined by how an organisation replace and train their new arrivals at a low cost. However, this low cost is just focusing on a company's cost; they overlook the well-being of the personnel that remain in the business, the ones who have to support the organisation while the vacancy is filled. Reducing high turnover is critical to the proper operation of any business. It does not just cost the organisation a stratospheric amount of money, but also results in disregard of the workforce's well-being and can consequently impact the organisation as a whole.

Some experts claim that a number of variables, such as stressors, low compensation, poor quality, high children's ratios, and undertrained workers, contribute to high levels of career turnover (Hale-Jinks, Knopf and Knopf,

2006) or the organisational conditions. An earlier study revealed a connection between factors influencing the workplace environment and educators' attitudes, behaviours, and overall job satisfaction (McMullen, Lee, *et al.*, 2020). If issues continue, a staffing shortage would negatively affect the business' productivity and expansion and severely influence the security and health of children and its environment.

2.4.1 Families and children as clients affected.

Working as carers, the every-day interaction with the children frequently creates deep bonds, and when the caregivers decide to leave the crèche, these relationships might be harmful. These quick changes in educators are risk factors that affect the crèche and caused adverse effects on children's mental health. Infancy is a critical time for building healthy and strong social and cognitive relationships between children and their educators (Schaack, Le and Stedron, 2020). Developmental theories propose that a child's early experiences have an influence on their emotional growth and personality. (Hale-Jinks, Knopf and Knopf, 2006). If the children experience stressful situations, might have a detrimental effect on the brain during a child's first three years of life, reducing the efficiency of their natural mechanisms and affecting their memory ability (Begley, 1997). Moreover, Maslow's hierarchy of needs demonstrates that when children do not feel secure and protected, they experience stress.

It is overlooked that parents have to deal at home with the repercussion that the turnover causes to their children. Some of them opt to cease working in order to provide for their children's education, which might have repercussions on other industries when they leave their professions or take parental leave, making it unprofitable to pay for child care with no benefit. In order to benefit the parents who are the customers with high-quality services, it is essential to understand the elements that affect turnover. Staff turnover compromises the security required for both the company's expansion and the health of the children.

2.5 What causes employees to leave an organisation?

Numerous criteria have been shown to help analyse the turnover of employees, even though there is no common framework for understanding the employee turnover process as a whole. According to some research, individuals are leaving their professions because of inefficient management, low pay, inadequate training, and poor career development (Taylor, 2022).

The study of Ma, Chen and Wang (2003) identified that graduates, inexperience, and highly educated candidates, when they start in an organisation, tend to be dissatisfied with their jobs and careers, negatively affecting the loyalty of their employers, leaving their jobs at an early stage. This happens as a consequence of organisations that do not implement Human Resources practices because they believe that they are expensive or a waste

of time. Personal growth and development are a top priority for millennials regarding job benefits. Utilising training information as a platform for forming pre-training attitudes may impact their interest in the organisation. They are devoted to their education, which is their top advantage over employers. Millennials are dissatisfied with the absence of a well-executed personal development plan or training programme that is missing in an organisation, and they want to work for a company that encourages them to learn and advance their talents. Biech (2018) recommends that the 70-20-10 model be used to implement a talent development program in an organisation. “Seventy per cent learn by hands-on experience, twenty per cent learn by developing interactions with colleagues, and ten per cent learn through formal learning such as lessons and courses”.

Other investigations such as Al Mumun and Doobs (2001); Faulkner, *et al.*, (2016); and Hasan (2017) conclude that an unfavourable factor that makes an individual decide to make a resignation voluntarily is a low salary. This occurs because new employees tend to wonder why their coworker is paid much for doing the same job or if the payment is fair for their work. Salary plays a vital role in retaining, rewarding and recognising a qualified employee.

Despite the intuitive appeal of such a statement, there is little evidence that pay secrecy drives employee turnover (Alterman, Bamberger, Wang,

Koopmann, Belogolovsky and Shi, 2021). As it is mentioned above, financial compensation is not as essential as personal growth and work-life balance. Moreover, according to Hay (2002), the main cause of dissatisfaction among employees is not low pay. Instead, the research indicated that employees leave their positions when their abilities or talents are not adequately developed. Additionally, the study discovered that workers are discontented with their managers or supervisors. Dissatisfaction was the second leading cause of high turnover. Hay (2002) also has to question why turnover is still increasing in childcare where employees are trained every three to four months. Furthermore, is necessary to know if the people that are hired have the ability to contribute to the organisation.

Other authors, such as Denton and Maggtgi (2016), propose that among the most critical factors for a worker are satisfactory work conditions such as adequate lateral, downward and upward communication and a proper peer relationship to have motivated employees. Perhaps the most serious disadvantage of this theory is that employees would have motivation just with these factors, but this is temporary. It is known that the personnel should be motivated by a true sense of well-being in the workplace (Al Mamun and Hasan, 2017). According to their findings, individuals are more likely to report job unhappiness and lack of enthusiasm after meeting these fundamental employment conditions. A sense of fulfilment and purpose may be found in

the essential factors determining job satisfaction, such as accomplishment, promotion, appreciation, recognition, and commitment.

The Irish day-care industry has received very little research attention. In certain cases, the concern is about the teacher's well-being or the manager's inability to lead. The researchers such as Al Mumun and Doobs, 2001; Alterman, Bamberger, *et al.*, 2021; Faulkner, *et al.*, 2016; Hasan, 2017; and Taylor, 2022 found their hypotheses were correct, except that they had made it overseas. Nevertheless, hardly any research proves that inadequate recruitment and selection of the right people has also resulted in a high employee turnover rate. There are several factors that force employees to leave the industry.

2.6 Other Possible Factors

2.6.1 Poor Resourcing.

According to the CIPD (2020), resourcing involves finding and recruiting qualified individuals for the best place at the correct time and at an adequate cost. With accurate workforce planning data and digital technologies, it is possible to approach a wide range of candidates. The business's capacity to find and choose talented people at all levels is crucial to its potential to expand in the future (Ekwoaba, Ikeije and Ufoma, 2015). However, the real question is what happens when this does not occur?

The issue with recruiting and selection is a crucial factor that contributes to turnover. Poor recruitment and selection processes could risk any organisation to face inefficiency in every area (Ryan and Tippins, 2004; Sindhwani and Saxena, 2021). The business's capacity to find and choose talented people at all levels is crucial to its potential to expand in the future. There is evidence to support the idea that a company's success is closely related to the quality of its employees. Underperformance in the workplace, on the other hand, might be the outcome of workplace problems. Human resource planning is critical to avoid expensive mistakes, such as recruiting the incorrect individuals or failing to foresee changes in hiring requirements (Ekwoaba, Ikeije, *et al.*, 2015; Sutherland and Wöcke, 2011).

Every HR professional responsible for recruiting and selecting sometimes meets with a vacancy that is highly challenging to fill. It is crucial that a recruiter conducts an organised interview that focuses on the organisation's competence requirements while assessing candidates' abilities and knowledge. Any compromise that involves hiring a candidate who does not accomplish the requirements must be avoided (Armstrong and Taylor, 2020). However, examinations indicate that recruiting errors occur in three out of ten cases. In many cases, the job description does not specify the role, duties, working conditions were not the same as when the new employees were being interviewed or sometimes the interview is poorly explained and fails the employee's expectations (Blenkinsopp & Zdunczyk, 2005). Production

decreases when the wrong individuals are assigned to the wrong positions, and underachievement might indeed be caused by workplace challenges and might be expensive for the organisation. Despite the difficulties in selecting the ideal applicant, following a rigorous hiring and recruitment process is necessary (Ekwoaba, Ikeije, *et al.*, 2015; Ryan and Tippins, 2004; Sutherland and Wöcke, 2011).

There is a scarcity of research on the consequences of a poor recruitment and selection process in the childcare industry. Perhaps it is linked with the high turnover; it would be more interesting to hear about the process of the interview, induction and onboarding that educators had when they arrived at the company or how they see their colleagues.

2.6.2 Leadership Issues.

Ineffective management is an additional issue that is presented by Hay's (2002) research. It suggests that there is a link between leadership effectiveness and higher work satisfaction and a lower risk of turnover. Indeed, managers are promoted or recruited primarily on the basis of their technical knowledge and abilities. There is a lack of studies on the impact of individuals with no abilities to lead, that are given the managerial positions by an interview with the HR department and the superiors of the organisation deciding that this individual is an adequate candidate to fill that privileged

position. It is expected that managers act as leaders even though this criterion is never explicitly expressed (Ready and Mulally 2017).

The need for a more extensive skill and experience in the leadership position is self-evident. Managers motivate others to carry out a purpose, objective, or aim and direct the team toward success via a process known as leadership (Ready and Mulally, 2017). This process is accomplished through leadership qualities such as ethics, values, personality, beliefs, knowledge, and abilities (Barrett and Cram, 2005). Additionally, (Green 2020) suggest that the a manager has the responsibility to provide an induction to helps new employees adjust to their job and environment, to helps new employees build professional relationships within their new teams. Some persons use the term "onboarding" to refer to an employee's familiarisation with the organisation's operating procedures and acclimation to their position and contribute adequately with the organisation. Jeske and Olson (2022) outline that the onboarding phase for recruits offers a learning opportunity for new hires and the organisation. Being this the possibility to make the new employees feel engaged.

Zaleznik (2004) demonstrates how using power to affect others' attitudes and behaviours is a crucial component of leadership. This might lead to a significant loss of control and an increase in power. All this power concentrated in the wrong hands leads to a bureaucratic organisation with

slow decision-making and impact on the company's development and reputation. Leadership is essential for developing a successful organisation geared toward achievement (Sakiru, *et al.*, 2013). An organisation's leaders are in a privileged position to influence their employees' attitudes, stimulate their creativity, encourage and develop their team and establish clear objectives for the group (Zaleznik 2004).

Ibarra (2015) suggests “that a leader might be authentic; even if the sensation is unnatural and inappropriate, it is vital to leave the "comfort zone". Being "authentic and genuine" is crucial for effective leadership. These observations indicate that in order to be a suitable and a pillar for the organisation, a manager needs to possess certain leadership abilities”. According to Kotter (1999), "setting an agenda and network development" are leadership skills that are essential for business culture. In order to succeed as a manager, it is vital to stay at the forefront of the latest developments in the field, to be informed about their employees and to ask questions, and look into new opportunities that might help them achieve their goals and develop their subordinates. Being in constant communication with the team and listening to their needs is one of the main factors characterising a leader. According to Peters (2020) an effective communication plan requires the complete cooperation of managers since they are the most important conduit for communicating with all workers. However, rather than being a "top-down" effort, there must be interaction so that individuals have a significant

opportunity to communicate their perspectives upstream and debate them with colleagues. To make their staff feel heard. Nevertheless, a lack of communication with their leaders might affect employees' impressions and result in higher turnover.

Research examined the impact of leaders on the organisation. The majority of studies are in the hospitality sector with nurses and waiters (Hayward 2016; Jerez-Jerez, Melewar, and Foroudi, 2021; McCabe and Sambrook, 2014), it scarcely any about the childcare providers in Dublin.

The investigation would have been more relevant if the researchers had heard about leadership ability of communication and if they had helped their subordinates to develop their selves.

2.6.3 Overload of Work

An employee's decision to remain in an organisation or leave might be influenced by the overload of duties that this individual has and if the responsibilities are distributed fairly. Mental and physical health difficulties also influence the turnover of employees. Suicide is more common among employees who suffer job-related stress caused by work overload than among those who do not feel overwhelmed. In addition, it costs the economy in terms of missed production and financial support for victims' families. (Breuer 2015). It is identified that high turnover rates negatively impact employees' morale that remains in the company. Burnout is seen as a symptom of a lower

level of emotional health consequence of an overload of work (Breuner, 2015; Cloutier, Flusiak, Hill and Pemberton-Jones, 2015).

According to a survey conducted by Preschool Learning Alliance (2018), in the UK, anxiety affects 57 per cent of early childhood educators, and depression affects a quarter of the workforce. Moreover, more than half of those respondents say their personal relationships have been severely impacted by job-related stress or mental health issues, and nearly half say their quality performance has been substantially negatively influenced. This symptoms are generated by the workload. Additionally, of those surveyed, 61% believe that their work-life balance is unsatisfactory. While the majority of children in Ireland under the age of 5 years are in daycare, there has been a lack of emphasis on the well-being of childcare providers. Caregivers have been shown to suffer from burnout and compassion fatigue as a result of their emotional strain. However, caregivers indicate that stress at work does not come from the children. The primary concerns predominating their stress were beyond their personal interaction with infants. Instead, responsibilities and workloads in the classroom, such as paperwork and documentation are overwhelmed and an encumbrance to do a proper job. (Faulkner, *et al.*, 2016; Jeon and Wells, 2018; Maslach and Pines, 1977).The workload is significantly high and it has been overlooked.

Substantiated stressors for childcare employees include minimal salary and bonuses, challenging work environments and high expectations for the organisation. Unfortunately, there is little talk about all the duties that teachers have to perform, apart from teaching the children (Barford and Whelton, 2010; Faulkner, *et al.*, 2016)

Research explores the impact of educators' stress while working in the childcare industry. However, there are minimal studies about the stress that educators have to face resulting from the work overload they have during the day while they look after the children. Additionally, the majority of the studies took place in the UK or the US. The research would have been more relevant exploring the duties that an educator has in other countries and compared to the ones in Ireland to make improvements and achieve a healthy workplace for the childcare givers.

2.7 Conclusion

The objective of this literature review is to assess and review the extensive literature on the childcare business and the causes of the increasing annual turnover rate. In the literature, it can be identified that focus is given on the adverse effects turnover has on the organisation and the children. Furthermore, the primary variables that contribute to turnover are discussed, and there is a lack of research on the link between the recruitment and selection process in this sector. Also, there is a gap of research on the

connection between managers' leadership in the childcare industry in Ireland and its impact on the turnover rates is scarce and whether this impacts the turnover rates. Moreover, it was found responsibilities as a blind spot that an educator had, and if there is an impact on their decisions to leave. Educator's decision to remain or resign has an immediate effect on the health of the children, families involved, childcare providers that remain in the crèche, other industries and the organisation. It is necessary to understand the causes of this development to address the issues around it and consequently build a healthier environment for all the stakeholders.

Chapter 3. Research Methodology

3.1 Introduction

The purpose of the chapter is to describe and outline the methods and approaches to the research provided in this dissertation. The methodological approaches made by the researcher will include the framework description, which will follow the research onion steps and the research philosophy that justifies the research, the overview of the research approach and the research method to collect the data. Additionally, an explanation of the research strategy will be used to understand the turnover and factors that made an educator leave their job by listening to their perspective since they were part of the childcare organisation and the research instrument, semi-structured interviews using Microsoft Teams to collect this data. Also, the selection of each method used while conducting this study will be justified. Finally, the ethical considerations and limitations were discussed.

3.2 Research Framework

This research adopts Saunders's "research onion" (Figure 3.1) as the research model for the study's methodology (Saunders, Lewis and Thornhill, 2016). This framework operates with different layers that highlight the principles underpinning to conduct research methodologies and support the implementation of research philosophy, approach, time horizon, data

collection techniques and procedures. This framework guided the selection of the used approach and contributed to the present research's development.

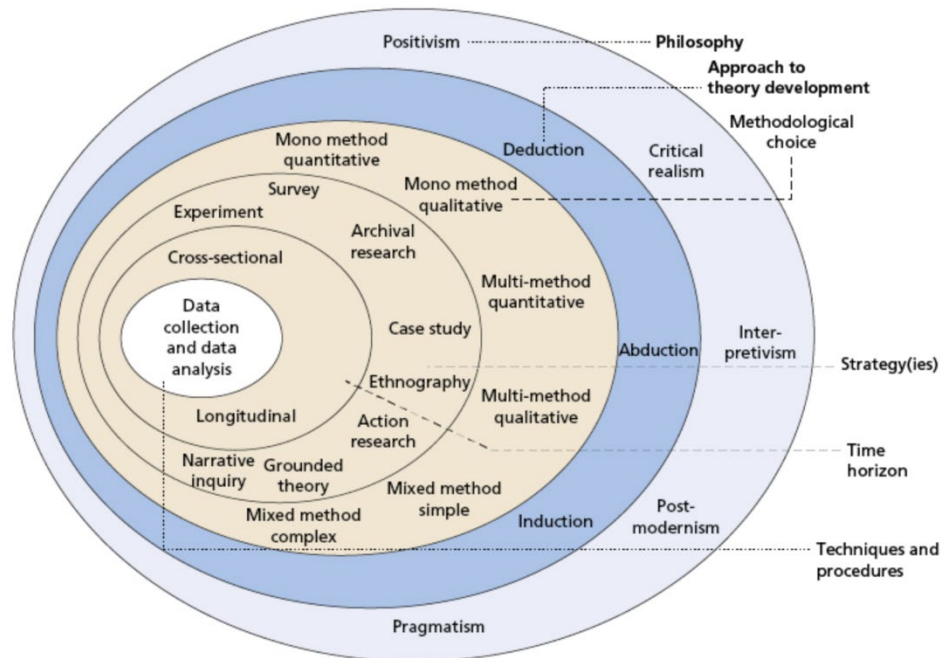


Figure 3.1 “The Research Onion” (Saunders, Lewis and Thornhill, 2016).

3.3 Research Design

Using Saunders’s Onion, the research philosophy selected for the dissertation is interpretivism because there is no single factor causing childcare industry turnover. There are numerous factors that are causing the employees to resign. To collect experiences from the perspective of the employees that work inside the sector. Following the next layer, an inductive approach was used because the researcher aimed to deeply understand the causes that force educators to leave the organisation. Also, understand the workload. Additionally, identifying if leadership in managers is a factor in the turnover intentions and

identify if there is any correlation between a poor recruitment and selection process and turnover impact. Moreover, the research tries to ascertain how these factors may be mitigated.

Interpretivism and inductive research are on the basis that fits reasonably with this study. Therefore, these factors are accordant to be used in a qualitative approach. In order to answer the research question, a semi-structured interview is ideal for collecting the participants' data. A semi-structured interview will be used to hear the point of view and perspectives of the employees inside the organisation. The time horizon will be cross-sectional since the academic research findings attain to be obtained at a specific time. Thematic analysis will be used to analyse the data when the data collection phase is complete, allowing the researcher to identify themes and patterns in the interviews. On the following sections will discuss each of these elements separately.

3.4 Research Philosophy

The research philosophy is a belief in how the knowledge and information of the research will be developed, guiding the researcher on how the study will be conducted. There are five main research philosophies that are “positivism, critical realism, interpretivism, postmodernism and pragmatism” (Saunders, Lewis and Thornhill, 2016).

For this research, was concluded that interpretivism was the appropriate methodology for this study. It emphasises how individuals create meaning,

distinguishing them from being studied by phenomena. Human beings have distinct backgrounds and cultures, experience different circumstances and give them a different sense, creating and experiencing non-identical social realities. According to Sanders, Lewis *et al.* (2016), the ontological perspective of interpretivism is that reality is a matter of interpretation, which is the case in this study. Researchers often use surveys, questionnaires, and interviews that follow the interpretive ideology since it allows them to gather data on a wide range of experiences and perspectives. For this study, the researcher use the interview as it is a method to collect data that suits interpretivism and is discussed in section 3.8. The purpose of this study is to acquire a more profound understanding of what makes childcare providers inclined to leave their jobs because numerous factors cause the high turnover in crèches. For this reason, the philosophy fits with the research. Interpretivism is often associated with an inductive research approach (Given 2008).

3.5 Research Approach

Sanders, *et al.* (2016) outlines that deductive and inductive approaches are the two primary types when conducting research, and both are associated with positivist and interpretivist philosophies. In deductive reasoning, hypotheses are developed and then analysed in order to measure the variables found. On the other hand, the inductive approach involves exploring different viewpoints, perspectives or observations to find themes or patterns used to

develop theories. Although the inductive technique does not depend on these hypotheses, it is essential to know any theories or hypotheses that already exist and are related to the study issue. Knowing the previous research will allow the researcher to create research questions (Given 2008; Liu, 2016; Sanders *et al.*, 2015).

An inductive method of research is used in this dissertation to understand how employees perceive the industry and provide a deep understanding of the factors in the study on high turnover in childcare (Horn, 2012) since the inductive approach relies on exploring the experience of the people involved in the company. Consequently, the inductive method best suits this study.

3.6 Research Method

The research onion model is split into mixed methods, mixed method research, multi-method quantitative, and multi-method qualitative. Quantitative and qualitative research approaches are represented by these six variations in the "research onion." According to Saunder *et al.* (2016), quantitative, qualitative, and mixed approaches are the three basic types of research methods. When a single data collection method is used is also defined as a "mono method". In contrast, others use a method described as multiple methods, which combines both approaches and is called "multi-method (Horn, 2012). It is vital to select the right approach that fits with the study. The researcher discusses the data collection method chosen in section 3.6.2.

3.6.1 Qualitative vs Quantitative

The quantitative approach is the method of collecting and analysing numerical or statistical data in order to get to a particular conclusion or a precise solution. As their name indicates, the process emphasises quantities (Horn, 2012). To analyse the data for the quantitative approach, it is necessary to use scientific methods (Queirós, Faria and Almeida, 2017). Therefore, this method does not collect the meaning that individuals give to a phenomenon, not allowing a deep understanding of the impact of turnover in crèches. Contrastingly, qualitative methods connect to individuals in ways that enable them to communicate their beliefs, assumptions, ambitions, and perceptions (Horn 2012) by using questionnaires, observation and interviews. For example, McCabe and Sambrook (2014) used a qualitative research method to understand nurses' experiences by interviewing them. In qualitative research, the researcher actively interprets and analyses the information collected, which are mainly words.

For this study, a qualitative method will be used to analyse the points of view that educators have seen in the childcare industry that impact the high turnover volume and will give the researcher a deep understanding of the phenomenon.

3.6.2 Qualitative Method

By using a qualitative approach, it is possible to analyse aspects of reality that cannot be quantified statistically using a qualitative method. This method will help the researcher identify patterns and themes from the broader information and give a fairer understanding in order to explain human experiences and the perception of different realities to establish causation (Queirós *et al.*, 2017).

The limitation of selecting a qualitative method could lie in the misinterpretation of the information compiled, which also can be time-consuming (Horn, 2012; Queirós *et al.*, 2017).

The researcher will use qualitative research to get a deeper understanding of people's expectations. Following the investigation of McCabe and Sambrook (2014) and Potgieter and Mokomane (2020) use a qualitative approach to elicit an extensive understanding of employees' insights, beliefs and meaning of childcare turnover.

3.7 Research Strategy

A research strategy may be described as a plan for how a researcher would approach addressing the research question. It is the methodological connection between the research philosophy and following by selecting a technique for collecting and analysing findings. Once the research strategy is chosen, it will guide the research to a clear link to the philosophy, research approach, and the amount of time needed to achieve the research and collect

the data. Some main strategies are experiment, survey, ethnography, grounded theory and others (Sanders *et al.*, 2016).

Phenomenology conforms to a social constructivist theory of human growth and experience with sociocultural and historical. The person reflects on an event and indicates its meanings by imaginative processing (Vagle 2018). Perceiving the fundamental nature of an experience or event is not a passive activity but rather active go-through variables and variations. Through researcher-respondent interaction, a perceived meaning of the events might be formed. In interview studies, a phenomenological method is prominent because participants are asked to reflect on their experience with the phenomenon and describe what was fundamentally significant to them (Given 2008; Vagle 2018). This strategy is crucial to the understanding of their existence. These experiences enrich the study to achieve a profound understanding and give the research direction (Gearing, 2004; Vagle, 2018). Hence, to achieve the research question and have a deep understanding of the high turnover the childcare industry faces and if there is a link with other variables such as recruitment and selection process, managers' leadership or workload. The researcher use phenomenology research orientation to reach the objectives and apply interviews to achieve the research questions to the current study.

3.8 Data Collection Method

The technique chosen for the study would define how the phenomenon for the research will be discovered. Data collection might vary from observation to questionnaires to interviews and other methods (Horn, 2012; Queirós *et al.*, 2017).

According to Sanders *et al.* (2016), Structured, semi-structured, and unstructured or in-depth are the primary interview formats. The structured interview has to be precisely asked as specified in the questions. The structure limits the interviewer from going deeper into the topic. Hence, it is unfavourable to have this type of interview in this study.

Semi-structured interviews enable the participant to provide additional details such as points of view or beliefs, permitting the interview to explore any information gap and identify causation (Horn 2012; Biggam 2011). Following Potgieter and Mokomane (2020), semi-structured interviews were used to understand the participants' perceptions. Therefore, semi-structured interviews enable the researcher to get in-depth information to comprehend the research topic better.

3.8.1 Semi-structured Interview

Following the guidance of McCabe and Sambrook (2014), the research method selected was semi-structured interviews. For the qualitative approach selected to explore the phenomenon of the high turnover in childcare and have a strong understanding, the researcher used a semi-structured interview to

collect information to understand emotions, experiences, and beliefs. In the current research, semi- structure interviews enable the researcher to converse directly with each participant and learn about their perspective on the study issue (Horn, 2012; Sanders, *et al.*, 2016). The interviews are divided into sections, starting with their perspective on employee turnover in the crèche and giving examples. The following section is about the recruitment and selection process, until the first day at the centre. Questions about the workload and their feelings are in the subsequent section. In the end, questions regarding the managers' work are formulated. The semi-structured interviews were conducted online via Microsoft Teams to elicit the experience that educators have to understand their feelings and perception behind the turnover, ginning the research to record the interview and have access to the interview as many times needed to analyse the answers. After the interviews, the data was analysed by viewing the tapes and identifying common themes among the discussed subjects.

3.8.2 Pilot Data Collection Tool

Sanders *et al.* (2016) suggest that interviews should be pilot tested with respondents that are similar to the sample chosen. The pilot test's objective is to improve the interviews and identify any issues interviewees could have responded to, allowing that data collection to be a conversation. A pilot interview was conducted with one participant before the actual interviews to examine whether the research instrument and the questions were adequate.

After conducting the pilot interview, a number of adjustments were made. Firstly, was noticed the question, "How fulfilling is your job in terms of your personal needs? And why?" was similar to "What is the feeling of accomplishment that you get from your job?" the second question was deleted. Secondly, it would be relevant to ask about years of working in the childcare industry. Thirdly, "How do you feel when there is a shortfall in staff to provide the childcare?" was a question that may be interfering with the interview's perception because that was the interviewer's experience. Being a semi-structured interview allows the researcher to delete and use it just when the interviewee touches that topic. Additionally, the question about onboarding were move to managers' section. Finally, when the researcher started, had a sample size of 10, the voice ran in the crèche where data was going to be collected and changed to 16. After this, 11 filled out the consent form, and in the end, 7 individuals were the ones who participated. The other 4 cancel the meetings.

3.9 Sampling Strategy

The factors that might be considered to decide the sample's type and size are crucial. It is necessary to consider the nature of the research, the time to conduct the study and the research method.

Probability and non-probability are two fundamental techniques of sampling methods used in research (Horn 2012; Stratton 2021). A non-probability

sampling method termed convenience sampling often chooses individuals who are accessible close to the phenomena (Stratton, 2021).

The researcher adopts a convenience sample which means is one in which research participants are recruited based on their accessibility. Participants are selected based on their availability, willingness, and capacity to participate in the research (Given 2008). The research what to understand the factors that encourage childcare givers to leave the organisation. Therefore, the sample chosen was employees working or used to work in a specific crèche in Dublin who what to participate in the research and give their perspective on this phenomenon. The researcher contacted the employer of the creche by phone and visited the centre to ask who was interested in participating in the study also contacted by phone ex-colleagues that used to work in the company and asked if they wanted to participate. The study sample is 7 participants, 3 remain working for the same company, and 4 left the company. To identify the interviews and interviewees, and remain anonymous, the research identifies the participants with codes (Table 3.1), using order of interview (1 to 5), follow by the gender (F- female, M- male), then, the position of the interviewee (E- educator, S- Supervisor) ending with the years working for the crèche (number) and identifying with one letter if they remain or leave the company(R- remain, L, leave). Additionally, during the interview the participants share the years of experience.

<i>Years of Experience</i>	<i>< 1</i>	<i>2 - 3</i>	<i>4 - 5</i>	<i>6 - 7</i>	<i>8 - 9</i>	<i>10 -11</i>
<i>Remain in the company</i>		<i>1FE3R 2FE2R</i>			<i>6FS7R</i>	
<i>Left the company</i>	<i>4FE1L 5FE1L</i>		<i>7FE2L</i>			<i>3FE2L</i>

Table 3.1 Participants Demographics

3.10 Data Analysis Method

Data analysis is the data that entails researchers converting data to a narrative and analysing it to conclude. It helps to process a significant amount of data and reduce it into smaller fragments (Given 2008). The research is going to analyse the data through the use of thematic analysis. Using thematic analysis is possible to identify themes that run across different individuals' or events. Themes communicate significant trends, participant positions, or concerns. Thematic differences between them might vary qualitatively. The main objective of thematic analysis is to find similarities, or patterns, in collected data by coding the information (Given 2008). Using this data analysis approach will help the research to analyse and synthesise large amounts of textual information. Hence, the study is conducting interviews to obtain a broader perspective of childcare's situation regarding turnover. It will have ample information and thematic analysis suits to order and organise the data.

3.11 Reliability and Validity

The researcher ensures reliability by utilising a pilot interview and, after that, making changes. Then, the research do a peer debriefing with colleagues that have knowledge on the topic, When the results were analysed, the researcher did a member check, calling the interviewees and explaining what was discovered to verify that they understood what the respondents wanted to express (Buchbinder, 2011). Finally, the research avoid being tired of doing the interviews and book a maximum of 3 per day. Also, meetings were between the same time, at the end of the interviewee's job.

3.12 Ethical Considerations

Saunders *et al.* (2016) argue that ethics is concerned with acts and behaviours that are acceptable and suitable in front of society's standards. The researcher followed the ethical guidelines from the National College of Ireland, which were adhered to in this study. A consent form was sent to the participants in the study. The researcher explained in the consent and information form to the interviewees that the participation was voluntary and remained at the beginning of the interview. Additionally, it described the interview process and that it will be recorded. It was communicated during the interview that it does not collect identifying information such as your name, email address, or IP address but the voice and image. The recording and audio will not be shared with anyone outside the process required to examine a minor dissertation. The recording will only be part fulfilment of the requirements of

a Level 9 masters programme and hence only for an educational purpose. After the dissertation results are confirmed, the recording will be deleted.

3.13 Time Horizon

In Sander's model, the time horizon refers to the study's timeframe. It can be either a longitudinal or a cross-sectional study. Since this study did not record how experiences or views change over time, the longitudinal approach was not chosen. A cross-sectional study is suitable when there is a strict deadline or time constraint on academic research projects since it provides accurate phenomenon investigations (Sanders, *et al.* 2016). The cross-sectional approach was used for the study because the research had to be completed within a certain amount of time. The researcher reserved two weeks for scheduling the participant meetings and collecting data using semi-structured interviews.

3.14 Limitations

The research found the following limitations. The study interviewed the employees who remained in the company of the same brand and those who left but were working for the company. This sample does not represent the whole population of workers in the childcare industry. For further studies, it would be relevant to increase the sample and compare it with other childcare brands. Moreover, to enrich the study, it would be relevant to add the perspective of managers, administrative positions such as the HR department and parents to hear about their perspective in focus groups.

Additionally, the research could take place when the sequel of covid disappears because there were changes during covid-19 and the workload increased, because the data collected suggested that workload increase as a consequence of covid. Furthermore, the findings suggest that the majority of the employees were foreign, the employees were foreigners, and they compare the ways of working in their country to the Dublin system. It would be pertinent to learn more about how their culture and background affected the organisation and if there was a connection to a decision to leave the company because of the differences in teaching styles between their home countries and the childcare working practices. This last finding was not relevant to this research and was not discussed.

Chapter 4. Findings and Data Analysis

4.1 Introduction

The research aim set out was to investigate the elements that childcare providers perceive contribute to employee turnover and understand what is behind the resignation of the educators. A further objective of the researcher is to determine whether there is a relation between the recruiting and selection process, the workload, and the managers' leadership. This phenomenon was understood using semi-structured interviews with seven participants, three of whom remained in the childcare industry and four of whom had previously worked at the same childcare centre. The interviews revealed a number of themes connected to the objectives of the research.

The results are divided into four categories. Section 4.2 explains the themes that were identified by the educators, while sections 4.3, 4.4, and 4.5 describe the themes that emerged from the questions examining the recruiting and selection process, the workload, and the managers' leadership. Additionally, in section 4.6, other relevant themes appear from the interviews that might be utilised for further investigation.

4.2 Factors

One of the study aims is to identify the variables contributing to employee turnover in childcare organisations. To understand the factors from the perspective of current and former employees, the researcher inquired what factors caused staff turnover. To learn more about the variables that motivate people to leave their jobs, the participants were asked whether they had ever contemplated leaving the job and for what reasons. Finally, the interviewers were asked to provide three instances of recent resignations, including the cause and destination of the employees. The providers of childcare perceived a variety of factors. Payment, working hours, people's visas, language barriers, and staff turnover were themes mentioned.

4.2.1 Payment

Al Mumun and Doobs (2001), Faulkner *et al.* (2016), and Hasan (2017) assert that a low wage causes individuals to resign. The responses of the research participants corroborate these findings. Six of the seven participants believed compensation was the main factor in the educators' decision to leave the childcare. They elaborate:

“In my personal opinion, I feel like we're underpaid for such a large job that we do in beginning a child's educational experience...I went to college for four years to do this, and I get paid less than what I did when I was waitressing or working as a bartender ” (2FE2R).

“I would say that it was because of the wage mainly, I would say because of what they pay me. Though I didn't feel that the responsibilities and the workload were worthy,...for the amount they that they were offering” (5FE1L).

In contrast, one participant agreed with (Alterman *et al.* 2021) and Hay's (2002) standing that compensation was a concern. The responder assumes that compensation is not an aspect in determining who resigns.

“.....in April everybody received a higher increase in what they were doing and I think personally for myself, I think it's very good,But there's salary increase is very good in April now, which people deserve before” (6FS7R).

4.2.2 Hours

One of the seven interviewees stated that working hours have a role in the resignation of coworkers. The participant acknowledges:

“ For me, the hours are, like, in the place that I work are very long. It's a nine hour day with a one hour break. So you are working 8 hours but a nine hour day in total, and it is not only really long for the children, but there also an insanely long day for you to have to spend with the same group of children all day” (1FE3R).

4.2.3 Abroad Employees

Four of the seven participants stated that the organisation has foreign workers who come to Dublin on a student visa or work permit and then depart when their visa expires or miss their families as a contributing factor. Additionally, one respondent expressed that workers from abroad left Dublin because it is pricey.

“When I was working there, most of the staff left because they were moving back to their countries. Most of us were for young people from another part of the world, so most of them were going back to their home countries because our visa finished” (3FE2L).

“A lot of the stuff we have at the moment are from abroad. So one of the reasons why they want to go back is to see their family, there's a big thing. Obviously, Ireland is very expensive to stay and live, so they can't afford that either” (6FS7R).

4.2.4 Turnover

One of the seven interviewees mentioned "employee turnover" as a factor that makes employees resign. The respondent explains:

“The high turnover is also a main issue people don't feel at home or don't feel comfortable. You're constantly forming new friendships, and

the friendships end because people move. It's a continuous process of building and building friendships. And then you don't want to be nicer, welcoming to the new staff. When they come in, and they start, you are in your head, thinking they're gonna be here for two months or one month, and they're gonna leave. So you're kind of reluctant to be friendly or feel build a meaningful friendship with them. And then that new person feels isolated and alone and generally not create a nice atmosphere for them to work in, because you were reluctant to reach out and be friendly to them” (2FE2R).

4.3 Recruitment and Selection Process

Another objective was to recognise if the recruiting and selection process is related to employee turnover. To determine if there is a relation, the researcher inquires about the recruitment and selection process that each employee went through. Next, the researcher asked if the working conditions changed between the time of the interview and the time they were working. Finally, in order to determine whether they are hiring qualified individuals, the educators were asked if the new hires could rapidly contribute to the organisation.

4.3.1 Process

The seven applicants describe the procedure, with the words "easy" and "quickly" appearing in their responses. This information will assist the researcher in determining if the recruitment and selection process was adequate, as Ekwoaba (2015), Ryan and Tippins (2014), and Sindhwani and Saxena (2021) affirm that the lack of an exemplary process poses a risk to the organisation and may have an effect on every aspect of the business.

“I saw the position on Facebook, I sent my CV, and they called me. It was very easy because they didn't really ask me, like stuff like, I don't know about Montessori techniques or other educational trends or probably something about the educational system in Ireland and how familiar I am with it, but no, they just ask me for my job experience, like how many years, So was probably like 15 minutes interview” (3FE2L).

“I saw online the post. So then I put in my CV, and then they e-mailed me back, and I went for my interview. But the interview was more of a chat than an interview, easy. So they saw that I had been working with children for many years and that I had good potential. But I think sometimes the interviews need to be a bit more detailed, for all the staff, so then they can really realise who is really good for the job and who isn't” (6FS7R).

“I was actually very surprised because it didn’t take long and it was quick, I’m sure they needed someone very badly, so they quickly wanted to know where I lived so they could think of a branch that would be close to my house, And ask me about my qualifications, at that time I was in doing a childcare course and the same day they gave me the position, and I can start a certain day...Really easy” (4FE1L).

4.3.2 Working Conditions

These answers assist the researcher in determining if the Human Resources Department provides a satisfactory interview process and whether it promotes a pleasant workplace. As Al Mamun and Hasan (2017) identify, the role of HR in an organisation is to produce a friendly work environment. In addition, this information might assist the researcher in determining whether there was an influence on the workers' decision to depart. Six of the seven respondents indicated that the working conditions "change," and they linked feeling such as "upset", “disappointed”, "stressful", and "overwhelmed" with these changes. According to one of the interviews, the working circumstances were identical to those described in the interview.

“My contract said that I needed to keep the room organised,... but not to clean with the hoover and mop the floor, and that happened. Other times the managers asked me to clean the corridor and common areas. I got very upset because it was not in my contract” (7FE2L).

“It does obviously state that you should do light cleaning. But then sometimes, when we didn't have a cleaner, you ended up cleaning the whole room and minding the kids, so stressful.....and they said you have 26 days holidays, and they can give does holidays when you want, but at the end, there were 20” (6FS7R).

“I was more worried about my qualification. He was saying not to worry, that they will check with the DCYA, and I bumped into a problem. It was a little bit more stressful” (1FE3R).

“they told me that my position will be in a group with children... After 6 months, I was covering breaks and lunch, I feel really upset... I didn't really feel that I was not doing the job that I signed for.... And I also remember that they said that I will have a raise and that never happened” (3FE2L).

They told me that I would be going into preschool. But when I started, I actually went into a baby room for trust. I love the babies, but it's not the same either. It was disappointed” (2FE2R).

4.3.4 New Employees

To establish whether the selection process was adequate, the researcher questioned the educators if they believed the new hires would be able to contribute to the organisation immediately. Six of the seven interviewees responded that the majority of new employees believe they can not rapidly

contribute to the organisation. Words such as "language barrier" and "lack of qualification" were cited in support of the findings by Obedgui (2017) and Taylor (2022) that it is necessary to ensure that candidates are adequately and fairly selected in order to contribute to the growth of the organisation. The respondents cited:

4.3.4.1 Language Barrier

“like the language can also be the barrier that restricts or makes that harder because obviously. It's Ireland, and most people are speaking English, and obviously, the children are speaking English, but the staff themselves are either not speaking English or have very poor levels of English, so the language can be a barrier that stops them from being able to have a big impact.” (2FE2R).

“Because they make a massive mistake hiring people, unfortunately, who don't know any English” (6FS7R).

4.3.5 Qualifications

“the people that I work with do not have the same level or ... qualification to work with children ..., and there seems to be no pressure on them to get a higher degree. And I just feel like my degree is being wasted in the sector that I'm in. So that would be the main reason why I'd like to leave” (2FE2R).

“I had informal experiences with a family. And also, I was an au pair for a certain period of time. So those two opportunities were the ones that I had before the crèche” (5FE1L),

“She didn't have the qualification for working in a crèche, and after she start to study the Fetac Five” (1FE3R).

4.4 Workload

One of the objectives is to understand the workload of the educators and identify it is a factor that pushes childcare providers to resign. The researcher asked the participants if they considered the payment appropriate to their responsibilities, if it was recognised and if they felt negative emotions during the day. The theme that appears was "workload was overwhelmed," so the researcher asked the respondents to describe their responsibilities to understand them better. This statement reaffirms the results of Jeon and Wells (2018) that "classroom obligations" such as paperwork are difficult and stressful, impacting the well-being of the childcare providers.

4.4.1 Description of responsibilities

“Really, there's so much...every child gets a handover. ... Two registers... were mark everyone ... in and out ...You mark everyone in every hour.... Sterilising sheet. ... Sterilise toys six times a day. ... COVID cleaning sheet... clean four times a day. ... Do a weekly plan ... fill in different activities that you plan ... as well as filling in the

Aistear link to each activity. ...Have to do scrapbooks...fill out two observations and then two activities for every child, every month...While you take care of the children” (2FE2R).

“You have to fill all the paperwork, and at the same time, you deal with the children with different personalities. Some days you have good days where they understand with each other, and some days one child has a fever, one child has a growing tooth. One child has a new baby on the way, so they are going through stuff as well. So we have to understand them” (1FE3R).

4.4.2 Well-being

“No, no, the managers don’t give you time to do the paperwork. ... In sleep time was a very was a very key time because the children are asleep and you kind of have time to fill handover sheets for the parents fill out the pages for the office in regards”. (2FE2R).

“ I'm feeling overwhelmed with the tasks. Like I want to do one thing. and in the same time other five things ... are waiting in line and I feel that I don't have time. In those 9 hours, 8 hours, ... You don't have time to do everything. And also, you have to train the new employees while you do all the stuff. ... And sometimes it's overwhelming” (1FE3R).

The educators share that being in preschool is challenging to fill out all the paperwork.

“higher level of preschool ... they don't sleep and while most people would say that they don't need as much constant attention as the babies do. It's also a lot louder, and they talk a lot more, so it's hard to focus on, ... doing paperwork so many times, and I'm writing down things that children are saying ... Overall, is stressful” (7FE2L).

4.4.3 Responsibilities and Better Job Opportunities.

Four of the seven participants identified "responsibilities" as the workload and "better job opportunities" as causes for employee resignations. They also see a connection between "stressful" and the nature of the responsibilities. These answers were given before the researcher asked about the workload. This statement confirms the findings of Jeon and Wells (2018) that "classroom responsibilities", such as paperwork, are burdensome and overwhelming. The respondents cited:

“There are a lot of responsibilities on one person, cleaning and being with all the children and doing so much paperwork. So that's a big thing that people are stressed about that is too much, too much for them, for one person. Especially the cleaning. I think you are there to look after the child, but then you have to do a bit too much is hard” (1FE3R).

“I know they leave because of the responsibilities when they realise how stressful the job can be, that it's when you are dealing with the responsibility of having small children in your care and to fill all the paperwork. There was, uh, like 2 cases. I remember that they just left because of that, that it was too much responsibility and really stressful” (4FE1L).

Four of the 7 participants mention “better job opportunities.”

“A better job opportunity in an office, working on what he studies, less to tasks and better pay” (7FE2L).

“.....better job opportunity, teaching English to adults, less responsibilities and less stressful” (4FE3R).

“In customer service, a better opportunity with plans of work and less task” (3FE2L).

4.5 Manager Practice

An objective of the study is to identify how educators perceive the leadership of their managers in terms of communication and help develop their selves and if the lack of leadership skills causes employees to resign. To determine the educators' perceptions of the manager's leadership. The researcher questioned the interviewees about their first day at the company to evaluate whether they had a suitable onboarding process. To determine the communication, the interviewees were asked how their management handled

their job and if they believed their manager gave meaning to their job. Finally, respondents were asked whether their manager assisted them in their development.

4.5.1 Onboarding

When acquainted with the organisation's operations, an employee might make appropriate contributions (Green, 2020). Six of seven respondents report feeling "lost" on the first day and describing new workers as "lost." One of the seven explains that its circumstance differs from the others since, at the beginning was adequately onboarded and trained by the coworkers.

“Some just look completely lost. Sometimes, they try to be helpful, but at the same time, they aren't because they don't know how things work. So is just more complicated because you are trying to explain how something works, and at the same time, you have to be aware of the kids. So if they had the qualifications or training, It will be faster”
(4FE1L).

“They explained me the contract terms and also the policies in the facility. They also actually asked me if I had any preference in an age range for the children, the room. And then they put me in a certain room with the wobblers, if I'm not mistaken, and a colleague taught me the routines and everything” (5FE1L).

4.5.2 Communication

Communication between the management and subordinates is vital for the organisation and the perception of a pleasant work environment among workers (Peterson 2020). Nevertheless, a lack of communication with their leaders might affect employees' impressions and result in higher turnover. The seven respondents characterise the managers' communication as "bad," "lack of feedback," "lack of communication," and "hearing the requirements but not listening to them."

“In general, communication was bad. I mean, they wouldn’t tell you a lot of things. And they have these staff meetings that I can remember if it was like every two months. They give information in general about maybe courses, online courses, general aspects about parents and children, besides that, I remember that will depend a lot of what you hear from other people” (7FE2L).

“There was a lack of communication between the person that interviewed me, the person that showed me the centre, and after the manager of the centre” (1FE3R).

One of the seven participants cited "communication" as a factor of employee turnover, before the researcher asked about the managers leadership. This statement agrees with what Ibarra (2015) identified constant communication with the team and attentiveness to their needs are two defining characteristics

of a leader. Hence, a manager's inability to communicate effectively is a negative trait.

“And for me also is like the feedback, that we get it, the communication, the way that management and supervisors communicate with us. Sometimes you feel like you are in a bubble, and you don't know what is going on, and colleagues feel lost, and they leave” (1FE3R).

4.5.1 Development

The seven participants concur that they were "constantly taking online courses" and that their managers informed them about "better positions" and free "certifications."

“They show us opportunities. Like, change you growing in this job, like becoming a supervisor or learning a new skill or Fetac, develop our qualifications. What even with the activities like if you need something, they can order and buy for you and like they are supportive in this way” (5FE1L).

4.6 Other findings

4.6.1 Turnover Impact

The seven interviewers outline that employee turnover has the most significant influence on the "health" and "bonds" of the children. These educator statements reflect the findings of Hale-Jinks *et al.* (2006) and

Skelton *et al.* (2018) that sudden changes of educators are risk factors that have negative implications on children's mental health, emotional development, and personality. Infancy is crucial for establishing healthy and robust social and cognitive bonds between children and their educators.

4.6.1.1 Children

“The children have to constantly adapt to new ways of teaching new faces and personalities around the classroom. It’s difficult for children, especially at a young age where they have to build relationships and attachments are such a key focus. But with the high turnover, children don't get the chance to build those meaningful relationships that they so desperately need to help them build further relationships when they go along”. (2FE2R)

4.6.1.2 Employees

Five of the seven respondents mention that the turnover influences the employee who must train the new employees and becomes frustrated because of the additional responsibility. This assertion accords with Maxwell (2021) and Skelton *et al.* (2018), who stated in their analysis that workers who stay in the organisation until a position is filled might have health problems owing to the increased workload.

“Colleagues are getting stressed,... taking care of the children at the same time we are training other people, and it's like frustrating after

a while feeling that you're doing over and over, over the same, the same thing...For people that after a few months you see them leave” (1FE3R).

4.6.2 Comparing

Three of the seven responders provide instances and compare their countries' educational methods, procedures, and workload to Dublin. These findings seem to be worthy of further research. These findings seem to be worthy of further research.

“I'm going to compare with my country where they have different types of activities during the day. That is not only one teacher that is responsible for everything. There is a teacher for each activity, music class or physical activity where they go out and stretch, and they play maybe a game and basically all their responsibility is in more people, and you don't get tired” (4FE1L).

“I was thinking in my country, so I didn't know what to expect. Like in my mind, I was thinking of how was when I was in school or in crèche, So I was thinking in the past. Like all the children sitting on the table, listening to the teacher” (1FE3R) .

4.7 Summary

The participants cited a range of issues, as the primary cause of employee turnover, with remuneration being the main factor. Regarding the recruiting and selection process, whereby identifying was a brief process, and the new employees did not contribute rapidly to the organisation, the majority of respondents said that working circumstances were not identical to the interview. The participants explain their responsibilities and the experience of being overwhelmed concerning their workload. Regarding management communication, most respondents indicate a lack of communication; however, they assist employees to improve professionally. Other findings for further investigation were identified. The findings will be discussed in further detail in the subsequent chapter.

Chapter 5. Discussion

5.1 Introduction

This research aims to get a deep understanding of the perceived variables that drive employee turnover in a Dublin childcare. Further aims of this study are to identify if the recruitment and selection process, the workload and the manager's leadership have an influence on the high employee turnover rate. The researcher will interpret the results presented in the preceding section regarding the study objectives in this chapter.

In general, the majority of participants perceived that inadequate pay is the primary issue that motivates individuals to leave the childcare. Additional relevant aspects were stated. Regarding the recruiting and selection process, they describe it as a fast procedure. The workload is perceived as overwhelming and unreasonable for one or two educators. Regarding the managers' leadership, the majority of participants cited a lack of communication. However, managers encourage the development of the workforce.

5.2 What perceived factors influence employee turnover?

Literature reveals that numerous variables contribute to staff turnover in childcare organisations. Hale-Jinks *et al.* (2006) and Schaack (2020) demonstrate that inadequate remuneration is the leading cause of staff turnover in the childcare industry. Data collected supports this statement since

participants perceived the payment as the main factor. The poor remuneration negatively affects the employees' well-being because they compare themselves to waiters and bartenders with a better salary and have fewer responsibilities, making them feel undervalued.

Schaaks (2020) identifies that lack of benefits impacts the decision of the educator to leave the organisation. This statement opposes the data collected since any of the respondents mentioned lack of benefits as a factor in the high turnover.

According to Jeon and Well (2018), Kelly and Berthelsen (1995), and McMullen *et al.* (2020) identifies that stress or overwhelm made childcare providers leave the organisation. Data collected did not mention stress or negative feeling as a factor perceived by educators that influence employees to leave the company. However, during the interview, employees expressed feeling stressed and upset because of different situations.

Data collected suggest that a factor that makes employees leave a business is because most of the workers that work for the company are from abroad. Respondents mention that almost all the employees are from foreign. Their visa status and the feeling of missing their family make the employees from abroad leave the organisation.

Data collected suggest two interesting aspects during the interviews. One of the interviewees considers that the working hours have an impact on the employees mentioning that it is long and insane to be in the same place just

with one hour break. Another impressive and significant element was considered "employee turnover" as a factor that makes employees resign. The consequences of the staff turnover make the employees that remain in the company reluctant to make bonds with the new employees because they believe that this new employee might remain for a short period, and as a consequence of this action, new employees feel unwelcome and impact the well being in both employees pushing them to resign.

5.3 Does the recruitment and selection process has an impact in the decision for the educators to leave the organisation?

The literature review revealed that appropriate processes for recruitment and selection must be followed to ensure that qualified and fairly selected candidates are hired. It is essential to analyse the position and effectively define the function (Obefgiu 2017). The core challenge is how to make selection more trustworthy, how to use strategies that enhance the company's capability and to identify and hire strong performers accurately. Unfortunately, human resource processes with a high predictive value are seldom adopted, and contextual factors such as cost, time constraints, and legal requirements impact the possibility that best practices will be followed. It is essential to match candidates' knowledge, abilities, qualifications and demands of the job (Ryan and Tippins, 2014; Sutherland and Wöcke, 2011).

The majority of workers did not perceive the recruitment and selection process as a factor that impacts the high turnover. Data collected suggest that the recruitment process was adequate using the internet as advertising to reach more people. Nevertheless, data suggest that the interviews were "faster", and the interviewer did not ensure a good selection. There was a lack of essential inquiries about the qualification to work in the sector, the necessary skills, and essential knowledge of the Irish educational system. This circumstance supports Ryan and Tippins' (2014) discussion of factors such as time restrictions that render optimal practices impossible. Moreover, the data suggest that employees with a lack of English language were hired, being this the principal skill need it to communicate with their colleagues to inform crucial aspects about the children, such as medical administration or providing vital information as a witness in the event of a misfortune. Additionally, the lack of communication and understanding of the language impacts the children to make bonds, which is crucial in the early years, as Hale-Jankis *et al.* (2006) identified.

The acquired data suggest that recruiting unqualified employees has repercussions for the current employees, the new unqualified employees, and the organisation. Some participants stated that they feel undervalued when they compare themselves to new employees who do not have the required qualifications to work in the sector but earn the same as them, causing them to consider leaving the organisation and impacting their productivity while

they remain with the company. Data collected suggest that employees with no prior experience during the first two or three months realise that they feel overwhelmed and it was not what they expected and decide to leave the organisation. Regarding the organisation's leave of several employees or the perception of the employees that remain and feel unappreciated, when they share their uncomfortable experiences, it impacts the company's image because it is often associated with lower levels of quality (Jeon and Wells, 2018). It also impacts the cost of training and the HR department's time. Overall, the research proposes that the organisation does not have an effective selection process for childcare providers, suggesting that the selection process may be a factor in employee turnover.

5.4 Is it an overload of work that is not daily administrated that causes the employees to leave the crèche?

The literature demonstrates that burdensome and overwhelming classroom obligations, paperwork, and documentation negatively affect educators' well-being, causing many to leave the childcare industry (Faulkner *et al.*, 2016). Jeon and Well (2018) conclude that teachers believe they are not appropriately compensated for their demanding classroom responsibilities. Despite the fact that just one respondent considers the workload to be a reason that causes employees to leave the crèche, the collected data suggest that respondents perceived an excessive amount of work, with the responsibilities of a room being overburdened because of the number of duties that should be

accomplished daily by only one or two educators in the room. At the same time, they look after the children and frequently have to train new employees. This data confirms Hayward and Skelton's conclusion that an increase in workload has a negative effect on the well-being of the employees who remain in the company. Data obtained suggested that workers do not have a well-structured organisation of their responsibilities.

The childcare providers do not have a particular period throughout the day to complete the paperwork. Childcare providers do not have designated time to complete the paperwork throughout the day. They mention they must seek time while doing other activities. Stressing them out to fulfil their job.

Data suggest that the company's inadequate organisation of employees' responsibilities impacts the workforce's well-being, causing them to feel overwhelmed and unable to complete their job adequately. Half of the participants support the statement identifying being stressed regarding the workload as a factor of employee turnover. According to Faulkner *et al.* (2016), stress levels of childcare workers diminish the quality of their caregiving and affect the children and the organisation's quality.

Regarding the children, the attention received might be minimal because the educator's attention might be split among other responsibilities. Concerning the organisations, the quality of the service might be affected.

In general, data obtained suggest that the workload is inadequate and affects the employees' mental health, becoming a factor that might contribute to employee turnover.

5.5 Does the managers' leadership impact on the childcare providers to resign?

According to Kotter (1999), it is crucial for managers to keep on top of the latest recent advancements in the industry, to know their workforce and inquire about them, and to look into innovative opportunities that can help them accomplish their objectives and improve themselves.

Moreover, Peterson (2020) and Green agree with Kotter's (1999) to be informed about the employees. They suggest that communication is crucial to making a proper environment for the personnel and implementing an onboarding process might help to learn from the new hires, and recruiters might learn the organisation process to contribute to the organisation from the beginning (Jeske and Olson, 2022). Zaleznik (2004) and Sakitu (2013) explain that managers' power might help develop the employees and influence them to succeed in the organisation's aims.

The majority of participants did not perceive that a manager's lack of leadership might influence employees' resignation. Although collected data suggests that workers did not have an onboarding procedure prior to being, causing them to feel bewildered during their first days on the job. Furthermore, the majority of respondents describe communication with

managers as insufficient or poor. These conditions oppose the theory of the authors mentioned above. The data obtained suggest a lack of leadership skills by the childcare managers. However, the majority of the educators perceived that managers help them to develop themselves, sharing innovative courses to keep their employees at the forefront. This support Kotter (1999) stated is a strength of a leader.

From the participants' responses, it is suggested that there is a lack of communication. Managers had poor communication lateral, downward, and upward. Data gathered suggests that working conditions differed from what the recruiter informed the workers during the interview, and the workforce must cope with a variety of events that make them feel frustrated. The lack of onboarding impacts how new employees perceive the organisation and how current employees perceive the new hires' inability to contribute to the organisation rapidly. As a result, current employees feel responsible to training the new hires and consequently become overburdened and stressed. The lack of these two aspects has an impact on the organisation and its personnel. It affects staff health and, as a result, reduces service quality. Data suggest that the lack of communication and onboarding may be a factor that adds to other reasons, causing workers to feel overwhelmed and ultimately compels them to leave.

Chapter 6. Conclusion and Recommendations

6.1 Introduction

This chapter will conclude the study by summarising the significant findings regarding the research questions and objectives, their significance, and their contribution. In addition, the study will detail the opportunities for further research, corporate recommendations, and cost implementation.

6.2 Conclusion

The researcher endeavoured to explore and contribute to understanding the factors contributing to employee turnover in the childcare industry. The study aimed to acquire a deep understanding of the factors that contribute to high educator turnover at a Dublin-based crèche. Furthermore, to identify if the recruitment and selection process, workload or manager leadership influenced the decision of the educators to leave the organisation.

A semi-structured interview was applied to seven participants, including three who remained at the childcare and four who had previously worked therein. Respondents were questioned about their perception of the factors contributing to turnover and other aspects, including the recruiting and selection process, workload, and management.

Further findings indicate that payment is the main factor that influences employee turnover. Despite the fact that most respondents identified pay as a direct factor in staff turnover, essential factors that were not considered, such as working hours and staff turnover, were brought out and were affecting

employees' mental health. Additionally, foreign workers and employees with temporary visas affect employee turnover rates. In addition, the data reveal that the poor selection of personnel, the poorly administered work overload, the lack of communication from managers, the absence of onboarding, and the previously mentioned variables are not the primary causes of employee turnover but play a significant role in the mental health of workers by forming a cycle of inefficient processes and unfortunate circumstances that contribute to employee resignations.

The organisation must implement countermeasures for each of these variables. If an employee's well-being inside the organisation is affected by several causes, their decision to leave may represent a culmination of these circumstances. It is crucial to address these concerns for the mental health of workers. By doing so, the service quality and the children's well-being will be enhanced.

6.2 Recommendations and Financial Implications

Priority number one is for the HR department to establish an appropriate selection procedure. Before recruiting a candidate, it is vital to evaluate their documents to ensure they are well-qualified for the role and familiar with the Irish educational system. It would be beneficial to have a design interview to examine whether the question might collect relevant information for the position before the interview. A psychometric test might provide the recruiter with additional information to protect the children's safety to identify the ideal

candidate. An adequate process will incur a cost in terms of HR time, and the psychometric test will cost around €900 annually. This is a long-term investment since it would lower the costs associated with employee turnover. If the HR department is pressed for time, the process may be supported by an outsourced organisation that ensures the correct individuals are selected for the jobs, hence reducing the danger of the individual leaving within a short amount of time and saving time and money spent in training.

Additionally, the department could consider rewarding its employees with bonuses to feel appreciated. Moreover, directors, the HR department, and managers should assess the workload and develop a strategy to efficiently administer paperwork and responsibilities for employees. It might be advantageous to evaluate the ratio of adult-children to consider two educators instead of 1. Also, it is known that foreign employees will only remain in the company for a short time. They can be considered with an alternative role where they only assist educators with paperwork, Covid cleaning duties such as sterilising toys and cleaning four times a day or focusing on potty training as a support for children in the process. These initiatives must be implemented, and results will be seen between 8 to 10 weeks.

Secondly, every new employee must have a proper onboarding process before joining the company to contribute to the organisation from the beginning. Furthermore, managers must have a leadership course and understand the importance of being a leader and how important communication with their

subordinates. The cost of this course is approximately €400 per individual.

After concluding the course, the results will be seen between 4 to 6 weeks.

Employee turnover is a serious situation that needs to be addressed and recognised the job of educators, to have a quality service and the well-being of the employees.

Personal Learning Statement (CIPD Requirement)

When I arrived in Dublin, I started working in childcare. This company was the first employer that allowed me to continue growing professionally and still following the paths of my background in psychology. Teaching in the early years of a child's life seemed very exciting because of the impact it had on the child. When a teacher has a vocation and passion for teaching the children and is concerned about their needs, the result is healthy and confident children, giving the educator and parents proudness and satisfaction.

During my two years at this childcare, I noticed that the organisation had a high employee turnover rate despite having policies to ensure the children's health and safety and the workers' motivation. The efforts of managers to retain their workers started to fascinate me, and I was intrigued about what human resources did for the employees and how the Human Resources department organised the policies to motivate the ones who remained in the organisation. Consequently, I decided to continue my studies in human resources in order to understand how Irish organisations safeguard their employees and how human resources contribute to the organisation's significance.

The knowledge acquired in the process has been relevant in my academic life because the lectures are varied, enriching and lead to building critical thinking that helps distinguish the good practices of an organisation. I realise that

Human Resources has a crucial role in the organisation that ensures a proper environment for the employees, making them feel engaged and ensuring the organisation's success. Without this department, the company's growth would not be possible. There was suspicion that the childcare had a lack in their recruitment and selection process. So I decided to focus my dissertation on the childcare industry and deeply understand what was behind the high turnover in this sector. Moreover, when I started to prepare my proposal, I realised that other factors could be involved, such as management and workload.

I started the dissertation with little knowledge of how to conduct it. The challenging part was the methodology. In the beginning, I misunderstood concepts, but I did not give up and continued to search for more information that could help me to keep moving forward. The enrichment part involved interviewing ex-colleagues, listening to their perspective and analysing the data. After that, I met them to validate my results, and I was satisfied that I understood their concerns.

At the end of this journey, my perspective and willingness to know how foreign workers could impact or benefit an organisation changed. Among the other findings, I hope this dissertation can speak up for the educators and, at the same time, contribute to further research helping to understand the turnover issues and could address this situation to benefit the cost of organisation in the long term and the well-being of the children.

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