



An exploration of the factors that impact the intention of turnover of migrant employees to leave their jobs within the restaurant industry in Dublin

By

Jesica Scherezada Perez Guerra

Master of Arts in Human Resources Management
National College of Ireland
August 2024

Abstract

Over the years, attempts have been made to identify the causes of employee turnover in organisations, yet employees leave for a variety of reasons. The literature attempts to cover the variety of factors that impact on turnover levels in organisations, however in a rapidly growing industry such as the restaurant industry these factors may be increasing. Furthermore, the literature has revealed gaps concerning migrant employees within the industry that make it more complex to fully understand the factors that influence migrant workers' intentions to leave their jobs.

This study aims to examine the impact on organisations of migrant workers' intentions to leave their jobs by understanding the challenges and needs faced by migrant workers in Ireland today.

This study seeks to identify the main reasons that lead migrant employees to consider leaving their jobs and, through a qualitative approach and the use of semi-structured interviews, aims to understand the experiences, thoughts and beliefs of migrant employees in relation to the practices employed within the organisation.

Overall, this research has determined that job satisfaction, leadership, motivation and employee engagement are factors that influence migrant employees' intention to leave their organisations. The study addressed the concerns expressed by this population and offers recommendations that organisations might consider when employing migrant employees in order to reduce their turnover rates and improve organisational performance.

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

Name: Jesica Scherezada Perez Guerra

Student Number: x23182806

Degree for which thesis is submitted: Master of Arts in Human Resources Management.

Material submitted for award

- A. I declare that the work has been composed by myself.
- B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- C. My thesis will be included in electronic format in the College Institutional Repository NORMA (thesis reports and projects).
- D. I declare that no material contained in the thesis has been used in any other submission for an academic award.

Signature of research student:

JESICA PEREZ

Date: _____

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: Jesica Scherezada Perez Guerra **Student number:** x23182806

School: School of Business

Course: MAHRM

Degree to be awarded: MA in Human Resource Management

Title of Thesis: *An exploration of the factors that impact the intention of turnover of migrant employees to leave their jobs within the restaurant industry in Dublin.*

An electronic copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. This electronic copy will be accessible in NORMA <https://norma.ncirl.ie> the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all theses lodged in the National College of Ireland Institutional Repository (NORMA) are made available on open access.

I agree to an electronic copy of my thesis being available for consultation within the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository NORMA.

Signature of Candidate:

JESICA PEREZ

For completion by the School:

The aforementioned thesis was received by _____

Date: _____

This signed form must be appended to all copies of your thesis submitted to your school.

National College of Ireland

Project Submission Sheet

Student Name: JESICA SCHEREZADA PEREZ GUERRA

Student ID: x23182806

Programme: MAHRM **Year:** 2023

Module: RESEARCH METHODS AND DISSERTATION

Lecturer: MARIA BATISHCHEVA

Submission Due Date: 10 AUGUST 2024

Project Title: AN EXPLORATION OF THE FACTORS THAT IMPACT THE INTENTION OF TURNOVER OF MIGRANT EMPLOYEES TO LEAVE THEIR JOBS WITHIN THE RESTAURANT INDUSTRY IN DUBLIN.

Word Count: 14,850

I hereby certify that the information contained in this (my submission) is information pertaining to research I conducted for this project. All information other than my own contribution will be fully referenced and listed in the relevant bibliography section at the rear of the project.

ALL internet material must be referenced in the references section. Students are encouraged to use the Harvard Referencing Standard supplied by the Library. To use other author's written or electronic work is illegal (plagiarism) and may result in disciplinary action. Students may be required to undergo a viva (oral examination) if there is suspicion about the validity of their submitted work.

Signature: JESICA PEREZ

Date: 10 AUGUST 2024

PLEASE READ THE FOLLOWING INSTRUCTIONS:

1. Please attach a completed copy of this sheet to each project (including multiple copies).
2. Projects should be submitted to your Programme Coordinator.
3. **You must ensure that you retain a HARD COPY of ALL projects**, both for your own reference and in case a project is lost or mislaid. It is not sufficient to keep a copy on computer. Please do not bind projects or place in covers unless specifically requested.
4. You must ensure that all projects are submitted to your Programme Coordinator on or before the required submission date. **Late submissions will incur penalties.**
5. All projects must be submitted and passed in order to successfully complete the year. **Any project/assignment not submitted will be marked as a fail.**

Office Use Only	
Signature:	
Date:	
Penalty Applied (if applicable):	

AI Acknowledgement Supplement

RESEARCH METHODS AND DISSERTATION

AN EXPLORATION OF THE FACTORS THAT IMPACT THE INTENTION OF TURNOVER OF MIGRANT EMPLOYEES TO LEAVE THEIR JOBS WITHIN THE RESTAURANT INDUSTRY IN DUBLIN.

Your Name/Student Number	Course	Date

This section is a supplement to the main assignment, to be used if AI was used in any capacity in the creation of your assignment; if you have queries about how to do this, please contact your lecturer. For an example of how to fill these sections out, please click [here](#).

AI Acknowledgment

This section acknowledges the AI tools that were utilized in the process of completing this assignment.

Tool Name	Brief Description	Link to tool

Description of AI Usage

This section provides a more detailed description of how the AI tools were used in the assignment. It includes information about the prompts given to the AI tool, the responses received, and how these responses were utilized or modified in the assignment. **One table should be used for each tool used.**

[Insert Tool Name]	
[Insert Description of use]	
[Insert Sample prompt]	[Insert Sample response]

Evidence of AI Usage

This section includes evidence of significant prompts and responses used or generated through the AI tool. It should provide a clear understanding of the extent to which the AI tool was used in the assignment. Evidence may be attached via screenshots or text.

Additional Evidence:

[Place evidence here]

Additional Evidence:

[Place evidence here]

Acknowledgements

I would like to thank my supervisor, Maria Batishcheva, for patiently guiding and supporting me throughout this project.

I want to thank my family – parents and brothers, Armando, Sandy and Emi- because, despite the distance, they have always been there for me. Especially my sister Adriana, who has been my biggest fan.

To my partner Gearoid, thank you for believing in me, for your patience and unconditional support since the beginning of this project. Without your help and support, this would not have been possible. Gracias.

I am immensely grateful to my friends in Ireland, whose ability to bring a smile to my face in difficult times meant a lot to me. To those in Mexico for your constant encouragement and support. I am proud to consider you all family.

Table of Contents

Abstract.....	ii
Declaration Form	iii
Acknowledgements	vii
Chapter 1. Introduction	1
1.1. Background	1
1.2. Rationale.....	1
1.3. Research aim	2
1.4. Research question.....	2
1.5. Research objectives	2
1.6. Structure of Dissertation	2
Chapter 2. Literature Review.....	4
2.1. Introduction	4
2.2. Job satisfaction	4
2.3. Leadership	7
2.4. Motivation	9
2.5. Employee engagement	12
2.6. Employee Turnover intention	13
2.7. Employee turnover.....	15
2.8. Conclusions	16
Chapter 3. Research Methodology	18
3.1. Introduction	18
3.2. Research Philosophy	18
3.3. Research Approach	19
3.4. Research Methods.....	19
3.5. Data Collection Approach / Research Design.....	21
3.6. Research Instrument	21
3.7. Interview timeline	23
3.8. Pilot study	23
3.9. Sampling method	23
3.10. Sample size	24
3.11. Data Analysis.....	25
3.12. Ethical Considerations.....	26
3.13. Methodology Limitations.....	26
3.14. Conclusion.....	27
Chapter 4. Analysis and findings	28
4.1. Introduction	28
4.2. Theme 1 - Job satisfaction	28

4.3.	Theme 2 - Leadership.....	33
4.4.	Theme 3 - Motivation	38
4.5.	Theme 4 - Employee engagement.....	42
4.6.	Conclusion.....	46
Chapter 5. Discussion		48
5.1.	Introduction	48
5.2.	Key findings	48
5.3.	Interpretations.....	48
5.4.	Implications	51
5.5.	Conclusion.....	53
Chapter 6. Conclusion and recommendations		54
6.1.	Conclusion.....	54
6.2.	Recommendations for future research	57
6.3.	Personal learning statement	58
REFERENCES.....		60
APPENDIX A – Purpose Letter.....		68
APPENDIX B - Consent to take part in research.....		69
APPENDIX C - Interview Questions		71

Chapter 1. Introduction

1.1. Background

Employee turnover remains one of the most recurrent problems faced by organisations today. Employees leave organisations for several reasons, representing costs that organisations have to incur in the process of finding suitable replacements (Davenport, 2023).

In an industry where a diverse workforce presents organisations with more complex challenges, especially in an environment where migration is on the rise, addressing the demands and needs of this particular population is key to reducing the impact of employee turnover.

1.2. Rationale

The purpose of this study is to determine the factors that influence employee turnover intentions in the restaurant sector in Dublin. As mentioned above, employee turnover represents costs to organisations associated with the recruitment of new staff, as well as the training and development that recurrent new employees require to meet the needs of the organisation.

With the growth and spread of the migrant population throughout Ireland, it is of critical importance that organisations in this sector may consider the findings of this study when recruiting migrant employees.

The researcher selected this topic after observing that the majority of the workforce employed in restaurants in Dublin are migrant employees, which highlights the importance of knowing how likely they are to leave their jobs.

1.3. Research aim

This study aims to investigate the factors that influence employees' intentions to leave their jobs in the restaurant industry in Dublin.

1.4. Research question

What factors impact the intention of turnover of migrant employees to leave their jobs within the restaurant industry in Dublin?

1.5. Research objectives

- To identify the impact of job satisfaction on the turnover intentions of migrant employees in the Dublin restaurant industry
- To investigate the effect of leadership on the turnover intentions of migrant employees working in the Dublin restaurant business.
- To assess the relationship between motivation and employee engagement and their impact on turnover intentions among migrant workers within restaurant organizations in Dublin.

1.6. Structure of Dissertation

Chapter 1 describes the background to the topic of the study, as well as the research question and the objectives of the research. The justification of the study and an overview of the chapters are also presented.

Chapter 2 contains a review of the literature that focuses on the factors that impact on the turnover of migrant employees in the restaurant sector in Dublin. The importance of leadership in the workforce is underlined. It also highlights the influence of job satisfaction and the work environment, as well as its effects on motivation and its relationship with levels of engagement that influence intentions to stay or leave the organisation.

Chapter 3 explains the research methodology used for this project. The approach adopted is selected as well as the population used for data collection. Ethical considerations are noted, and limitations are also identified.

Chapter 4 presents the findings of the research, in which four main themes emerged among migrant employees, job satisfaction, leadership, motivation and employee engagement. The results are analysed and related to the literature review.

Chapter 5 discusses the results obtained from the interviews with the participants, where the information gathered is compared with the literature and where possible responses are given that affect migrant employees on their intentions to stay or leave their organisation.

Chapter 6 presents the conclusions of the research and recommendations for further research. It also provides a brief learning statement.

Chapter 2. Literature Review

2.1. Introduction

This study aims to analyse migrant employees' reasons for leaving their jobs in restaurants in Ireland. During this process, an emphasis is placed on literature that is fundamental to the understanding of this research, starting by determining the level of satisfaction that migrant employees have in the performance of their duties, how the type of leadership can affect employees in organisations, as well as the close relationship that exists between motivation and employee engagement in intentions to leave their organisations.

By determining in this order, the distribution of the literature review related to these themes to allow a better understanding of the concepts associated with this phenomenon.

2.2. Job satisfaction

The term satisfaction had its origin in humanistic thinking, its precursor Abraham Maslow establishes in his theory that individuals seek to satisfy their needs in a certain hierarchical order, satisfying first their physiological needs, security, belonging, esteem and self-fulfilment, according to Maslow the basic needs must be satisfied before the individual can satisfy the higher needs for feeling satisfaction (Sypniewska, 2014).

In the literature of subject, job satisfaction has been defined in a variety of ways. However, it is common for job satisfaction to be related to a positive feeling about work. While Ofei-Dodoo et al. (2020) defined job satisfaction as workers' enjoyment of doing their job, Locke (1969) defines it as 'a pleasurable emotional state resulting from an appreciation of one's own work or work experiences'. In this sense, employees who are satisfied with their work tend to be more productive and efficient and do not show any intention of leaving the organisation.

Throughout the years, authors have considered that happiness at work influences job satisfaction. Aboramadan and Kundi (2023) argue that an employee's satisfaction in the workplace leads to a state of happiness, especially where their personal and professional development needs are met. This state not only improves their well-being, but also increases their productivity, which in turn has a positive impact on organisational performance. This statement underlines the importance of maintaining a work environment that fosters job satisfaction, which is also supported by McPhail et al. (2015). They point out that increased job satisfaction contributes to a positive work environment, which eventually improves the quality of services and products of the organisations. Altogether, these studies suggest a strong link between job satisfaction and organisational success, which points to the need for companies to invest in practices that benefit their employees in order to achieve high performance.

One of the sectors most affected by the lack of job satisfaction is the hospitality industry, which is influenced by stress and high demand due to the rapid growth of the sector, resulting in considerable annual costs for organisations (O'Neill and Davis, 2011). This reinforces the need to address job satisfaction, in order to cope with the demands of a constantly demanding sector, such as the restaurants in Dublin. Strenitzerová and Achimský (2019) also suggest strategies that not only improve the working environment, but also foster strong relationships between employees, encouraging a sense of belonging and loyalty. Such strategies are seen as effective ways to effectively reduce and prevent employee turnover. Therefore, this study investigates the effectiveness of such strategies among migrant employees in Dublin, examining whether fostering deep relationships with co-workers can reduce their intentions to leave their jobs.

Several studies have shown that there is a strong similarity between job satisfaction and organisational commitment, however these concepts should be distinguished. Porter et al. (1974) argue that job satisfaction describes the attitude that an employee has towards their own job, on the contrary, Čulibrk et al. (2018) emphasise this distinction and see organisational

commitment as the connection that employees establish with their organisation and their willingness to make sacrifices for it. In other words, employees may show satisfaction in doing their job, but that does not mean that they are committed to the organisation to the level of sacrificing more than their job requires. With this in mind, what effect does this statement have on migrant employees?

An employee's job satisfaction can also be affected by rewards and how these can motivate the workforce by providing financial rewards such as salary, bonuses, incentives or compensation and non-financial rewards that encourage staff to develop their professional potential such as promotions, training and development opportunities within the organization. Companies in a high demand sector where stress and workload are present day by day must seek alternatives to keep their employees happy, and the reward system is usually one of the most used tools to improve performance and raise the level of motivation and satisfaction of employees (Riasat, 2016).

Leadership is also a key factor that impacts job satisfaction, is seen as a model role, someone who inspires confidence and is trustworthy. Individuals often perceive their managers as a source of support and caring, which enables them to build trust and confidence for support when required, building a positive work climate, thus contributing to long-term job satisfaction and reducing employee turnover intention (Penger and Černe, 2014).

Generally speaking, job satisfaction is frequently linked with positive feelings and can be interpreted as the degree to which people enjoy doing their job and the good outcome that benefits the organization when it interacts with another key factor such as motivation and leadership. Nevertheless, Verquer et al, (2003) highlight that job satisfaction can be affected by the behaviours of individuals in the organization, as the individual has expectations, desires and needs that will determine their level of satisfaction and when these needs are not met

negative emotions appears and job dissatisfaction occurs, a statement supported by Yean, T.F. et al. (2022) that argues that employees with positive and favourable attitudes toward their job are satisfied, meanwhile, those with negative and unfavourable attitudes experience dissatisfaction. Both perspectives agree that the attitudes and needs of individuals are fundamental to job satisfaction and employee retention.

Namely, job satisfaction is a variable factor that will be determined by the attitudes that the individual has in relation to their job and whether their needs are met or not, thus influencing their intentions to stay or leave the organization. This research is interested in how individual's attitudes may influence their job satisfaction within the organization, and its impact on their intentions to stay or leave.

2.3. Leadership

Armstrong (2012) defines leadership as the process that leads people to do their best, through understanding what motivates them and empowering them to achieve a common purpose. Additionally, Avolio et al. (2004) and Gardner et al. (2005), consistently suggests that leaders act as change agents who lead by example, transmitting the organization's vision, values, and goals which makes employees personally identify with the leaders and see themselves as one of them, thereby enhancing motivation and subsequently employee satisfaction. For this reason, Grint (2001) suggests that leadership should be seen as an art considering that is a complicated concept to define in its entirety, as there are different scenarios and situations that leaders must operate in, thus developing different types of leaders and leadership that relates to this study because of the diversity among migrants' employees.

Leadership is a very complex process, so several theories have been developed through time. Fiedler's Contingency Theory identifies two types of leadership, task-oriented and relationship

(people) oriented. Task-oriented leaders are good at organising and delegating, and focus on getting things done efficiently, whereas relationship-oriented leaders prioritise creating good relationships with their team members to get things done (Fiedler, 1967). This model suggests that its effectiveness will be determined by how leaders adapt to the demands of the environment. In contrast, the Situational Theory proposed by Hersey and Blanchard (1969), suggests that leaders modify their style (directive, supportive, coaching or delegating) in response to the characteristics of their followers (maturity level), because employees work and mature professionally in different ways. In this way, leaders assign tasks to team members according to their ability to perform those tasks.

Both Fiedler's Contingency Theory and the Situational Theory of Leadership emphasise the need to adapt leadership styles to the situation, becoming one of the most frequent challenges in this industry. However, this research finds similarities with the Situational Theory due to the need to shape leadership according to its workforce in Dublin but what impact does it have on employees when leadership is different from one individual to another?

On the other hand, some authors have closely linked leadership with management, and others consider them synonymous. Nevertheless, Birch (1999) found a key difference between these two concepts, leaders deal with people while managers deal with tasks, elements that distinguish a leader from a boss, as a leader will inspire their staff while a boss will focus on getting tasks done. Similarly, Bennis (1989) claims 'Managers are about control, leaders inspire trust'.

For this reason, it is unavoidable to link employee turnover intention and employee turnover with leadership. Research has shown that indeed, the support that individuals receive from their superiors plays a fundamental role in the decision of employees to stay or leave the organisation, Avolio et al. (2004) claims that leaders are drivers of change that reinforce and

create positive emotions among the workforce promoting trust and reliability, when employees feel supported and guided by their leaders they tend to stay within the organisation, on the contrary, if they are not satisfied with the support and direction they will leave their jobs (Azanza et al, 2015). Those authors underline that the actions and behaviours of leaders has a significant role in the attitudes of employees towards job but also influences work engagement, motivation, and performance that employees accomplish within organisations (Penger and Černe, 2014).

This study will look at the impact of leaders in employee turnover intention trough the effectiveness of their leadership among the migrant employees in the restaurant industry in Dublin.

2.4. Motivation

Some authors argue that motivation influences employee engagement, and other concepts, such as job satisfaction, emphasise that the higher the level of motivation, the greater the job satisfaction. Similarly, a higher level of motivation corresponds to a higher level of employee engagement, which is reflected in a greater effort to achieve the organisation's goals, which significantly reduces employees' intentions to leave their jobs (Macey and Schneier, 2008).

But what is motivation and how does impact in the employee turnover intentions? Motivation, according to Lam et al (2001) consists of internal forces that drive individuals to achieve something based on their conscious and unconscious needs. Ganta (2014) adds that motivation influences both employees and organisations; thus, the level of motivation of the workforce will be reflected in the employee's performance and, as a result, in the level of productivity, because highly motivated employees are excited about having more responsibilities, which can lead to them feeling positive about their work.

The literature establishes a close relationship between motivation, engagement and productivity, and how these influence motivated employees to be given more responsibilities, but the difficulty in the restaurant industry is that the jobs within the organization may not offer great challenges or possibly none. Therefore, how this sector can effectively motivate their workforce?

Motivation theories have suggested how organizations should address these challenges.

The principal motivation theories refer mainly to Maslow's Hierarchy of Needs, which focuses on the progression of needs and motivation from the basic physiological needs to higher level psychological needs, thus, each hierarchical level serves as a basis for the motivation of the next level until the ultimate goal of self-actualisation is achieved (Maslow, 1987), according to this theory, physiological needs that refers to the first level (sleep, water, food) must be met before the following level, safety (employment, health) and consecutively with the other levels, love and belonging (family, friendship, love), esteem (recognition, achievement, respect) and self-actualisation (achieving ones full potential). This means that if the individual cannot satisfy their basic needs, they will not be motivated to reach the other level.

On the contrary, Herzberg's categorises Two Factors Theory, “hygiene factors” such as salary, working conditions, relationships with colleagues and security, and “motivators” which refer to personal growth, recognition, achievement. This theory claims that improving hygiene factors can eliminate dissatisfaction, but it does not mean that individuals will be motivated or satisfied, in contrast, enhancing motivators will increase motivation and satisfaction among individuals (Sypniewska, 2014). Similarly to Herzberg's theory, Deci (1972) consider that motivation is divided into two dimensions: extrinsic and intrinsic.

Intrinsic motivation is shaped by personal interests and values, and refers to the motivation that individuals have towards themselves without expecting any external remuneration and that is

a recognition of themselves and their effort thus demonstrating autonomy, competence and self-acceptance (Deci, 1972). According to this theory, when individuals do something that aligns with their interests and values, they are naturally passionate about it; and encourage a genuine desire to learn. On the other hand, extrinsic motivation suggests that individuals are motivated by the possible external rewards they might obtain rather than by self-interest such as money, promotion, bonuses, among others, pushing the individuals to achieve specific outcomes. This research aims to identify whether migrant employees are passionate enough to do things for themselves in this stressful industry or they expect to get something in return to get motivated to perform better within the organisation.

On Deery and Shaw (1999) perspective extrinsic rewards has a greater impact on the motivation of employees, in the hospitality industry ((Lam, T. et al, 2001) which in turn will lead to a high level of job satisfaction and lower turnover. As it has been shown in a study that measure motivation and job satisfaction among managers in a Hong Kong restaurant showed that factors such as rewards, work environment, and the nature of the job can predict managerial satisfaction. The study also identified a strong relationship between job satisfaction and turnover rate as employees are constantly dedicated to do their best in the performance of their work (Lam, T. et al, 2001). However, the importance of this study is to understand how these factors influence motivation among the migrant restaurant workforce in Dublin.

These theories provide alternative perspectives on how to motivate the workforce. Whereas Maslow's Hierarchy of Needs provides a solid statement of how individuals are progressively motivated, it does not totally reflect the experience of migrant employees in Dublin, as there are various factors that make difficult to achieve the basic needs described by Maslow, but they still find ways to motivate themselves. This project finds congruence with Herzberg's theory, particularly within this industry, where economic benefits, working conditions, and interpersonal relationships with colleagues can significantly influence workforce motivation

and job satisfaction. A main concern of this research is to examine how organizations in the restaurant industry motivate their employees through intrinsic and extrinsic rewards, and to assess whether these rewards effectively reduce employee turnover intention.

2.5. Employee engagement

In the attempt to better understanding of employee engagement, Kumar and Pansari (2015) delimits it into five dimensions: employee satisfaction (feels good about working in the organization), employee identification (us the term “we” instead of “they”), employee commitment (feels meaningful and valued), employee loyalty (no intention to leave) and employee performance (belief that opportunities will be given to improve their performance within the organisation). These concepts collectively define engagement in the workplace as “a multidimensional construct that comprises all of the different facets of the attitudes and behaviours of employees towards the organization” (Kumar and Pansari, 2015).

Although there is no one single way of defining employee engagement, these definitions agree that involves positive feelings towards one's job (Shuck and Wollard, 2010) that includes effort and motivation to achieve organizational goals (Macey and Schneier, 2008). By that means that when employees believe that their organisation recognises their efforts and meets their needs, they form a bond that connects them to the organization, as result, when employees are deeply involved with their company, they are more likely to work harder to achieve organizational objectives (Eisenberger et al, 1986). Consequently, it is often confused with organisational commitment. But it is important to note the difference between these concepts, employee engagement is linked to the emotions derived from their activities at work and organisational commitment emphasises the organisation as a whole (Minárová, 2018). In other words,

individuals can be fully engaged in their work even if they do not feel committed to the organisation.

This theory relates to the purpose of this research to explore the level of engagement that migrant employees have towards their organisations through organisational recognition and satisfaction of employees' needs, and its impact on job satisfaction and employee turnover intention that according to Ofei-Dodoo et al. (2020) when employees are satisfied, they are less likely to seek to change jobs, resulting in a low turnover rate, less absenteeism, increased motivation and high performance, benefitting not only the individual but also the organisations and thus it is intended to know how its impacts on this specific industry.

Other factors can also influence the level of employee engagement that individuals manifest towards the organisation, such as leadership, as it was previously defined, leaders are often seen as a role model and can impact employees' attitudes and behaviours in different ways, emotionally (interpersonal affective), socially (cognitive interpersonal) and by role modelling (interpersonal behaviour), a positive leadership can foster motivation and engagement (Eviana et al, 2022). This study aims to find out the impact of leaders' practices on the motivation and engagement of migrant employees in Dublin restaurants.

2.6. Employee Turnover intention

Turnover intention is an indicator that helps to measure the tendency of employees to leave their jobs. If employees are dissatisfied with their jobs, they will express the intention to leave their current organization to seek new job opportunities (Yean, T.F. et al, 2022). Moreover, Choi Sang Long and Perumal (2014) suggest that there are two factors that influence employees' decision to leave their jobs, the ease of movement that refers evaluating various job opportunities, and the desire to move, those factors may result in employee turnover affecting

organisations (Direnzo and Greenhaus, 2011). While the literature refers to those factors, it is a matter for this project to understand in further detail what drives employees to attempt to leave their jobs within the restaurant industry in Dublin.

The phenomenon associated with employee turnover intention is a problem affects organisations and one that they actively try to address in order to mitigate losses, especially when the employees who intend to leave are high performers, in spite of the incredible cost it represents in financial terms, incurring in direct and indirect costs to the organisation (Kurniawati et al. 2022). Due to the fact that the loss of highly qualified staff represents costs associated with recruiting, hiring and training new staff, it is a process that is both time-consuming and prejudicial to the performance of the organisation (Apostel et al, 2018).

Nowadays, the factors influencing employee turnover are becoming increasingly complex. When talking about employee turnover within organisations it is impossible to exclude the concept of leadership. A study conducted by Kurniawati et al (2022) has shown that leadership has a strong influence on motivation and job satisfaction of the workforce, which in turn impacts on turnover behaviour, this is because individuals feel valued and fulfilled when they feel that they are supported by others in the course of their lives, as mentioned earlier. Moreover, Joo and Park (2010) add that job satisfaction and organisational commitment are important predictors of employee turnover intention, and similarly Chan and Ao (2019) negatively associate job satisfaction and organisational commitment with turnover intention.

The study conducted by Bonenberger, Aikins, Akweongo and Wyss (2014) examines how job satisfaction and motivation influence health workers' intentions to leave their jobs in the Eastern Region of Ghana. The research emphasises that both factors significantly influence workers' decisions to stay or leave. The study found that higher levels of job satisfaction and motivation reduce turnover intentions that agrees with Joo and Park statement, and suggest that

effective HR practices can enhance these factors, resulting in better retention rates among healthcare workers, and the results underline the importance of fostering job satisfaction and motivation in maintaining a stable healthcare workforce (Alam and Asim, 2019). This author's statement relates to this study as it aims to discover how practices in organizations can enhance employee retention in this the restaurant industry.

As discussed previously, several authors mention the impacts of concepts such as leadership, motivation, job satisfaction and employee engagement and their relationship to each other, creating positive or negative effects for the lack or increase of one of them. This project has as a priority to determine how these factors influence the intention of restaurant employees in Dublin to leave their jobs.

2.7. Employee turnover

Employee turnover can be defined as the termination of an employment relationship that disengages employees from the organisations that employ them (Mobley, 1982) and has been a phenomenon that organisations have been trying to address for a long time, as it negatively affects the organisation by increasing the loss of the best performing employees within the workforce and begins a long search to recruit new workers and replace existing ones (Chikwe, 2009).

Furthermore, Demirtas and Akdogan (2015) argues that turnover is the result of turnover intention, as a consequence of workers being dissatisfied with their job and seeking better options that allow them to move from their current job because they have decided to leave the organisation. Further research has identified five factors that determine employee turnover: salary, integration (interpersonal relationships within the organisation), effective communication (well-established and clearly defined roles), formal communication

(organisational policies and practices) and centralisation (distribution of power within the organisation) (Price, 1977), factors that have been extensively studied over time in various concepts such as motivation, leadership, engagement, rewards and which reiterates the importance of studying these factors and their impact on this phenomenon in order to have a better understanding that can help in the prevention of turnover in this industry.

Hence, organisations try to retain their employees as long as possible, through human resource practices and policies that enable them to strengthen bonds of trust and foster loyalty to the organisation, on the grounds that when employees see their superiors as trustworthy and credible they tend to create a strong bond of attachment to the organisation which, in effect, can help reduce the turnover rate (Afsar et al, 2018).

Then, employee turnover can be understood as the result of the effectiveness of practices in organisations, based on the fact that concepts such as motivation, leadership, engagement and job satisfaction influence the increase or decrease of turnover. This means that they are interrelated concepts, the lack or increase of one can affect the other and vice versa.

Employee turnover in the restaurant industry in Ireland has become a challenge that organisations face on a daily basis, although several studies have examined the factors for its prediction yet companies still struggle to retain their staff but how can organisations address and decrease the loss of their staff? Therefore, this is related to the objective of this study which intends to know the relationship and effect towards the turnover of migrant employees in restaurants in Dublin.

2.8. Conclusions

No organisation can withstand the loss of its workforce. Employee turnover represents incalculable costs for organisations trying to retain employees (Apostel et al, 2018), in order to

achieve organisational success which underlines the importance of preventing employees from trying to leave their jobs. Therefore, literature review offers a valuable insight due the unexpected challenges that the organisation must face, most importantly in understanding the needs of its workforce and the difficulties they face on a daily basis.

The literature has identified the importance of extrinsic motivators as a principal source of motivation among the migrant workforce. The importance of leaders as a key factor of support is also emphasised and finally the key role of colleagues play in job satisfaction is also noted.

However, there are several studies that address these issues of employee turnover in the hospitality sector (McPhail et al, 2015; Afsar et al, 2018; Lam, T. et al, 2001) there is a notable gap in the literature relating to migrant employees working in the hospitality sector, as well as the impact of the Situational leadership exercised and its impact on the motivation of these employees.

Conducting a qualitative study of migrant employees in Ireland's restaurant industry could provide valuable insights. By understanding the specific issues faced by this industry, it may be possible to develop strategies to reduce employee turnover and enhance organizational stability in this sector.

Chapter 3. Research Methodology

3.1. Introduction

This chapter provides the methodology employed in this project through data collection, analysis and validation. The data collected is derived from participants who are the subject of this study, where their personal experiences as migrant employees in the restaurant industry in Dublin are fundamental to identifying the factors that affect their decision to stay or leave their jobs within these organisations. This chapter presents an overview of the work done on this topic, including the aim question and objectives of the research, the research approach used, design, sample size, data interpretation, and analysis, as well as limits and ethical concerns.

3.2. Research Philosophy

Saunders, Lewis and Thornhill (2009, p.131) claims that "As a researcher, you have to develop your reflexivity, to be aware of the relationship between your philosophical position and the way you conduct your research". The authors describe three main approaches derived on the research assumptions: ontology that refers to the assumptions made about the realities found in the research, epistemology involves assumptions about human knowledge and axiology relies on how the own values of the researcher may influence in the research process (Saunders et al, 2009).

Given the nature of this study in attempting to describe the factors that impact on the migrant workforce in restaurants in Dublin, it is determined that an epistemological scope is appropriate for this research, as this approach explores the lived experiences of the participants. From this epistemological approach various types of scope are derived based on the aim of the study. The researcher concludes that an interpretative scope, which maintains that humans develop

knowledge as they interpret their experiences in the world, is in line with the objectives of this study.

3.3. Research Approach

Deductive and inductive approach have been considered by Saunders et al (2019) as a reasoning approach, which will be chosen by the researcher depending on the research question and the philosophical underpinning.

Deductive reasoning relies on adopting a theory position that will be test by the collection of data. While inductive reasoning refers to explore the topic through gathering and analysing data in order to develop a theoretical explanation (Saunders et al, 2019)

An inductive approach has been chosen in order to complete this study because the researcher does not intend to test or probe any theory, in hand the main concern is to contribute to the gaps that have been identify in order to have a deep understanding of the factors that influence migrant workers the decision to stay o leave an organisation in the restaurant sector in Dublin by employing an inductive approach.

3.4. Research Methods

When conducting a research study, there are three ways of collecting information: quantitative, qualitative and mixed methods (Saunders et al, 2009).

The quantitative method measures numerically and analyses the relationship between variables to explain a particular phenomenon (Saunders et al, 2009). One of the most used techniques in this method are surveys and questionnaires where closed questions that allow short answers such as “yes, no, don't know”, and these can be translated numerically (Quick and Hall, 2015).

Meanwhile, qualitative research “is generally focused on individual human experiences, understanding and interpretations... in relation to the phenomenon under investigation” (Quinlan et al, 2019 p.127), which means that qualitative research studies participants meanings during a process that usually turns interactive. One of the most widely used techniques is the use of open-ended questions to collect description-rich data such an interview (Quick and Hall, 2015) that allows the researcher collect and report data in a meaningful way. When compared to the quantitative method, the qualitative method is less structured, it is to say, it is not based on questionnaires that seek to obtain closed answers; on the contrary, this method allows data to be extracted through unstructured or semi-structured questionnaires (Quinlan et al, 2019) where the researcher interprets the data to obtain the meaning.

Lastly, mixed methods research is a combination of qualitative and quantitative methods that employs both qualitative and quantitative processes and data analysis in the same project. In order to address the object of this research, the qualitative method was chosen as this study aims to understand and interpret the experiences from an individual perspective of the reality of migrants working in restaurants in Dublin, which can not be quantifiably measured.

The researcher justifies this choice since i) qualitative issues suggest that the phenomenon must be explored in order to gain a deep understanding of it, (Saunders et al, 2009), ii) the information obtained from the participants tends to be very detailed through their opinions, feelings and experiences about the topic (Yilmaz, K., 2013), iii) during data collection the researcher interacts face-to-face with the participant so the participants have enough freedom to express what is coherent for them (Rahman, S., 2017) and v) “complex problems can be easily understood” (Rahman, S., 2017).

3.5. Data Collection Approach / Research Design

In all research projects, data serve as the evidence, are collected and analysed, and are employed to answer the research question, explain the research objectives, and validate or refute the research hypotheses (Saunders et al, 2009). Each data collection is designed to observe the phenomenon to be studied. There are two types of data collection, the primary that refers to the data created for the research project that consist of observation, interviews, questionnaires and surveys and secondary data are sources that exist already such as books and journals (Quinlan et al, 2019).

As part of the first data collection of this project, interviews are the primary method of data collection, where questions have been elaborated based on the objectives of this research as included in Appendix C.

The digitalisation of data has enabled the creation of online archives that provide a wide range of information from around the world, allowing a better scope for designing a research project and increasing the range of secondary data (Saunders et al, 2009). This research collected secondary data from books and journals which were provided by Google Scholar and the NCI library to be used as a complement to the present study.

3.6. Research Instrument

A qualitative approach was used in the realization of this research and the main instrument of the research is the interview. Interviews can be defined as a useful conversation between two or more persons, in which the interviewer can probe, clarify and confirm meanings that are of interest to the object of their study and that help the collection of reliable and relevant information in relation to the research (Saunders et al, 2009).

The interviews have been classified into three types, structured, semi-structured and in-depth interviews. Structured interviews are conducted by the researcher using standardised questionnaires which consist of identical pre-determined questions and are used to collect quantifiable information and are usually referred to as "quantitative research interviews" (Saunders et al, 2009, p.437).

In contrast to structured interviews, semi-structured interviews allow the interview to be guided by asking questions on different topics to each participant, which allows the interviewer to compare the answers of the participants according to their perspective of reality towards a phenomenon (Saunders et al, 2009: Naeem et al, 2023).

Lastly, in-depth interviews have no standardised process and do not use structured questions, rather, the interviewee will guide the course of the interview as the questions must arise solely from the information shared by the participant without the researcher being able to alter the course of the interview (Saunders et al, 2009).

Therefore, semi-structured interviews have been chosen as a research instrument due the main concern of the research in knowing the perspective of employees towards their jobs. A group of 9 non-European migrants who had been working in the restaurant industry in Dublin for at least two years were selected to collect data for the study and were given a semi-structured interview, consisting of thirteen questions, during which they were free to express their thoughts and feelings based on their personal experiences, customs and beliefs in relation to the researcher's topic of interest. This allowed the interviewer to explore the factors influencing their decision to leave or stay with the company.

3.7. Interview timeline

Participants were informed about the research purpose and the confidentiality of the information provided during the interviews. They were given a consent letter, which they signed before the interviews. A copy of the consent letter is attached in Appendix B.

The interviews began with the personal details of the participants, where they were asked their nationality, job title and years of experience working in Ireland. This was followed by questions that were specific to the phenomenon being investigated. The questions were designed and related to the themes mentioned in the literature review in order to capture the thoughts, experiences and feelings of the interviewees towards these factors of interest to the researcher.

3.8. Pilot study

According to Saunders et al, (2009) the pilot study aims to help improve the quality of the interviews by allowing a preliminary analysis using the data collected as test data to ensure that the data will help the research, through practice questions and feedback (Griffiee, 2005). The importance of a pilot study is that it can increase the likelihood of success in the main research (Ismaila et al. 2010).

Therefore, a pilot study was carried out in order to find out whether the questions asked would provide the necessary information for the purpose of this study.

3.9. Sampling method

“Qualitative methods differ from quantitative methods... and sampling strategies are also different” (Gill, 2020). In qualitative sampling, several primary methods are used. Convenience or volunteer sampling involves participants who volunteer for the study but may not provide

the necessary information for the research. Snowball sampling relies on current participants referring others who might be willing to participate. Purposive sampling is where the researcher selects participants who have a deep understanding of the phenomenon under study. Lastly, theoretical sampling is used to take samples in order to generate theory (Gill, 2020).

In selecting the sample of people, the researcher selected participants who met the requirements of this study, it was determined that purposive sampling was the most appropriate method for this research due the specific knowledge and experiences that the participants must have in order to support the present study. As has been stated by Marshall (1996) that the selected samples should be familiar with the topic under study, and they might be able to enhance the researchers understanding of it.

The researcher selected migrant participants who have been living and working in Ireland for at least two years, which is important for the research given the knowledge and experience that the participants have gained through their work in the restaurant industry, and which can enrich the purpose of this research in order to explore what factors affect their intention to leave their current jobs.

3.10. Sample size

Although there are no specific rules for determining sample size, it is crucial that researchers collect high-quality data to adequately address the research question (Gill, 2020).

The sample size determined for this research is 9, individuals that were interviewed and data were collected in order to address the main concern of this study. The names and personal details of the participants have been coded in order to ensure confidentiality. The sample is shown below.

PARTICIPANT CODE ID	JOB TITLE	YEARS OF EXPERIENCIE	NATIONALITY	GENDER	INTERVIEW DAY	LENGTH OF THE INTERVIEW
P01	Waitress	3 years	Brazilian	Female	16-Jul-24	16:06 min
P02	Hostess	2.5 years	Mexican	Female	17-Jul-24	11:13 min
P03	Waitress	3.5 years	Bolivian	Male	17-Jul-24	25:20 min
P04	Bartender	4 years	Mexican	Male	18-Jul-24	13:52 min
P05	Chef	2 years	Mexican	Male	18-Jul-24	28:12 min
P06	Waitress	5 years	Mexican	Female	18-Jul-24	14:35 min
P07	Waitress	3 years	Mexican	Female	18-Jul-24	14:20 min
P08	Waitress	5 years	Mexican	Male	23-Jul-24	19:20 min
P09	Bartender	2 years	Brazilian	Female	23-Jul-24	24:46 min

3.11. Data Analysis

As described above, semi-structured interviews were used for this qualitative study to gain insight into the work experiences of migrant employees in the restaurant industry in Ireland.

The challenge of using interviews as a research instrument is not only in data collection but also in data reduction, which is why the researcher will analyse the data as follows:

Step 1: Transcription of the interview and familiarisation with the information by reading the collected information several times (Naeem et al, 2023).

Step 2: Key words (Naeem et al, 2023)., the researcher will identify recurring patterns or terms that refer to the participants' experiences and perceptions collected from the interviews.

Step 3: Coding (Naeem et al, 2023)., which involves identifying themes with a short word, these words will help with the coding of themes about the information gathered.

Step 4: Theme identification (Naeem et al, 2023), which refers to organising the previously determined codes into meaningful groups to identify patterns that provide information about the research question.

Step 5: Conceptualisation and interpretation (Naeem et al, 2023; Griffie, 2005)., by interpreting the relationship between the keywords and codes from the information. This

process involves the production of the final report showing the summary of the information collected, summarised and analysed.

3.12. Ethical Considerations

The researcher recognises the importance and complexity involved in conducting a study that by its nature requires human interaction. Therefore, the researcher has complied with the ethics procedure form established by the National College of Ireland (NCI) which stipulates the considerations when conducting research with human participants, such as the collection and storage of data, as well as the intellectual property rights of the document.

Participants were given a consent form prior to being interviewed, which will allow the interview to be conducted, recorded and transcribed. Information obtained from participants will be kept anonymous and confidential. The form was signed by each participant to ensure that they understood that they were participating in the research on a voluntary basis and that they could leave the interview at any time if they wished to do so.

Participants were also coded by number and personal information such as name, place of work and personal details were kept anonymous in order to preserve the confidentiality of the information and to be kept for the time stipulated by NCI.

3.13. Methodology Limitations

The following limitations were observed in the course of this study.

- The number of participants is small (9 participants). As this is a qualitative study, it represents a different degree of complexity, so the questions are intended to be sufficiently detailed to gather the information necessary for the purpose of this study.

- A specific group of participants is required. This study phenomenon is focused on the migrant labour force, it is required that the participants are not of European nationality.
- The literature in this area is not extensive, as it deals specifically with migrant workers who work in restaurants in Ireland.

Despite the limitations noted above, the researcher believes that the present study can provide significant findings on the research question presented.

3.14. Conclusion

This chapter describes the design and conduct of the research, detailing the methodology selected for its study. A semi-structured interview method was used as a research instrument, consisting of interviewing employees in order to collect data for an analysis of the various factors affecting the participants in their workplace. The aim of this research is to carry out an exploratory investigation into the main factors affecting migrant employees and influencing their intentions to leave their organisations in Ireland.

Chapter 4. Analysis and findings

4.1. Introduction

This chapter analyses the results obtained from the interviews that were carried out in order to know through the feelings, thoughts and expressions of the participants the intention they have to stay or leave their jobs in the restaurant sector in Dublin.

This research used as a research instrument the semi-structured interviews as mentioned in the previous chapter, which were designed to explore the main issues affecting this particular sector. Through the analysis of the information collected during the interview, the researcher was able to identify different themes that were mentioned by the participants, becoming fundamental part of this study. Topics such as job satisfaction, motivation, leadership and employee engagement.

4.2. Theme 1 - Job satisfaction

In an attempt to find out whether the participants were satisfied with their job, they were asked in a very general way what are the functions they carry out within the organisation, and whether it is something they would like to do for a long period of time, to explore what the migrant employees' intentions are to stay in or leave their current job, considering their duties, responsibilities and expectations.

According to the initial research, participants P01 and P03 were dissatisfied with their jobs due their current roles within the organization as shown below:

P01 stated *“It is the type of job that you don’t really see a clear career path it feels like you might be working 2 years in the same position and not get a raise... it is something that can be*

very frustrating. Only because I feel that at this job, being a waitress you have to make sure that you have a clear career path that you have somewhere to go and growth in the company that's something that I need to be satisfied with my job and I the moment I don't feel I have that".

In addition, P03 claimed *"I don't think this is the field in which I would like to develop in the future... I have worked in the financial sector so this would not be the sector I would like to work in for a long time"*.

Those statements came from participants that are working as a waitress from different work organizations, both agreed that the functions they must accomplish at work does not fulfil they job satisfaction due to higher expectations and aspirations in their career development and they see themselves working in the restaurant sector for a short period of time. It also emerge that employees can be affected by stress in order to do their jobs in a proper way and this could affect their decision to stay in the organization as participant P01 and P02 added in their statements *"if you have too many responsibilities and you are not sure you are going to accomplish them that would impact my intention to stay... it can cause a lot of stress as well, it is something that I try to avoid"*(P01), *"I could say that I feel job satisfaction but it is also very stressful. So, it has given me a lot, but it also demands too much"* (P02).

The importance of stress was commented on by interviewees as being consistent with the literature review, where this type of industry is often affected by stress as a consequence of being a high demand sector.

Despite that, the data also revealed that the participants will be willing to stay within the organisation if they can have a higher position in the future as was expressed in the next lines.

"A career path or maybe an opportunity to, you know, get into a higher position ... that would certainly make me feel more comfortable in staying." (P01)

“I would say that there is not a perfect job. There is always something wrong. Whichever company it will be the same...but yes, definitely. I mean, if I'm like a manager or something like that, that will be great” (P04).

Similar feelings were stated by the participant P02, *“Yes, but in another area other than as a staff. If I don't see a change or an opportunity for the future, I wouldn't be in the organisation, it would only be temporary until I find another job”.*

In line with the above statements, participants said that even if they do not feel totally comfortable in the organisation because of the tasks and duties they must accomplish, they will think twice before leaving their organisation if they see a clear opportunity that can offer them professional development as has been expressed by the interviewees.

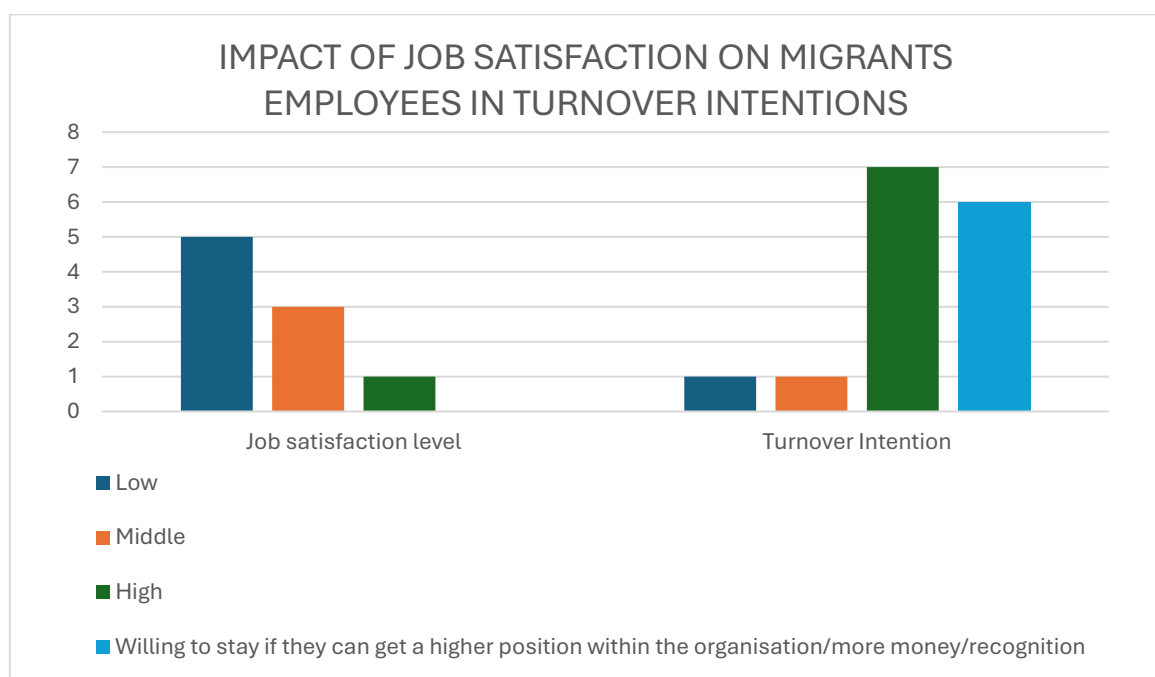


Figure 1. Impact of job satisfaction on turnover intentions.

Moreover, another aspect mentioned by the participants influencing their job satisfaction was the importance of the working environment as well as the relationship with their colleagues

during the performance of their activities, as this can foster a higher or lower levels of job satisfaction for employees, thus impacting their intentions to leave or stay in the organisation.

P05 expressed *“I think the relationships you have with your peers are one of the most important things to consider when you want to stay or not because even though you, if you can get a good quantity of money, but you are not happy in your workplace, you feel like you don't fit with the people there I think you are going to be pushed to leave”*.

Also, P03 said *“Well, it's a good environment, I've been working here for 2 years and it's actually one of the reasons why I've stayed with the company because we have a good working environment and I think that's one of its strong points”*.

Additionally, P07 *“The truth is that the relationship I have with them is only a working one. In mean, it's cordial, but it's not super close either. As long as I don't have any problems at work, I'm willing to stay, but if I were to have problems, honestly, I would look to move to another place to work”*.

This means that the job satisfaction of employees in this sector can be radically influenced by the working environment and the relationship with colleagues. If the employee has a good relationship with colleagues and a positive working environment, they will tend to stay longer even if they do not feel fulfilled with their activities at the workplace as has been previously expressed by participant P03, and on the contrary, if they do not feel comfortable around them, the employee will eventually leave the organisation as commented by P05 and P07.

According to the literature, when employees show job satisfaction tend to undertake responsibilities that are not described in their position in order to improve the organization performance (Ćulibrk et al.,2018). When the participants were asked if they were willing to take more responsibilities, the following data was collected:

“I’m the type of person that is that tries to be helpful at all times, so if someone, even a colleague who is at the same position as me, asked me to help or do something, I would do it.”

P01

“I’m this kind of person that when I see that I could improve or I could make better for the team in general, I’ll make it even if it’s not my duty...”. P04

“I think that would depend on the person. I like to consider myself as a hard worker...you want to feel OK with yourself, with your own performance, that’s who I am. But some people are not like me. So, I think it’s going to be more easy for them to say no, no money, no more responsibilities”. P05

According to the above statements, it was found that employees tend to help their colleagues in performing their tasks within the organisation, but that does not necessarily mean that they have shown job satisfaction towards the company or that they feel committed to them to complete its objectives. These participants described themselves as ‘I am the kind of person that if I can help, I will help’ as has been declared by the participants P01 and P04 or as people who has “personal standards towards job” as was mentioned by P05.

Therefore, it can be concluded that employees are willing to take on additional responsibilities due to positive attitudes toward their colleagues and personal standards or individual behaviours, rather than satisfaction with the organization itself. This finding differs from previous literature, which argues that employees are willing to take on more responsibilities for the benefit of the organisation. Nonetheless, it is consistent with the theory that job satisfaction is influenced by individual employee behaviours, both positively or negatively.

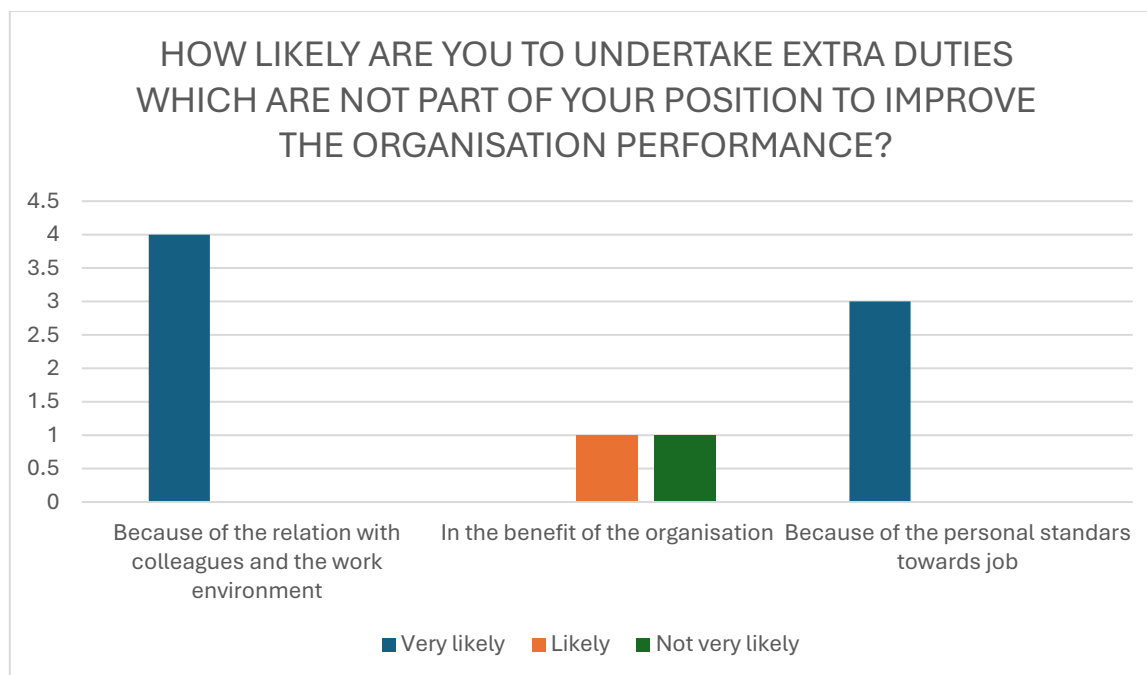


Figure 2. Implications of the job satisfaction level.

4.3. Theme 2 - Leadership

The information provided by the participants offers insight into the challenges and experiences of employees in relation to leadership in their organisations, addressing concerns such as the lack of support and feedback, and the type of leadership implemented among the workforce and the impact these factors have on turnover intention of migrant employees.

The theory suggests that the actions and behaviours of leaders have a significant impact on employees, either negatively or positively influencing their performance, motivation and intentions to stay in the organisation (Penger and Černe, 2014).

One of the primary concerns expressed by participants was the lack of support from leadership. The participants P01, P09 P02, and P03 highlighted that a poor feedback and lack of interest in employee development negatively affected their performance, motivation and attitudes towards job, as also P06 stated that has been supported about personal life but no in the workplace. This lack of support not only reduced their job satisfaction but also contributed to

a sense of disengagement within the organisation, making them more likely to seek opportunities and support in a different place, as stated by P05.

Listed below are a few quotes that highlight the conclusions mentioned above.

“Very rarely, I do not feel supported by them. I do not feel that I get positive feedback, especially only at the beginning was like that. However, it changed throughout my employment there... Which does bring me down a little bit” P01

“No, not at all. I don't feel valid. I don't feel I receive feedback at all... even though if. It's. positive or negative...you can now at least what you are doing” P09

“Only by some supervisors, but when the timetable coincides... so I could say generally no.” P02

“I've been supporting in my personal life, but in not in the job” P06

“That's a difficult point to explain, we have many superiors in the company, we have a manager in the restaurant area...we have supervisors in the bar area, who are also in charge of supervising our work, which makes it difficult for us to receive feedback.” P03

“I cannot get support here and they are then demanding me to do things. But they don't give me the tools to make these things, I'm going to end up trying to find some somewhere where I can get the support for do the same job, maybe for the same money, you know”. P05

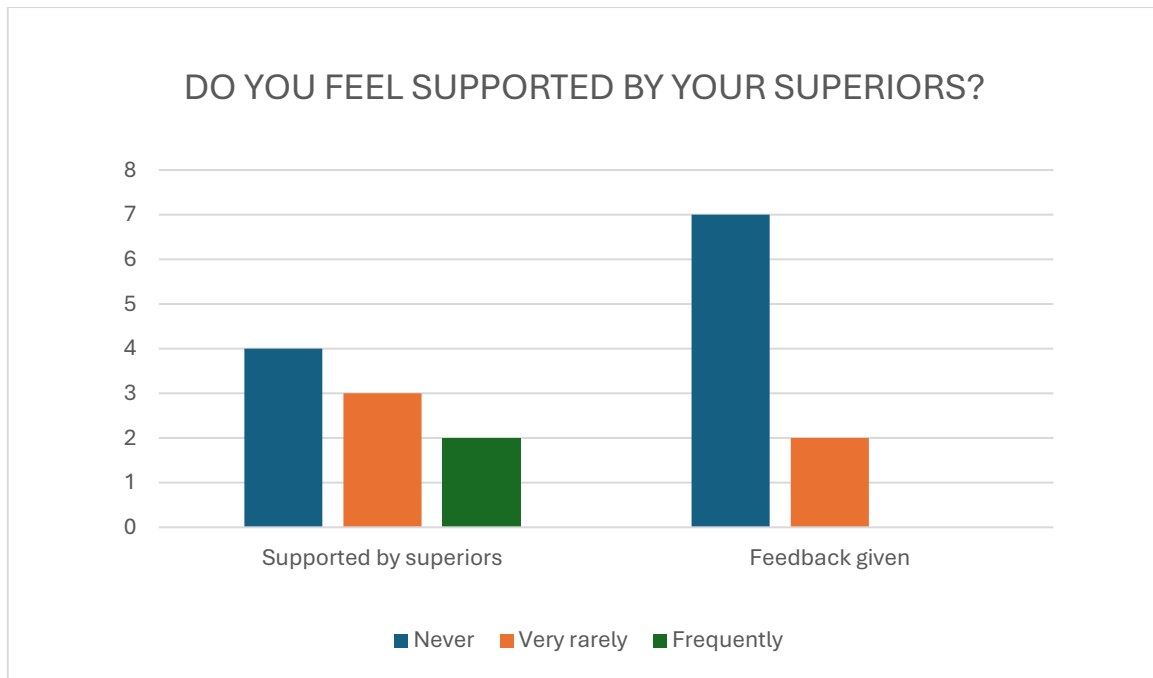


Figure 3. Leadership support level.

Another significant theme that emerged during the interview was the different leadership styles that superiors are employing among their workforces. According to the theory, leaders need to adapt their leadership according to the skills and abilities of the individual (Hersey and Blanchard, 1969). However, these different styles have caused significant discomfort between employees. It was observed by participants P07, P05 and P01 that favouritism and preferential treatment of superiors in certain departments or local staff, leading to a sense of unfairness.

“No. I think there are times when they give a bit more priority to local people than to the rest of the staff.” P07

“If I’m working with people from this country and people from other countries, they would be treated the same way. You know what I mean? Like same money, same fairness, same shifts, same positions”. P05

“No. I think because there is different sort of departments which is you know the bar, the kitchen and floor. They clearly have a preference for a certain department”. P01

The styles of leadership not only promoted confusion but also resulted in feelings of frustration and demotivation among employees according to the data collected from participants P03, P09 and P05, who expressed their intention to leave the organization due to what they perceived as unfair practices.

“No, definitely not. Unfortunately, we have staff who don't perform well and the manager does not act among them and I think that could be a reason for me to leave, because I don't think it's fair that they earn the same as me”. P03

“It's definitely different between the employees, even though they're in the same function or the same position, they are treated differently... we're in the same position and doing the same job and we don't have any feedback., so why are they getting favours?... Yeah, I would affect my decision”. P09

“My boss is more strict with some people, but somehow they he spoils others. I get a little bit frustrated. Like, why are you giving me more work than this person. Why are you being more supportive with them, and you are less fair with me like?... I would quit if you don't give me the same fairness”. P05

Conversely, one of the participants stated that the support received from superiors has been of great help, as feeling listened to and valued within the organisation has led him to aspire to a higher position in the future. As he claimed in the interview *“When you feel like you have a backup when your manager or who is in charge, give your support, definitely, that changes the things in many ways”*. Furthermore, when was questioned about the type of leadership within the workforce, the employee did not express dissatisfaction or discomfort with the way leaders managed their employees. On the contrary, they believe that leaders should manage their employees based on the capabilities of each individual, recognizing that every person is

different, P04 remarked *“I wouldn't say that is the same, is because he knows that we are different. There is a different way to communicate the same message”*. P04

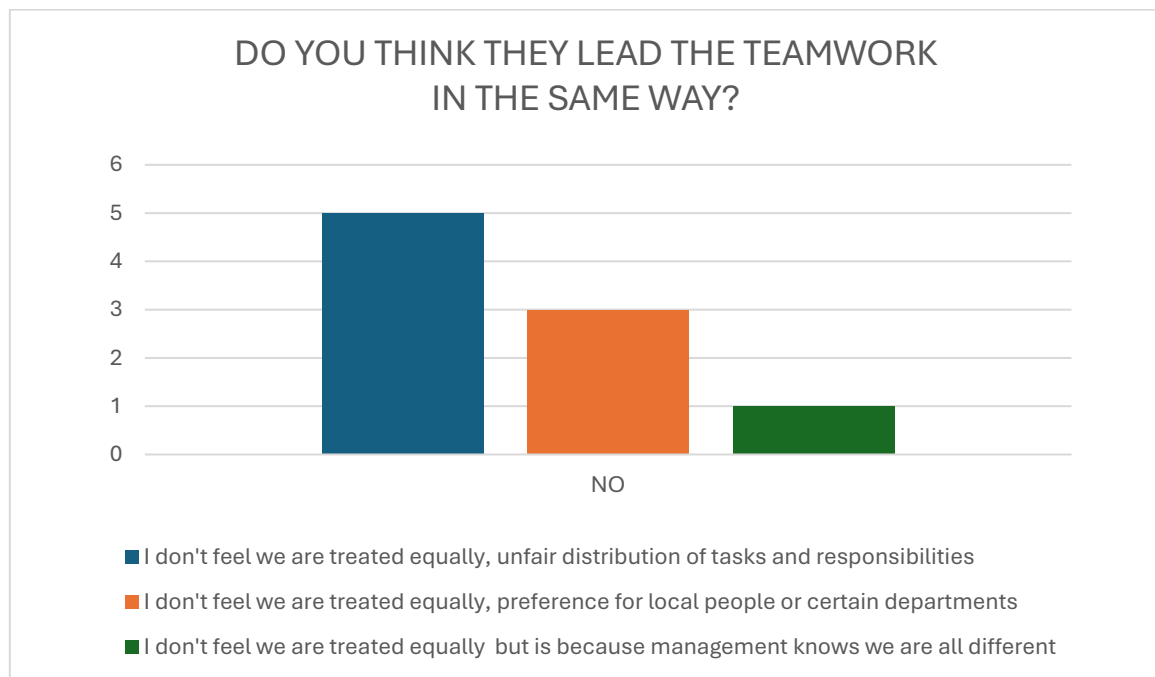


Figure 4. Leadership style among the teamwork.

The findings underline the critical role of leadership in shaping employee experiences and organisational outcomes. While negative leadership practices can push employees to leave, supportive and equal style of leadership can increase motivation and retention among the migrants' employees in the restaurant sector in Dublin which corroborates the theory presented in the literature review regarding the influence of leaders on employee turnover intention in the organisations.

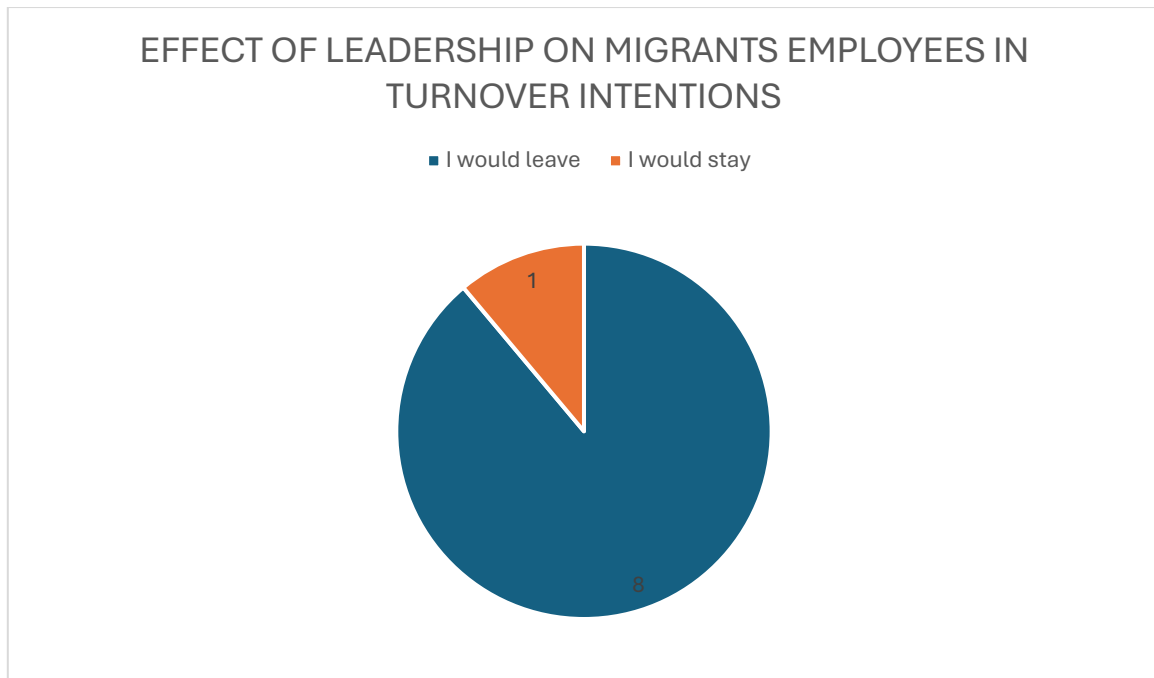


Figure 5. Effect of leadership on turnover intentions.

4.4. Theme 3 - Motivation

As we discussed earlier in the literature review, intrinsic and extrinsic are the types of motivation that generally speaking impact employees in an organization to persuade them to performance better at work. Intrinsic motivation is focused on internal desire of the individual sense of satisfaction like demonstrating competency, autonomy and self-learning while extrinsic motivation refers to all the external factors influencing in the performance of the employee such a bonuses, rewards, and promotions to achieve specific outcomes.

As one of the main concerns of this study was to find out what factors could increase the motivation of migrant's employees in their jobs in the restaurant sector. Most of the respondents expressed that a fair distribution of the tasks and responsibilities at work would improve their motivation in the workplace as well as recognition and better salary.

Some of the answers obtained are expressed as follow below.

P06 claimed *“I think they have to make the things fair for everybody, or they give us recognition. That could affect to stay even if they give us like a better salary or make us feel that they appreciate our job”*.

P05 added *“I would say the main one would be money.... Recognition as well, because sometimes do your job, but you see people that do less, and they get more recognition than you. So, it's frustrating you...and the environment... I would say those three”*.

While participant P03 remarked *“That the manager distributes the work equally for all staff”*.

And P02 added *“I understand that I help the others, but because they are not doing their job either, so one is to be clear about my role or the activities that I have to carry out”*, similarly participant P01 declared *“...more clear instructions and feedback from management because, you know, sometimes you're working and you don't really know how you're doing, and that's extremely important when you're doing a job, especially for me”*.

For this reason, thoughts such as inequality, lack of recognition and expectancy of better salary were discussion during the interviews. Furthermore, it was concise that employees demand for a clear description of roles in order that allow them to perform better as well as a fairness when task and responsibilities are given among their colleagues.

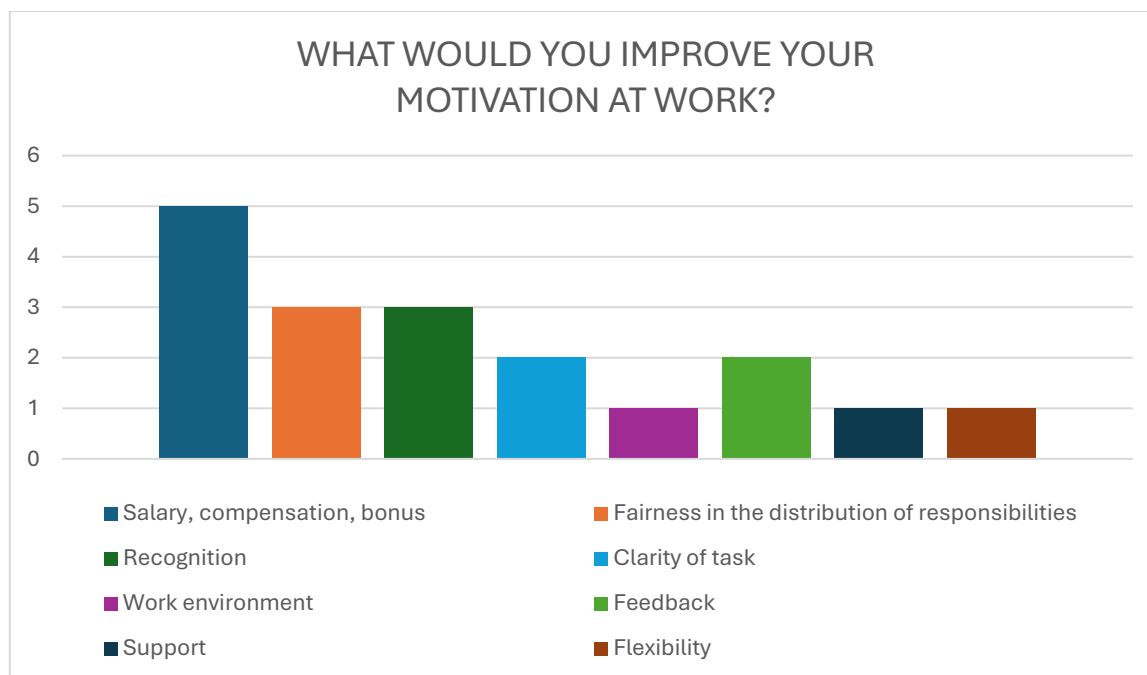


Figure 6. Factors that would improve migrant employees' motivation.

Moreover, after questioning them about what factors could improve their motivation at work more of the responses suggested that extrinsic motivation plays a decisive role in their motivation, as the theory stated. Most of the participants expressed their thoughts and opinions about the factors that impact their motivation, they expressed the importance of money and bonuses have for them in this type of sector, as the respondents are migrant employees who are currently working, and in the same time, studying English or a professional career, so extrinsic motivation has a higher impact among this population as it allows them to cover their personal needs as was expressed by the participants P01, P06, P02 y P03.

“At this particular job I would say that recognition and promotion”. P01

“In this case, money and recognition... that make me feel like better” P06

“In this sense and because of the type of employment, it would have to be more with bonuses and compensations rather than just internal satisfaction”. P02

“Specifically in my situation, that I am a student. If you mean bonus with some cash, then I'm more interested in cash.” P03

However, among this population it was observed that for some of them, feeling motivated through intrinsic and extrinsic factors would gradually boost their motivation at work. The statements captured by P04 and P07 emphasized the importance of feeling good about oneself and being recognized by others.

“Both are important because it's nice if people recognise my job, but the same time made me feel good with myself”. P04

“I think both are important. On the one hand, to feel proud of what you are doing, that you are doing things well, but I think it is also important to be recognised by the company, because there are always differences between employees and I think it is good that this is recognised”. P07

In contrast, the participant P05 stated that intrinsic motivation is more important because of the advantages they can take from their jobs, such as development of new skills and learning by themselves that would allow them to absorb all the knowledge they can to apply in the future for their own benefit.

“I would say learning on my own... Despite the bonuses, the money, whatever the company can give me, I think the most important asset I can get from this, working in this company would be the personal skills that I can get from this job”.

The research found that extrinsic motivation is more important for migrant employees in the restaurant sector in Dublin, some of whom combine work with studies or are pursuing professional careers, and that external rewards are essential for their motivation and retention as they underpin their financial stability. These findings align with the theory described in literature review, where claimed that extrinsic motivation has better influence in the workforce

impacting their intention to stay in an organisation, making it the most important factor among this population.

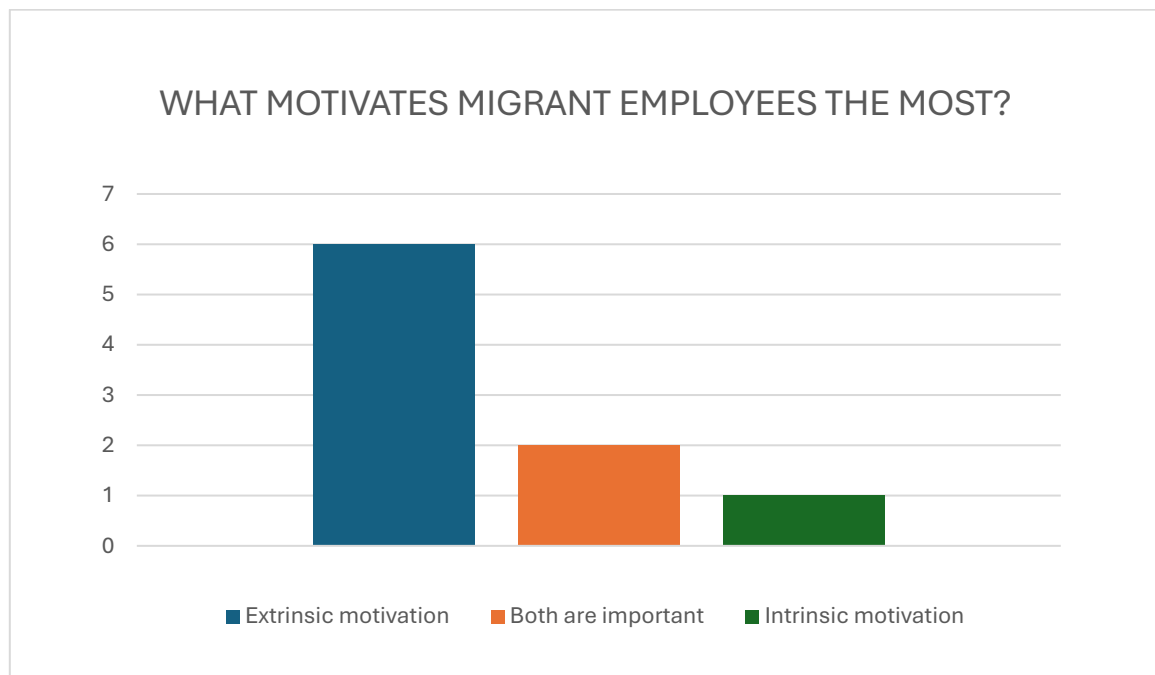


Figure 7. Impact of the extrinsic motivation among migrant employees.

4.5. Theme 4 - Employee engagement

During the interviews it was found data that exposed participants' perspectives on their workplace, which revealed the level of engagement they have regarding their work.

I was observed that the majority of the respondents considered the workplace as a good place “just for start”. P03, P07, P09, P02 and P01 acknowledged that it is a good opportunity to gain initial experience but not to grow within the organisation, suggesting that new employees can pursue better opportunities. Furthermore, participants P06, P08 emphasized that would recommend the workplace mainly to learn and practice English but also not to stay. In addition, P01 also expressed that, in their experience, frustration came very quickly, while P05 did not showed intentions to recommend the organisation. These responses revealed that employees

see their organisation as a good place to start but not for employees to remain within the organization for a long period of time, which translates in low level of employee engagement and high level of employee turnover for employees.

The following statements from participants supports the above:

"I think it's a good place to work as a waiter... So I think it's a good job, it's a good place to start to gain experience as well". P03

"I would recommend it, in general it's a good place to work and gain experience" P07

"Well, it's a good place to start. It's good to start from somewhere. So, to get some experience to understand the field, to understand how to work... but not for long." P09

'I would recommend it, but if they see it as temporary or just for the first few months while they find something better, but I would recommend it'. P02

"I wouldn't recommend that much actually. If you come like to learn English. I think it's a good place. Maybe practise but not more than that". P06

"I would recommend it if you wanted to learn and improve your English then... but not to do your dream career, really something momentary" P08

"It is a place to start. However, I wouldn't feel comfortable recommending the place as a good workplace. Especially because I know the frustrations that come with it after you know, very little shorter time of working there, you know, maybe two months". P01

Those findings imply that although the organisation is seen as an excellent place for starting for migrants, it is unable to maintain long-term employee engagement and satisfaction though their organisation leading to increase the level of employee turnover because of the workforce considering employment options somewhere else.

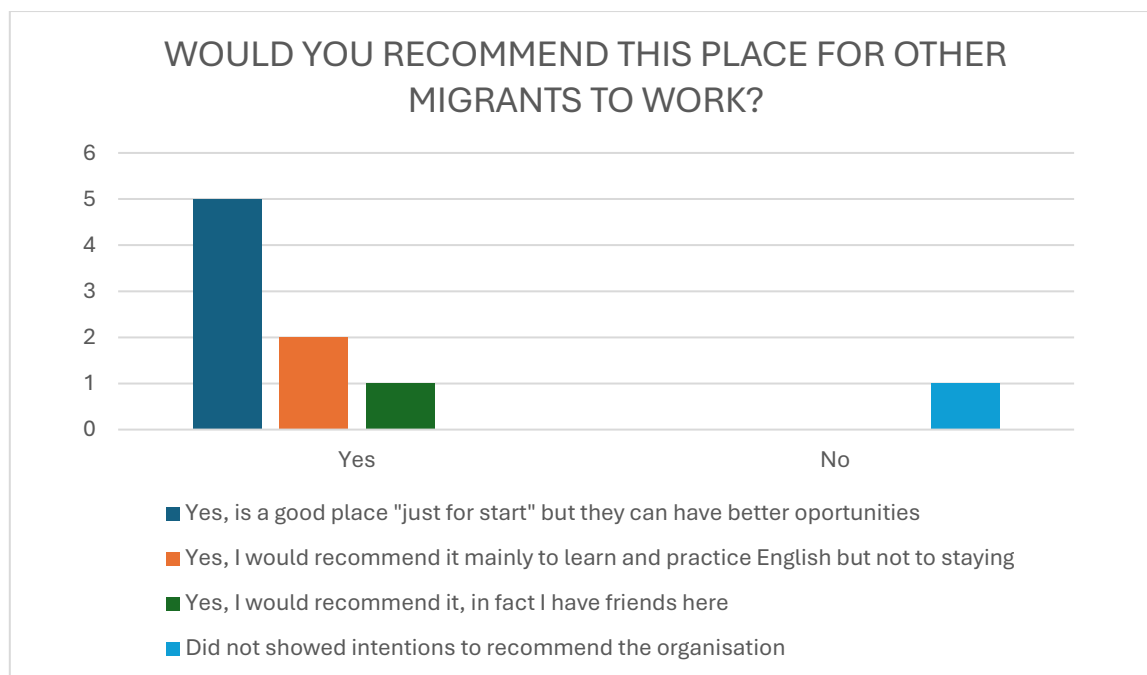


Figure 8. Level of engagement among migrant employees.

Which in turn resulted in the following question in order to confirm the level motivation that leads the level of engagement that the participants showed towards their organisations: ‘Do you see yourself working in the organisation in the next 6 months?’.

The respondent P01 showed that the decision to stay is driven by necessity instead of satisfaction and desire to growth within the organisation reflecting a very high level of demotivation. While P02 and P07 suggested that even though it was a good organisation, there is no plan to be part of it any longer because of the lack of opportunities, satisfaction and motivation, showing that respondents are not fully engaged to the organization, seeking new opportunities like commented by P09 who is open to continuing in the same industry but not with the current employer and consequently supported by the decision of participant P06, who eventually quit the organisation to seek better opportunities. This is corroborated by the following statements from participants:

“I do see myself staying, but only because you need to make a living. However, if it were upon only on my decision and my happiness and my satisfaction, I wouldn't stay” P01

“Neither 1 year or 6 months, approximately 3 months more”. P02

“I don't know. I feel good at work, but not motivated enough to go on for long”. P07

“Not really, not really. I do see myself doing this same type of job... but not in the same place”

P09

“No, definitely no. Actually, I quit last week... I think it's time to grow and change”. P06

In contrast, participant P04 have expressed appreciation for the organisation and has therefore actively recommended the organisation to other migrants as a good place to work, demonstrating a high level of engagement to the organisation, willing to stay for another 6 months due to the opportunities for growth in the future, as the participant noted:

“I would say it fine. Actually, there is a few of my friends that I recommended to work and they're still over there” P04

“Yes. Actually, I am waiting for opportunity there, a better contract” P04

Overall, interviews with respondents revealed a pattern of demotivation and disengagement among migrants' employees towards the organisation in the restaurant sector in Dublin, which constantly drives them to leave their jobs. In this sense, it was observed that the lack of fairness and recognition, and unclear role definitions at work along with insufficient intrinsic and extrinsic motivators provided by the organisation impact the level of motivation and job satisfaction, leading to significantly decrease employee engagement and high intention of migrant employees to leave their jobs in the restaurant sector in Dublin, drawing a close relationship between these factors.



Figure 9. Impact of motivation and employee engagement on the turnover intention of migrant employees.

4.6. Conclusion

This chapter presents the results of the information collected during the research. The data collected during the interviews provided insight into the personal experiences of migrant participants working in the restaurant industry in Dublin. The results mainly revealed themes of job satisfaction, leadership, motivation and commitment, four key themes that have a significant impact on their intentions to stay in the organisation.

The results confirm the position of migrant workers in relation to the responsibilities that their role in the organisation entails, as well as the importance of having a good relationship with their peers and the work environment, thus reinforcing the importance of job satisfaction as mentioned in the literature review. Although the literature highlights the benefits of leaders adapting their leadership style according to the capabilities of the employees, the results showed that it is not well accepted among migrant workers as they showed concern and

discomfort, expressing their dissatisfaction and discontent, suggesting the need for further research on the impact of leaders in this sector.

On the other hand, as the literature review noted, the results confirmed the importance of extrinsic motivators as the main source of motivation, with factors such as money and recognition being key for migrant workers.

In summary, the data obtained showed the impact that these factors have on migrant workers' decisions, where frustration, lack of support and low level of engagement with the organisation stand out.

Chapter 5. Discussion

5.1. Introduction

The aim of this study was to understand the factors that affect migrant employees' intention to leave their jobs in the restaurant sector in Dublin. On the basis of this aim, and by using semi-structured interviews as a data collecting tool, it was possible to gain an in-depth understanding of the challenges faced by this particular population these days and to understand the factors that affect their decision to leave or stay in these organisations. This section discusses the findings and themes that emerged from the interviews through the expression of feelings, thoughts, and beliefs of the participants.

5.2. Key findings

The findings suggest, firstly, migrant employees in this industry did not show job satisfaction. Secondly, the leaders showed no interest in supporting their workers. Thirdly, the level of motivation is low due to low interest in their work and insufficient support from the leaders. This results in a low level of employee engagement in their organisations.

The results of this research allow for a better understanding of the increasing turnover intention of migrant employees in the Dublin restaurant industry, and how these interrelated factors contribute to this phenomenon.

5.3. Interpretations

5.3.1. Theme 1 - Job satisfaction

The data collected revealed several key factors that influence job satisfaction as well as their impact on the decision to stay or leave their job. The results revealed three main matters addressed during the research: the impact of stress, the desire for challenging opportunities and career development, and the influence of the work environment.

The results showed a high degree of dissatisfaction, and in some cases the presence of stress, in the performance of their activities (O'Neill and Davis, 2011), that confirmed the literature review which stated that the hospitality sector is influenced by the stress due the high demand. The functions that the job requires do not produce satisfaction among migrant employees, as it was found that most of them pursue professional growth or higher positions within the organisation where the functions to be performed are more challenging and less operational, so they are willing to stay within the organisation in order to pursue their desire, even though they are dissatisfied with their work.

Furthermore, the results showed that a good working environment along with the individual attitudes of employees towards job have a positive impact of their performance, willing to take extra duties to help their team rather than to enhance the performance of the organisation.

5.3.2. Theme 2 - Leadership

While the literature refers that leadership style should be tailored according to the skills and abilities of each individual within the workforce (Hersey and Blanchard, 1969), this differs in the perception of migrant employees, as the results confirmed that this type of leadership brings discontent and frustration due to the unfair practices perceived by employees, where a clear and fair distribution of tasks is a recurrent demand among migrant employees. It also demonstrated the importance of support and feedback from leaders on employee performance,

which is in line with the literature review on the subject, as the actions and behaviours of leaders affect employees' attitudes towards job (Penger and Černe, 2014).

The results found a clear position, 8 out of 9 employees showed strong intentions to leave their jobs. These results underlined the pivotal role of leadership in employee performance as well as the impact on employees' intentions to leave their jobs due to unfair practices perceived by employees such as favouritism, lack of support and lack of feedback. The obtained results corroborate the literature which highlights that if employees are dissatisfied with support and direction, they will leave their jobs (Azanza et al, 2015).

5.3.3. Theme 3 - Motivation

The data indicated that there is a strong preference among migrant employees for extrinsic motivational factors. The majority of respondents expressed that equal distribution of tasks, recognition and salary improvements play a crucial role for increasing their motivation in the restaurant industry due to the demands they face on a daily basis. These results support the theories discussed in the literature review, which underline the preference of the workforce for extrinsic motivators over intrinsic ones (Deery and Shaw, 1999).

Respondents also noted another important theme, the importance of recognition for their efforts, some respondents reflected the desire for a workplace that values employee their contributions and be recognized.

Similarly, the results emphasized the impact of the leaders on the level of motivation, which among this population stands out for being low, due to the unfair practices employed by the leaders. This explains the interrelationship between these factors due the low interest of migrant employees in their work along with the lack support from their leaders impacted the level of

motivation and employee engagement which among this population is low as shown by the data in this study.

5.3.4. Theme 4 - Employee engagement

The literature review states that when employees are satisfied with their jobs, recognised and motivated by the organisation, they are more likely to feel engaged with the organisation and less likely to seek to change jobs (Ofei-Dodoo et al., 2020). This theory contrasts with the results obtained from this research. The results showed a high probability of employees leaving their jobs in the next 6 months affecting not only the individual but also organisations as it represents invariable costs in an attempt to cover the loss of their workforce.

The results confirmed that 7 out of 9 participants would recommend their current organisation to other migrant employees to work for but only because they consider that the work is only to gain experience and to practice the English language, while they find better opportunities. This demonstrated the low level of engagement they have towards the organisation due to the lack of interest in their work, the lack of leadership and the high level of demotivation among this population, which confirms the result obtained from this research by obtaining a high turnover rate.

5.4. Implications

The results obtained from this study are based particularly on the experiences and beliefs of migrant employees living and working in Ireland in organisations in the restaurant sector, so the findings of this study should be considered when organisations recruit migrant staff to join their workforce and address their organisational needs.

On the one hand, the degree of dissatisfaction that migrant employees expressed as well as the presence of stress in a high-demand sector (O'Neill and Davis, 2011) indicate the need for companies to invest in practices that benefit their workforce in order to improve their satisfaction and performance, so encouraging practices that help to maintain a positive work team will enhance the performance of employees as demonstrated in this study and supports the theory in question that a good working environment has an impact on the attitudes that reflect the employees within the organisations (Aboramadan and Kundi, 2023; McPhail et al. 2015) because in this particular case, employees are willing to help their peers due to the good working environment, however this does not guarantee that the level of engagement towards the organisation will increase as also manifested by the data so it gives a guideline for future research.

On the other hand, it is important to mention that job growth opportunities for migrant workers in the restaurant sector are limited as it involves only operational tasks without so many responsibilities but with a high level of stress as supported by the theory in question. Organisations should therefore consider alternative ways of motivating their employees in an attempt to reduce their turnover levels. The results showed the importance of extrinsic motivators among this population (Deery and Shaw, 1999; Lam, T. et al, 2001) and therefore encouraging practices such as feedback, support and recognition from leaders can increase the level of job satisfaction, motivation and engagement, statements that support existing theory on the impact of leaders on employee performance in organisations (Avolio et al., 2004; Azanza et al, 2015; Penger and Černe, 2014).

5.5. Conclusion

This chapter presents relevant information on the factors influencing migrant employees' intention to leave their jobs in the restaurant sector in Dublin. The research noted four crucial matters that were important determinants of their intentions to leave the organisation.

The job dissatisfaction expressed by this population stems from the stress of the job and the limited opportunities for growth and development within the organisation, and despite the good working environment, migrant employees expressed a high potential to leave their jobs.

In addition, unfair or non-existent leadership practices were found to be another factor that significantly impacted on employees' intention to remain within the organisation, as the lack of support and the preference observed by employees for "local people" and the unequal distribution of tasks, triggered feelings of injustice and dissatisfaction.

Motivation was also an important factor mentioned by participants, due to low job satisfaction and lack of support from leaders, resulting in low motivation of migrant employees, who nevertheless stated that factors such as money can increase their motivation levels.

The participants showed that they keep working in their current position while looking for better opportunities to grow professionally or where they at least feel appreciated and supported by their superiors, even at the same salary, which suggests that employees do not feel engaged to their current organisation. It was observed that they are willing to recommend their workplace to other migrant employees but only "to start with" while they find something better, but not to stay there for a long period of time based on their personal experiences. A workforce that is not motivated also does not show engagement to their organisation.

Chapter 6. Conclusion and recommendations

6.1. Conclusion

This research has attempted to address the main factors that impact on the intention of migrant employees to leave their jobs. The challenge is for restaurant organisations in Dublin to understand the specific needs of their migrant workforce, where it is not about special treatment in comparison to other employees, but to offer fair solutions, support and development of job opportunities in an effort to reduce the turnover rates affecting the industry.

Therefore, this chapter contains the conclusion of this study, which presents the main results of this research in relation to the research question and objectives, which were as follows:

- What factors impact the intention of turnover of migrant employees to leave their jobs within the restaurant industry in Dublin?
- To identify the impact of job satisfaction on the turnover intentions of migrant employees in the Dublin restaurant industry.
- To investigate the effect of leadership on the turnover intentions of migrant employees working in the Dublin restaurant business.
- To assess the relationship between motivation and employee engagement and their impact on turnover intentions among migrant workers within restaurant organizations in Dublin.

A qualitative approach was used by applying interviews as a tool to collect information. The researcher determined that semi-structured interviews would allow for more accurate information to be gathered from the perspective of migrant employees through their experience and opinions on this phenomenon. The information collected was necessary to address those objectives, resulting in the following:

- i) The results concluded that job satisfaction, leadership, motivation and employee engagement are the factors that impact the turnover intention of migrant employees to leave their jobs within the restaurant industry in Dublin.
- ii) The results determined that job satisfaction among the migrant workforce is impacted by the nature of the job functions required, the levels of stress, the work environment, and the career and growth aspirations to which migrant employees aspire.
- iii) According to the results obtained it was identified that leadership has a significantly negative effect on the level of motivation and engagement of migrant employees due to the poor practices of leaders in meeting the employee's needs.
- iv) The data indicate that employee engagement and motivation are correlated concepts that can mutually affect or benefit each other, thus influencing employees' intention to leave their organisations.

Therefore, **the following measures** are suggested:

As has been observed, leadership represents one of the most important challenges for organisations influencing motivation and employee engagement, therefore the following recommendations are made.

Organisations should implement a formal programme of regular support and feedback to employees, where they feel supported and valued by leaders to demonstrate that they are interested in their performance and development. This programme should establish regular monthly reviews, allowing for open communication between employees and leaders, where their needs and concerns are addressed, as well as areas for improvement identified by leaders to enhance employee performance. It is therefore suggested that the implementation of this programme should take place over a **short period of 3 to 6 months**.

It is also suggested that organisations should standardise their personnel management practices and procedures, establishing equal opportunities and allocating responsibilities fairly and equitably among all employees. These measures will help to eradicate the perception of favouritism and unequal treatment among employees. It is suggested that such practices be overseen by a dedicated management team to ensure that employees are treated fairly. It is suggested that the implementation of this programme should be between **6 and 12 months**.

As the results showed, migrant employees are potentially motivated by extrinsic motivators, and due to the type of sector where growth opportunities are limited, it is suggested that organisations develop a performance-based bonus scheme, with the purpose of improving motivation levels due to the low probabilities of development. This programme requires quarterly management meetings where employees are evaluated in a fair and transparent manner, and where targets and procedures for awarding bonuses are set. This team should be monitored by the HR team to ensure clarity of the process and allocation of bonuses. It is suggested that the implementation of this programme should be within a period of **1 year**, as this will allow for proper planning and budgeting.

The results suggest that enhancing leadership practices, as well as developing and creating growth opportunities for migrant employees, along with economic benefits can help improve the level of satisfaction, motivation and engagement of migrant employees in this specific industry.

These recommendations are made in accordance with the results of the present research which showed a low level of motivation, job satisfaction and engagement, however, the data represents a group of migrant employees who have been working in Ireland for at least 2 years, which represents similar thoughts and feelings among the participating migrant population towards their organisations, as against those who have been working in the industry for 1 year,

so removing this characteristic from the sample would have allowed for a more complete and diverse perspective associated with this phenomenon.

6.2. Recommendations for future research

The research identified several challenges that need to be addressed by organisations employing migrant employees in the restaurant sector in Dublin to try to mitigate their levels of employee turnover, as well as the time and costs involved in training new employees. In line of these findings, some recommendations are proposed.

One of the most frequently mentioned themes during the interviews was the impact that leaders have on the migrant workforce. It was mentioned that leaders, who are mostly Irish, tend to give preference to local people, by that means, people born in Ireland. For most of the participants this was a demotivating factor affecting their performance and engagement with the organisation, thus affecting their turnover intentions. It was not possible to find research on how this factor impacts on the turnover of migrant employees, considering that the managers are Irish and the majority of this industry is made up of migrant workers, which underlines the importance of knowing the frequency of this situation afflicting this population. Further research would provide solutions for these sectors that have similar problems.

Secondly, the lack of opportunities for growth and development within this industry is limited, at least as perceived by migrant workers, if among the same workforce there are non-European and European workers, the Europeans are the ones who are more likely to obtain higher positions and develop within the organisations. Non-European migrant employees have stamp 2 visa, that allow them to work 20 hours per week while studying, which makes it difficult for organisations to provide the same growth opportunities for their workforce, but how can they motivate and engage them to reduce the high turnover in this sector? There is currently no

research that addresses this issue or can offer solutions to this complex problem, so further research is needed to understand the impact of this issue on organisations that hire migrant employees.

Lastly, the population considered for this study was non-European migrant employees, not limited to participants of a certain age or generation, however the majority of participants were in their 30s. The results obtained represent a part of the current migrant population and highlighted low levels of job satisfaction, motivation and organisational engagement. In a sector where rapid change is occurring and people tend to rotate frequently, further study with more recent generations may offer different perspectives to help organisations in order to address this issue.

6.3. Personal learning statement

This project has represented different challenges for me, on a personal and academic level, as it is the first time that I have undertaken a project of this nature.

At the beginning of my research, I had totally different expectations about what the whole process would entail. Everything seemed simple, so I made some initial progress. However, I soon stopped because I also had to manage to balance school activities, attend classes and complete assignments, which usually had a three-week deadline. After school, I had to go to work, which left me mentally and physically exhausted at the end of each day. On my one day off, all I could do was sleep, but I kept reminding myself to do my best and use what little time I had to work on my thesis. Something I would have liked to plan with better organisation as I struggled with procrastination in the course of this project.

After a while, I got back in touch with my supervisor. Through our email exchanges, she guided me through the process, making it more bearable but also more challenging. My to do list kept growing, but her support was crucial in helping me get to the end of this journey.

Working on this project has given me a deeper understanding of how HR professionals should address the diverse needs of employees. Each individual is unique and may demand different things, so applying new practices and processes to support employees and organisations has become one of my professional challenges. In addition, interpreting data proved to be more difficult than I first thought. However, I developed analytical skills that allow me to interpret data more critically and objectively that will undoubtedly be tools that will help me in the future.

REFERENCES

- Aboramadan, M. and Kundi, Y.M. (2023) 'Emotional culture of joy and happiness at work as a facet of wellbeing: a mediation of psychological safety and relational attachment', *Personel Review*, 52(9), pp. 2133–2152. doi:10.1108/PR-04-2021-0285.
- Afsar, B., Shahjehan, A. and Shah, S.I. (2018) 'Frontline employees' high-performance work practices, trust in supervisor, job-embeddedness and turnover intentions in hospitality industry', *International Journal of Contemporary Hospitality Management*, 30(3), pp. 1436–1452. doi:10.1108/IJCHM-11-2016-0633.
- Alam, A. and Asim, M. (2019) 'Relationship between job satisfaction and turnover intention'. *International Journal of Human Resource Studies*, 9(2), p.163.
- Adikaram, D.S.R. and Jayatilake, L.V.K., 2016. 'Impact of Work Life Balance on Employee Job Satisfaction In Private Sector Commercial Banks of Sri Lanka'. *International Journal of Scientific Research and Innovative Technology*, 3(11), 17-31.
- Apostel, E., Syrek, C.J. and Antoni, C.H. (2018) 'Turnover intention as a response to illegitimate tasks: The moderating role of appreciative leadership', *International Journal of Stress Management*, 25(3), pp. 234–249. doi:10.1037/str0000061.
- Armstrong, M. (2012) *Armstrong's handbook of management and leadership: developing effective people skills and better leadership and management* / by Michael Armstrong. Kogan Page. Available at: <https://research.ebsco.com/linkprocessor/plink?id=1d5fa663-6786-3212-9072-1f0a019fcfff> [Accessed 7 June 2024].
- Avolio, B. J., Gardner, W. L., Walumbwa, F., Luthans, F., and May, D. R. (2004). 'Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviours'. *The Leadership Quarterly*, 15, 801–823.

Azanza, G., Moriano, J. A., Molero, F. and Lévy Mangin, J.P. (2015) 'The effects of authentic leadership on turnover intention', *Leadership & Organization Development Journal*, 36(8), pp. 955–971. doi:10.1108/LODJ-03-2014-0056.

Bennis, W (1989) *On Becoming a Leader*, Addison-Wesley, New York

Birch, P. (1999) *Instant Leadership: Reach your potential now*, Kogan Page, London.

Bonenberger, M., Aikins, M., Akweongo, P., and Wyss, K. (2014) 'The effects of health worker motivation and job satisfaction on turnover intention in Ghana: a cross-sectional study', *Human Resources for Health*, 12. doi:10.1186/1478-4491-12-43.

Chan, S.H.J. and Ao, C.T.D. (2019) 'The Mediating Effects of Job Satisfaction and Organizational Commitment on Turnover Intention, in the Relationships Between Pay Satisfaction and Work–Family Conflict of Casino Employees', *Journal of Quality Assurance in Hospitality & Tourism*, 20(2), pp. 206–229. doi: 10.1080/1528008X.2018.1512937.

Chikwe, A. C. (2009) 'The impact of employee turnover: The case of leisure, tourism and hospitality industry'. *Consortium Journal of Hospitality & Tourism*, 14(1), pp. 43-56.

Long, C.S. and Perumal, P. (2014) 'Examining the impact of human resource management practices on employees' turnover intention', *International Journal of Business and Society*, 15(1), pp. 111–126. Available at: <https://research.ebsco.com/linkprocessor/plink?id=87ccfc9f-d417-3317-a195-fa4fa1325289> [Accessed 23 June 2024].

Ćulibrk, J., Delić, M., Mitrović, S. and Ćulibrk, D. (2018) 'Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement', *Frontiers in Psychology*, 9. doi:10.3389/fpsyg.2018.00132.

Davenport, R. (2023) 'The Cost of High Employee Turnover: Why Retention Matters', *Plastics Technology*, 69(8), pp. 20–22. Available at:

<https://research.ebsco.com/linkprocessor/plink?id=13206831-ff91-35c0-9f8b-792913780908>

[Accessed 6 August 2024].

Deci, E.L. (1972) 'Intrinsic motivation, extrinsic reinforcement, and inequity', *Journal of Personality and Social Psychology*, 22(1), pp. 113–120. doi:10.1037/h0032355.

Deery, M.A. and Shaw, R.N. (1999) 'An Investigation of the Relationship between Employee Turnover and Organizational Culture', *Journal of Hospitality and Tourism Research*, 23(4), pp. 387–400. doi:10.1177/109634809902300404.

Demirtas, O. and Akdogan, A. (2015) 'The Effect of Ethical Leadership Behavior on Ethical Climate, Turnover Intention, and Affective Commitment', *Journal of Business Ethics*, 130(1), pp. 59–67. doi:10.1007/s10551-014-2196-6.

Direnzo, M. S. and Greenhaus, J. H. (2011) 'Job search and voluntary turnover in a boundaryless world: A control theory perspective'. *The Academy of Management Review*, 36(3), pp. 567-589.

Eisenberger, R., Huntington, R., Hutchison, S., and Sowa, D. (1986) 'Perceived organizational support'. *Journal of Applied Psychology*, 71(3), 500. <https://doi.org/10.1037/0021-9010.71.3.500>

Eviana, N., Achmadi, R., Yusrini, L. and Maenuddin. (2022) 'Fostering Employee Engagement through Leadership and Perceived Organizational Support: Mediating Role of Employee Satisfaction in Travel Companies', *African Journal of Hospitality, Tourism and Leisure*, 11(2), pp. 810–826. doi:10.46222/ajhtl.19770720.259.

Fiedler, F. E. (1967) *A theory of leadership effectiveness*. New York: McGraw-Hill

Ganta, V.C. (2014) 'Motivation in the workplace to improve the employee performance', *International journal of engineering technology, management and applied sciences*, 2(6), pp.221-230.

Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., and Walumbwa, F. (2005) 'Can you see the real me? A self-based model of authentic leader and follower development'. *Leadership Quarterly*, 16, 343–372. doi:10.1016/j.leaqua.2005.03.003.

Gill, S.L. (2020) 'Qualitative Sampling Methods', *Journal of Human Lactation*, 36(4), pp. 579–581. doi:10.1177/0890334420949218.

Griffiee, D.T. (2005) 'Research Tips: Interview Data Collection', *Journal of Developmental Education*, 28(3), pp. 36–37. Available at:

<https://research.ebsco.com/linkprocessor/plink?id=aa2dbbe0-b9fb-3160-99dd-5d92dd3f415c>

Grint, K. (2001) *The arts of leadership* / Keith Grint. Oxford University Press. Available at: <https://research.ebsco.com/linkprocessor/plink?id=b65bc157-1ea3-3767-82a3-70422326b97f> [Accessed 7 June 2024].

Hersey, P. and Blanchard, K.H. (1969) 'Life Cycle Theory of Leadership', *Training and Development Journal*, 23(5), 26–34.

Ismaila, A., Cheng, J., Chu, R., Ma, J., Thabane, L., Rios, L., Robson, R., Thabane, M., Giangregorio, L. and Goldsmith, C. (2010) 'A tutorial on pilot studies: the what, why and how'. *BMC Medical Research Methodology*, 10(1), 1. doi:10.1186/1471-2288-10-1.

Joo, B.K. and Park, S. (2010) 'Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback'. *Leadership & Organization Development Journal*, 31(6), pp.482-500.

Kumar, V. and Pansari, A. (2015) 'Measuring the benefits of employee engagement', *MIT Sloan Management Review*, 56(4). Available at: <https://research.ebsco.com/linkprocessor/plink?id=dc0a25cf-afd9-320b-bafa-2a4e8541bc48> [Accessed 11 June 2024].

Kurniawati, D.T., Masyhuri and Izza, N.A. (2022) 'Leadership effectiveness as a predictor of turnover intention: determinants of work stress', *International Journal of Research in Business & Social Science*, 11(9), pp. 131–139. doi:10.20525/ijrbs.v11i9.2182.

Lam, T., Baum, T. and Pine, R. (2001) 'Study of managerial job satisfaction in Hong Kong's Chinese restaurants', *International Journal of Contemporary Hospitality Management*, 13(1), pp. 35–42. doi:10.1108/09596110110365634.

Locke, E.A., 1969. What is job satisfaction?. *Organizational behavior and human performance*, 4(4), pp.309-336.

Macey, W.H. and Schneider, B. (2008) 'The Meaning of Employee Engagement'. *Industrial and Organizational Psychology*, 1, 3-30.

Marshall, M.N. (1996) 'Sampling for Qualitative Research'. *Family Practice*, 13, 522-525.

Maslow, A.H. (1987) *Motivation and Personality*, 3rd ed., Harper & Row, New York, NY.

McPhail, R., Patiar, A., Herington, C., Creed, P. and Davidson, M. (2015) 'Development and initial validation of a hospitality employees' job satisfaction index : Evidence from Australia', *International Journal of Contemporary Hospitality Management*, 27(8), pp. 1814–1838. doi:10.1108/IJCHM-03-2014-0132.

Minárová, S. (2018) 'Engagement, Loyalty, Organizational Commitment, Job Satisfaction and Motivation of Public Administrations Managers', *Social & Economic Review*, 16(1), pp. 53–66.

Available at: <https://research.ebsco.com/linkprocessor/plink?id=75beb32e-784b-319f-b364-8cdec3c0e9ea> [Accessed 22 June 2024].

Mobley, W. H. (1982) *Employee Turnover: Causes, Consequences, and Control*. Reading, Mass.: London: Addison-Wesley.

Naeem, M., Ozuem, W., Howell, K., Ranfagni, S. (2023) 'A Step-by-Step Process of Thematic Analysis to Develop a Conceptual Model in Qualitative Research', *International Journal of Qualitative Methods*, pp. 1–18. doi:10.1177/16094069231205789.

Ofei-Dodoo, S., Long, M. C., Bretches, M., Kruse, B. J., Haynes, C., and Bachman, C. S. (2020) 'Work engagement, job satisfaction, and turnover intentions among family medicine residency program managers', *International Journal of Medical Education*, 11, pp. 47–53. doi:10.5116/ijme.5e3e.7f16.

O'Neill, J. and Davis, K. (2011) 'Work stress and well-being in the hotel industry', *International Journal of Hospitality Management*, 30(2), pp. 385–390. doi:10.1016/j.ijhm.2010.07.007.

Penger, S. and Černe, M. (2014) 'Authentic leadership, employees' job satisfaction, and work engagement: a hierarchical linear modelling approach', *Economic Research-Ekonomska Istrazivanja*, 27(1), pp. 508–526. doi:10.1080/1331677X.2014.974340.

Porter, L. W., Steers, R. M., Mowday, R. T., and Boulian, P. V. (1974) 'Organizational commitment, job satisfaction, and turnover among psychiatric technicians', *Journal of Applied Psychology*. 59(5), 603–609.

Price, J. L. (1977) *The study of turnover*. Ames, IA: Iowa State University Press.

Quick, J. and Hall, S. (2015) 'Part three: The quantitative approach', *Journal of Perioperative Practice*, 25(10), pp. 192–196. doi:10.1177/175045891502501002.

Quinlan, C., Babin, B., Carr, J., Griffin, M. and Zikmund, W. (2019) Business research methods. Cengage. Available at: <https://research.ebsco.com/linkprocessor/plink?id=121c352a-5c9f-3177-b8d5-8c3ef7819bf3> [Accessed 25 June 2024].

Rahman, S. (2017) 'The Advantages and Disadvantages of Using Qualitative and Quantitative Approaches and Methods in Language 'Testing and Assessment' Research: a Literature Review'. *Journal of Education and Learning*. Available at <http://www.ccsenet.org/journal/index.php/jel> [Accessed 19 July 2024].

Riasat, F., Aslam, S. and Nisar, Q.A. (2016) 'Do intrinsic and extrinsic rewards influence the job satisfaction and job performance? Mediating role of reward system'. *Journal of Management Info*, 11(1), pp.16-34.

Saunders, M., Lewis, P., and Thornhill, A. (2009) Research methods for business students. 8th end. Pearson Education. Available at: <https://research.ebsco.com/linkprocessor/plink?id=7eb08180-82ef-35b3-942e-35e5b462d5ec> [Accessed 25 June 2024].

Shuck, B. and Wollard, K. (2010) 'Employee Engagement and HRD: A Seminal Review of the Foundations', *Human Resource Development Review*, 9(1), pp. 89–110. doi:10.1177/1534484309353560.

Strenitzerová, M. and Achimský, K. (2019) 'Employee Satisfaction and Loyalty as a Part of Sustainable Human Resource Management in Postal Sector', *Sustainability*, 11(17), p. 4591. doi:10.3390/su11174591.

Sypniewska, B.A. (2014) 'Evaluation of Factors Influencing Job Satisfaction', *Contemporary Economics*, 8(1), pp. 57–71. doi:10.5709/ce.1897-9254.131.

Verquer, M.L., Beehr, T.A. and Wagner, S.H. (2003) ‘A Meta-Analysis of Relations between Person-Organization Fit and Work Attitudes’, pp. 473–489. Available at: <https://research.ebsco.com/linkprocessor/plink?id=5dea1879-c7a8-3ea1-ac86-b6d9c6a147a3> [Accessed 24 June 2024].

Yean, T. F., Johari, J., Yahya, K. K., and Chin, T. L. (2022) ‘Determinants of Job Dissatisfaction and Its Impact on the Counterproductive Work Behavior of University Staff’, SAGE Open, 12(3), p. 2022. Available at: <https://research.ebsco.com/linkprocessor/plink?id=4b4fc43d-dcaf-3672-96f1-f597ddc5194f> [Accessed 24 June 2024].

Yilmaz, K. (2013) ‘Comparison of quantitative and qualitative research traditions: epistemological, theoretical, and methodological differences’, *European Journal of Education*, 48(2), pp. 311–325. doi:10.1111/ejed.12014.

APPENDIX A – Purpose Letter

Dear interviewee,

My name is Jesica Perez and I am currently doing my Masters in Human Resources Management at the National College of Ireland.

I am conducting research titled *What factors impact the intention of turnover of migrant employees to leave their jobs within the restaurant industry in Dublin?*.

The aim of this study is to explore how job satisfaction affects employees' intention to leave their jobs in the restaurant industry in Dublin by exploring the reasons that migrant employees have for attempting to leave their job.

I would like to invite you to participate in this study, but first I would like to mention that I will start the research and we will arrange the interviews once you have given your written consent. The interview will take about 25-40 minutes and all information shared will be kept confidential and secure. Also, the information collected will be subject to analysis for this study. It is important to mention that the interviewee may decline the invitation or stop the interview if that wishes to do so, without any consequences for the interviewee. The results will be analyzed and reported in written form as part of the thesis in the corresponding chapter.

Therefore, I request written permission to conduct my research and to use the information collected in the interview for academic purposes.

Please let me know if you require any further information.

Yours sincerely,

Jesica Perez
+353 083 386 4046
x23182806@student.ncirl.ie

APPENDIX B - Consent to take part in research

Project title

- I..... voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves being interviewed in order to share my experience of working in the restaurant sector in Dublin to identify the factors that influence my decision to stay or leave my job.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my interview may be quoted in a dissertation.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in by the researcher's protected storage until December 2024 when the exam board confirms the results of their dissertation.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for five years starting from the date of the examination board.
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

Signature of research participant ----- Date -----

Signature of participant ----- Date -----

Signature of researcher

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

Signature of researcher ----- Date -----

APPENDIX C - Interview Questions

Personal information

Nationality:

Occupation:

Work experience in Ireland (Years):

Questions

1. Describe your tasks and responsibilities at work.
 - According to that... Would you like to grow within the organisation?
 - How this can affect your decision to stay or to leave your job
2. How is the work environment, do you have a good relationship with your peers and superiors?
 - How this can affect your decision to stay or to leave your job
3. How likely are you to undertake extra duties which are not part of your position to improve the organisation performance?
 - How this can affect your decision to stay or to leave your job
4. What feelings do you have towards your job? Positive / Negative
 - Do your feelings influence your satisfaction at work?
 - How this can affect your decision to stay or to leave your job
5. Which factors could improve your motivation at work?
 - How this can affect your decision to stay or to leave your job
6. What is more important to you, bonuses, compensation and recognition from the organisation or demonstrating competence, autonomy and learning on your own?
 - How this can affect your decision to stay or to leave your job
7. How do you feel that your ideals, values and visions are compatible with your superiors and the organisation?
 - How this can affect your decision to stay or to leave your job
8. Do you feel supported by your superiors?
 - How this can affect your decision to stay or to leave your job
9. How often do you receive positive feedback from your supervisors? Do you feel valued?
 - How this can affect your decision to stay or to leave your job

10. Do you think that your superior leads the team in the same way?
-How this can affect your decision to stay or to leave your job
11. How likely are you to recommend this restaurant as a good place to work to other migrants?
-Do you feel engaged to the organization?
-How this can affect your decision to stay or to leave your job
12. Do you see yourself working in your current job in the next 6 months?
13. What would the organisation have to improve or change for you to consider staying longer?