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Applied Project
Submission

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Abstract

The main objective of this research is to try to understand which factors contribute to the High Staff Turnover in the food and beverage industry in Dublin/Ireland. In this way, at the end of this research, there will be recommendations for companies in this industry, which aim to help reduce staff turnover in pubs and restaurants. As the research took place using the qualitative methodology, therefore, it was possible to identify in the interviews what has been causing this turnover. The interviewees mentioned important points such as: aggressive culture, managers who do not motivate, the non-existence and/or inexpressiveness of the Human Resources department, the expectations they have with the company, and communication, which has been mostly inefficient. Therefore, these factors impact and/or impacted the interviewees' decision to stay in the company or not. With the help of the Literature Review, it was possible to triangulate the information and obtain more concise and effective conclusions. Which made it possible to recommend some points, mainly regarding Communication and the role of the Human Resources department.

Table of Contents

Summary

Abstract 2
1. Introduction 4
1.1. Background of Research 4
1.2. Rationale for the Study 4
1.3. Statement of the Research Objective 5
1.4. Information Gathering and Data Collection 5
1.5. Expected Outcomes of the Study 5
1.6. Chapter by Chapter Overview 6
2. Literature Review 7
2.1. Motivation 7
2.2. Communication 9
2.3. The Employee Role 12
2.4. Aspects of Management Leadership 13
2.5. Cultural elements and Aspects of Human Resources 14
3. Methodology 16
3.1. Theorical Paradigm / Philosophy Employed 16
3.2. Justification for the Adoption of the Method 16
3.3. An outline of Sampling Technique and Sample Size 17
3.4. Explanation of what analysis Method Employed 17
4. Empirical Findings 17
5. Analysis and Discussion of Findings 20
i. Motivation 20
ii. Communication 21
iii. Employee Role 23
iv. Aspects of Management Leadership 25
v. Cultural Elements and Aspects of Human Resources 27
6. Conclusion, Limitations, Recommendations 29
Bibliography 32
Appendix 35

1. Introduction

The proposal for this dissertation is to analyse what are the causes and consequences of staff turnover in food and beverage service in Dublin/Ireland. Therefore, knowing these reasons and better understanding the employee, and how good management can influence the time that the employee remains in the company. Thus, the intention of this research is to show how these factors can influence the high level of employee turnover, that is, to see closely the day-to-day of employees, understand what motivates them to leave the company.

1.1. Background of Research

It is no secret that working in bars and restaurants can be one of the most stressful jobs (Ramsden, 2016). Dublin being a city known for its pubs, receives many tourists weekly in search of the perfect pints. The city's pubs and restaurants play an important role in the daily life of the Irish capital (Bradshaw, 2019).

A fundamental part of this core are the employees who work in the food and beverage sector in the city. And it is noted that this sector has high turnover rates, which can be related to stressful work, or inefficient management, among other factors. For a company, having a high turnover rate directly impacts its goals, as staff turnover means training costs, time spent, low productivity, etc. (Markovich, 2019)

Therefore, understanding the complexity of the subject means understanding what motivates the employee; what is the importance of the employee's role in the company; how essential communication is to promote an efficient environment; how the structure and culture of this sector plays an important role in terms of staff turnover; and how good management can reduce staff turnover rates. These points will be discussed at length on this study.

1.2. Rationale for the Study

The purpose of this study is to identify the causes for the high turnover in this industry, taking into account aspects such as motivation, communication, the role of the manager in the

company, the role of the employee in the company, discuss about industry culture and the importance of Human Resources for companies.

1.3. Statement of the Research Objective

- Understand why there is a high rate of Staff Turnover in this industry.
- Understanding how communication could be a channel to minimize this factor.
- Explain the importance to the employee, knowing their role in the company, and what is expected of them.
- Show the importance of the manager's role to keep the employee in the company, whether with motivation, communication, and leadership.
- And discuss the importance for the company and employees, of having a good Culture and how Human Resources department plays an important role on this.

1.4. Information Gathering and Data Collection

The research used a mix of theories, literary articles, and qualitative research, to obtain the results of this dissertation.

1.5. Expected Outcomes of the Study

To understand the reasons why this industry has a High Staff Turnover. Making companies in this industry, and employees, such as managers and supervisors, understand how important communication is in the company's day to day, and how this can be a crucial factor in keeping the employee. Show how the Human Resources department plays an important role, in relation to communication and development of strategies, to understand and solve the demands of employees. Consequently, help employees to work in an environment in which they are motivated and fulfilled.

1.6. Chapter by Chapter Overview

In the next chapters, the Literary Review, Methodology, Empirical Findings, Analysis and Discussion of Findings and Conclusion, Limitations and Recommendations will be discussed.

On the **Literary Review Chapter**, five themes will be discussed, they are:
Motivation: on this theme, it is possible to see five theories related to motivation and how it influences the company's day-to-day.
Communication: will be discussed, how communication can be effective, the necessary steps for an efficient communication and how communication has a fundamental role to keep employees.
Employee Role: This theme revolves around the expectations of employees and the company in general around the work to be done.
Aspects of Management Leadership: companies that have managers with leadership characteristics are differentiated companies. And how manager's role can be essential for the company, to avoid staff turnover.
Cultural Elements and Aspects of Human Resources: The culture of a company says a lot about the environment in which the employees find themselves. In this way, the Human Resources department plays an important role within the company in seeking to understand this environment, and to see what the demands of employees are, so that they feel more motivated.

On the **Methodology Chapter**, the research method used to carry out this research will be discussed. In other words, what type of research was used, whether a questionnaire was used or not, what was the sample used and what the positions of the interviewees within the company. It will also be discussed in this chapter how the analysis of the results will be carried out, in order to reach the desired conclusions.

On the **Empirical Findings Chapter**, will be showing the answers extracted from the interviews, and this chapter will give an overview of what will be discussed in the next chapter.

On **Analysis and Discussion of Findings Chapter**, a triangulation will be made between the

Literary Review and the responses of the interviewees, thus, there will be an analysis of this triangulation, so that in the **Conclusion**, some **Recommendations** can be found that aim to try to guide companies, to reduce staff turnover in this industry.

2. Literature Review

2.1. Motivation

Motivation is a topic that has been studied by several theorists and psychologists over the years, especially with regard to motivation at work.

Herzberg's Two Factor Motivation-Hygiene Theory (Herzberg, 1959) defends that motivation in an organization has two important factors, motivation factors and hygiene factors.

The motivation factors, which are the feeling of recognition of the work done or that the career is progressing, for example, are responsible for the worker to try to work harder, to commit more, and consequently, to feel more satisfied. On the other hand, hygiene factors are factors that cause demotivation and lack of job satisfaction. Therefore, these factors are related to an unsatisfactory salary, lack of benefits, a bad relationship between the employee with co-workers and management. (Herzberg, 1959 as cited in (Pardee, 1990, pp. 7-12))

One of the most famous theorists about motivation is Abraham Maslow (Maslow, 1943) who proposed the Theory of Human Motivation. On his theory, Maslow defends that human needs are hierarchical, that is, the most basic needs are fulfilled before the needs of higher levels, in the Pyramid of Needs, which has five levels (as shown in Figure 1 below). Which means that as the individual satisfies his/her basic needs, that individual can go up in the pyramid. (Maslow, 1943 as cited in (Wahba & Bridwell, 1976, pp. 213-215))

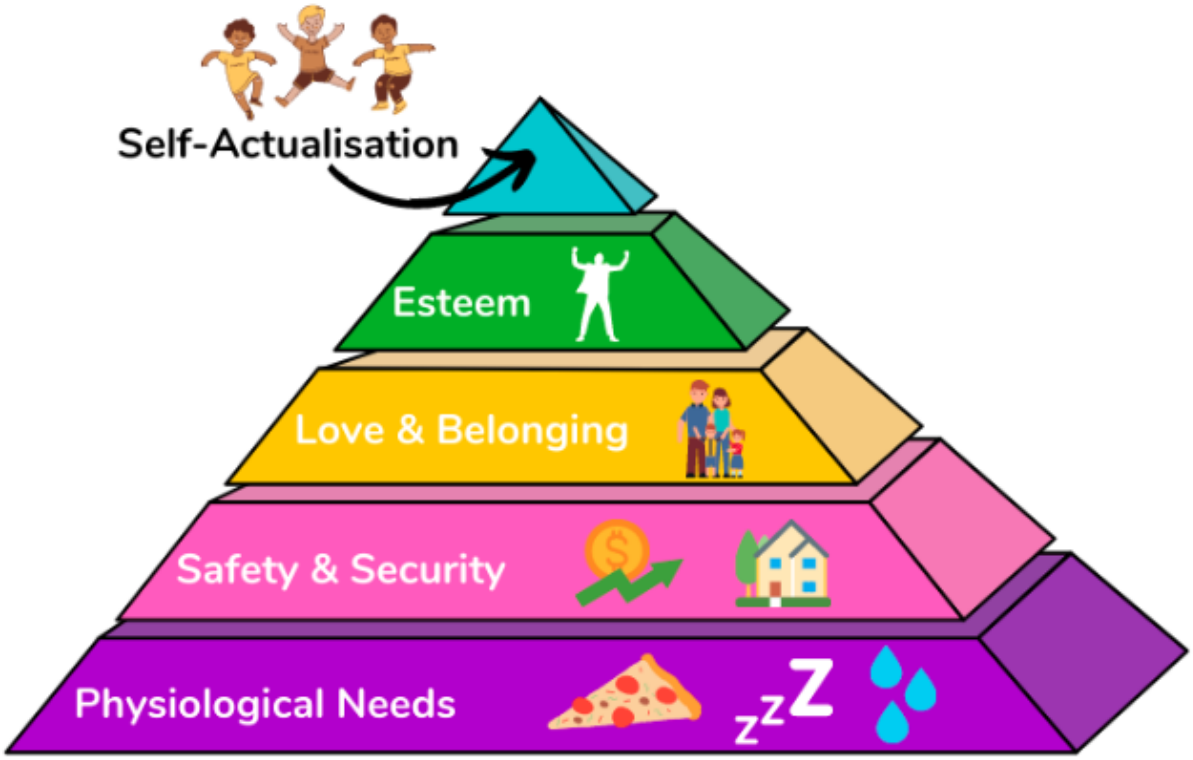


Image 1: Maslow's Pyramid of Needs. Source: Made by the author on Canvas.

Financial motivation theorists such as Spitzer, believe that reward is one of the best ways to try to ensure employee motivation, but warns that reward must be fair, and given for the right reasons. (Spitzer, 1995).

In the Expectancy Theory of Motivation proposed by Vroom, there are 3 points that can be considered the motivating factors of an employee. The first point is related to expectation, which is closely related to what the person believes, for example, if the employee believes that high levels of effort will be rewarded, then that employee's efficiency increases, motivated by the idea of reward. The second point is related to instrumentality, relating level of performance to the reward received, and to what extent this is beneficial. And the third point is valence, how much employee performance is worth and what kinds of rewards an employee expects. (Vroom, 1964)

Achievement at work, therefore, reaching a predetermined goal and aiming higher; Affiliation, that is, having a social circle, obtaining pleasant relationships; and Power, which is linked to influencing people; are factors that also influence the day-to-day of the employee,

and these three needs were presented by David McClelland, in your publication, The Achievement of Society. (McClelland, 1961)

Another point that can be observed is that the incentive motivates individuals, based on the theory of Behaviourism, and from these principles arises The Reinforcement Theory of Motivation (B.F Skinner, 1973). The American psychologist states that an individual will repeat his/her attitudes, that is, his/her behaviour that led him to positive consequences, in this way the individual will avoid behaviour that had negative effects as consequences. (Skinner, 1973 as cited in (Krishnan & Gordan, 2014))

2.2. Communication

Communication aims to share information to obtain a common understanding. Communication becomes a very important role for management, as it means interpreting messages and actions, which will be conveyed clearly, helping people to work together. (Boddy, 2017)

This ability to interact and communicate effectively with others was described as social intelligence by Edward Thorndike (1920), for Daniel Goleman (2007). Social intelligence is a sum of special abilities, like how we act, our body language, the way we listen to the people, the way we can read people, and our response to some stimuli; and social awareness, which is what we feel about others, and can influence our communication response and behaviours. (Thorndike, 1920, Goleman (2007) as cited in (Buchanan & Huczynski, 2017))

As described by (Robbins & Coulter, 2021) effective communication is a skill that needs to be mastered by a manager who wants to be effective. For everything that involves the manager's work needs effective communication. This work involves passing on information and feedback, as well as knowing how to listen and get information that adds to the company's work process.

“Managing employee performance requires ongoing contact with each employee, regular

feedback, and whatever coaching, counselling, and training are necessary to bring an employee back on track when a problem appears".(McConnell, 2004, p. 273)

Communication and feedback, are important for professionals to know how they are working, therefore related to the next theme, which is to understand the role in the company, communication performs a job of realigning expectations with the objectives of the company and consequently of the worker. Giving the employees the possibility to see where their can improve, is keeping them on the right track to achieve the company's success. (Souza, 2021)

"The majority of managers within [the business] consider themselves to be effective communicators. Staff have a different perspective, and a recent staff survey rated communications as being very poor, with information being top down, no form of two-way communications and managers only hearing what they want to hear". (Boddy, 2017, p. 509)

It is understood that communication needs to be a two-way street, so that you can see all sides, which helps to see the organization as a whole. Bilateral communication enters the question of expectations, is to understand that there are expectations on both sides.

Efficient communication can be essential to have a good working environment. If communication does not occur in a clear way, some misunderstandings can occur, which consequently can trigger feelings of frustration, confusion, or even anger. (Mullins & Christy, 2005)

According to (Fielding, 2006) most organizations consider communication to be effective, playing an important role in the company's survival. Without communication, especially in terms of effective communication, a company would not exist.

Internal communication, such as company procedures and policies, are also important to convey to the employee what is expected of him and what behaviour must be taken within the company. Being the role of HR and management in general, transmit this information. (Deslle r, 2013, p. 115)

Assuming that communication must be between two or more individuals, it is understood that communication becomes effective when the desired result/response is received. When talking about the communication loop, it is clear that there is a person who sends the communication/message (sender) and a person who receives the communication/message (receiver), as can be seen in the image below:

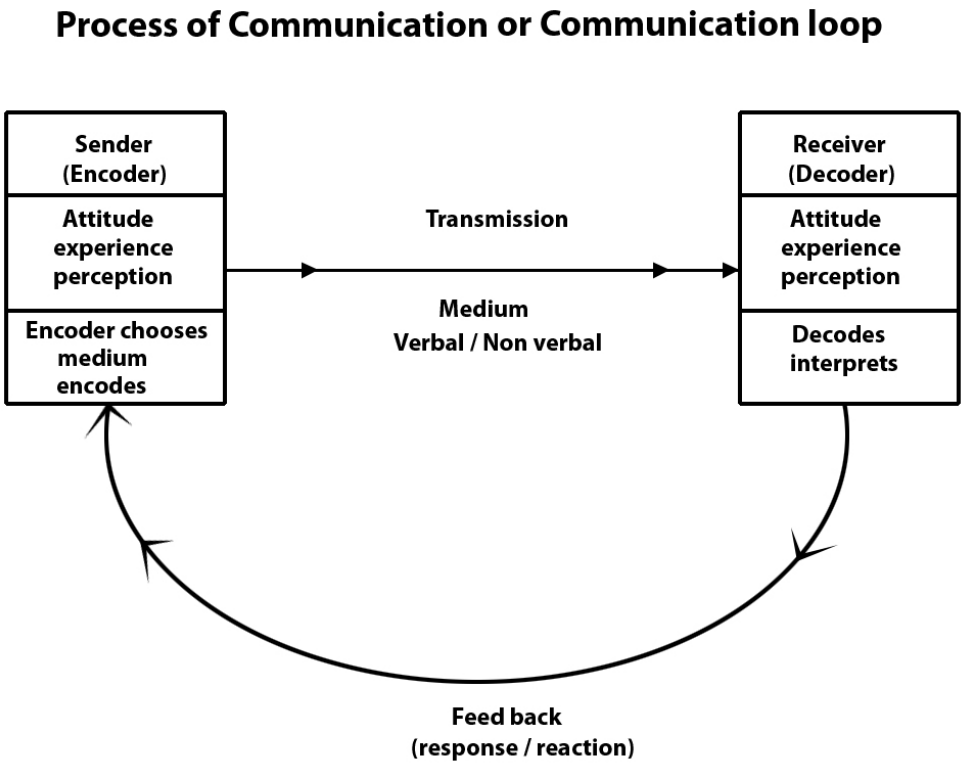


Image 1: Communication Loop. Source: Communication Theory[1]

The process is, the sender or encoder transmits a message, and the receiver, decodes this message. The result of this process, as can be seen in the image, is the feedback. Remembering that communication can also be related to the context of individuals, such as culture, background, and mentality of each one; and the environment in which individuals are conditioned.[2]

[1] Information can be found on the website: Communication loop / The process of communication (communicationtheory.org)
[2] Information can be found on the website: Communication loop / The process of communication (communicationtheory.org)

2.3. The Employee Role

For employees to understand what are their role in the company is, and what the company expects of them, it can help direct their work and align it so that it achieves the company's goals. An employee who works completely freely may not obtain satisfactory results, since there is nothing to guide him/her in what should be done. But it is also important for the worker to have self-management skills, thus the employee may be able to make decisions alone. Searching for a work environment that allows the employee to be managed by another, or presents self-management characteristics, that is, making this environment hybrid, can be vital for the success of the business.

"For each task to be done, an employee needs to know what output is expected, how this output will be measured, and what standards are applied in assessing the output" (McConnell, 2004, p. 273).

Daniel (2003) explains that clear expectations, both from employees to managers, and from manager to employees, need to be communicated. According to her, employees need to know what to expect from their managers, and what their managers expect of them. These factors are essential to reduce stress and increase concentration on work itself. (Daniel, 2003)

The job of each employee is to assist in carrying out the team's activities, actively participating in team decisions, training, and using property and judgment to contribute to productivity and work development. In this way, the team knowing what is expected of them, and the employee knowing the tasks he/her needs to do to achieve the team's goals and consequently the company's goals, are important factors for understanding the employee's role in the company. (Davis & Wacker, 1987 as cited in (Parker, et al., 1997)

As discussed by (Audenaert, et al., 2017) when the expected contributions are congruent, that is, the expectations of the employees with the managers and vice versa are satisfactory, the employees are more satisfied with their work.

Also stated by (Eisenberger, et al., 1986) The commitment of employees to the organization

is greatly influenced by what the employee perceives to be the organization's commitment to them.

According to Porter and Steers, companies place low expectations on new employees (Porter & Steers, 1973). This factor can become a problem later on, as expectations tend to rise, and the employee may not be prepared for it. For this reason, defining the role of the employee is important for the employee to see what the company expects of him/her. In addition, whenever necessary, management can talk to the employee and realign the expectations that the company has been expecting from him/her. Such conversations tend to avoid dissatisfaction on both sides, and this relationship becomes clearer and consequently more accurate and efficient.

2.4. Aspects of Management Leadership

Leadership has the role of inspiring and encouraging the team and the individual employees. Making the team and each member of this team try to give their best, to deliver the best results, contributing to the company's goals, pointing the right path, and making all employees get there. (Morden, 2007)

“All managers are by definition leaders in that they can only do what they have to do with the support of their team, who must be inspired or persuaded to follow them.” (Morden, 2007, p. 332)

One of the roles of a good leader is to increase "*important workforce factors such as employee engagement, loyalty, and retention*" (Book, et al., 2019).

For this reason, organizations that have leaders who present a *“style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected”* (Pieterse, et al., 2010)

A good leader can generate positive emotions that will be experienced by their employees.

These emotions can help in the company's creative process, for example, as they motivate and stimulate employees to seek a certain level of excellence, promoting the search for good performance, allowing employees to broaden their horizons. In this way, a good performance helps employees to better understand their role in the company and seek within the company to feed their own goals and personal aspirations, promoting their own development and the development of the entire organization. (Roberts, 2007)

As stated by (Long, et al., 2012), *"some studies have generally shown that transformational leadership is the key factor in reducing and mitigating turnover intentions"* (Long, et al., 2012, p. 576). Transformational leadership is understood to mean a leader who has characteristics such as being able to stimulate, transform and inspire his/her employees. (Long, et al., 2012).

Therefore, what these theorists claim is that having a good leader and/or manager is a good start to reduce high staff turnover rates, as these leaders are capable of promoting a pleasant, creative, inspiring and stimulating work environment. With globalization and these new generations, managers need to seek to become good leaders, seek to always develop and be inspiring.

2.5. Cultural elements and Aspects of Human Resources

As stated by (Kotter & Heskett, 1992) also stated by (Marcoulides & Heck, 1993) shared values or Culture within the organization can be closely linked and related to increased performance.

Thus, these studies found a relationship between organizational cultures and the performance of the company as a whole, and success indicators, that is, sales volume, stock prices and market share, may be related to a culture and values well developed.

Having a well-designed culture allows the employee to identify more with the company, as the employee enters knowing, objectives, mission, values, and such factors may be related to

the employee's experience and what he seeks within a company.

“Perceived organizational support is assumed to increase the employee's affective attachment to the organization and his/her expectancy that greater effort toward meeting organizational goals will be rewarded”. (Eisenberger, et al., 1986)

Particularly regarding the stressful environment that pub and restaurant employees in Dublin are, an organization's affective culture shapes the way emotions are experienced and expressed and thus plays a role many times, important during processes of culture change, for example, or any other aspect with significant weight in organizational life. (Smollan & Sayers, 2009)

“Organizational structure and organizational culture impact each other, and that there is a causal relationship due to which the agreement of the two components of organization leads to better performance” (Janićijević, 2013, p. 35).

A department in the structure of the company, which plays a crucial role in the well-being of employees, is Human Resources. This department is responsible for hiring, training, guiding, motivating, retaining employees, among other roles. In the case of the last point mentioned, which is to retain employees, HR works to engage the employee, and in case of high turnover, it is necessary to understand why this has been happening in the company and the reasons behind it. A high level of turnover can be costly for the company, which has already spent money, in the process of hiring and training the employee. (Torrington, 2017)

Engaged employees are a good deal less likely to resign and seek alternative employment than disengaged employees […] the types of HR intervention, are commonly associated with high levels of engagement and low levels of unwanted turnover. (Torrington, 2017, p. 267)

Creating a sense of purpose within the company, understanding that every company has a mission, becomes one of the ways to keep the employee motivated, and this is a role of the HR department. (Jesuthasan, 2019)

“The role of managers in talent management is to exercise empowering leadership and deploy competencies related to coaching, mentoring and feedback.” (Pilbeam & Corbridge, 2010, p. 8)

Therefore, all the topics discussed so far are premised on showing the importance of the employee's well-being so that he or she chooses to remain and grow in the company. Motivation, communication, a good leader, a well-determined structure and HR focused on understanding the demands of employees, are extremely important to minimize turnover in the company.

3. Methodology

3.1. Theorical Paradigm / Philosophy Employed

This research will be conducted, with an approach based on constructivism. Therefore, it will be qualitative research, understanding the reality of each individual, understanding that the result of this research will take into account the multiple realities of the interviewees. (Neimeyer & Levitt, 2001)
Thus, a questionnaire will be made to obtain as much qualitative information as possible, which will help in the discoveries and findings within each theme.

3.2. Justification for the Adoption of the Method

As it is a research, using qualitative methods, in this way, a questionnaire with 15 questions will be used, which are related to motivation, company structure, career, hiring process, employees' opinion about their managers, the research seeks to understand what are the employee's tasks within the company, if the employee can see the company's departments, and what is the role of HR in the interviewee's day-to-day work. This method was chosen because it aims to understand the employee's view of the company and how it affects their decision to stay or not in the company.

3.3. An outline of Sampling Technique and Sample Size

The qualitative research method will be done using Convenience sampling, that is, a sample will be accessed that allows the study easy access to the interviewees and their opinions and views regarding the proposed themes. Interviewees were chosen within the central perimeter of the Dublin area. Everyone works on the south side of the city.

The sample has six respondents, five women and one men, who work in different positions within the industry.

Therefore, there are two wait staff, a bar supervisor, a bar staff, a grill chef, and a kitchen porter. The survey aims to talk to people from different positions, and different restaurants, to diversify the answers, trying to get positive and negative views about the work and the industry itself.

3.4. Explanation of what analysis Method Employed

The current research will use the explanatory method, that is, from the qualitative research, an analysis of data and results will be made, to understand why there is a high turnover rate in this industry. Therefore, it can be said that it is a method that aims to explain the causes and effects of high turnover, seeking to understand the factors that lead to this end, in order to understand the causes, study them in order to minimize them.

4. Empirical Findings

As mentioned earlier, this research is using a qualitative method to understand the causes of high turnover in the Food and Beverage industry in Dublin. In this way, a questionnaire with 15 questions was used to interview workers in this industry. And the answers can be summarized below:

1. **Describe what motivates you to work in this industry?**

- 4/6 answered that Money motivates them
- 1/6 answered that contact with people motivates her
- 1/6 answered she needed a job

2. **How would you describe the work environment you are in?**

- 5/6 used these words to describe the environment: exhausted, toxic, stressful, weird, afraid, busy, and overwhelming.
- 1/6 answered that it is a group with very hard-work people, trying to achieve the company's daily goals
- Most exemplified that co-workers were mostly nice people, others not so much, but overall, the interviewees like/liked to work with their co-workers.

3. **Managing people in general means helping with work, being able to motivate, organize and manage tasks. How do you see your manager in the context of the previous sentence?**

- 3/6 used these words, motivating, respectful, helpful, supportive, and enthusiastic
- 4/6 used these words, difficult to work with; not good in motivating staff; is like feeling, there is no manager in the place in that day, no support at all; I do not think he was motivating people.
- Some interviewees have more than one manager, and in their responses, they describe both managers.

4. **How is the communication between you and your manager? Do you think it is good communication?**

- 4/6 said not good communication
- 2/6 said that there is good communication between them and their managers

5. **Explain your role and tasks in the company? How is your day-to-day at work?**

- 3/6 explained the role well
- 3/6 were a little overwhelmed because they do lots of things in the pub/restaurant

6. **Have you ever found yourself not knowing exactly what is expected of you? Explain what that experience was like.**

- 2/6 said no
- 1/6 said sometimes she does not really know what the employer expects from her
- 1/6 said not hugely, but he did find himself in situations overwhelming
- 1/6 said sometimes she gets confused in what they are expecting from her
- 1/6 said maybe, describing the place she worked as a huge mess, not well organized

7. **Have you ever felt unmotivated at work? How and why did this happen?**

- 6/6 said yes. Because of repetitive tasks, or because of previous manager, or because the work is stressful and tiring, or because does not see enjoyment in interaction with customers, either because the interviewee did not think that there was equal treatment among the employees, or because the interviewee did not want that job as a career.

8. **How was your hiring process?**

- 3/6 dropped the CV and got the interview with the staff manager
- 3/6 a friend helped them get the job

9. **Does the company's HR have an important role in the day-to-day of the company? Could you describe how?**

- 3/6 said they do not have contact with the HR department
- 3/6 said there is not a HR department

10. **How would you like your work to be recognized within the company?**

- 6/6 used these words, compensation, better salary, being promoted, being acknowledge vocally, treated equally, pointing the good things.

11. **Exemplify what are the departments of your company? Can you easily identify them?**

- 5/6 did not answered the question properly because they cannot really identify the departments, they said things like, managers supervisors, and staff.
- 1/6 could not describe it

12. **Have you had your work recognized in this industry? How was that and how did you feel?**

- 1/6 said yes
- 5/6 said no

13. **Have you ever felt that your work is not being recognized the way you would like? Exemplify.**

- 1/6 said no my manager appreciates my work
- 5/6 said yes, they used these words, one of the interviewees used the following words "they only think about themselves"

14. **Do you see yourself having a career in this industry? Do you believe there is opportunity for growth in the company? Explain why?**

- 6/6 said no, they used these words, "looking forward to live this industry", "this industry does not compensate well", "I have other plans for my life", "I do not think they give space to grow".

15. **Did you received any guidelines, procedures, or contract to guide you and your behaviour in the company?**

- 2/6 said yes. One got a flyer with the general information, with guidelines, another one got a training. Both of them did not receive a contract.
- 4/6 did not received anything

5. Analysis and Discussion of Findings

i. Motivation

Analysing the interviewees answers, it is evident that the hygiene factors - According to Herzberg's two factor Motivation-Hygiene Theory (1959) - are more present in this industry, the interviewees do not feel like, they are getting good salaries, some of them have bad

relationship with their managers, and this causes demotivation and lack of job satisfaction.

Related to the needs, proposed by Maslow Pyramid of Needs (1943), when the interviewee says *"I need to pay my rent"* is related to safety and security, the second stage of the pyramid. Therefore, the security of having a job, that guarantees the security of having a house.

According to Vroom (1964) there are 3 points for motivation, the first one is expectation, if the employee believes that high levels of effort will be rewarded, then that employee's efficiency can increase, motivated by this idea. The second point is related to instrumentality, relating level of performance to reward received, and to what extend this is beneficial. Therefore, when the interviewee (see the full interview on appendix) says, *"the more you contribute, the more you impact the kind of functioning of the place, the more you should be compensated"*. The interviewee is talking about this instrumentality, and his expectations of having his work recognized in a proper way. And the third point is valence, how much an employee performance is worth and what kind of rewards and employee expects. The interviewees think they work hard, and they would like to get a better salary. And in many answers the interviewees described this situation and their desire to get, better salaries and recognition.

In the case of The Reinforcement Theory of Motivation (1973), it explains that the individual will repeat the behaviour if it has positive consequences and will stop certain behaviours if that behaviour has negative consequences. When the interviewee says, *"my manager always appreciates the work I have done"*, it can be related to positive emotions, thus the employee it is being motivating in a way, therefore the employee will be trying to do his/her best to achieve company goals.

ii. Communication

The ability to interact and communicate effectively with others was described as social intelligence by Edward Thorndike (1920). When the interviewee says, *"a good communication, nothing to complain"*, both of them, employee and manager, are being social intelligent, communicating effectively.

For Daniel Goleman (2007), this social intelligence is a sum of special abilities, that is the way we listen and read people, and our response to some stimuli. When the interviewee says, *"he always listens to me when I ask about something, and I try to do what he asks me for",* we can see the communication working in a two-way-street, and how the fact he listens to her, increase her effort to do what he asks for.

As described by Robbins and Coulter (2021), effective communication is a skill that needs to be mastered by a manager who wants to be effective. Mulligans and Cristy (2005) said *"efficient communication can be essential to have a good work environment".*

If communication does not occur in a clear way, some misunderstandings can occur, which consequently can trigger feelings of frustration, confusion and even anger. What can be seen on the next sentences said by 2 of the interviewees, *"Not all good communication"; "Sometimes were very clear that they were giving out to you … and it is not exactly the most kind of constructive way to communicate sometimes".*

It can be understood from this that communication is not being efficient and may be one of the factors for the work environment not being a good work environment.

In the case of the Communication Loop, an individual sends the message or code, and the receiver decodes this message. This communication takes into account external and internal factors of each individual, as well as culture and background. The outcome is the feedback. When the response expected is received, then it can be said that the communication was efficient.

When the interviewee says, *"at that point I did not speak English so much, I kind of communicated a bit, but he was not doing the effort, so the communication was nothing. Was no communication at all."*

It can be seen that there is a cultural factor, making good communication impossible. But it is also seen that the manager did not make an effort to communicate and help the employee.

This prevents efficient communication from taking place.

When another interviewee says:

"With one of the managers, the communication was good, he was very supportive, very allowing us to solve the issues, the way we thought it was best. It was the kind of communication, like easy to communicate, if any issue happen with a customer, and we tell him what happened, he would be aware of it, know what it is, he would manage well with the customer as well, as he should, but he would understand as well our side or something, the other one again, would be like, he is just not there at all."

In this case, there are two different types of receivers, with one of the managers the communication is more efficient, since he tries to understand the facts not only in order to help the customers, but also understands the employee, so he solves the problem, in a way that provide a good service to the customer, and seek to understand the employee as well, showing support, compassion. The other one did not seem to care about these factors, she could not count on him, because there was no communication, as she describes, it seems it was non-existent.

iii. Employee Role

The job of each employee, as stated by Davis & Wacker, (1987) as cited by Parker et al. (1997), is to assist in carrying out the teams' activities, actively participating in team decisions, training, and using property and judgement to contribute to productivity and the work development.

All the employees interviewed seem to know what tasks they have to do in the day-to-day of the company. But they do not seem to understand what the company expects from them, and this shows the importance of communication within an organization. Communication needs to be clear and effective, so that there is an understanding of both parties. As discussed previously on Communication Chapter, according to (Fielding, 2006) most organizations consider communication to be effective, playing an important role in the company's survival.

Without communication, especially in terms of effective communication, a company would not exist.

As proposed by Audenaert, et al. (2017), when the expected contributions are congruent, that is, expectations of employees with managers and vice-versa are satisfactory, the employees are more satisfied with the work. When the interviewee says:

"Payment could be one thing, but not only payment, it is not about the payment, I think it is more about the fact that we were not being treated equally […] I saw a lot of people working a lot and they would still not be being recognized".

Employee expectations are the things that employees expect from an organisation, and they are usually the basis for employee satisfaction. Employee expectations are the assumptions, anticipations, and behaviour that employees expect their employers to take. This greatly affects employee satisfaction. Because when an employee receives what they expect from their employer, they usually feel more valued.

When the interviewee says, *"Sometimes I do not know what my employer expects from me, but if there is any misunderstanding, I ask him to explain my tasks and then he does it",* this can be related to poor communication, and in this way the employee does not understand what is expected of him or her. Causing some confusion, which, if not clarify, can end up leading to employee and management frustration.

"For each task to be done, an employee needs to know what output is expected, how this output will be measured, and what standards are applied in assessing the output" (McConnell, 2004). When the interviewee says:
"There was a lot of instances where you find yourself in situations, where you feel like you have lots of things that you need to attend to, kind of simultaneously … I think you just end up picking one thing to do at the time".

Sometimes the employee can work very freely, not having a close management or control, which in a way can be considered good, since the employee is self-managing, being able to

produce and deliver results autonomously. But in the case described by the interviewee this freedom could be a problem and may be impacting employee's efficiency. Or as the interviewee related, he could be so overwhelmed, that he needs to choose among the many activities, which one would be the next, that can be leading in a poor performance, causing employee's anger or frustration. Companies need to analyse these episodes and seek a hybrid management, in which the employee has some autonomy and decision-making power in their activities, but efficient management is also important to guide the employee in the company's day-to-day, therefore, the company can choose a hybrid model, combining these two factors, aiming to achieve the company's objectives, consequently the company's success.

When asked if they received any kind of leaflet, guidelines, procedures, or the contract itself, most of them said that they did not receive anything to guide their activities or their work. Therefore, reinforcing what Porter and Steers (1973) said about lower expectations on new employees. And this can be a problem later, since it was not shown to the employees, from the beginning what the company expects from them, and if in the future the company covers a different attitude or greater results from the employee, this ends up becoming something frustrating for the employee, who may not understand why he/she is being asked to meet certain requirements that were not previously requested.

iv. Aspects of Management Leadership

As stated by Morden (2007), leadership has the role of inspiring and encouraging the team and the individual employees. This is illustrated by comments from two interviewees:

"My actual manager is really motivating, and enthusiastic. He cares about staff and manage tasks properly."
"My manager organises all of the tasks and in the meantime, he is also very kind, respectful and helpful."

Hence, inspiring managers moves the team, so much so, that these two interviewees are the ones who have the most positive things to say about their job. This type of manager makes the team respect him/her; thus, the team is following the leader to develop the work and

achieve company's goals.

"Style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected" (Pieterse, et al., 2010).

When the three interviewees say:
"I had mostly, two managers, neither of them was really the best in motivated anyone".
"He is not a motivating person, for me was the opposite, he was checking the cameras, point people in a bad way, instead of saying to people: you are doing great. I do not think he was motivating people; he was completely the opposite".
"It is like feeling, there is no manager in the place […] no support at all".

Managers who are not motivating and inspiring, do not have followers, can cause employee aversion, and can be the one of the reasons the employee leaves the company.

One of the roles of a good leader is to increase "*important workforce factors such as employee engagement, loyalty, and retention*" (Book, et al., 2019). When the two interviewees say:

"They can both be a bit difficult to work with sometimes, I think that is one of the reasons that the establishment that I worked in, had a bit of trouble in retaining the staff, there is a very high turnover way, a lot of people were just coming and go".
"I had people yelling at me, because of nothing".

Managers who do not respect their employees, do not listen to them, do not communicate clearly and effectively, or are often rude, can lose their employees, because basically, they are not inspiring people. They can be excellent professionals and do their job well, but also, they can be a problem for the company, as them cannot keep their employees.

v. Cultural Elements and Aspects of Human Resources

Stated by Kotter & Heskett (1992) also stated by Marcoulides & Heck (1993) shared values or Culture within the organization can be closely linked and related to increased performance.

"Perceived organizational support is assumed to increase the employee's affective attachment to the organization". (Eisenberger, et al., 1986)

When the two interviewees describe the environment as:
"Exhausted and toxic".
"Occasionally it is pub that will get busy and when it is, is stressful or it can even be toxic sometimes".

Describes the company culture in a bad way, using words as toxic, stressful. Therefore, it is already understood that the interviewees have been suffering in their day-to-day at work, thus, this situation could be affecting their efficiency at work.

Having a well-designed culture allows the employee to identify more with the company, knowing company's objectives, mission, vision, values, these such factors may be related to interviewees experience and what he/she seeks within a company.

As stated for Pilbeam and Corbridge (2010), *"the role of managers in talent management is to exercise empowering leadership and deploy competencies related to coaching, mentoring and feedback."* When the three interviewees say:

"I had my interview with my manager, I had to answer his questions".
"I walked into the pub, and asked one of the managers, and yeah, is there a job going, and he was like, yes, come in next Monday, or something like that".
"I talked to him (manager), he asked me what was my experience before working in restaurants […]and he asked how much I was expecting, so I asked a little bit more than the minimum […] he told me I would start with the minimum, and after few months it would change […] There were a lot of misinformation, because even after 3 months, no, I never got

any change in my salary, or even a talk for payment or whatever like this".

What can be seen from these statements, it is that there was no selection process led by the HR department. In these three cases, the manager (of the restaurant, therefore floor staff manager) was responsible for hiring the employees. What can often cause a lack of guidance, the employee may not know what is expected of him/her, what are the work tasks, how is the salary, payment of bank holidays, among other situations. And this lack of information, can cause feelings, like confusion, demotivation, frustration, etc.

As Torrington (2017) said, *"engaged employees are a good deal less likely to resign and seek alternative employment than disengaged employees […] the types of HR intervention, are commonly associated with high levels of engagement and low levels of unwanted turnover."*

Most of the employees interviewed cannot identify a Human Resources department in the companies, many have no contact with anyone from HR, others believe that this department does not exist in the company, so they think, the question asked does not apply to their case. As can be seen in the sentences below, said by the interviewees:

"I do not have any contact with HR department".
"I do not think this question applies in the setting of a pub or restaurant, to start with, there is not really a HR department in establishments like that. In the pub I worked in, the manager, who kind of do most of the hiring".
"I do not know anybody in the HR at all […] I do not think I had any contact with HR, marketing, just managers, supervisors, and people working in the kitchen in general […] My payroll, I always got from an HR email, that did not even have a name, it is not connecting to a person".
"I do not even know if it was an HR in that company".

A department in the structure of the company, which plays a crucial role in the well-being of employees, is Human Resources. This department is responsible for hiring, training, guiding, motivating, and retaining employees in general. In the case of the last point mentioned, which is retaining employees, HR works to engage the employee, and in case of high turnover, it is necessary to understanding why this has been happening and the reasons behind it.

Therefore, the HR department, understanding these reasons, can build strategies, and apply them in the company's day-to-day, to reduce employee turnover.

6. Conclusion, Limitations, Recommendations

This research allowed us to study what makes employees decide to leave the industry. Analysing motivational factors, the importance of effective communication, the fact that the employee knows what is expected of him/her, how motivating it can be to have a manager with leadership characteristics, how the company's culture interferes in the day-to-day at work and how HR plays an important role in companies in general. Therefore, it was possible to understand the causes and consequences of the high staff turnover in the food and beverage industry in Dublin.

As a limitation of this research, it was difficult to interview the sample, in order to interview more people. The questionnaire was sent to ten people, and only six interviews were obtained. There were attempts to interview more people, to get at least eight interviews, but in the end, it was possible to interview only six people.

From these six qualitative interviews, the answers that guided this research were obtained, to understand the demands of the interviewees/employees, and what can influence them to leave this industry.
It was discussed what motivates them to go to work, how has been the communication or lack of it in the work environment, what are the expectations of the interviewees and what is the company's expectations with them, how has been and/or is their relationship with the managers, and regarding culture, how is the work environment in general, what the interviewees contact with the human resources department and if the interviewees see themselves working in this industry for a long time.

With the analysis of the interviewees' answers, it was possible to perceive that all the topics discussed influence the turnover of employees, but the main factors that contribute to the

high turnover are inefficient communication and the lack of the Human Resources department. And one factor influences the other.

If Pubs and Restaurants had a more present HR department, closer to employees in general, communication could become more efficient. In addition to the HR department, it could work to better choose managers and/or align them so that they better manage their employees. Offering training and an open dialogue. The HR department would also be responsible for understanding employee demands, which could once again provide efficient communication. Another important HR role would be to make the company's culture less aggressive (if applicable).

- If the company does not have a Human Resources department, it would be interesting to develop one.

- If the company has a high Staff Turnover, it would be HR's role to research and discover the causes of this High Staff Turnover. Therefore, this department could develop a strategic plan, whenever necessary, to reduce this High Turnover.

- Hire managers who have leadership characteristics or offer courses that can develop this ability in managers.

- Managers need to be trained in how to communicate effectively, and how to listen to employee demands in a friendly manner.

- It would be interesting if pubs and restaurants could offer a career plan, so that the employee understands that it is possible to build a career in this area, also show the employee that the work can be recognized with promotions and better wages.

- It is important to pay attention to the performance and well-being of employees. Therefore, determine more clearly the role of each employee in the company.

- Show employees that the company cares about them, opening a dialogue channel between HR, Managers, and employees, creating an environment in which it is

important for them to express themselves.

- Thus, clear, and efficient communication is always the best way. With weekly feedback regarding the activities carried out, it can help employees, in the sense that they can understand how the work is being done and what is expected of them. And if for some reason the work in general is not aligned with the company's ideals/goals, this conversation would be essential to get the work back on track.

- It was mentioned by some of the interviewees that they would like to have their work verbally recognized, which reinforces that communication is important. Therefore, it would be the role of management and/or HR to have open and correct communication, with the intention of also recognizing the work that the employee has been doing in the company. Thus, motivating the employees to do their best. Namely, using The Reinforcement Theory of Motivation.

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