

THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE RETENTION IN THE HOSPITALITY INDUSTRY

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ABSTRACT

The main aim of this dissertation was to evaluate the impact of work environment on employee retention in the hospitality industry. Main purpose of this study aimed to investigate the role of motivation, employee job satisfaction and understand the relation between stressful work environments and work-life balance to enhance employee turnover and how HRM practices can improve overall employee retention rate within the UK hospitality industry. This study employed qualitative research methods; mainly structured Interviews were conducted with senior managers in the UK hospitality industry. The findings of the study indicated that reward systems, motivation and effective leadership are essential for employee retention in the hospitality industry. The study concludes that a positive working environment fosters job satisfaction, and employee retention. Additionally, the results revealed that motivation, job satisfaction, and work-life balance significantly influence employee retention and organizational performance in the hospitality industry. Moreover, managers can use various strategies such as providing career development opportunities, recognizing employee contributions, and offering competitive compensation and benefits packages to improve job satisfaction and enhance employee retention.

Key words: employee retention, work environment, employee motivation, work-life balance, hospitality, HRM practices

Chapter 1: Introduction

The purpose of this chapter is to provide background of the study, including research objectives, research questions and rationale of the study. The hospitality industry is a rapidly evolving and vibrant sector that necessitates a substantial amount of effort and commitment from its workforce. The work environment, comprising various aspects like physical facilities, social interactions, and organizational culture, significantly influences the experiences of employees in the hospitality industry. The industry has historically struggled with high employee turnover rates, which are frequently attributed to the demanding work environment, extended work hours, and inadequate compensation (Deery, 2011). Consequently, the primary goal of this research is to explore the correlation between the work environment and employee retention in the hospitality industry.

1.1 Background of the study

Employee retention is a significant issue for many industries, including the hospitality sector. High employee turnover rates can be costly for organizations in terms of time, money, and productivity. Studies have shown that it can cost up to twice an employee's annual salary to replace them, which can have a significant impact on the bottom line of hospitality businesses (Kim, 2020). Moreover, high employee turnover can also negatively affect the quality of service provided to customers, leading to decreased customer satisfaction and retention.

The retention of employees is significantly affected by the work environment. A work environment that fosters positivity can enhance employee engagement, job satisfaction, and overall well-being (Wang, 2017). On the contrary, a negative work environment can result in burnout, stress, and disengagement leading to increased employee turnover rates. Therefore, it is crucial for hospitality businesses to comprehend the factors that contribute to a positive work environment and work towards creating it. Multiple factors play a role in shaping the work environment in the hospitality industry. For instance, the physical environment, encompassing aspects such as workspace layout, and temperature, can influence the comfort and well-being of employees. The organizational culture, encompassing the values, beliefs, and attitudes of an organization, can also impact the work environment (Zhang, 2016). In addition, social interactions between employees and between employees and management can contribute to the creation of a positive or negative work environment.

1.2 Research Objectives

- To identify the impact of motivation on employee retention in the hospitality industry.
- To investigate the impact of employee job satisfaction on organizational performance in the hospitality industry.
- To examine the effect of work-life balance on organizational performance in the hospitality industry.
- To explore the potential for HRM practices to leverage employee job satisfaction and work-life balance to improve employee retention rates in the hospitality industry.
- To determine the correlation between stressful work environments and employee turnover rates in the hospitality industry.

1.3 Research Questions

1. How does motivation and engagement impact employee retention in the hospitality industry?
2. To what extent do employee job satisfaction and work-life balance impact organizational performance in the hospitality industry, and how can HRM practices leverage these factors to improve employee retention rates?
3. Is there a significant correlation between stressful work environments and employee turnover in the hospitality industry, and how HRM practices can create motivational strategies to mitigate this relationship and improve retention rates?

1.4 Rationale of the study

According to Ignite Economics, 2018 the hospitality sector employs more than 3.2 million people directly and another 2.8 million people indirectly, making it the third largest employer in the UK. More than £158 billion in Gross Added Value was produced by the sector in 2017 and injected into the UK economy. Employee retention is a critical issue for the hospitality industry, as high employee turnover can have a significant impact on the profitability and sustainability of hospitality businesses. The work environment is a crucial factor in shaping employee retention, and there is a need for a better understanding of the relationship between the two. The hospitality industry is dynamic and complex, with multiple factors that can influence the work environment and employee retention. Therefore, this study seeks to contribute to the existing literature by providing insights into the factors that contribute to a positive work environment and how they can be leveraged to improve employee retention.

1.5 Organization of this paper

The dissertation is organized from Chapter 1 introduces the research problem, research question, research objectives, and rationale of the research area. Chapter 2 provides a

comprehensive review of the literature on the work environment, employee retention, and the hospitality industry. Chapter 3 outlines the research methodology, including the research design, data collection methods, and data analysis techniques. Chapter 4 presents the results of the study and discusses the findings considering the research objectives and hypotheses. Finally, Chapter 5 provides a summary of the research findings, implications for practice and future research, and concludes the dissertation.

Chapter 2: Literature review

2.1 Introduction

This chapter focuses on reviewing existing literature and provides an overview of existing concepts, and theories related to this study to identify a gap. Section 2.2 will examine the relevant literature on employee retention, work environment, and human resource management practices in the hospitality industry. Section 2.4 of this chapter proposes a framework in line with the research objectives and analyses debates from the literature.

2.2 Background

According to the International Labor Organization (ILO), the hospitality industry is regarded as one of the most rapidly expanding sectors of the global economy. This industry facilitates rapid access to a diverse workforce, including women, youth, and migrant workers, and creates employment that requires a variety of skills worldwide (Kusluvan et al., 2010).

Despite its constant expansion, the hospitality sector faces a unique workforce challenge due to high employee turnover (Baum, 2008). One of the most pressing global challenges that hospitality businesses face today is building and maintaining a sustainable workforce and reducing employee turnover. According to Brien et al., 2015, long, and unsociable working hours, working under pressure, irregular holidays, high workload, shifts that are not family-friendly, job safety and security, comparatively low salaries, and seasonality are some of the common issues that lead to employee turnover in the hospitality sector.

Barron (2008) study suggested that the hospitality industry has a poor reputation for providing limited opportunities for career advancement and as a key source of permanent employment.

In addition, employees who have family responsibilities, particularly women who care for children and the elderly and complete many household chores, experience anxiety at work due to such conditions (International Labour Organization, 2001).

According to King et al, 2021 employment in hospitality industry has a reputation for being precarious, exploitative, and poorly paid. As a result, the industry is experiencing a labour shortage. He also pointed out the challenges hospitality industry is facing in attracting and retaining employees. One of the reasons for this challenge is the changing outlook of today's

workforce towards the 21st-century workplace. Employees now seek higher paying positions, more flexibility, clear trajectories into top management levels, and meaningful work, which may not be readily apparent in hospitality careers.

The study suggests that the hospitality industry needs to reimagine how it attracts and retains management talent. The article discusses the transformative changes occurring in the work environment and the way organizations and employees interact. These changes are driven by several forces, including technology, globalization, the service and experience economy, the gig economy, and the COVID-19 pandemic. As a result, the contemporary approach to work is boundary-less, boundary-crossing, and protean in nature, characterized by an increased desire for agency. The changing work evolution is also driven by changing internal motivations, including a greater emphasis on the connection to work, self-flow, and positive organizational virtues.

The article emphasizes that the hospitality industry has a unique opportunity to capitalize on these changes by offering a comfortable middle ground to boundaryless careers. However, the attraction and retention of hospitality talent, both skilled and unskilled, remains a global issue, which requires urgent attention to inspire individuals to pursue a career in hospitality as a viable pathway for long-term career advancement. The article also highlights the realities of hospitality managerial work, which suffer from a poor reputation due to real and perceived challenges, including relatively low pay, low skill, psychological and emotional demands, and the importance of exerting emotional labour.

AlBattat et al.,2013 study focuses on the issue of employee satisfaction and retention in the hospitality industry, which is a vital sector for the economy of Malaysia and the world at large. The review highlights labor turnover crises as a significant challenge facing the industry and emphasizes that turnover rates can considerably impact hospitality performance. The study identifies job stressors, job stress, job satisfaction, and the work environment as factors that can dissatisfy employees and possibly force them to quit their current jobs. Organizational factors that influence an employee's intention to turnover, such as cultural differences in the workplace.

The article highlights the significance of turnover intention as a predictor of actual turnover and provides an overview of the Mobley Model's applications in studying factors affecting employee movements and actual turnover. Moreover, the literature emphasizes that turnover factors, such as working nature, labor nature, manager's nature, and labor efficiency, are essential in understanding and addressing turnover issues in the hospitality industry. The literature also suggests that understanding the causes of turnover can help managers prevent the problem before it becomes a significant issue.

According to Ashton, 2018, HRM procedures are designed to boost employee commitment, increase employee happiness, and address labour and skill scarcity challenges. There have been several studies done on how individuals feel about the hospitality, travel, and hotel businesses. Employee work satisfaction in the service sector has a considerable influence on staff retention and service quality. Positive personality characteristics and attitudes are connected to better job performance, while low job satisfaction is associated with a higher likelihood of leaving the job. (Ashton, 2018).

The study discovered that soft HRM practices boost job satisfaction and retention in the hospitality sector. It was discovered that a proactive style, predictable preparatory projects, and professional stability were key factors in promoting job satisfaction. Additionally, according to Ashton (2018), employment retention and work satisfaction were significantly correlated in the hotel business. A conceptual model of best practises for soft HRM in the hotel sector is presented in the study's conclusion and is based on the following three key elements: individual characteristics, extrinsic motivation, and intrinsic motivation. (Ashton, 2018)

González, 2016 discusses the importance of studying job satisfaction and organizational commitment in tourism organizations, which are labour-intensive and require many employees. The article emphasizes that understanding factors that affect satisfaction and commitment can aid managers in implementing strategies for the development of these constructs (González, 2016). One variable that has been studied in relation to job satisfaction is employees' educational level, and the article presents different studies that have shown both positive and negative relationships between educational level and job satisfaction in different contexts. In particular, the article suggests that educational level may raise expectations and lead to dissatisfaction with routine or unattractive.

According to the article, particular research on the connection between educational achievement and work fulfilment in the hospitality sector have produced conflicting findings. The value of human capital in the hospitality sector and the demand for focused research on elements like organizational loyalty and work satisfaction. The article's main goal was to ascertain how education level affected organizational commitment and employee satisfaction. Despite a significant inverse link between educational level and organizational dedication, the study revealed no association between education level and work satisfaction (González, 2016). According to the report, hotel managers may find these findings helpful when choosing employees and creating job descriptions.

In addition, Schaap and Olckers (2020) and Maslow (1970) stated in their literature that employees are more productive and engaged when they feel safe at work. It encourages them to utilize novel concepts and approaches to boost productivity and progress. Human resource

management, according to the theory, should make sure to boost employees' self-esteem and meet their psychological needs to motivate them.

2.3 Maslow's Theory of Needs

As per Maslow's Hierarchy theory of Needs, employees should have a good sense of reassurance and secure while working in an association; This theory is applied in organizations to assess the degree of staff requirements and to motivate them with rewards. (Maslow,1970). Additionally, it provides helpful advice for supervisors and organizations looking to keep workers by implementing an improved reward system. When managers design a rewards programme without considering the evolving needs of their workforce, it results in low productivity and lower employee satisfaction, which in turn increases the turnover rate. His idea holds that factors including compensation, employment security, secure working conditions, work relationships, acknowledgement, growth, and training and development are all important in maintaining satisfaction among staff members. (Maslow,1970)

According to Mahadi et al. (2020), employees are more likely to successfully increase organizational goals and objectives when they feel valued and respected for their work. In addition, it improves their level of engagement and boosts their self-confidence.

Applying Maslow's hierarchy of needs theory to the needs of hospitality employees can help organizations understand and address the needs of their workforce, leading to higher job satisfaction and retention rates. (Friedlander & Brown, 1974)



Figure 1-Maslow's Hierarchy of Needs,

Source: Lumen,2016

According to Maslow (1970), physiological needs are the most important ones for human existence and are located at the bottom of the scale. The definition of the safety need was

given as having a sense of protection, being free from fear, and/or feeling in charge of one's existence. Once the need for protection is satisfied, the person can start interacting. The growth of relationships and affection were used to describe the need for connection and love. The desire for "a stable, firmly based, typically high evaluation of [oneself], for self-respect, or self-esteem, and for the esteem of others" is what is known as the "esteem need." (Maslow, 1970). Self-actualization was described as the culmination of a highly satisfying action. (Maslow, 1970). Finally, the pursuit of self-actualization is similar to the idea of staff involvement.

2.4 Conceptual framework

According to Saunders et al.2007, a conceptual framework demonstrates a researcher view upon the concepts associated with the study, particularly the link between them. The conceptual model presented in this section demonstrates the interrelationships between employee satisfaction, career progression, and employee engagement. These components are important independent factors that depict employee engagement and how the workplace might influence it. (Sainju et al, 2021).

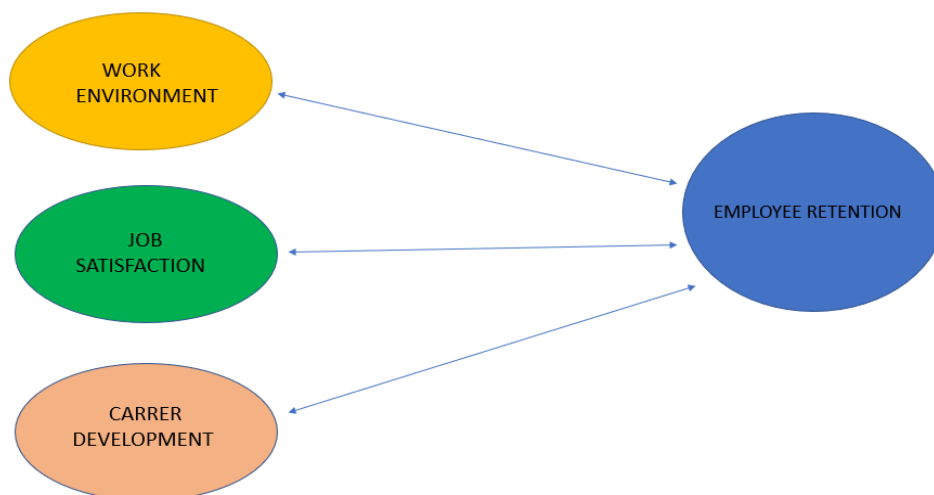


Figure 2. Conceptual framework,

Source: The author

2.4.1 Work environment and employee retention

According to Edward and Geare (2005), the working environment refers to the presence of a comfortable workplace and is measured by how much workers feel physically secure at

work. By evaluating the environment, employees can express their opinions about their surroundings to companies with reciprocal respect. (Lewin et al., 1939). Workplace markers include things like supervisor support (Stirpe et.al, 2017), bodily working circumstances (Richards et al., 1994), social worker support (Haggins, 2011), and cooperative behaviours when making decisions.

The workplace is governed by organizational policies, which has an impact on employee engagement. (Yam et al., 2018). Consequently, a positive work atmosphere fosters employee confidence, which is important for retaining talent. Employees are successfully motivated by the positive energy to achieve their professional objectives, which strengthens their loyalty to the company. Specific individual employment outcomes, such as commitment, participation, and desire to remain, can be favourably or negatively impacted by the impression of the work setting (Umamaheswari et al., 2016).

2.4.2 Job satisfaction and employee retention

According to the research conducted by Sainju et al. (2021), a person's level of job satisfaction can be summed up as their level of self-actualization through their work. As per Silva et al (2019) work fulfilment is significant in expanding representative commitment inside an association. An increased level of job satisfaction can effectively result in increased organizational productivity and a decrease in employee turnover. Employees' stress levels can be reduced, and their work-life balance can be maintained by focusing on job satisfaction. According to Schaap and Olckers (2020), employees who are satisfied with their jobs can foster a positive work environment, which is necessary for businesses to increase revenue.

Perreira et al. (2018) found that when employees are dissatisfied with their job responsibilities and roles, they are more likely to switch jobs to better places where they can find a more accommodating work environment and a work-life balance.

2.4.3 Career development and employee retention.

Training and development refer to the quantity of coaching given to staff members inside an organization to enhance their skills. (Delery et al., 1996). In terms of an overall HRM strategy, it is generally seen as a diverse range of activities that alludes to constant learning and developing all-around work and professional capabilities. (Boon et al., 2011). Training and development provide workers with critical aptitudes, competencies, and information, strengthening the social bond between the worker and their employer. (Fletcher et al., 2018). According to Koster et al., employees will develop a moral duty towards the organization. Additionally, keeping a competitive advantage and retaining staff loyalty depend heavily on training. (Yamin et al., 2019).

2.5 Table of literature review key findings

An outline of the major findings from the literature review is given in a table in section of the dissertation. Every important paper that was examined is listed in the table along with its authors, publication year, research methods, and key findings.

Author	Title	Methods	Key Findings
King, C. et al, 2021	Reimagining attraction and retention of hospitality management talent—A multilevel identity perspective. <i>Journal of business research</i>	Qualitative research	Employees now look for more flexible work arrangements, greater income, clear paths to top management positions, and meaningful work—none of which are necessarily found in professions in the hotel industry. Studies the challenges of the modern work environment.
AlBattat, A.R., et al., 2013	Overcome staff turnover in the Hospitality Industry using Mobley Model. <i>International Journal of Learning and Development</i>	Qualitative research using theoretical framework	Identifying job stressors, job stress, job satisfaction and other factors in the work environment that could determine people leave their workplace using Mobley's Model of turnover process
Baum T., 2008	Implications of hospitality and tourism labour markets for talent management strategies. <i>International Journal of Contemporary Hospitality Management</i> .	Scenario analysis	The poor labour market for the hospitality and tourist industry in developed countries is a key factor in this paper's examination of the managerial and developmental notion of talent management. This study offers a novel, inclusive, and growth-oriented view of talent management in the hotel and tourist sector, development, and recruiting efforts.
Abdou, A.A., et al.,2022	The impact of hospitality work environment on employees' turnover intentions During COVID-19 Pandemic: The mediating role of work-family conflict. <i>Frontiers in Psychology</i>	Qualitative research using SSPS and Amos, descriptive analysis	This project intends to determine how the hospitality work environment affects work-family conflict (WFC), as well as turnover intentions, and to investigate the potential mediating function of WFC in this connection during COVID-19 outbreak on employees from Egypt hospitality sector
Brien, A., et al.	Turnover intention and commitment as part of organizational social capital in the hotel industry. <i>Journal of Human Resources in Hospitality & Tourism</i> , 14(4), pp.357-381.	Qualitative research	This research confirms that communication and influence have a beneficial effect on commitment. Managers may focus on variables that have a positive influence on organizational commitment to reduce turnover since the study gives them the dimensions that affect employee turnover intention. The goal of this study was to comprehend how communication, influence, and trust affects

			organizational commitment (employee turnover) in the hospitality sector.
Barron, P., 2008.	Education and talent management: Implications for the hospitality industry. <i>International journal of contemporary hospitality management</i> .		The present generation's particular views on education and jobs are also considered in this essay, along with any prospective repercussions for the hospitality sector in the future. It addresses current perceptions of the generation enrolling in hospitality programmes and choosing careers. The purpose of this essay is to examine one of the most pressing problems and challenges now confronting hospitality education and the hospitality industry: how to draw in and keep brilliant individuals.
International Labour Organisation, 2001	Sectoral Activities Programme. <i>Human Resources Development, Employment and Globalization in the Hotel, Catering and Tourism Sector: Report for Discussion at the Tripartite Meeting on Human Resources Development, Employment and Globalization in the Hotel, Catering and Tourism Sector, Geneva, 2001</i> . International Labour Office.	Meeting	The international labor organization (ILO) considers the hotel sector to be one of the parts of the global economy that is growing the fastest. Fast paced work environments can lead to multiple mental health issues for its employees, especially among women with families.
Ashton, A.S., 2018	How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. <i>Journal of Human Resources in Hospitality & Tourism</i> , 17(2), pp.175-199.	Quantitative	Investigates the effects of soft HRM practices on employee happiness and retention in the Thai hotel industry. Theories of loyalty and drive helped to shape this study's focus on soft HRM practices. Soft HRM refers to human interactions that occur between staff members and the hotel company. Elements that impact employee contentment than income increases include the standard of living at work, effective leadership, regular training, job security, the hotel's brand image, and employees' individual characteristics.

González-De-la-Rosa, M., et al.,2023	The impact of employee-oriented CSR on quality of life: Evidence from the hospitality industry. <i>Tourism Management</i> , 97, p.104740.	Quantitative	This essay draws from modern stakeholder theory and corporate social responsibility (CSR) research. Examine the direct and indirect benefits of employee-focused CSR on the quality of life of hotel employees. (QoL). The findings emphasize that intrinsic quality, task relevance, turnover intentions, and working circumstances play a significant influence in the link between employee-oriented CSR and QoL. Additionally, the amount of hotel service quality influences employee-focused CSR.
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Chapter 3: Research methods

As stated in the first two chapters, this research will focus on directing an exhaustive examination of the effect of work environment on employee retention in the hospitality industry. The primary focus of this chapter will be on describing the research methodology that will be applied to this research project. This chapter outlines the research approach and strategy, method of sampling and data collection and a justification of the research methods used.

3.1 Research approach

This study will have an inductive approach. The primary objective of an inductive research approach is to assist the researcher in predicting how the prevalence of employee retention or turnover rate can be increased or decreased in the future and in analysing the factors that impact the work environment in hospitality industry. (Saunders et al.,2017)

3.2 Research methodology

This study will utilize a primary technique. Primary study would provide the researcher with current data on the impact of work environment on employee retention. (Tscholl et al., 2020)

3.3 Research strategy

Qualitative research methods will be used for this study. With qualitative data, the researcher could learn about the subject, the problem, and the reasons employees leave long-term employment. According to DeJonckheere and Vaughn (2019), the qualitative research methodology will encourage the researcher to collect data regarding individuals' experiences, knowledge, and skills, as well as the ways in which these factors have affected their rate of turnover and retention.

3.4 Method of sampling

This study will employ a non-random sampling strategy. In non-random sampling, not every person in the population gets a chance to participate in the interview. Additionally, non-random sampling saves time and money. In these instances, test subjects must be chosen based on the analyst's openness or individual judgment. Therefore, the majority of non-random inspection techniques incorporate emotional judgment. The question of test size in non-random sampling research is not entirely clear, but it does need to consider a wide range of specific aspects of the research for each circumstance. (Dudovskiy, 2022)

3.5 Method of data collection

Managers and employees with at least five years of experience in hospitality industry will be interviewed. Interviews will be conducted either face-to-face or through social platforms, depending on participants or researcher's availability. The participants will be able to provide in-depth responses through structured interviews, which can improve the effectiveness of the study's findings and conclusion. (Žukauskas et al, 2018). Participants will be anonymous to protect their identity. They will be mentioned in data analysis as: GM, HM, HC, and R.

3.6 Data analysis

The data collected through the interviews will be analysed using thematic analysis. This approach allows for the identification and exploration of patterns and themes in the data. The process involves coding the data, identifying emerging themes, and then grouping the codes into themes. The themes will be reviewed and refined to ensure that they accurately reflect the data. (Tscholl et al., 2020).

3.7 Interview participants list

Participant	Experience	Job description	Gender
GM	Unknown	General Manager	M
HM	10 years	Hotel Manager	F
R	5 years	Receptionist	F
HC	15 years	Head Chef	M

3.8 Justification of Research Method

The choice of a qualitative research approach was informed by the nature of the research question, which seeks to explore the experiences and perceptions of employees regarding their job satisfaction and turnover intentions. Qualitative research is well suited for this study as it allows for an in-depth exploration of the subjective experiences and meanings of the participants. The use of structured interviews as the data collection method was chosen as it can accommodate any new themes that may emerge during the interview process. The

interview questions will be designed to elicit information on the participants' experiences, perceptions, and attitudes towards their job satisfaction and turnover intentions. Thematic analysis was chosen as the data analysis method as it allows for the identification and exploration of patterns and themes in the data. The approach is well suited for this study as it will enable the researcher to explore the subjective experiences and perceptions of the participants and identify any emerging themes.

Chapter 4: Findings and Analysis

The first part of this chapter outlines the key findings of the data collection from the four participants of the interviews. The second part of chapter outlines a discussion around the themes and research questions by comparing them with the existing literature.

4.1 Themes

In the data coding process, the following themes were observed:

1. Employee motivation
2. Effective communication
3. Job satisfaction and work life balance
4. Work environment
5. HRM practices
6. Employee retention

4.1.1 Theme1: Employee motivation

The HM emphasized the importance of motivation in employee retention, noting that motivated employees are more engaged, productive, and committed to their work. In the fast-paced and demanding hospitality industry, motivated employees can help exceed guest expectations, leading to increased guest satisfaction and loyalty.

HM quoted.

“Motivation is incredibly important for employee retention in the hospitality industry. This industry can be fast-paced and demanding, and motivated employees are more likely to be engaged, productive, and committed to their work. Motivated employees also tend to have a positive attitude and a willingness to go above and beyond to exceed guest expectations, which can lead to increased guest satisfaction and loyalty.”

4.1.2 Theme 2: Effective communication

Effective communication was also identified as a crucial factor in employee motivation. Clear communication can help employees understand their roles and responsibilities, receive feedback on their performance, and feel supported and valued by their managers. It can also foster a sense of teamwork and collaboration among employees, boosting morale and motivation.

Effective communication was also identified as a contributing factor to employee motivation as it creates a positive work environment, acknowledging employee's efforts, and improving their self-esteem (Aburumman, 2020).

R quoted:

"...effective communication contributes to employee motivation. Even if we are talking about effective communication between team members or employees and management, effective communication creates a positive work environment making employees feel acknowledged, improving their self-esteem."

HM quoted:

"Effective communication is crucial for employee motivation in the hospitality industry. Clear communication can help employees understand their roles and responsibilities, receive feedback on their performance, and feel supported and valued by their managers. Effective communication can also foster a sense of teamwork and collaboration among employees, which can boost morale and motivation."

4.1.3 Theme 3: Job satisfaction and work-life balance

Regarding factors that contribute to employee job satisfaction and work-life balance, the HM and GM highlighted fair compensation, opportunities for career growth and development, a positive work environment, and work-life balance. Employees who feel appreciated, valued, and supported by their managers and colleagues are more likely to be satisfied with their jobs and able to maintain a healthy work-life balance.

HM and GM quoted:

"... Employee job satisfaction and work-life balance in hospitality are influenced by several factors, including fair compensation, opportunities for career growth and development, a positive work environment, and work-life balance."

"...Several factors contribute to employee job satisfaction and work-life balance in hospitality including fair wages, tips and bonuses, opportunities for career development, a supportive work environment, and flexible scheduling. Employees

who feel valued and supported are more likely to be happy with their job and able to maintain a healthy work-life balance.

The HC pointed out that in the recent years, chefs within the industry are opting out to find other ways to maintain a healthy work-life balance by going as contractors, with their own schedule and better pay rates.

HC quoted.

“... However, in the past few years, more chefs/managers are deciding to go freelance or contractors on different catering agencies, as these agencies are working with big catering companies on all major events around the country, so there’s a bigger pay rate and huge growth opportunities.”

R has also identified several factors that contribute to employee job satisfaction and work-life balance, including a good relationship with supervisors and co-workers, good working conditions, remuneration, and opportunities for career development. The interviewee also acknowledged the impact of a stressful work environment on job satisfaction and highlighted the importance of addressing it (Hassan, 2022).

R quoted:

“R: Working in hospitality for so long I have noticed that having a good relationship with supervisors and co-workers, good working conditions, remuneration and opportunities for career development could increase job satisfaction and improve the work-life balance for hospitality employees.”

4.1.4 Theme 4: Work environment

The HM also spoke about the negative impact of a stressful work environment on job satisfaction, leading to burnout and turnover. It is crucial to address the root causes of stress in the workplace and provide resources and support to help employees manage their stress levels (Hassan, 2022).

HM quoted:

“I believe that HRM practices could provide employees with resources and support to help them manage their stress levels, foster a positive work culture that values employee well-being, and ensure that workloads are balanced and reasonable for their employees.”

This issue was pointed out by HC as well suggesting that training should be offered to managers to create a supportive work environment.

HC quoted:

“HR practices can address a stressful work environment by creating a safe and supportive work environment with equal opportunities for all its employees. Finding the stress triggers and offer training where needed.”

4.1.5 Theme 5: HRM practices

Regarding HRM practices, the HM and GM emphasized that they could leverage job satisfaction and work-life balance to improve employee retention rates in hospitality. Providing opportunities for professional development and growth, offering fair compensation and benefits packages, promoting a positive and supportive work environment, and encouraging open communication between employees and management are all practices that can help retain employees.

HM and GM quoted:

“HRM practices can leverage job satisfaction and work-life balance to improve employee retention rates in hospitality by providing opportunities for professional development and growth, offering fair compensation and benefits packages, promoting a positive and supportive work environment, and encouraging open communication between employees and management.”

“HR practices can leverage job satisfaction and work-life balance by providing opportunities for professional development and growth, offering fair wages and benefits packages, and promoting a supportive and positive work environment.

...can encourage open and transparent communication between employees and management, which can help build trust and foster a sense of community among staff.”

GM and HC offered suggestions for HRM practices to improve employee retention rates in the hospitality industry. These included creating a positive and supportive work environment, offering competitive compensation and benefits packages, providing opportunities for professional development and growth, promoting work-life balance, fostering a culture of appreciation and respect in the workplace, offering incentives and recognition programs, encouraging open communication between employees and management, and providing opportunities for employees to provide feedback on their work and the workplace.

GM and HC quoted:

“HR practices can focus on creating a positive and supportive work environment, offering competitive wages and benefits, providing opportunities for professional

development and growth, promoting work-life balance, and improving employee retention in the hospitality industry. In addition, HR practices can foster a workplace culture of appreciation and respect, offer incentives and recognition programs, and encourage open communication between employees and management.”

“One of the suggestions I have for HRM practices would be as I have mentioned before career development opportunities, as in hospitality this is a major issue, better wages, and better communication between employees and managers.”

R suggested that HRM practices could improve employee retention rates in the hospitality industry by revising their recruitment and expectancy policies, creating open-door policies for communication, and developing programs for employee well-being and career progression. Additionally, HRM practices should focus on employee retention because it is essential for providing quality service to guests and maintaining a positive reputation in the market.

R quoted:

R: Employee retention is crucial for any organization, and this is especially true in the hospitality industry. Hospitality is a labour-intensive industry, and retaining employees is essential for providing quality service to guests and maintaining a positive reputation in the market.

4.1.6 Theme 6: Employee retention

The interview with R also provided valuable insights into the factors that contribute to employee retention in the hospitality industry. R highlighted that employee motivation is crucial for employee retention, and it can be achieved by fulfilling employees' needs, including financial and emotional support.

R quoted:

“...I think employee motivation is crucial in all industries not only in hospitality. Having your employees needs fulfilled, not only financial but emotional as well leads to a better work performance which will benefit both company and employees.”

4.2 Discussion

The research question “How important is motivation for employee retention in the hospitality industry?” can be answered by the interviewee emphasis that employee motivation is crucial for employee retention in the hospitality industry. Fulfilling employees' needs, not only financial but also emotional, leads to better work performance, which benefits both the company and employees (Kim, 2022). Therefore, HRM practices should focus on creating a positive work environment that fosters motivation and engagement among employees.

All interview participants agreed that effective communication is essential for employee motivation in the hospitality industry. Whether it is communication between team members or employees and management, effective communication creates a positive work environment that makes employees feel acknowledged, improving their self-esteem. Therefore, HRM practices should prioritize effective communication as a means of fostering employee motivation and engagement.

The interview participants identified several factors that contribute to employee job satisfaction and work-life balance in the hospitality industry. These factors include good relationships with supervisors and co-workers, good working conditions, remuneration, and opportunities for career development. Therefore, HRM practices should prioritize these factors to enhance job satisfaction and work-life balance among employees.

Participants confirmed that a stressful work environment can negatively impact employee job satisfaction and turnover in the hospitality industry (Kim, 2022) therefore, HRM practices should focus on addressing stress in the workplace by being flexible, understanding employee needs, paying attention to employee well-being, and treating employees fairly and equally.

The interviewees suggested that HRM practices can leverage job satisfaction and work-life balance to improve employee retention rates in the hospitality industry by revising recruitment and expectancy policies, prioritizing effective communication, and creating programs for employee well-being and career progression. Participants recommended that HRM practices should address a stressful work environment and mitigate its impact on employee turnover in the hospitality industry by being flexible and understanding employee needs, paying attention to employee well-being, treating employees fairly and equally, and offering all employees the same opportunities (Aburumman, 2020).

Participants emphasized that employee retention is crucial for the success of hospitality organizations. Retaining employees is essential for providing quality service to guests and maintaining a positive reputation in the market. Therefore, HRM practices should prioritize employee retention to achieve long-term success.

The research objective of this study was to investigate how HRM practices can improve employee retention rates in the hospitality industry. The results of the interviews highlighted the importance of employee motivation, effective communication, and personal development in improving employee retention rates. The interviewees emphasized that fulfilling the needs of employees, not just financial but emotional as well, leads to better work performance, which benefits both the company and employees.

The interviewees also highlighted the importance of good working conditions, remuneration, opportunities for career development, and a good relationship with supervisors and co-workers as factors that could increase job satisfaction and improve the work-life balance for hospitality employees (Aburumman, 2020). In terms of addressing a stressful work environment and mitigating its impact on employee turnover, the interviewee suggested being flexible and understanding employee needs, paying attention to their well-being, treating them fairly and equally, and offering the same opportunities to all employees.

The interviewee's suggestions for HRM practices to improve employee retention rates in the hospitality industry include competitive compensation, career growth opportunities, a positive work environment, work-life balance, employee recognition and incentives, employee feedback, and a sense of belonging. Overall, the results of the interviews provide valuable insights into the factors that contribute to employee retention in the hospitality industry and offer suggestions for HRM practices to improve retention rates. The findings support the research objective of this study and provide a useful foundation for further research in this area.

Chapter 5: Conclusion and Recommendations

This chapter concludes the research done on the effect of work environment on employee retention rates in the hospitality industry.

This dissertation aimed to investigate the correlation between work environment and employee retention in the hospitality industry. The research identified the factors that contribute to a positive work environment, such as physical facilities, organizational culture, and social interactions.

The findings of the study suggest that the work environment significantly affects employee retention in the hospitality industry. A positive work environment can enhance employee engagement, job satisfaction, and overall well-being, while a negative work environment can lead to burnout, stress, and disengagement. Factors that contribute to a positive work environment include the physical environment, organizational culture, and social interactions between employees and management. Motivation, job satisfaction, and work-life balance are also found to impact employee retention and organizational performance in the hospitality industry.

Based on these findings, it is recommended that organizations focus on increasing job satisfaction and employee engagement to reduce turnover intention. Managers can use various strategies such as providing career development opportunities, recognizing employee

contributions, and offering competitive compensation and benefits packages to enhance job satisfaction (Abdou, 2022). Additionally, organizations can promote employee engagement through regular communication, fostering a positive work culture, and involving employees in decision-making processes.

Future research could explore the impact of individual differences such as personality, values, and work preferences on the relationship between job satisfaction, turnover intention, and employee engagement. It would also be interesting to examine the effectiveness of different employee engagement strategies in reducing turnover intention on a larger sample size. Finally, a longitudinal study could investigate how job satisfaction, turnover intention, and employee engagement change over time and how these changes impact organizational outcomes such as productivity and profitability.

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APPENDICES

Appendix 1 Interview schedule

Participant	Interview schedule	Location
GM	27 th of March,2023 at 3:00pm	GM`s office
HM	24 th of March,2023 at 9:30am	Hotel reception lobby
R	24 th of March,2023 at 4:00pm	Hotel reception lobby
HC	28 th of March,2023 at 2:30 pm	Restaurant office

Appendix 2 Interview script

Four people in all were invited to sign up for involvement in the data collecting procedure. The participants have an extensive amount of hospitality sector expertise. Identifying the right participants involved using professional and social connections.

Interviewer: [REDACTED]

Interviewee: Head Chef

Interview setting: Interview was conducted at 4:00 (Local time) on Tuesday, 28th of March, 2023 in the restaurant office.

Interviewer: Hello. Firstly, I would like to thank you for being a part of this research. Can you please tell me about your experience working in the hospitality industry?

HC: Hi Andreea, yes, I'd be glad to share my experience with you. I have been working in the industry for 15 years now, covering different hospitality sectors including banqueting, hotels, restaurants, and mass catering.

Interviewer: How important do you think effective communication can contribute to maintain employee motivation in the hospitality industry?

HC: Like in any other industry, an effective communication skill dictates the way your company goes on. Not only you have to be effective in your communication to be able to

delegate and make your staff understand daily tasks, but you also must understand what you staff are going through in their day-to-day life.

Interviewer: How do you think motivation is for employee retention in the hospitality sector?

HC: Very! An unhappy workplace will never manage to retain their staff, or even if it will, there will never be a team workflow. Workplaces that lack in motivation, work-life balance availability or management are the most likely to fail at delivering the best product/service and retaining their staff.

Interviewer: In you experience, what factors contribute to employee job satisfaction and work-life balance in the hospitality industry?

HC: Unfortunately, hospitality never equals work-life balance, and everyone that joins this sector or thinks to join it, should be aware of this. However, in the past few years, more chefs/managers are deciding to go freelance or contractors on different catering agencies, as these agencies are working with big catering companies on all major events around the country, so there's a bigger pay rate and huge growth opportunities. There is a negative on this too, as there is no safety when we are talking about the number of hours, so you can't really set yourself a monthly budget, but on the other side the pay is most of the times higher than the national minimum wage, plus you get the flexibility to choose when and where to work. As for the private owned businesses, everything goes down to management/ownership to fulfil the work-life balance needed for the staff to be motivated to keep performing well.

Interviewer: Have you experienced a stressful work environment in your hospitality industry career, and how did it impact your job satisfaction and retention?

HC: As sometimes we need to take instant decisions regarding accepting a job opportunity, we forget to check key factors about the workplace that we are going to commit for. Long story short, as we speak, I am going through a job transition, based on stress and lack of personal time, due to long hours shifts and poor management. Let's face it, most of restaurant owners have got little no experience on how to run a restaurant or catering company, they have never spent a day in the kitchen.

Interviewer: Can you provide an example of a time when you felt particularly motivated and engaged in your work in this industry?

HC: Yes, I can recall a time when I felt motivated and engaged in my work. It was when I was working in a Michelin star restaurant, the kitchen was run with a high level of

professionalism by both head chef and executive, and the work conditions were impeccable, clean, and safe. All staff members were working 8 to 10 hours maximum, and service always ran smoothly.

Interviewer: How do you think HRM practices can leverage job satisfaction and work life balance to improve employee retention rates in hospitality?

HC: I think HR practices and management can leverage job satisfaction and work life balance by providing fair wages, offer career development opportunities and offering employees better work conditions and sociable work hours, as it is well known that one of the issues that hospitality industry has is working long, unsociable hours.

Interviewer: How do you think HRM practices can address a stressful work environment and mitigate its impact on employee turnover?

HC: HR practices can address a stressful work environment by creating a safe and supportive work environment with equal opportunities for all its employees. Finding the stress triggers and offer training where needed.

Interviewer: How important do you think it is for HRM practices to focus on employee retention in hospitality and why?

HC: Employee retention is very important in all industries, especially hospitality. It could reduce organizations costs and continuity in quality of the service. Also, organization's reputation could also benefit from this and attract more professional employees.

Interviewer: And lastly, do you have any suggestions for HRM practices to improve employee retention rates in the hospitality industry?

HC: One of the suggestions I have for HRM practices would be as I have mentioned before career development opportunities, as in hospitality this is a major issue, better wages, and better communication between employees and managers.

Interviewer: That has been all. Thank you for taking the time speaking with me today.

HC: Thank you for having me today, I was happy to share my experiences with you and offer advice.

Appendix 3 Participant information sheet

Participant Information Sheet

	PRIFYSGOL CYMRU Y Drindod Dewi Sant UNIVERSITY OF WALES Trinity Saint David	University of Wales Trinity Saint David (Birmingham Campus) Quay Place Campus, 92-93 Edward Street Birmingham, B1 2RA Tel: 0121 229 3000 Email: birminghamstudentservices@uwtsd.ac.uk
	Rhif Adnabod Cyfranogwr: Participant Identification Number:	HC

FFURFLEN GANIATÂD CYFRANOGIAD	SAMPLE PARTICIPANT INFORMATION SHEET
Teitl Y Prosiect: / Project Title:	
THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE RETENTION IN THE HOSPITALITY INDUSTRY	

Dear Sir/Madam,

My name is [redacted] and I am an undergrad student in the University of Wales Trinity Saint David, United Kingdom (Birmingham campus). Currently, I am conducting research on...**The effect of work environment on employee retention in the hospitality industry**. The purpose of this research is to ... **investigate the role of motivation, employee job satisfaction understands the relation between stressful work environments and work-life balance and how HRM practices can improve retention rates among the hospitality industry**.

I would like to invite you to participate in my research project by answering the attached short questions. These questions will assess your opinions, experiences, knowledge, suggestions and views. I believe your opinion will be extremely helpful to me to carry out this research.

You will be required to complete the consent form prior to interview. Please note, the researcher will take notes and record audio during the interview with your permission. The interviews should not be recorded using personal mobile phones and researcher must inform the participants that their data will be stored on a secure university server.

Please note that the questionnaire should not take more than 30 minutes to complete but, there is no time constraint. There are also no right or wrong answers. Your participation in the interview will be voluntary. You will not receive any remuneration or reward from the researcher. As a participant you may decide to stop the interview at any point of time during the interview without any appropriate

explanation and reason. Also, you can refuse to answer any question during the interview without any reason. No action will be taken by the researcher in case you refuse to any answer or withdraw from the interview at any time.

Data collected by the researcher will not contain any personal information about you except your educational qualification/experience in your field. The data from your interview will only be used for empirical analysis in this study and will not be made available to anyone else.

I thank you in advance for your time and participation. If any questions do arise, feel free to contact me at your convenience.

NAME & ADDRESS OF RESEARCHER



University of Wales Trinity Saint David (Birmingham Campus)
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Birmingham, B1 2RA
Tel: 0121 229 3000
Email: birminghamstudentservices@uwtsd.ac.uk

Appendix 5 Consent form

Participation Consent Form

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PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David

Rhif Adnabod Cyfranogwr: HC

Participant Identification Number: HC

FFURFLEN GANIATÂD CYFRANOGIAD		PARTICIPATION CONSENT FORM	
Teitl Y Prosiect: / Project Title:			
THE EFFECT OF WORK ENVIRONMENT ON E.R. IN THE HOSPITALITY		INDUSTRY	
Enw'r Ymchwilydd / Name of Researcher: [REDACTED]			
1	I confirm that I have read and understand the information sheet dated _____ for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.	✓	
2	I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.	✓	
3	I understand that any information given by me may be used in future reports, articles or presentations by the research team.	✓	
4	I understand that my name will not appear in any reports, articles or presentations.	✓	
5	I agree to take part in the above study.	✓	
Name of Participant	H.C.	Signature	
Researcher	[REDACTED]	Signature	[REDACTED]

You may decline to participate in this study. You may end your participation in this study at any time. If you decide to remain anonymous, maintaining your anonymity will be a priority and every