

A Comprehensive Approach Towards the Turnover Problem in Front- Line Employees of Restaurants



Isbah Khalid
MS HRM- 2K15

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Abstract

Turnover has impacted the hospitality industry worldwide and has made the retaining of talent difficult. Despite there being a lot of research on turnover there is still a lack of it on the subject particularly in the context of local restaurants. There is a need for more factors to be identified and also of how these factors initiate a decision-making response in the employees to help better understand the severity of each factor. This study sets out to explore the reasons involved in turnover in the local restaurants. It will help address the turnover problem by analysing the problem at a deeper level as it also aims to explain how these factors initiate a decision- making response, which can either be immediate or planned depending on the factor involved. This study uses a comprehensive approach to address the problem of turnover by making use of a process and a content model. The study spans over 13 local dine- in restaurants with in depth interviews conducted of 22 front- line employees. Semi- structured interviews are employed to gather the data and it was later analysed using the rigorous six step thematic analysis process, thus the study is a qualitative one. The results show there were 5 major themes in the data, that are identified as the major factors leading to turnover. This lead to the identification of four major decision making profiles. This study aims to serve as a foundation for future research giving a comprehensive approach to analysing the turnover problem in the hospitality industry.

Key Words: Turnover, Hospitality Industry, Factors leading to Turnover, Turnover Decision-making, Process Model, Content Model

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Chapter 1: Introduction

Introduction

The first chapter is divided into further sections to give a comprehensive introduction of the study. This includes the background of the study to give an insight into the topic and its importance, followed by the problem statement and significance and scope of the study, research objectives and research questions.

1.1 Background of the Study

The hospitality business is tested in the enrollment of ability (Barber, 1998). Recently, extreme test and rivalry is looked by the business for enrollment and contracting on account of numerous reasons, which incorporate deficiency of works, universally (Zopiatis et al., 2014) and high turnover rates (US Bureau of Labor). As per the US Bureau of Labor Statistics (2015), in the neighborliness area the high turnover rates have been spiked from 58.1% in 2010 to 67.6% in 2014. This expansion isn't constrained to United States. As it was seen by Davidson et al. (2009) that in Australia the flight rate among the lodging chiefs is 39%. In like manner, Taiwan has 33% a turnover rate with half of the laborers leaving in the principal year of their activity (Zheng et al 2012). A decent number of individuals who had recently been working in cordiality industry in Ireland expressed that they won't in all likelihood look for work in that industry once more (O'Leary and Deegan 2005). Conditions like these have sped up a "turnover culture" in this area (Deery and Shaw, 1997; p. 377) which makes the enrollment specialists enlist and supplant the workforce on a steady (however expensive) premise.

Aside from the turnover issue the cordiality work is getting rare comprehensively (Zopiatis et al., 2014). In the created nations, for example, Switzerland and Luxembourg, friendliness firms need to depend on the vagrant workforce in light of the desperate absence of work

(OECD, 2012). Lodgings with four-and five-star rating in Australia are experiencing a deficiency of select capable workforce, in light of the fact that the enrollment specialists are encountering troubles in finding a feasible pool of laborers and work to enlist from (Davidson and Wang, 2011). The American Hotel and Lodging Association in the United States is said to be speedily getting behind making the procedure of movement to US simpler for the transients, in light of the fact that as per the appraisals around 1.3 million specialists and works will required to be enrolled in the friendliness area with in next ten years (US Department of Labor, 2013). The procuring of the workforce in the accommodation business is turning into a noteworthy test for the supervisors in light of the fast approaching lack of laborers and high turnover rates. All things considered this examination tries to set up the standpoint of the working in this segment by investigating the explanation for turnover among the representatives in eateries.

Because of the expansion in globalization and increment in the challenge on a worldwide scale, the deciding variable of the neighborliness area has been the enlisting and holding of gifted laborer which enables the association to remain standoffish of the challenge. The greater part of every single, human asset are esteemed to be significant as they assume an extraordinary job in the accommodation business that depends on client administration. Since these administrations speak to the association, by ensuring that the representative is fulfilled, dedicated and spurred with the activity, it will add to the expanded intensity of cordiality division associations and lead to better future execution.

Turnover stays as one of the most significant heads of concentrate among the specialists in the field of the board. As indicated by Shaw et al (1998) there are in excess of 1500 examinations on said subject. It is said that the causes and explanations behind the turnover in this industry has been meta-broke down (Hom and Griffeth 1995). Numerous examines have completely experienced the both expense and outcome of the turnover (Hom and Griffeth 1995; Hinkin and Tracey, 2000; Pizam and Thornburg, 2000). Huge flight and turnout rate is typically considered as one of the most significance components in the inn business (Carbery et al, 2003). Both the positive just as the negative ramifications of the high turnover rate are featured by Wood (1997) and Manely (1996). The idea that the fantastic laborers are destined to pull back while the individuals who stay behind aren't greatly talented is disturbing for the

associations in the business. It is on the grounds that the high talented specialists would almost certainly secure positions somewhere else, while the less capable workforce won't quit out of dread of not getting work in some other association (Tanova and Holtom, 2008). Over it, in client administration based business the loss of laborers resolve is intense on the grounds that it prompts awful client experience.

Mobley (1977) has advanced a model that clarifies the procedure of a choice taken by the representative that prompts their turnover. According to this examination the laborer at first decides if the present commitment furnishes him with the fulfillment or disappointment. On the off chance that the laborer feels that he is fulfilled, at that point he remains with the association else he will lean towards choosing to stop. The individual assesses the ramifications of stopping regarding the expenses before searching for occupation somewhere else. In the event that the assessment demonstrates to be superior to the current conditions, at that point the quest for elective association begins which is pursued with more assessment and thought in contrast with the present place of employment. In the event that the choices are more qualified than current circumstance the expectation to stop is officially framed which prompts real withdrawal from the activity and proceeding onward to a superior chance.

The idea of the work in the friendliness part requests the representatives to give phenomenal support of the clients, for example the works working in the agent administration employment are for the most part in nearness to the clients. In this way, their activity has a particular essential that they show great signals and feelings towards the clients consistently. Along these lines, crafted by these laborers depends on passionate work. Along these lines, the consumer loyalty is a decent measure for the appropriateness of the worker to the activity just as it likewise tells how well they are playing out the activity. In spite of the way that these representatives assume a basic job in managing clients they have less compensation (Pizam, 2015) and troublesome working conditions that incorporate longer moves and taking a shot at ends of the week in connection to different employments.

Like every single other industry (Anvari, JianFu, and Chermahini, 2013), the travel industry and lodging industry is influenced by the high paces of worker turnover since human asset is

the most significant constituent of the client administration based plan of action. This has been apparent in the ongoing work led to discover the financial purposes for the laborer withdrawal from the firm (Waldman, Kelly, Arora Smith, 2004; Simons and Hinkin, 2001; Hinken and Tracey, 2000). Enlistment and preparing of new workers to top off the hole left due to the turnover is exorbitant for the association. To limit those costs, it is essential to distinguish and take a shot at representative's goals to stop from the get-go. To accomplish this a profoundly powerful human asset the board is gravely basic (Hemdi and Nasurdin, 2006).

The friendliness business is frequently described by the brief changes in the seasons subsequently this trademark credit to its flighty nature. This clears a path for a few difficulties for the lodging business, for example, deficiency of workforce both in numbers and ability level, an absence of attractive possibility for positions of authority and it makes the enlistment testing by giving a negative picture (Hughes and Rog, 2008).

Attributable to these expressed issues related with turnover in the general neighborliness industry, this examination plans to investigate the reasons that effect a worker's choice to leave the place of employment, to investigate those variables and feature the basic leadership process the representatives embrace as they settle on an intentional decision to either remain or leave the association. With this impact, neighborhood cafés are taken as agents of the accommodation business and a subjective report is intended to help break down the information and address the exploration questions.

1.2 Problem Statement

Based on the extensive literature in this particular area it has been identified that most studies conducted focused mainly on a few recurring factors identified in literature as the causes of turnover. Also, most of the studies have been quantitative with questionnaires being used for data collection and this study will provide a more exploratory view on this particular topic.

As identified previously that the global hospitality industry has experienced particularly fierce competition in the recruitment arena due to several factors, including high turnover rates (US Bureau of Labor Statistics, 2015) and global labor shortages (Zopiatis et al., 2014), the problem of recruiting and retaining the right people has taken tremendous coverage in

quantitative studies. Again, these studies have been mostly based in the western context with little to no knowledge being provided in the local context. This raises a significant gap.

Another problem that can ultimately be put under the restriction category has been the increased focus on quantitative studies which are only limited to a few factors that are being discussed, studied, checked and re-checked. There is a need to explore more factors that might be contributing towards the turnover problem that is affecting the hospitality industry on a global scale (McGinley, Hanks and Line, 2016). This leads this study to focus on exploring more factors that can help identify factors that might help enhance the intention of individuals to stay with organization if addressed properly.

The goal of this study is to explore the factors leading to turnover in employees in the local dine- in restaurants and to link those reasons with the decision paths so as to generate profiles that can be studied and identified in different settings to help understand the turnover problem. The problem arising from the high turnover in the hospitality industry and the negative perceptions of individuals towards this industry has been highlighted and needs to be addressed more in order to come up with a solution (McGinley, Hanks and Line, 2016). This will enable managers to identify factors of motivation that can be helpful to recruit the right people and to work on the constraints that are hindering the intention to stay with the organisation.

What are the reasons behind high turnover in the staff of restaurants and how are the reasons linked to different decision types?

1.2 Significance and Scope of the Study

The worldwide turnover issue in the hospitality business should be tended to (Zopiatis et al., 2014). This incorporates recognizing the reasons and calculates included prompting the turnover issue. The components distinguished explicitly tending to this are pitiful and the theme needs more top to bottom research that will likewise help recognize new factors and advance the effectively present research (McGinley, Hanks and Line, 2016). There is likewise a requirement for an increasingly thorough methodology with regards to cafés distinguished as a hole by Bufquin, Dipietro, Orlowski and Partlow (2017) that tends to the elements required as well as incorporates the basic leadership process that prompts the real deed of leaving the place of employment, which prompts the interest of a progressively exhaustive methodology towards turnover that a procedure and a substance model be

combined up for a progressively complete perspective on taking a gander at a specific marvel. This was likewise distinguished by Zimmerman, Swider and Boswell (2019) who proposed that a far reaching approach could give a superior arrangement by teaching the best reasonable models and utilizing the develops to address the turnover issue.

As indicated by insights shared by Pakistan Today, The News and Express Tribune (2016), Pakistan is set to get outside just as nearby interest in the friendliness business attributable to the exceptional decrease in fear based oppression and the presentation of CPEC related exercises which is advancing lodging inhabitation by outsiders who contribute towards 40% of the inhabitation of inns. Worldwide organizations like Avari Groups and Hashoo Group are set to build up 10 inns and eateries the nation over because of the producing need. This will make an interest for work in the market which isn't so quick to work in the cordiality business on account of the negative recognitions established in the limitations distinguished in the past research and furthermore the officially utilized work is confronting the turnover issue. In this way, so as to pull in and hold the correct ability there is a requirement for the associations required to comprehend the components that lead to turnover and after that to take a shot at them to make their associations appealing for the work advertise with the goal that they are effective in obtaining and holding the best ability.

1.3 Research Objectives and Questions

The main objectives of the research are:

- 1- To explore the reasons leading to employee turnover in restaurants
- 2- To investigate the process that leads the employees towards making that decision
- 3- To use a comprehensive approach by bringing together a process and a content model in understanding the employee turnover behaviour in restaurants.

Based on these objectives, the research questions of the study are:

- 1- What are the leading reasons behind turnover in front- line employees in restaurants?
- 2- How are these reasons linked to the different decision types generating quitting profiles?

1.5 Structure of the Thesis

The study is divided into different chapters starting with the Introduction 1.0 that will introduce the topic and its background and lay down the significance of the study and also the

research objectives and questions. The next chapter is a detailed literature review 2.0 of the topic of study. The third chapter 3.0 discusses the methodology adopted for the study with detail discussion on the approach, design and sampling techniques. The fourth chapter 4.0 covers a detailed analysis of the data. The last chapter 5.0 includes the discussion of the results, limitations of the study and the conclusion.

Chapter 2: Literature Review

2.0 Introduction

This chapter will discuss the extensive literature available on the topic of study and is divided into further sections. The first section includes definition of turnover as discussed in the literature and the various methods and theories employed to study the phenomenon over the

years with a highlight of employee turnover in the hospitality industry and the restaurants respectively. The next section will focus on the turnover models and discuss in detail the comprehensive approach and the models chosen for this study.

The literature focuses mainly on the turnover research done over the years including the fundamental concepts introduced by Price (1977) and Porter and Steers (1973). It also gives an overview of the concepts and different approaches adopted over the years by researchers as highlighted in Table 1. It further discusses the turnover literature available for hospitality industry and then restaurants in specific. A brief overview of the turnover models is given leading to the selection and in detail description of the two models chosen for this particular study.

The literature is focused so as to address the main purpose of the research, that is, turnover in restaurants which is then further divided into sections addressing the literature available on Turnover, Turnover Models and the Content and Process Model being chosen to answer the research questions.

2.1 Turnover

The proportion of the quantity of the individuals working in the association who left during the time under perception separated by the normal hierarchical individuals in a similar association has been characterized as "Turnover" by Price (1977). The main examination and concentrates on this issue in are finished by Porter and Steers (1973) and Price (1977).

Representatives' turnover is a much examined marvel Shaw et al. (1998). Yet, there is no standard motivation behind why individuals leave association. Representative turnover is the revolution of laborers around the work showcase; between firms, employments and occupations; and between the conditions of business and joblessness Abassi et al. (2000). The expression "turnover" is characterized by Price (1977) as: the proportion of the quantity of hierarchical individuals who have left during the period being viewed as isolated by the normal number of individuals in that association during the period. As often as possible, chiefs allude to turnover as the whole procedure related with filling an opportunity: Each time a position is cleared, either willfully or automatically, another representative must be procured and prepared. This substitution cycle is known as turnover Woods, (1995). This term is additionally regularly used in endeavors to gauge connections of workers in an association as they leave, paying little respect to reason.

Worker withdrawal, as turnover, has supported the enthusiasm of staff specialists, conduct researchers, and the board professionals. At the large scale level, market analysts and work force specialists showed the connection between turnover rates and the total degree of financial movement, business levels, and opening levels (Armknrecht and Early, 1972; Forrest, Cummings, and Johnson, 1977). At the miniaturized scale level, the examination set up a reliable connection between's activity disappointment and turnover (Brayfield and Crockett, 1955; Locke, 1976). Worker turnover is a conduct important to numerous orders and is liable to examination and talk at numerous degrees of talk. The methodology taken in this investigation is fundamentally mental and lays on the conviction that turnover is an individual decision conduct. Hence, the individual is the essential unit of investigation. Choosing the person as the unit of examination does not imply that turnover investigate at the unit, authoritative, or other total level isn't of significant worth and premium.

There are an assortment of reasons why a representative would consider stopping their activity inside the hospitality business. These have been distinguished and looked into altogether in the previous 60 years (Brown et al., 2015; Huselid, 1995; Kang et al., 2015; Mobley, 1982; Poulston, 2008; Smith and Watkins, 1978). However, associations are persistently attempting to recognize zones for development seeing turnover as turnover expenses can be very costly. Actually, they are now and then considered the most noteworthy cost an association needs to suffer (Tracey and Hinkin, 2008; Woods, 2002).

Beyond a shadow of a doubt, representative turnover speaks to one of the most huge human asset the executives (HRM) challenges in the hospitality business. Tracey and Hinkin (2010) feature that turnover is evaluated at 60% every year in cabin (Woods, Heck, and Sciarini, 1998) and up to 120% for workers in brisk administration cafés. This intemperate beat of representatives introduces a large group of difficulties for administrators and directors, for example, decreased administration quality, over the top substitution and preparing costs, and diminished spirit among stayers (Tracey and Hinkin, 2010). Ellingson, Tews, and Dachner (2016) audit an assortment of variables that are presumed to represent such high turnover, including routine occupation duties, restricted worker self-governance, generally poor pay, and couple of chances for advancement to improve long haul maintenance. Despite the fact

that there might be numerous hindrances to altering these HRM rehearses in hospitality undertakings, one zone where there might be greater adaptability to advance maintenance is through associations with collaborators. Individuals may not exclusively be basic in giving a superb administration experience however may likewise be basic in advancing maintenance.

Laborers now and again purposely quit from their organizations for various reasons. Muchinsky and Morrow (1980) set forth three noteworthy arrangements of explanations behind the turnover; general financial conditions, business related elements and private elements. In spite of any reason the choice of going separate ways is considered to be unsafe for both the association and the individual (Lee, Mitchell, Sablynski, Burton, and Holtom, 2004; Mobley, 1982). More often than not, to figure the expense of the impact of the representative turnout three fundamental components are considered: detachment costs, preparing expenses and substitution costs. Truth be told, as per Cascio (2003) in light of the particular occupation, the turnover expenses could really be 1.5 occasions or even 2.5 occasions more than the coupling worker.

Because of the likelihood of such costs, it is nothing unexpected that a satisfactory measure of accentuation is given towards understanding the elements behind turnover in firms by the analysts (Steel, 2002). Consistently, influenced by the powerful investigation of March and Simon (1958) on the apparent straightforwardness and inclination of development, one methodology puts accentuation on the psychological and full of feeling bases with respect to the laborer flight. To be exact, the investigations dependent on the intellectual models more often than not feature such simplicity of-development criteria as saw choices and chasing for work, then again the full of feeling based research models are essentially worried about the apparent allure of development as held up by the degrees of occupation fulfillment of the laborer (Mitchell, Holtom, Lee, Sablynski, and Erez, 2001). In plain terms, the laborers may start looking for work somewhere else when there is absence of satisfaction with the work. Though, if the degree of happiness is high, almost certainly, the laborer will evade withdrawal from the firm and work under their present commitment (Mobely, 1977).

As per Chikwe (2009), the turnover culture is a piece of hospitality part and this has been viewed as characteristic and destined. He likewise asserted that a hospitality association's desire with respect to cost decrease and visitor fulfillment would be in danger if there is a nearness of the turnover culture in the firm. Chikwe (2009) further proposes that the associations with higher turnover rates is are helpless to the negative standpoint and implication in the market as it would be comprised of numerous new specialists without appropriate preparing and subsequently it would be dove in the market step by step.

Turnover has been generally investigated in the authoritative conduct writing, which contends that a worker with a raised degree of turnover aim is able to have low resolve and hierarchical duty (Alexandrov, Babakus, and Yavas, 2007; Tett and Meyer, 1993). In this way, it is basic to comprehend indicators of workers' choice to effectively diminish turnover (Kang, Gatling and Kim, 2019).

A summary of the turnover literature and contributions of researchers over the years is attached in the table below:

TABLE 1

Researchers	Contribution to Turnover Literature
March and Simon (1958)	Characterized “desirability” as a multifaceted function of several diverse factors, such as monetary rewards, type of supervision, and participation in job assignment decision.
Mobely (1977)	Refined the immediate links between job satisfaction and eventual voluntary turnover. His model rich gave description of the psychological process between job dissatisfaction and turnover in a testable

	form and its elaboration of the satisfaction and alternative constructs.
Price (1977)	Established a model identifying five determinants of turnover: pay, integration, effective communication, formal communication, and centralization.
Mobley, Griffeth, Hand, and Meglino (1979)	The expanded model added variables to the earlier version, and some of these additions focus on variables external to the person. Job satisfaction and job alternatives remained as key constructs.
Steers and Mowday (1981)	According to them for some the intention to stay or quit directly predicts actual quitting; for others, the intention to stay or quit activates a search for alternatives, which, in turn, predicts eventual quitting. No mechanism was, however, specified.
Jackofsky and Peters (1983)	The perceived desirability of movement was equated essentially with job satisfaction alone, and the perceived ease of movement was equated essentially with the number of perceived job alternatives
Steel and Ovalle (1984)	Their meta-analysis found that behavioural intentions predicted turnover better
Hulin. et al., (1985)	Satisfaction and alternatives, served as the major conceptual underpinning for employee turnover
Price and Mueller (1986)	Recognized that the cognitive processes leading to turnover actually may differ across populations.
Beach (1990)	Image theory suggested that people are constantly bombarded with new information that could lead to potential behavioural changes.
Lee and Mitchell (1994)	Shocks to the system will cause the individual to pause and think about the meaning or implication of the event in relation to his or her current situation, and force people to notice “readily available opportunities.” Proposed 5 Decision Paths.
Carsten & Spector (1987); Griffeth et al., (2000); Hom et al., (1992); Tett & Meyer, (1993)	Reaffirmed the findings of Steel and Ovalle (1984)
Hom & Kinicki (2001)	Behavioural intentions, usually expressed as intentions to quit or stay, are excellent predictors of personnel turnover.

The accomplishment of hospitality industry principally relies upon the enrollment, the executives, and maintenance of workers. What's more, the occasional idea of the hospitality business stays a noteworthy explanation for the high turnover rates (Faldetta et al., 2013). Despite the fact that inn supervisors normally contract and fire workers dependent on occasional changes, directors stay insensible of the work versus-request idea; subsequently, they stay ill-equipped to synchronize work to request (Faldetta et al., 2013). Specific difficulties from personalization/customization, administration the board, marketing, and web-based social networking use may impact turnover rate. A noteworthy requirement for industry pioneers is to use better administration procedures that would help in holding the most significant, well-prepared representatives, adequately helping the business contend in the hospitality advertise (Brown, Thomas, and Bosselman, 2015).

Gellatly, Cowden, and Cummings (2014) inspected the connection between staff attendants' degrees of responsibility and turnover aims, seeing how authoritative duty could influence apparent work-unit relations. Gellatly et al. analyzed worker turnover utilizing emotional, standardizing, and continuation responsibility information from 336 enlisted medical caretakers. Zhang (2016) accumulated information on how the RNs saw their work-unit relations and their expectations to leave to their occupations. The exploration directed by Gellatly, Cowden and Cummings exhibited that staff attendants who held abnormal amounts of full of feeling responsibility and regulating duty communicated positive quality work-unit relations. In contrast with different medical caretakers with lower successful and standardizing responsibility, they were less inclined to leave their associations (Gellatly et al., 2014).

AbuKhalifeh and Som (2013) concentrated on the predecessors influencing worker commitment and hierarchical execution. Karatepe (2014) comparatively examined and announced representative commitment as a part of authoritative presentation results. Barrick, Thurgood, Smith, and Courtright (2014) additionally centered around worker commitment from the point of view of the group in an association. Representative commitment studies struck decide the variables that could shape worker commitment and work results by contemplating the impression of pioneers, human asset experts, and workers. Comparable results were that representative help spoken to a significant commitment to commitment and

work results of representatives (AbuKhalifeh and Som, 2013; Barrick et al., 2014; Karatepe, 2014).

Bryant and Allen (2013) and Hurley (2015) investigated thoughts to lessen turnover rates. Bryant and Allen portrayed high representative turnover rates as exorbitant and troublesome. Bryant and Allen offered a scope of perhaps viable methodologies to oversee turnover. Techniques included remuneration and advantages based arrangements, just as arrangements that give help past the material needs of representatives. The discoveries from Bryant and Allen distinguished a few methodologies that are accessible for associations to utilize, which could empower organizations to all the more successfully lower turnover rates by giving various answers for such a powerful issue.

Deery and Jago (2015) inspected different techniques that the hospitality business could utilize to determine the turnover emergency. The scientists thought about ability the executives, work-life balance, and other maintenance methodologies. Deery and Jago led a writing combination and examination utilizing a system that exhibited the potential connections with the precursors of hierarchical and industry properties, for example, individual representative measurements, work-life clashes, authoritative techniques, work fulfillment results, authoritative duties, and worker maintenance. A finding announced by Deery and Jago was that guaranteeing work-life equalization was one of the best strategies to improve standards for dependability. Additionally, any adjustment in work-life equalization could straightforwardly impact factors, for example, work fulfillment, authoritative responsibility, stress, and liquor use (Deery and Jago, 2015).

Different scientists have directed investigations to look at the reasons why turnover has stayed high in this industry and what hierarchical pioneers of the business may do to change these high turnover rates (AlBattat and Som, 2013a; Sharon, Goziker, and Shahrabani, 2014). Albeit most analysts on turnover have set that authoritative factors, for example, duty, commitment, fulfillment, and pay could influence turnover (Kara, Uysal, Sirgy, and Lee, 2013) could clarify the high turnover of the hospitality business, the issue stays obscure and deserving of further look into. The high turnover paces of this industry are among the best

difficulties that HRMs face (Nayak, Pai, Prabhu, and Granil, 2015; Pearlman and Schaffer, 2013).

2.1.1 Turnover in Hospitality Industry

Hospitality industry speaks to one of the most unique and flourishing businesses everywhere throughout the world. A few nations, for example, the United States, have held a critical the travel industry that supports exercises that have formed the nation's economy. Teng (2013) portrayed the hospitality business as an organization with a reason to fulfill a full scope of requirements, for example, sustenance, drinks, and housing. The hospitality business includes visit visitor have connections and hospitality organizations that take into account the requirements of a differing gathering of individuals. Monetarily, the hospitality business has existed for right around 4,000 years. The hospitality business stays a billion-dollar industry that relies upon the discretionary cashflow and accessibility of its clients (Knani, 2014). The hospitality business comprises of different administration handle that incorporate cabin, eateries, occasion arranging, amusement parks, transportation, journey lines, and others. Various gatherings of employees run these foundations with different duties, for example, executives of activities, the board or influential positions, HR, office upkeep, and showcasing positions (Ruizalba, Bermúdez-González, Rodríguez-Molina, and Blanca, 2014).

The hospitality business is generally characterized by low pay rates, inferior work conditions and receiving awful HR practices, for example, (for example family leave, paid maternity leave, equivalent business opportunity, wellbeing and security approach, complaint strategies, correspondence systems) and it is known to rely upon inferior and non-changeless work (Knox and Walsh 2005). The scientists have discovered that so as to handle the changing requests of the workforce the hospitality business doesn't make arrangements which fuse suitable work practices and which incorporates plans to hold the workforce. To handle the issue of the changing requests of the workforce has prompted the casualization being the trailblazer system of the board in the hospitality business. Thus there are high number of withdrawals at both the administrative end just as the activities. This prompts the loss of efficiency, lower benefit, and expanding level of preparing and substitutions costs in the hospitality business (Davidson and Wang 2011).

Arrangements in both the hospitality area and the travel industry part are for the most part taken a gander at as unsuitable. As the fundamental attributes are disappointing compensation, underneath standard working conditions, no surety of professional stability and absence of advancement possibilities, it brings about enormous number of turnover. Yang, Wan and Fu (2012) discovered that the workforce turnovers are brought about by variables, for example, wages and different advantages, the quantity of hours in a move, the measure of work endorsed and its weight, preparing and improvement, working under the initiative, vocation openings and things rotating around the family and private life. In this way, the hospitality organizations generally think about the high turnover rates as a typical piece of the enlistment pool and along these lines the laborers have a thought that getting into this profession means constrained vocation advancement prospects.

To deal with the changing elements of the work relationship stays to be among the all the more squeezing difficulties of the hospitality business. Since hospitality business is based around client administration business, it essentially depends on the workforce to remain at top of the challenge. Since it is a client administrations based business, the achievement and execution of the hospitality organization is controlled by the clients that utilization the specific administrations (Davidson and Wang 2011).

Regardless of the hospitality administrations being intensely dependent on the workforce there hasn't been much examination in the extent of understanding the conduct and disposition of the workforce and works. As huge bit of the inquires about around there have been centered around how the individual practices of human asset the executives influence the exhibition of an organization, such looks into probably won't give the genuine image of the current inquiry. Moreover, in the said businesses of the travel industry and hospitality, human asset advancement is frequently viewed as a reactionary idea. The vast majority of the current work pry into the impact of the human asset rehearses at the organizational level not on an individual level. Indeed, very little work has been done to decide the impacts of turnover culture and human asset rehearses on an employee's response (Ghebrejorgis and Karsten, 2007).

Despite the fact that there aren't a decent number of inquires about on the elements of human asset rehearses and the individual specialist in the created nations, the creating nations then again have investigated this scene and they have a palatable number of looks into that fuse this model and system in their separate examinations. This examination would profit any specialist by giving a structure of how spurring and obliging variables influence the choice of the work to remain or leave the firm.

The laborers in the hospitality segment are viewed as least paid among various occupation segments. It is a result of absence of high abilities and no association support. Monetary and instructive motivations can limit the paces of turnover whenever offered relevantly to the laborers. Since there is absence of appropriate preparing and the wages are very low in the hospitality division the laborers are least determined and inspired, they aren't happy with their activity and it prompts generous paces of turnover also the clients stay disappointed. Laborers with high range of abilities and capability are rare in the hospitality area, since the laborers because of the idea of the work in mix to the non-inspiring conditions would prefer not to remain put in an inn for a more drawn out time. The scout should be differed of the variables and so as to contract and keep top notch work they are should improve changes, for example, great wages and other periphery motivators. Better pay and advantages in some other firm is one of the real explanations behind the turnover. On the off chance that vocation improvement just as plentiful wages are offered by the organizations the laborers would be more averse to pull back from that firm (Davidson and Wang 2011).

The hospitality and the travel industry gives numerous employments around the world and widely adds to numerous nations' total national output (GDP) (Vasquez, 2014).

Consequently, extra research may help pioneers in such businesses improve employees' presentation, empowering them to contend all the more adequately in the hospitality business (Dobre, 2013; Dragoni, Park, Soltis, and Forte-Trammell, 2014; Verbos, Miller, and Goswami, 2014).

2.1.2 Turnover in Restaurants

Analyzing turnover and their effect is progressively significant for various reasons. Turnover rates in administration enterprises are normally a lot higher than in the general workforce and

in assembling in explicit. For instance, in 2013, the yearly turnover rate in the recreation and hospitality section was 64.8% whereas it was 37.2% in general and as it were

22.8% in assembling (Job Openings and Labor Turnover Survey (JOLTS) report, 2014).

There are expanding signs of a causal connection between turnover rates and organizational execution by and large (Park and Shaw, 2013). Since the hospitality industry depends significantly on having a staff that is skilled and centered around faultless client administration it is critical to concentrate on turnover as the general execution of the organization can be upset by turnover. Holtom and Burch (2016) state that is the reason it is basic to examine the turnover issue in restaurants and in general hospitality industry.

The restaurant industry is one of the key givers for the administration area in numerous Asian nations. Among different areas of the Hospitality Industry the biggest sub-segment is eat in restaurants (Kamal and Wilcox, 2014). It is generally focused in nature with firm challenge inside the industry because of an expanding number of new participants offering separated nourishment items and administrations. Consequently it is essential to comprehend the components that may enable the restaurants to hold their important employees as it costs the organization profitable assets like time, enrollment and preparing expenses and by and large execution (Kamal and Wilcox, 2014).

The industry players have accepted that they have no influence over the work turnover yet they are not placing in human asset procedures that may help hold staff, for example, expanding compensation/pay rates and preparing their employees. Rather, the businesses are reacting logically to their observations regardless of the noteworthy development that has been involvement in the industry which give alternatives and roads through which staff turnover flourishes showing there is still more research required here and simply changing the HR techniques on impulse won't be a sufficient reaction (Ellingson, Tews, and Dachner, 2016).

In 2016, the turnover rate for restaurant eating industry was 1.8 million individuals with roughly 3 million individuals working in the industry (Needham, 2018). Turnover is a major issue being looked by restaurants. Restaurant pioneers showed that the hardest difficulties in the industry incorporate holding employees. Restaurant pioneers battle with distinguishing

powerful procedures to hold qualified employees and perceiving the variables prompting turnover (Bufquin, Dipietro, Orłowski, Partlow, 2017).

Organizations with high turnover rate experience lower efficiency than organizations with low turnover rates. In this way, understanding the variables influencing turnover in this industry is a fundamental initial move towards finding an answer for diminishing turnover rates, expanding the gainfulness, and fortifying the national economy. Bringing down employee turnover rates will diminish joblessness claims and the monetary strain to the national economy (Needham, 2018).

Frontline Employees

Frontline employees are of focal significance for the visitor involvement in the hospitality industry. Onsøyen et al. (2009, p. 82) depict the job of the host-visitor as the center movement. In addition, Lashley (2008) suggests a model where the hospitality organization structures its exercises as indicated by the supremacy of host and visitor exchange so as to construct visitor reliability. In this view, the accomplishment of hospitality organizations just as of administration organizations all in all relies on the presentation, fulfillment and maintenance of its frontline employees (Chung and Schneider, 2002; Wirtz, 2008). The supervising of frontline employees is one of the central undertakings of hospitality supervisors (Lashley, 2008). Therefore, it is imperative to comprehend the parts of frontline employees' job that could contribute both to improving work execution and to reinforcing the company's upper hand by ensuring such strategies are rehearsed and actualized that help bring down the turnover rate and hold the esteemed employees and subsequently bringing down the enlistment costs also (Slatten and Mehmetoglu, 2019).

2.2 Turnover Models

Models of employee turnover will in general can be categorized as one of the two classifications: process models or content models (Maertz and Campion, 2004). Process models center around the succession of steps employees experience during the process of stopping, for example, creating sentiments of disappointment, pondering stopping, looking for elective work, and after that stopping their present occupations. Content models, then again, center around variables that reason employees to stop, joining builds, for example, characteristics of the activity, organization, and individual just as elective chances. At last, a few models incorporate both the process and content (Hom, Mitchell, Lee, and Griffeth, 2012).

Cost (1977) built up a model recognizing five determinants of turnover: pay, incorporation (association with a supervisor or colleagues), compelling correspondence (plainly characterized work jobs), formal correspondence (organization correspondence practices and strategies), and centralization (dissemination of intensity in the organization). Value additionally presented an arbitrator of occupation fulfillment and turnover, named opportunity, characterized it as the accessibility of elective work in the earth. Similarly as with numerous models, following the testing of the Price model, a few inadequacies developed. Along these lines, in 1981 Price and Mueller overhauled and extended the previous model.

As indicated by the Price and Mueller (1981) model, monotonous work lessens fulfillment. In any case, laborers are bound to be happy with their work when they are taking an interest in occupation related choices, accepting business related data, shaping dear companionships with others at work, acquiring sensible and reasonable remuneration, and getting a charge out of chances for advancement (Price and Mueller, 1981). Cost and Mueller suggested that the accessibility of elective openings for work moderate the connection between employment fulfillment and turnover. Tending to the issue of little measurably noteworthy connections in their examinations that required future investigations to concentrate on extra factors and estimation contemplations, Price and Mueller (1986) modified and refreshed the model in 1986, to incorporate the idea of job over-burden as forerunners to fulfillment. They found that workgroups and size of the organization, as forerunners of organizational duty, added to the employees' aim to leave. They additionally acquainted the dedication with the organization as a middle person between employment fulfillment and aim to leave. Cost and Mueller's refreshed model included a significant number of the previous maintenance factors just as a few extra ones.

One profitable expansion to the model was distributive equity, drawn from Price and Mueller (1981) writing on value hypothesis. This hypothesis recommended that employees would be bound to remain on the off chance that they feel that the results they get mirror the exertion and different data sources they contribute. Cost and Mueller (1981) gathered the elements into two gatherings known as the sparks and disappoints. Cost and Mueller added to willful

employee turnover by building up a far reaching set of determinants of turnover and presenting remarkable factors that have now moved toward becoming piece of the withdrawal process. Cost and Mueller's models underlined the significance of compensation (remuneration), preparing, and limited time openings (profession the executives) to maintenance, which are very important to the present investigation. Cost and Mueller's (1986) model gave the causal determinants of turnover by regarding turnover as a result rising up out of a choice process that an employee embraces. They put the causal determinants in this model into three noteworthy gatherings: natural, for example, opportunity and family relationship duties, individual, for example, remuneration and general preparing openings and basic components, for example, progression openings and routinization.

The Greenhaus, Collins, Singh, and Parasuraman (1997) model of intentional turnover enabled researchers to think about turnover in expert bookkeeping firms. Greenhaus et al., (1997) placed that separated from working extended periods of time, especially during certain bustling periods, proficient bookkeepers and banking experts the same must advancement through a few positions before arriving at the association level, involving places of expanding obligation en route. The altered model of deliberate turnover incorporates four arrangements of potential effects on the turnover process: (a) work encounters (work over-burden, vocation improvement openings, progression desires, and headway desires), (b) family obligations, (c) work-home clash, and (d) stress. As indicated by Greenhaus et al., (1997), work over-burden was an indicator of aim to leave and genuine takeoff. The absence of profession advancement opportunity may make an employee choose to leave and that a powerful urge for advancements continued enthusiasm to stay in the organization, conceivably reflecting expanded degrees of responsibility. In like manner, idealistic headway desires decline the probability of leaving an organization or calling.

Campion (2014) said that dominant part of the research in turnover has concentrated on distinguishing predecessors of occupation fulfillment and their definitive connection to turnover in employees. Various elements have additionally been concentrated freely and not as forerunners. Nonetheless, the accompanying components have been learned finally in the hospitality industry, for the most part dependent on quantitative investigations in inns along

these lines giving a rich writing regarding the matter. The first factors were written somewhere near Mobely (1982) in his turnover model. They were later on received, adjusted and a ton of different components were likewise included in the model based more state-of-the-art research. The variables are recorded underneath:

- Dissatisfaction with work
- Wages
- Benefits
- Hours or shift
- Supervision-personal
- Job security
- Job meaningfulness
- Career opportunities
- Child care
- Leisure activities
- Social environment
- Illness or death in family
- Personal injury
- Housing initiated
- Transportation
- Co- workers
- Supervision- technical
- Working Conditions
- Job Security
- Career Opportunities
- Use of skills and abilities
- Policies and rules
- Health care facilities
- Physical environment
- Education opportunities
- Personal illness
- Pregnancy
- External factors Organization

Adapted from: Mobley (1982), Employee turnover. In *Causes, Consequences, and Control*. Addison-Wesley Publishing Company, London.

2.3.0 A Comprehensive Approach

Employee turnover is one of the most considered practices in the board research (Griffeth, Horn, and Gaertner, 2000; Horn and Kinicki, 2001; March and Simon, 1958). The numerous multivariate models and observational tests inside this research stream have extraordinarily improved information about stopping. Process models center around how people touch base at their official conclusions to stop, while content models center around why people quit organizations. Despite the fact that there has been some unavoidable cover (e.g., Lee and Mitchell, 1994), current multi variate models center basically around elucidating either the hows or the whys of turnover, yet not on both at the same time. Process researchers concede that in spite of the fact that employees pursue explicit turnover ways, "People experience

novel circumstances when they leave," (Lee, Mitchell, Holtom, McDaniel, and Hill, 1999: 450). Neglecting to elucidate the inspirations driving these conditions and connection them with choice processes leaves a vulnerable side in researchers' perspective on turnover (e.g., Griffeth and Horn, 1995). In particular, little research has concentrated on whether various thought processes methodically identify with various kinds of choice processes. Since "turnover thought processes" start "turnover choice processes" (e.g., Mobley, 1977), certain intentions may make particular kinds of processes happen more every now and again than others. On the off chance that research demonstrates that intentions and processes are deliberately related, researchers could construct "thought process by process" models that would give progressively exact and precise depictions and that would invigorate integrative observational research (Maertz and Campion, 2004). Following this new approach presented by Maertz and Campion (2004), this investigation will utilize one process and one content model to help address the turnover issue in restaurants. The models picked have been picked dependent on the goals of the research that will help recognize explanations for turnover and after that connection those motivations to the distinctive choice ways that the employees pick while thinking about stopping.

The purpose behind picking a far reaching approach is to help fabricate profiles that connection thought processes with basic leadership. This sort of methodology unites a process and a content model as pointed out by Maertz and Campion (2004). The determination of the models depended on the research points which plainly demonstrate that the examination will investigate explanation for turnover which created a need to recognize a model that offers a wide compartment for this. Maerts Forces give a typology of 8 such classes that can be utilized in different comparative circumstances as various subjects produced in the information can be instilled under the umbrella of these classifications making it more obvious and sort the required data. The subsequent model chose depended on Lee and Mitchell's unique model that distinguished 4 principle Decision Types clarifying how a specific "stun" (reason) starts a reaction to stop in employees. This was altered later by Maertz and Campion (2004) giving a simpler to process types that helped connection the thought processes (reasons/factors/powers) to the kind of choice, implying that at some random point if a reason is distinguished through a lot of information the reaction to that trigger can be arranged into one of the four sorts and it will help produce profiles of slackers

that can be contemplated and will make it simpler for the directors or academicians to recognize potential losers by connecting the rationale with the reaction.

As verified by Leavitt, Mitchell, and Peterson (2010), the scholarly network will in general organize the making of new hypotheses over the refinement of current ones. However, due to this training, regularly various develops in various models are, in all actuality, the equivalent. This repetition can show in two different ways: either hypothetical excess, when the builds are thoughtfully the equivalent, as well as exact repetition, when the develops can't be recognized from one another dependent on the size of their connections. Best case scenario, this build cover drives researchers to invest energy reexamining (and retesting) the wheel, and at more regrettable it gives conflicting observational outcomes because of multicollinearity issues when incorporating exactly excess develops in similar examinations. In this way, Zimmerman, Swider and Boswell (2019) recommended that a far reaching approach could give a superior arrangement by teaching the best appropriate models and utilizing the builds to address the turnover issue.

2.3.1 Turnover Process Research: The Hows

In spite of the presence of other significant commitments (Rosse and Hulin, 1985; Sheridan and Abelson, 1983), minor departure from Mobley's (1977) middle of the road linkage model commanded early process research (Horn, Caranikas-Walker, Prussia, and Griffeth, 1992; Horn, Griffeth, and Sellaro, 1984). Exact tests utilizing study measures have by implication upheld the decision succession determined by these models, whereby employees become disappointed with their jobs, at that point consider quitting and scan for better jobs, and afterward structure expectations to quit, which are trailed by genuine quitting (Horn et al., 1992). In an expansion, Steers and Mowday (1981) proposed a double grouping, in which expectations to quit may lead legitimately to quitting or may initiate a quest for and thought of options. Notwithstanding their accomplishing some help, every one of these variations of Mobley's (1977) model suggest a straight, judicious decision succession that does not de recorder all turnover decisions (Lee and Mitchell, 1994). In a noteworthy development, Lee and Mitchell's (1994) "unfurling model of willful turnover" extended the degree and profundity of hypothesis on turnover processes. Lee and Mitchell presented decision making ideas from "picture hypothesis," as per which employees moderate mental assets by de

freeing less widely than is inferred in before turnover models. For example, employees may consequently screen out job choices that produce "picture infringement," or need fit with the employees' worth, vital, or direction pictures. That is, if a part of a job is conflicting with an employee's qualities, focal objectives, or strategies for accomplishing those objectives, it is wiped out from thought. Additionally, employees may consequently authorize preformed conduct contents for quitting an organization that have been "put away in memory." (For example, "If this organization is purchased, I will quit quickly.") Lee and Mitchell likewise presented the idea of a shock, which is an occasion that leads employees to ponder about turnover. Lee and Mitchell proposed five explicit decision ways. Way 1 pursues this course: no negative influence is available, yet there is a shock coordinating a preformed conduct content for quitting, which is then consequently sanctioned. Way 2 pursues this course: no vital negative effect, a shock and a picture infringement, and no elective job considered. In way 3, there is relative dissatisfaction, a shock and picture infringement, and a thought of options. In way 4a, there is dissatisfaction, no shock, and no thought of choices. The course of way 4b is basically indistinguishable from Mobley's (1977) moderate linkage model and to way 4a, then again, actually way 4b incorporates job search and thought of choices.

Lee and his associates (1996) led a subjective report in which they examined interviews with medical caretakers about quitting so as to order their decision processes into the five proposed ways (Lee and Mitchell, 1994). These ways were made a decision to order the example's instances of turnover sensibly well, with remarkable special cases. In particular, 32 percent of the cases grouped into one of the ways contained irregularities with model details for that way. For instance, a case grouped into a way with a theorized shock might not have incorporated a shock involvement. In a quantitative report with progressively accurate inquiries and less subjectivity, Lee, Mitchell, Holtom, Mc Daniel, and Hill (1999) improved order over Lee, Mitchell, Wise, and Fireman (1996), arriving at a degree of 92.6 percent classifiable cases. The 1999 creators refined the unfurling model, perceiving (1) that contents can be a piece of more than the principal way just, (2) that assessing job choices may include explicit offers or general convictions, (3) that spontaneous job offers can be a piece of a larger number of ways than just way 3, and (4) that job search and offer assessment ought to be hypothetically decoupled and permitted to fluctuate autonomously. Plainly, the refined unfurling model is hypothetically engaging and has gotten some observational help. Components of this model ought to unquestionably give essential process contributions to combination with content models. Be that as it may, a few parts of the model may should be

reexamined if diverse turnover decisions are to be caught all the more completely. To start with, in Lee et al. (1996), various medical attendants were named way 1 content driven "quits," when they had essentially wanted to quit their organizations at explicit focuses later on (for example, "when my life partner resigns"). This sort of plan does not rely upon shocks coordinating a social content put away in memory and may include controlled (instead of programmed) decision processing. In this scripted quitting, an employee accepts that the individual in question would quit if a condition were satisfied at some obscure time later on. This detailing proposes that Lee and Mitchell's (1994) way 1 may envelop two unmistakable processes that ought to be recognized: (1) quitting arranged ahead of time for a clear time later on, and (2) quitting dependent on a restrictive arrangement that might be enacted by a dubious future occasion.

Second, Lee and Mitchell (1994) held that negative influence isn't appropriate to the decisions in ways 1 and 2, yet later varieties of the unfurling model propose that negative influence might be a piece of way 2 (Lee et al., 1999; Mitchell and Lee, 2001). Maertz and Campion (2004) fought that way 1 decisions could likewise incorporate a viable reaction at the time a negative shock happens. Additionally, in way 3, where an option is contrasted and the present place of employment, negative influence is estimated to happen. Be that as it may, no negative influence need be available for an employee to reason that a superior job option is accessible (Bretz, Boudreau, and Judge, 1994; Steel, 2002). With the numerous huge observational connections between influence stacked factors and turnover (Griffeth et al., 2000), models ought to presumably permit that influence can impact any decision, yet that it might be pretty much imperative to certain decision types.

Third, Lee and Mitchell's (1994) model insights at rash quitting, yet it isn't named and recognized as a different way. Mobley (1977) expressed that incautious quitting may happen in a completely unexpected manner in comparison to his proposed decision process yet neglected to really expound. Additionally, there is impressive recounted proof that a few people quit their jobs incautiously, with no arranging. To all the more likely address indiscreet quitting, future modeling endeavors ought to permit a degree of "no arranging" (versus distinct and restrictive arranging) for characterizing decisions (Maertz and Campion, 2004).

At last, shocks have been characterized as shaking outside occasions (Lee and Mitchell, 1994) and as possibly inside (Lee et al., 1996). Taking the broadest definition, it appears to be consistent that all decisions have some shock (for example, an occasion, memory, perception, or feeling) that proximally causes controlled turnover thoughts. Sensibly, such thoughts must be brought about by something. In ways 4a and 4b, which contain no shock, diminishing job satisfaction is thought to be steady, yet Lee and partners argued for this continuousness (cf. Sheridan and Abelson, 1983), or for why "no shock" would be related with slowly expanding withdrawal comprehensions. Truth be told, numerous shocks could happen over quite a while, coming full circle in definite considerations about quitting. In depicting way 2, Lee and partners made no contention with respect to why a picture infringement couldn't be the shock that decreases job satisfaction. In addition, Lee et al. (1999) utilized the equivalent grouping question for distinguishing shocks, contents, and job offers. Therefore, these factors were not estimated autonomously. Shock characterization addresses likewise constrained a respondent to recollecting "a solitary specific occasion" (Lee et al., 1999: 461), when a progression of related occasions may have incited turnover consultations. Without better explanation regarding why a shock would or would not happen and better estimation of shocks, "shock versus no shock" ought to most likely not be utilized as an authoritative process parameter. More prominent or lesser shocks could provoke insights about quitting in any way. This contention suggests that ways 4a and 4b could be crumpled into ways 2 and 3, individually. In light of this, Maertz and Campion (2004) recommended that the model be changed and refined four nonexclusive turnover decision types which are spoken to in TABLE 2.

TABLE 2

Summary of Four Generic Decision Types

Decision Type	Job Offer in Hand	Advance Plan	Description
Impulsive quitting: Quitting because of insufficient attachment	No	None	Employee's motives for quitting an organization exceed motives for remaining
Comparison quitting: Quitting for an alternative job	Yes	None	Employees compare and favor other job alternatives over the current jobs at the time of the final decisions to quit.
Preplanned quitting: Quitting with a definite advance plan	Maybe	Definite plan to quit, made well in advance of departure, according to which the employee will quit when a specific time comes or an event happens.	Employees make definite plans at the time of the final decisions to quit. They immediately quit when specified time arrives or specified event happens.

Conditional quitting: Quitting with a conditional plan	Maybe	Indefinite conditional plan to quit if an uncertain event happens in the future.	Employees make conditional plans to quit. Something then happens that they judge to meet the conditions, at the time of the final decision to quit.
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Adapted from: Maertz and Campion (2004)

2.3.2 Turnover Content Research: The Whys

The second precondition for reconciliation is a complete content conceptualization. Some multivariate models have concentrated on recognizing numerous turnover precursors that address why employees quit organizations. Nonetheless, even the most broad content models (e.g., Bluedorn, 1982; Horn et al., 1984; Mobley et al., 1979; Price and Mueller, 1981) have ignored significant inspirations for quitting (Maertz and Campion, 1998; Mitchell et al., 2001). Consequently, incorporation dependent on any single model dangers inadequacy. Accordingly, Maertz (2001) combined a typology of eight classes of inspirational forces driving quitting from the dedication and turnover written works.

Affective forces. At some random point in time, an individual has an inclination or full of feeling reaction as for their organization. This full of feeling reaction triggers either mental solace or inconvenience, which drives an epicurean methodology shirking system. That is, comfort/feeling great rouses staying, while distress/feeling negative propels quitting.

Contractual forces. Seen concurrences with an organization to satisfy certain commitments can likewise make a particular inspirational power frequently conceptualized inside the mental contract (e.g., Robinson, Kraatz, and Rousseau, 1994). Felt obligations to remain with the organization increment append ment (Meyer and Allen, 1991). On the other hand, saw contract breaks by the organization can make inspiration to quit (Robinson and Morrison, 2000).

Constituent forces. There is impressive proof that employees genuinely recognize their associations with individuals or gatherings inside the organizations and their associations with the organizations themselves. Accordingly, these associations with constituents have

been demonstrated to be multidimensional and to effectsly affect goals to quit (e.g., Becker, 1992). An employee may feel joined to or need to with draw from different constituents and would there by feel connected to or need to pull back from the organization.

Alternative forces. Great elective open doors may draw in or mentally pull employees from their present organizations, even ones that are well-enjoyed. On the other hand, employees who accept that there are not many and additionally low-quality jobs accessible to them will be less propelled to quit their present organizations (March and Simon, 1958).

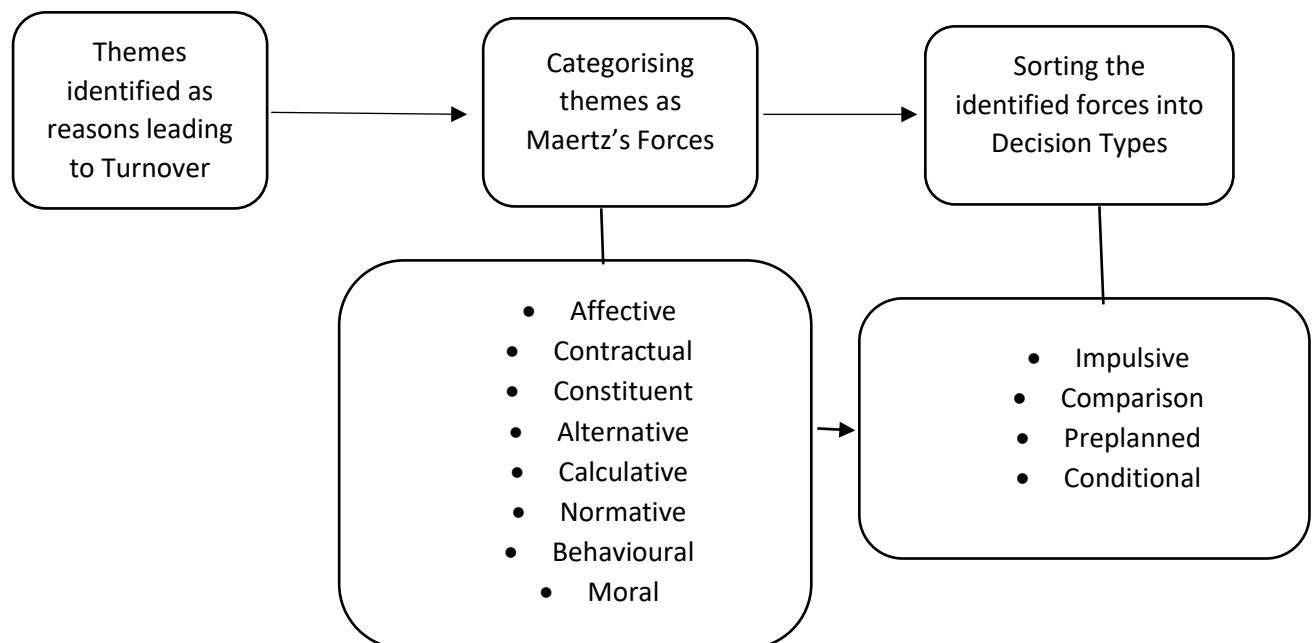
Calculative forces. Based on levelheaded personal responsibility, employees figure their odds for accomplishing objectives and qualities later on at their present organizations (Mobley, 1977). In the event that an employee feels that the person can accomplish objectives and qualities later on through proceeded with enrollment, the individual turns out to be progressively inspired to remain. On the off chance that the figuring is that qualities/objectives can't be met there, the individual turns out to be progressively spurred to quit.

Normative forces. Regulating forces are an employee's impression of family or companions' assumptions regarding their staying at a job or quitting (Prestholt, Lane, and Mathews, 1987). On the off chance that the desires support staying, there is a thought process to remain. On the off chance that the desires support leaving, there is a thought process to quit.

Behavioural forces. One might be appended to an organization by past practices that mean one will acquire costs by leaving. Such practices incorporate putting resources into nonvested annuity advantages or organization explicit preparing time. In this way, for social forces, the general inspirational component for staying is that an employee needs to maintain a strategic distance from expenses caused by leaving (Salancik, 1977). Then again, seeing no critical expenses of leaving can make a view of opportunity, adding to an employee's inspiration to quit.

Moral forces- Employees may likewise have a disguised worth or standard about quitting itself (Triandis, 1975). Toward one side of the continuum, this worth might be the view that quitting jobs demonstrates feeble character or flightiness. At the furthest edge of the range is a disguised worth that changing jobs is an excellence. In either bearing, the mental thought process is the craving to "make the best decision" and to abstain from acting conflictingly with one's qualities about quitting (Festinger, 1957).

A visual representation of the concept is given below:



Chapter 3: Methodology

3.0 Introduction

This study provides a demonstration that a content and process model can be integrated to promote theoretical development. Through understanding which motive levels are associated with certain processes, profiles can be theorized and investigated, providing with a well-balanced and comprehensive look at the turnover process that inculcates both the hows and whys. These content-rich decision profiles would provide a much deeper and more detailed understanding of the turnover phenomenon.

This study broadly focuses on highlighting the reasons as to why the restaurant staff tends to leave their job and the situations and reasons that give rise to this turnover. An extensive literature review was conducted focusing on prior knowledge on the subject where different factors have been identified specific to the context, that help explain the reason behind the turnover problem. The next step was gathering data through interviews in the local restaurants to understand the local context. This study relies majorly on primary data and for that purpose 13 restaurants were selected to conduct in depth interviews with the staff members. Two to three interviews were conducted from each restaurant. The empirical data gathered will help provide insight into the reasons behind the front-line staff of restaurants quitting a job.

This chapter provides the methodology for this research. The methodology is designed in a way so as to answer the research questions of the study. The research was qualitative in nature and Thematic Analysis of the data was utilised to interpret the collected data. The data was conducted focusing on the sample which were the front-line staff members at the restaurants and the secondary source used to back up the findings were exit interviews conducted by the management at the time of termination of a staff member's job.

3.1 Research Approach

A reasonable bearing and the game-plan of a research needs an unmistakable research approach. A researcher can go for either an inductive or a deductive methodology relying on whether the research needs to test existing hypotheses or make another hypothesis (Saunders, 2011). Deductive methodology includes messaging existing speculations, while an inductive methodology centers around growing new hypothesis (Pettus, 2011). Inductive methodology is basically situated in sociologies when contrasted with deductive methodology which has its starting points in normal sciences. In this way, an inductive methodology centers around subjective examination as opposed to making summed up discoveries similar to the case in deductive methodology (Gill and Johnson, 2010).

This research pursues the inductive methodology as it is a subjective report and is most appropriate inferable from it being a sociologies study as featured by Gill and Johnson (2010). Past research regarding the matter of employee turnover has likewise pursued a comparative methodology while leading the investigation (Kiork 2018). As this is a subjective research and this methodology means investigating and understanding the significance individual or gatherings attribute to a social human issue. This included information investigation inductively working from specific to general topics prompting translations of the importance of the information (Creswell, 2013).

This is an increasingly base up methodology as pointed out by Braun and Clarke (2006), utilizing the members' perspectives to assemble more extensive topics and create a progressively explicit to general methodology by interconnecting the subjects. Additionally, this methodology is more information driven and helps answer inquiries by investigating the information gathered by distinguishing examples and topics (Braun and Clarke, 2006) and

along these lines is appropriate for this examination as it targets investigating the purposes for turnover and will utilize the information gathered through inside and out interviews.

3.2 Research Philosophy

As indicated by Holdon and Lynch (2004), philosophy of positivism enables the researchers to work with the discernible certainties and social substances as opposed to impressions and these actualities lead to summing up laws. Interestingly, interpretivism drives the researcher to interface with social on-screen characters and fathom their elucidation of the social world while additionally bringing their very own novel understandings of the world. This methodology is most reasonable for research that manages complex and regularly changing business condition (Saunders et al., 2007). As expressed by Bell (2014) subjective research is inserted in interpretivism and this is the philosophy received for this examination. It is ordinarily inductive with little examples and indepth examinations utilized for the most part for subjective techniques for analysis, yet a scope of information can be translated. The motivation behind interpretivist research is to make new, more extravagant understandings and translations of social universes and settings. For business and the board researchers, this implies taking a gander at organizations from the points of view of various gatherings of individuals. Interpretivist researchers attempt to assess this multifaceted nature by gathering what is significant to their research members (Saunders, 2009). Philosophical position is significant in light of the fact that it decides the choice of technique and approves the system for methodology by supporting contentions (Coe et al., 2017). The epistemological position for this investigation is interpretivist. As indicated by Kim (2003), if the research is meant to pick up inside and out understanding into the mind boggling marvel, live encounters from the individuals' perspective who have lived it, at that point interpretive philosophy ought to be the decision of researcher. While remarking on the philosophy of interpretivism, Hudson and Ozanne (1988) expressed that it concentrates more on understanding the conduct of people. The focal point of this methodology is emotional contemplations of researcher (Gummesson, 2017). The focal point of the examination was to comprehend and explore the willful turnover of employees in Restaurants, creating topics by asking the employees the encounters they lived and the conditions where they settled on those decisions and the usage of those decisions. This investigation does not expect to make speculation of laws but rather to investigate the subject under examination in a setting by getting perspectives on the employees included hence interpretive philosophy more qualified the idea of the investigation.

3.3 Research Design

Research design provides the complete process for empirical investigation as stated by Sekaran, (2003). It is concerned with data collection that involves selection of samples, planning, context etc. and analysis process.

3.3.1 Selection of Restaurants

This study was focused on only dine-in restaurants in the Twin Cities and for this purpose a through list of restaurants was collected from the online data available and later through some filed research. Before starting the interview process, a pilot study was conducted to check the validity of the prepared semi-structured interview in restaurants other than the ones selected for the final data collection. The pilot study helped provide significant insight into whether the interview questions could bring in enough quality data focusing on theme generation. This helped to understand the ability of the said interview guide to generate appropriate data and giving a green sign to conduct the interviews.

Following Newman's (2002) guide for data collection, it was kept in mind that the time required for conducting the interviews and the accessibility to the respondents did not hinder the research process as they are very crucial and thus only those restaurants were approached and selected from the target population that were informative, relevant and had time to give in- depth interviews. Interview guide used for this study can be found attached in AppendixA.

Restaurants	No. of Respondents
Res. 1	2
Res. 2	1
Res. 3	2
Res. 4	2
Res. 5	2
Res. 6	2
Res. 7	2
Res. 8	1
Res. 9	1
Res. 10	2
Res. 11	2
Res. 12	2
Res. 13	1
Total- 13	Total- 22

3.3.2 Sampling

For this study, purposive sampling strategy is utilized. The purposive sampling strategy, likewise called judgment sampling, is the intentional decision of a witness because of the

characteristics the source has. It is a nonrandom strategy that does not require hidden speculations or a set number of sources. Basically, the researcher chooses what should be known and embarks to discover individuals who can and are eager to give the data by temperance of information or experience (Bernard 2002, Lewis and Shep–pard 2006). This method helps in social occasion the required information legitimately from the most appropriate competitors. In light of the research questions and goals of this study, this strategy is utilized and the focused on test is the chiefs/supervisors and the front house employees of restaurants in the twin urban areas.

Restaurants fall in the Food Service classification of the hospitality industry and are a necessary piece of it (Powers, 2003). As indicated by Noor (2013), it the second biggest industry in Pakistan. The purpose behind picking restaurants must do with their growth and extension in Pakistan as of late. As per a study directed by ICMA (The Institute of Cost and Management Accounts of Pakistan), there has been a radical move in dietary patterns in the course of the most recent decade which has brought about a blast for restaurant style feasting as the individuals lean toward it over other nourishment administrations. The measurements demonstrate that 43% individuals go for feast in administrations while eating out. While 60% said they like to feast in a spot that has great feeling and 41% said they decide on a spot that offers greater quality administrations (ICMA Survey, 2017).

It is generally comprehended that the effectiveness in the restaurant industry is reliant essentially on employees (LeBlanc and Mills, 1994). Yet, it is likewise comprehended that employees don't really bolster everything (Hathaway, 2003). Enz (2002) finds that because of close physical associations among employees and directors a restaurant's exhibition can be legitimately affected by such communications and furthermore a definitive presentation and employee dissatisfaction prompting turnover. In particular, when a change happens employees may show protection from change inwardly, for instance outrage as safeguard system, dread as uneasiness, or bitterness as low in resolve (Johnson, 2001). They can likewise express negativity, suspicion and underperformance (Bernerth, 2004). Employees may go further by reprimanding the board for not acting to their greatest advantage and therefore attempt jobs and errands with a poor demeanor.

Henceforth it is critical to make them a piece of this study since that can help recognize factors that are or may prompt employee turnover and moreover help distinguish factors that

are viewed as positive. For this research just the front house employees are being interviewed as they are the piece of the activity everybody knows about in any case, they are engaged with a mind boggling set of tasks going from giving greatest proficiency to simplicity of development to visitors (Powers, 2003). With key jobs, for example, visitor satisfaction and individual administration this staff is at the core of a restaurant administration and henceforth their turnover can be an issue since they are all around prepared to enable the restaurant to work like a fine oiled machine.

For this study only the front- line staff of the dine- in restaurants were interviewed. Further, it was made sure that the employees being interviewed had worked at least 2-3 previous jobs in the same industry to be better able to answer the questions and provide insights based on their knowledge and experience in the industry. A total of 22 employees from 13 different restaurants were interviewed. A general summary of the staff members employed at any restaurant is given below:

Designation	Job Description
General Manager	He is responsible for hiring applicants, letting employees go, training new hires, overseeing general restaurant activities, and working on marketing and community outreach strategies. He may also help to set menu prices and purchase supplies.
Manager	He assists the manager with training duties, helps with scheduling, oversees employees, and fills in if the manager has the day off.
Back of the House Staff	
Cooks	He is responsible for one or multiple areas of the kitchen, such as the grill or fryer, depending upon the size and scale of the restaurant.
Dishwashers	Essential members of any restaurant staff, dishwashers are not only responsible for making sure dishware is spotless, but they must also keep the kitchen clean and clear of

	garbage and hazardous clutter.
Front- Line Staff	
Servers	A good server can make or break the customer experience. Responsible for taking orders in a friendly manner, reporting orders to the kitchen, and calculating the bill, servers play an essential role in any casual or fine dining restaurant.
Bussers	An essential part of keeping a casual or fine dining restaurant clean, bussers are responsible for clearing and cleaning tables to prepare for the next customer. They may also assist servers by filling water glasses for customers.
Cashier	A cashier must accurately record a customer's order and handle cash to process the transaction. He must be able to listen when customers have problems or concerns with their orders and respond to their questions appropriately.

Adopted from Pizam (2010)

3.3.3 Data Collection Process

Data collection started by approaching the restaurants and selecting 2-3 candidates from each restaurant for in- depth interviews. Prior to conducting the interview, consent was taken from the candidates for both the interview and voice recording. A sample of the interview guide was shared prior to the interview (translated) so as to give the candidate a good idea of what to expect and what questions will be asked. Most of the candidates agreed to having their interview recorded, however, a few were not comfortable and thus detailed notes were taken of the interview and the answers were repeated and double checked to make sure no important information was skipped.

The interview guide was prepared keeping in mind the research questions and thus there were two major parts of the questionnaire: one focusing on how the individual arrives at the decision to quit the job, and the second focusing on finding reasons behind quitting. The guide was prepared by deriving questions from previous studies. A few questions were later modified and probes were used depending on the answers given (Holloway & Wheeler 2010), so as to make sure the answers given had substantial quality data. The interviews were conducted in Urdu as it was the preferred language the candidates were comfortable speaking, and later the interviews were transcribed word for word in English. To make sure the candidates had enough experience in the industry to be eligible for this study, only those employees were picked who had worked at a minimum of 2- 3 previous similar jobs. This made sure that they had enough experience in the industry to help answer the questions effectively. There was no set limit to the number of interviews conducted as the data had to be collected till saturation point.

3.3.4 Data Sources

Information was gathered through two sources so as to give legitimacy to the gathered information (Gray, 2009), as specific predispositions can impact information unwavering quality so it is smarter to go for triangulation. To accomplish this the essential wellspring of information gathering was interviews and the information was likewise gathered by experiencing the post employment surveys directed by the restaurants. This gave a source to counter check the data gathered through the interviews. Likewise, brief casual dialog with the administrators from the restaurants were additionally led and the exhaustive notes were taken and used to check and affirm certain data during information analysis.

3.4 Data Analysis

Data analysis is key to sound research and thus picking the correct procedure for analysis is basic (Maguire and Delahunt, 2017). Thematic analysis is the process of distinguishing examples or topics inside subjective data. Braun and Clarke (2006) propose that it is the primary subjective technique that ought to be learned as '..it gives center aptitudes that will be valuable for leading numerous different sorts of analysis' (p.78). A further preferred position is that it is a strategy instead of a methodology (Braun and Clarke 2006; Clarke and Braun, 2013). This implies, in contrast to numerous subjective procedures, it isn't attached to a specific epistemological or hypothetical point of view. This makes it a truly adaptable technique, a significant preferred position given the assorted variety of work.

Grounded Theory was not picked this study as it expects to create speculations grounded in the data (Teherani et al., 2015) and the reason for this research isn't to build up a hypothesis yet to investigate the data assembled for significant responses to the research questions. Contextual investigation methodology is utilized when you need to investigate a particular case and investigate how and why things happen. Different signs of a contextual analysis include: a limited example; researching a circumstance where the example is enmeshed in the specific situation and can't be isolated; the researcher has no power over social occasions; and the focal point of the study is on a contemporary wonder (Wadwa, 2015). Since this study isn't case explicit this strategy was additionally not selected the momentum research.

Through its hypothetical opportunity, thematic analysis gives a profoundly adaptable methodology that can be changed for the necessities of numerous examinations, giving a rich and point by point, yet complex record of data (Braun and Clarke, 2006; King, 2004). As thematic analysis does not require the point by point hypothetical and mechanical learning of other subjective methodologies, it offers an increasingly open type of analysis. Braun and Clarke (2006) and King (2004) contended that thematic analysis is a helpful technique for looking at the points of view of various research members, featuring similitudes and contrasts, and producing unexpected experiences, which settles well with the general targets and research inquiries of this study as it intends to recognize designs from the data and sort them into fitting classes and connection them together. Thematic analysis is likewise valuable for abridging key highlights of an enormous data set, as it forces the researcher to adopt a well-organized strategy to dealing with data, delivering an unmistakable and composed last report (King, 2004), consequently the determination of this specific methodology for this study.

The objective of a thematic analysis is to recognize topics, for example designs in the data that are significant or fascinating, and utilize these subjects to address the research or say something regarding an issue. This is significantly more than essentially abridging the data; a great thematic analysis translates and understands it (Maguire and Delahunt, 2017).

With the end goal of this study the Thematic Analysis process depicted by Braun and Clarke (2006) was utilized which gives an intensive and thorough analysis of the data prompting developing topics and comprehension of the ideas along these lines finished up. The process pursued is clarified underneath:

1- The initial step was perusing, and re-perusing the transcripts. The researcher ensured that the whole assortment of data or data corpus (for example every one of the interviews and some other data being utilized) was altogether perused before going any further. The researcher likewise made notes and wrote down early impressions.

2- In this stage the data was sorted out in an important and orderly way. Starting codes were produced. Coding lessens loads of data into little lumps of importance. Open coding was utilized as first cycle coding. Open coding implies that there were no pre-set codes, yet they were created and changed as the researcher worked through the data.

3- This stage included moving from codes to topics. This is a functioning process that includes looking for topics beginning from experiencing the coded data and recognizing comparative and covering codes. The codes were grouped together that demonstrated some binding together highlight. Various bunched codes characterized certain topics.

4- This stage is progressively about quality checking where the creating topics were explored in connection to the coded data and furthermore the whole data set. On the off chance that the topics did not look at against the examined data and the codes were either disposed of or migrated to other reasonable subjects.

5- The principle point of this stage was to '..recognize the 'substance' of what each subject is about.' (Braun and Clarke, 2006, p.92). It was distinguished that what was one of a kind and explicit about each subject. Concentrates were chosen to examine. Each concentrate was supported by a convincing model that delineated the diagnostic focuses being made. Each concentrate additionally had a clarification with respect to what made it fascinating and why. The translated data was then associated with the more extensive research questions.

6- The last report was produced and it was ensured that rewording and redundancy were evaded. The connection between the distinguished topics was set up and the picked statements were featured and inserted to help answer the research questions.

Chapter 4: Analysis and Findings

4.0 Introduction

The aim of this study was to find out the reasons behind voluntary turnover in employees of restaurants. The reasons included contributing factors and decisions paths taken by the employee that ultimately leads to a turnover decision. This section includes the findings and analysis of the interview data collected through semi- structured interviews. The themes identified through rigorous coding and reading of the data have been highlighted and discussed one by one with excerpts supporting the findings. The excerpts are labelled with codes Resp.1 and so on referring to the respondent. Prominent themes also help answer the research questions that the study aims to answer and have been analysed in detail. The themes identified are thus put into the categories of forces identified by Maertz and further linked to the Decision Type.

The prominent themes identified and analysed include: Salary Concerns, Career Growth, Ethnic Polarity, Workplace Politics, Customer Abuse, and Decision to Quit.

4.1 Data Analysis

This section will discuss the themes and subthemes identified in the data in detail. All the themes identified will be discussed in separate sections followed by excerpts shared to support the statements made in the analysis. The excerpt quoted of each individual is coded as 'Resp' refereeing to respondent. A six-step thematic analysis process was employed that yielded six prominent themes in the data with each theme having 2 or more subthemes. The first five themes address the first research question and hence provide the reasons behind turnover in restaurants while the last theme addresses the second research question and helps understand if the decision made as a result of one of the reasons identified is immediate or planned.

5.1.1 Salary Concerns

The study identified salary as one of the major reasons behind quitting the job. It was important to understand and explore this because almost all candidates included this as their major deciding factor while evaluating whether to stay or quit a job. Being in a competitive industry, with multiple employment options, the employees felt that they could be earning better and thus eventually apply for a new job. However, the initial jobs were almost exclusively left because of salary. The first subtheme is **Low Salary**.

“...the first one was just experimental and I was just checking if I can actually do this kind of work so leaving the first one had no big reason except that I found a better paying job so I shifted.”

-Resp.1

“Whenever somebody applied somewhere I did too and I eventually found a job that was paying me extra.”

-Resp.2

“... Their starting salary was actually better than my salary so I was tempted and left.”

-Resp.3

In addition to better salary being a major attractive factor to switch jobs, some respondents also wanted a better place to work at after the first job, possibly a high-end restaurant. Bagging a 5-6 months experience they would look for a better salary package along with a bigger workplace. This shows that the industry indeed is competitive and finding jobs with better salaries even with a 6-month experience and sometimes even less isn't that big a problem. But finding a better or high-end place to work at seems to be important too along with a better salary.

“The first job was at a small restaurant and there wasn't much work load and the pay wasn't good either. I heard about a job opening at a nearby restaurant so I applied and got it.”

-Resp.7

“The place wasn't good, I needed to work at a better place because they didn't pay well.”

-Resp.8

“The first one I left because I found a better paying job at a high-end restaurant.”

-Resp.16

“... I wanted to work at a better place with better salary, a high-end place so that I can get good experience too so I left only because of that.”

-Resp.21

In addition to quitting jobs because of low salaries, or finding a better paying job, the next subtheme identified another salary related problem; that of **Salary Raise Delay**. Most employees while waiting for a pay raise or being promised one, would leave or start looking for better options if they said promise wasn't delivered. It is vital to note that often times, this was the exclusive reason for quitting, other factors like colleagues and management were hardly an issue but a delay in salary increase could trigger an immediate response to quit.

“I wanted a better paying job and it was clear that they weren't willing to increase salaries.”

-Resp.4

“I think salary is the main thing because after having some know-how and work experience in the industry you expect to be paid better...but salary increase is always an issue with them.”

-Resp.6

Another thing pointed out was what could be called a psychological contract breach as the employees after their work and experience and especially loyalty given to the organisation expected better treatment in return, in this case an increased salary, but even after fulfilling the criteria or reminders about the said verbal commitments, the salary was not increased and thus the respondents felt betrayed enough to contemplate quitting the job or actually leaving. What was also pointed out was that the respondents would almost always make an effort to resolve the issue and talk to the management to help find a way out but even after that if the salary issue was not addressed there would be a feeling of despair that would ultimately trigger a response to leave and find someplace else to work at.

“... They hired new people and paid them better than me so that was very unfair. I talked to the management but they said wait a little bit we will increase your pay but after a month still nothing so I left.”

-Resp.7

“I applied for a salary increase and they simply refused, even though I fulfil all criteria for eligibility.”

-Resp.11

“... I was doing good but eventually salary became an issue as I had applied for a raise after 6 months but they didn't approve it, despite saying at the time of hiring that pay raise will happen after 6 months of being at the job.”

-Resp.16

“... Again, I applied for an increase and they told me I will have to wait a couple of months, but obviously that didn't come through for me either.”

-Resp.19

This helps point out the very nature of the problem as well, and it being somewhat interconnected. On the surface it seems the main problem is salary raise, but on deeper digging and evaluation it can be seen that it is also connected to the response of the respective management, how they handle the cases and concerns being brought up to them and thus it can be linked to the original, main theme of salary. If the issue of the salary raise was resolved at some point after being flagged and after reminders from the employees of the said promises, it might have helped retain the employees. Further, it also shows a lack of seriousness on part of the management who did not take the matter seriously either because they did not deem the candidate worthy of a pay raise, or did not think losing an employee would be a problem.

Another subtheme was **Late Salary**. Although the candidates stayed for a few months and tried talking to the management about it and if even then the things weren't resolved, that is when the intention to quit came into play. Because of financial constraints and majorly because of services rendered and work delivered, the salary is expected to be paid on time and this does become a major defining factor in deciding whether the employee will stay or not. An interesting thing is to notice that no candidate being interviewed stayed at the job more than 4 months where he was not being paid on time. It is also obvious how this would lead to an immediate withdrawal from the job, the respondents would make an impulsive decision to leave instead of staying and waiting for it to work out or even plan ahead before leaving.

“The only issue was that they would give salary pretty late, like this month's salary will be given on the 15th or so of next month so it was getting unbearable so I left.”

-Resp.4

“They were very late in giving salary. Almost every month we would have to beg them to pay and even after 10 days there was no salary. I wasn't going to stay any longer.”

-Resp.19

For one respondent this was a really big problem, so much so that they decided to quit within a couple of months. This only shows how important this is. As pointed out earlier by respondents themselves that it is imperative to be paid on time especially if they have held up

their end. This seemed, to most, unjustifiable and something they have a problem being okay with.

“I couldn’t work there for more than 2 months... Despite being a prominent restaurant, this is what they were doing to their own employees. Delay in salary is simply unbearable at this time of financial constraint.”

-Resp.15

4.1.2 Career Growth

In addition to salary and also consistent with literature, Career growth is a valued factor among the employees. After a certain time serving at a place or after an overall good experience in the industry, the employees would wait for and felt entitled to a promotion or some growth in their career. Having faced rejections or waiting for a long time for the promise of promotion to be delivered, they tend to part ways with the organisation. This factor is of great importance not only because it contributes to turnover, but majorly because the organisation might lose a valued and trained employee because of it. Almost all respondents at one point in their career left the job because it offered no career growth. The first subtheme is **Promotion Delay**.

Almost all respondents had somewhat similar aspirations when it came to growth. They aimed to work at a better (high-end) place, or expect a better package with a better position. It must also be noted that quitting the industry was not the agenda. The respondents who were serious about their profession wanted further growth which shows that they are invested and want this career path but because of delay in promotions might often be forced to leave the organisation.

“I would like to grow further in this profession. I have tried working at a few places and I think I can do good at this job so obviously I will be looking for better options instead of staying here because they are delaying my promotion.”

-Resp.3

“After a few weeks I came to know that people had been working there for a year even 2-3 years with no promotion. I wasn’t going to put my energy in a place that didn’t offer any promotion. So, immediately I set out looking for a job.”

“Just promotion, because at this point I am only looking for growth in my career as I have good experience now. But they keep delaying it so I won’t be staying long.”

Again, a prominent connection can be made between the expectations of employees and the response of the management. The breach happened after a certain commitment, usually

verbal, was made and the said promise was not carried out. Employees were hired with false promises of getting promotion or better positions should they stay loyal and work better. It might have worked as a good employment tactic to make the employees stay, as the minimum time required to be eligible for promotion is usually a year. But not delivering on the said promise backfired as the employees, now with more experience, training and after showing loyalty, decided to leave.

Another trick up their sleeve was to delay the promotion by giving them false hope again and saying you will get the said promotion after a couple of months or so, or there was no vacancy etc. This again brewed negative feelings towards the management and might delay the stay of the employee only to have him grow bitter and leave.

“I talked to my colleagues and they say it usually takes a year and after evaluation they will give promotion, but still nothing. I have applied twice now but they keep saying a couple of more months wait but nothing so far.” **-Resp.10**

“It has been more than a year now and there is no sign of promotion or even salary increase. I can’t work in these conditions forever if I want to grow in my career.” **-Resp.17**

“I wasn’t getting promoted. I had been there a whole year and there was no sign of promotion. I had enough experience in the industry even to be considered for a supervisory position.” **-Resp.22**

Another delaying tactic, in addition to false hope and promises, was to link the promotion with evaluations. Although the evaluations would be promised to be conducted after a said time period, they would still not be conducted and result in the employee second guessing their commitment. They hire the employee at a lower position and promise a promotion within a few months, despite them being already experienced. The resentment created as a result of that was enough for the employees to contemplate quitting.

“When I first came in for the interview, I had applied for a supervisory position here and they told me that although I fit the criteria, they would first like me to start from a lower position and after a three-month evaluation period they would give me that position. I don’t know if it was their policy or what. This is the fourth month and still no promotion! No evaluation! They clearly fooled me.” **-Resp.5**

“I joined this job because they talked to me about in-house promotion in the interview and increased pay as well. I was told about an evaluation leading to promotion but even after 6 months there is no sign of it.”

-Resp.14

The next subtheme is **Supersession**. Having a junior employee, with less experience being considered for promotion or being promoted before you, despite your extensive experience, is also a contributing factor towards quitting a job. Respondents felt that they were being cheated of their right owing to the fact that they had stayed with the organisation longer, fulfilled all the criteria required for promotion but still find being left behind as a new inductee or a junior staff member is given a place above them. This injustice does not sit well with the more experienced employees and often times becomes a big reason for them to quit the job. What is of importance here is that the organisation is losing a valuable and trained staff member who has stayed loyal to the organisation and instead of being recognised for their loyalty, they are superseded.

“They promised in-house promotion and I have been here the longest and I deserved the spot. What we see is new and younger and less experienced people coming here and getting ahead of me while I am still where I was a year ago.”

-Resp.2

Despite fulfilling the criteria (time and evaluation), the employees were still denied promotion while a junior member or a newly hired employee would be assigned a higher designation. The employees felt they deserved the said position and treatment by the management and it was owed as an exchange of the services rendered and loyalty shown. Even after raising their voice and discussing the matter with the management they were met with false promises just to make them stay. This is seen as a betrayal of trust as the employees did not think their service or loyalty was valued enough and ultimately leads to quitting.

“Yes, I did (talk to the management) and they kept saying you are next, and now it has been almost a year. I told them my performance is good, they do evaluations themselves so they know too. But the attitude is the same. Their favourite people climb up while the rest get nothing. And the people who got promotions were all less experienced than me. That was very unfair!”

-Resp.8

“You stay with a restaurant long enough because you want promotion and when the time comes you see your juniors getting the seat and you are still a simple staff member serving soup and coffee. They don't value loyalty or good work.”

-Resp.11

One respondent talked about how, after trying over and over to get a promotion at his current job, he was already looking for better options. He was willing to give up working at a high-end place for a better supervisory position at a small restaurant, highlighting the fact that it is important for experienced employees to be considered for promotion after years of experience in the industry.

“I have already been to two interviews this week. Specifically, for Supervisory positions in small restaurants as they have a better chance of hiring me. I can’t keep giving them my best because they aren’t valuing my contribution. I have stayed here so long but still I find my juniors progressing more.”

-Resp.14

It was also seen as an insult and an embarrassing situation to have a junior supersede you and having to do his bidding and taking orders from him, despite knowing you deserved that position and have more experience.

“You ask them (management), what is wrong? They have no answer! My evaluations were good, I was there for 1.5 years and was eligible for promotion yet a guy who has not been here 6 months gets a supervisory job while I have to sit and take orders from him.”

-Resp.19

4.1.3 Ethnic Polarity

The most surprising theme emerging from the data was Ethnic Polarity. Usually turnover is studied in terms of job satisfaction and its much talked about antecedents, this one factor made an appearance over and over in the data to be recognised as a separate theme and thus a contributing factor towards turnover. Belonging to a country that has rich culture and multiple ethnicities, it tends to present a problem at workplace. When a person is outnumbered and a certain ethnicity is in majority, it can give rise to unpleasant experiences as discussed by the respondents, so much so that they actually quit their jobs. This is not a small problem, as indicated by the short tenure each respondent had at their respective jobs, ranging on average from 2-4 months.

The language and cultural differences also meant grouping at workplace, leading to one person or a few persons feeling marginalised, left out and sometimes targeted because they were not in majority. Colleague relationship suffers and due to adjustment issues the person would find himself looking for other options. Sometimes, it can tend to be a bit on the bullying and mocking side and the ethnic group in majority would mock the ones in minority.

An interesting thing is that when an ethnic group conversed in their regional language, it not only made the other one feel left out of the conversation but also raised suspicion that whatever was being said or discussed is something bad about them and that is why it is being discussed in that language. This factor is also of importance because it is among the two factors identified in the data that result in a decision leading to immediate quitting.

Talking in their regional languages or mocking a person for having a different accent were all day to day events. Despite alerting the management about it, the issue was still unaddressed and this created a resentment towards a certain group.

“They were all together. Meaning they all came from the same village/area and me and my colleague from the previous job were the odd ones. He left within the month but I couldn’t find a job. So I had to tolerate them. I even tried talking to the manager about how they exclude me from everything and he did talk to them but you know they were a strong group so they knew nobody could do anything.”

-Resp.2

The feeling of being marginalised and ignored also resulted from having no friends or anybody to talk to at the workplace. There was no bonding or friendship to make the workplace tolerable enough to work at. It is not an easy job to work in isolation especially at a place like a restaurant where there is constant communication between the staff members. So, workplace interactions and friendships are important.

“..... if you are asking them to pass something and two of them are standing together, they would say something in their language, laugh a little and then give me the thing. It felt like they were making fun of me all the time. I had no friends or anybody to talk to.”

-Resp.8

“...and don’t include you in anything they do. Every day, for 8 hours, I would stand and work alone. Not talking to anyone or saying anything. Just working. It started feeling like a prison.”

-Resp.12

“Most of the times I would just stand alone and do my work with no interaction with them. That is not the kind of environment that you can work in because most of the times you don’t even know what they are saying and you can’t talk to anyone.”

-Resp.14

Despite efforts from the marginalised employees, it was the resentment and antagonistic attitude of the group in majority that would make any effort at bonding worthless. The

employees would try to adjust and make friends but the partition could be so severe and whole at times that it would be impossible to permeate or even initiate a conversation without being ignored or mocked at. This was a serious concern as pointed out by the respondents.

“They outcast you. You are not welcome.” **-Resp.7**

“I am a very friendly person so I usually make friends easily. I would try talking to them in Urdu and making jokes but they were not really okay with me entering their group I think.”

-Resp.19

“I knew I wasn’t welcome and I won’t adjust. I couldn’t change them so obviously I had to leave.”

-Resp.22

The impact of this polarity was seen to be so intense that not only would the respondent quit immediately or as soon as he could but he would also be in such a desperate place that any job would do with no consideration whatsoever of other factors like salary etc. as long as the new place did not have this polarity.

“Honestly I did not even ask. When my Uncle told me he has arranged a job but it is in Islamabad I said immediately I will take it. It did not even occur to me to ask about pay. Because I had been looking for a job desperately, it felt like a punishment that I wasn’t getting any job and just wanted to be out of there.”

-Resp.6

“It was within a month. I thought I should give it time, but as time went by it became more and more difficult so I thought the best thing is to look for a job and leave. I started applying to different places and kept applying until I got a job.... I didn’t check or care about anything regarding the job as long as I wasn’t an outcast there again.”

-Resp.19

“Just a new job! I didn’t care about anything else.”

-Resp.22

4.1.4 Workplace Politics

The interviews revealed the impact of workplace politics on intention to quit the job. The negative feelings generated not only towards colleagues but also the supervisors and management is worth noticing. The first subtheme emerging from the data was **Grouping**. The grouping impacts the workplace relationships between employees and gives rise to a hostile environment. When groups are pitted against each other, it not only results in fights that have to be resolved over and over as pointed out in the data, but the environment itself is

no longer conducive and the stress generated affects the quality of work. One respondent went so far as to compare it to working in Parliament.

“It is like I am working in Parliament. Nobody is ever happy, nothing works because we can’t agree on anything. People are trying to cut you and bring you down.” -Resp.3

The politics resulted in jealousy and unhealthy competition, where one group was trying to malign the other either by making them look bad in front of the manager or creating hindrance in their performance. The impact of this was huge as it also had an impact on their evaluations and performance. Highlighting bad behaviours or pointing out discrepancies so as to look better were some of the tricks employed by the staff to throw dirt at others.

“I wanted to work with better people...Better people meaning they aren’t jealous of you or try to pull your leg and bring you down in front of the other people. Sometimes they play games and make you look incompetent in front of the manager so that you don’t get a good evaluation...they tend to form groups and each group has something against the other... it’s like they are more focused on throwing dirt at others than focusing on their work.” -Resp.1

The politics at play also meant working in a constantly stressful environment which would impact the performance and keep the person at edge while they sat in anticipation of the next event that they would have to tackle. It turns out that it was the frequency of the distasteful events that made it difficult for the employee to continue working in a politically charged environment.

“They were quite rude. They were always up to one thing or another against you and I felt stressed out constantly because of it. If you said or did anything against a group, they would start up something against you and make you look bad or complain about you for no reason. It was like I was constantly fighting, there is only so much of it a person can take.” -Resp.4

“Every day I would come and there would be a new issue and a new story. One group would gossip and tell something to the supervisor and he would be after your throat. The jealousy and snitching were extreme.” -Resp.5

Another common thing was the incompetence or unwillingness of the management to get involved or take action against the political motives. Despite being aware of it and the staff pointing out on numerous occasions about these incidents, the management opted out and left the situation for the staff to deal with. This disassociation of management resulted in aggravated situations resulting in the employees seriously considering to leave. It goes to

show how important it is for the management to be involved as these escalated situations lead to turnover.

“People with similar interests made a group and the misunderstandings started. There were fights often and sometimes even the manager couldn’t resolve them.” **-Resp.7**

“...It was out of the management’s hand as they said you resolve your own problems, it is not our job, just get the job done.” **-Resp.13**

The work environment became more politically charged near the evaluation or promotion time as everybody wanted to be in the management’s good books and hence the leg pulling. The data also revealed how oblivious the management can be sometimes, as they are not really in touch with the employees and unaware of the day to day happenings and even do not have enough insight into the individual staff members to lead an unbiased evaluation. They were at least giving this impression to the employees who thought if a certain member said something against them then the management would not second guess it and believe it to be true. This just gives an insight to the staff- management relationship at work and it does not present a happy picture.

“... when it is time for evaluations or salary increase or promotion, everybody turns against each other and guide the managers wrongly like this person didn’t do the job well and didn’t handle the customers well at that time etc. Small stuff and mistakes, that are part of everyday activities here, are highlighted and conveyed which leaves a bad impression on the managers and it ruins your evaluation and increase of salary.” **-Resp.15**

“...people would get into fights with each other because of competition and everyone wanted the management to like them so a lot of fights happened.” **-Resp.19**

The next subtheme was **Favouritism**. It has been seen that managers or the management staff tends to lean more towards one individual or a group and it leads to a negative competition among employees who go to lengths to get in the management’s good books. The focus apparently, shifts from work to supervisor- pleasing. This resulted in a certain group getting benefits like early promotion, good evaluations and increased salary, while the others had to stay stagnant. Almost all the respondents who quoted this as a reason for quitting believed that management tends to reward their favourite people more and respond to “tricks” that certain staff members employ to become management’s favourite.

“...you know how government offices are: full of politics and nobody does any work but pretends to be busy all the time. This is the same situation. Everybody is involved in politics like who said what and trying to get in the supervisor’s good books and making somebody else look bad. Being extra sweet with the supervisor, I mean it is too obvious what they are trying to do!”

-Resp.6

“Managers have their favourite staff people who do a lot of buttering and always saying yes Sir yes Sir. So people like me who don’t know how to do these things end up at the bottom.”

-Resp.17

The animosity is evident in the data. The employees felt betrayed and held the management accountable for not being able to remain neutral. A certain favourite group or staff member would get away with bad behaviour or get leniency while the others had to grind. The competition was focused on climbing up the ladder and the biggest hurdle would be to adopt a management- pleasing demeanour which some members could not accomplish and others did not want to and felt more discouraged after management showed favouritism towards a certain person or group.

“...the same politics that is in every workplace, but here it is more maybe because it is a high- end restaurant and people want to get up the ladder and want to have a strong hold here. And to do that you have to be in the good books of the management. Management here has its own favourite people picked out and whatever the others do is never good enough.”

-Resp.4

“...their own favourite people with lesser experience would get increase in salary and promotion. There should always be teamwork involved but the management was making everything difficult and the staff was always fighting about things so I decided to not work in that place anymore.”

-Resp.12

One respondent even pointed out how the Supervisor was playing this role and making it difficult for them. He served as a connection between the staff members and the management and would feed wrong information to the management and management being oblivious to the situation on the ground would take his word for it and do accordingly. This meant only his favourite people would reap the benefits.

“It wasn’t the management’s fault, well not as much as the supervisor’s. He would guide the management wrongly against us and only put in a good word for his favourite staff members. It was getting really difficult to work like that.” **-Resp.16**

This was also seen as hindrance to career growth and employees left because of that too. As one respondent shared his experience of how he found out that politics was at play in the organisation and could no longer work there despite giving his best and been there a year because he saw how hard work and loyalty doesn’t seem to be rewarded.

“I left because the politics was hindering my growth.” **-Resp.9**

“It was pretty obvious it was something fishy because my evaluations were pretty good but then another person from that group got a promotion although he came after me so it became obvious. I had been working there for a year with no chance of getting ahead.” **-Resp.20**

One respondent even pointed out the consequence of actually raising your voice against workplace politics and the resulting injustice

“Everybody is after each other trying to get them kicked out. When I tried to raise these issues with the management, they sent me to this smaller branch.” **-Resp.14**

Abusive Supervision was another subtheme in the data and appeared in almost all the interviews as a reason for quitting one job or another. Although a few people did leave the job immediately owing to bad treatment by supervisors, others weighed their options, but eventually this did become a major reason for them leaving the job. It goes to show how important this one factor is in determining the prevailing turnover problem.

The data has revealed how imperative it is for an employee to have a good and supportive supervisor because otherwise it can lead to turnover. They tend to be over controlling, manipulative, abusive and often abusing their authority as the interviews reveal, thus the relationship is tarnished and often results in unhealthy confrontations and ultimately quitting. The following excerpts support these interpretations:

“...at my last job there was this attitude of supervisors being overly involved, but it was just annoying...he used to repeat everything 10 times and check us over and over like a camera. I wasn’t used to this much supervision because usually they know we are doing our job and only come when they observe something is wrong, not all the time!” **-Resp.8**

This also shows that the employees wanted a bit of autonomy when it came to their work because they were experienced and knew how to go about their work and it might have felt insulting or intruding that they were being treated like kids and not trusted enough to be responsible enough to do their jobs properly.

“...but the supervisor was horrible. I know supervisors get angry and shout and even curse sometimes, it happens, no big deal. But this guy was too much! He used to get really abusive even over small stuff. I was always on edge. There is only so much stress you can take and still perform your job well.”

-Resp.17

The abuse was often verbal and the supervisors would leave no room to talk back or discuss anything. Even a minor error would be treated severely and punished gravely. This was stress inducing and kept the employees on edge and they were tiptoeing their way at work. Also, the feelings of embarrassment and resentment would sprout as a result of this abuse.

“He was very loud and abusive. He would talk later and curse first. It was impossible to talk to him or even make him understand something. Even when something minor went wrong he would come at us with a chain of curses like we were some misbehaving school children who were breaking the rules. It was unbearable. I left within a month, so did a lot of people.”

-Resp.11

An extreme case was reported by one respondent who narrated how the staff was accused of stealing the supervisor's watch. The respondent said that he left immediately afterwards. The abuse of power is evident in this example as the supervisor had the power to malign them in front of the management or play foul and ruin their evaluation. They couldn't report him out of fear of the consequences and the supervisor took advantage of that.

“He was always angry and used to get abusive too. One time he lost his watch and gathered everyone around and started accusing us of stealing it because he said it is in our nature to do these things. That was such a bad thing. And the worst thing is that we couldn't even say anything to him or he would tell the owners about us and get us kicked out. I left after that episode because I refused to work in an environment like that.”

-Resp.21

4.1.5 Customer Abuse

Belonging to the service industry, the restaurants distinguish themselves through their customer service, interaction with customers and the amount of emotional labour the staff has to go through to ensure smooth functioning. The respondents of this study were all Front-line

staff employees who have the maximum interaction with customers on a daily basis and hence are trained and equipped to tend to any unforeseen occurrence or unpleasant event with customers.

Emotional trauma caused as a result of this abuse resulted in employees leaving the job as is also evident from the interviews where respondents linked it to either shame or emotional trauma and hence couldn't go back to work again.

The values of not talking back to the customer and their value and sovereignty also seem to preside in the employees being interviewed as they also reported that when it comes to customers nothing can be reported or done. They in fact fear that they might be punished more if they raise their voice or try to take a stand. This is further reinforced because being a services industry, the restaurants expect their staff to be well equipped in customer dealing and any incident saying otherwise is reported as a failure and reflects badly on the employee and ultimately the restaurant. The following excerpts reinforce these interpretations:

“One day a customer had an order that he didn't like and since I had taken his order he called me and started shouting. I have never been more embarrassed in my life. He was just shouting and I was apologising and giving the standard response that all of us are taught in restaurants. Nothing pacified him and so the Manager took over. I was so embarrassed; I couldn't meet anybody's eyes.” **-Resp.3**

Embarrassment and shame have been a common response to this incident and most of the times this contributed majorly to their decision to quit.

“How could I have gone back to that place again after what happened (with the customer)? A human being has only his respect to keep him going and I had lost all that, it was too embarrassing to work there because everybody had witnessed my shame.” **-Resp.7**

They often felt the management wasn't on their side, and just out of sheer fear they would quietly leave.

“The Manager wasn't going to listen to my side of the story, it was always customer is right. I might have been punished instead of being supported.” **-Resp.12**

“I tried to explain (to the Manager) that I did not misbehave, that I did not even say anything and he can ask other staff members too but he wouldn't hear me out. I was insulted in front of the whole staff. I took off my apron and left.” **-Resp.15**

Sometimes the abuse was accompanied by threats which left the employee perplexed and scared.

“...he started shouting even after I said I will get him another drink...He kept saying rude things that I will call your owner and have you personally kicked out of this job and make sure you never find another one. All this because of a drink!” **-Resp.8**

“You don’t know me! I will get you kicked out! You don’t know me! We are simple and poor people and even then, they don’t stop or care.” **-Resp.16**

The abuse often turned physical and the employee having no support from his management had no way out but to quit the job amidst the embarrassing encounter. This shows how deep rooted the problem of customer sovereignty is. The employee cannot raise his voice because he is either threatened by the customer or by the management. He has no option but to quit. The management doesn’t seem to care as they are more concerned about keeping their customer base intact.

“It is one thing to shout and curse, it is another to raise your hand. I knew my Manager won’t support me. I just went at the back and tried to gather my strength. I had to leave like that without even telling anyone because I just couldn’t face anyone.” **-Resp.22**

4.1.6 Decision to Quit

This section will answer the second research question of the study by trying to analyse through the data how the employees arrive at their decision to quit. The reasons (e.g, salary, promotion etc) generate a response but it still needs to be seen if the decision to quit is made immediately after the stimulus or do employees tend to map out a plan and have a backup before quitting. The interviews revealed a clear dichotomy in the answers.

It was seen that the decision making involved a process of evaluation. The first thing that the employees usually had in mind was the “shock” of the event. The bigger the shock, the quicker the decision to quit. The second thing was to have a backup or a security, like a job in hand before resigning from their current post. These events were although initiated by shock events but they were not that impactful so as to trigger an immediate response and the employees would plan his exit.

Although the events were different for different people that initiated a shock response, there were however two prominent themes that initiated immediate intention to quit. One was Customer Abuse, and the other was Ethnic Polarity.

Ethnic Polarity had its basis in feeling marginalised and made to feel like an outsider with often examples of mocking and bullying because the person was in minority or belonged to a minority group. The affect was so intense that other factors like salary, promotion and even loyalty did not withstand. People usually left within 2-4 months. The urgency to leave the place is evident in a few responses, for instance:

“It was (the new job) a bit far from my home but I was willing to commute that much because I just wanted to get out of that miserable place.” **-Resp.4**

“I said immediately I will take it (the new job). It did not even occur to me to ask about pay.” **-Resp.7**

Sometimes it was even followed by a period of joblessness but the respondents still left immediately without thinking about the backup which just highlights the fact how big of a factor it is.

“It was jobless for 3 weeks and it wasn’t until my cousin found a job for me did I get back in. The pay wasn’t much but at least it was a job.” **-Resp.11**

“I had to think about the job but it was just getting harder and harder to work with them, so I left. I had no job as a backup but it was not easy to work there anymore.” **-Resp.14**

The other big factor leading to immediate quitting was Customer Abuse. Almost all respondents had a feeling of shame or embarrassment after the encounters and the decision to quit was immediate, often the same day. It is also worth noting that they felt left down by their own employer and the management for not taking a stand for them and hence it also contributed to the decision making. Just like Ethnic Polarity, in this instance as well, the respondents were jobless for a while but they preferred it to working in that environment.

“I couldn’t find a job for a month and it was hard but I also couldn’t have stayed there any longer. It was shameful.” **-Resp.6**

“I knew I would have to look for another job as I didn’t have one already, but I came home and couldn’t go there the next day. The event was fresh in my mind. I would prefer sitting at home than going there.” **-Resp.20**

In addition to immediate quitting, the second quitting decision was Planned. *“I will be/am looking for better options”*, was a repetitive and standard response. This shows that while they were still working at a place, there were certain “shocks” being generated and they

employees were evaluating whether it was worth staying there or should they be on a lookout for a new job. This also pointed out that the shocks being generated weren't big enough as they were still in the decision-making phase and contemplating leaving. Most respondents were on a lookout for better options, but the decision was planned. They would weigh their options, prioritise what mattered more to them, for instance, salary or promotion or maybe experience at a high end restaurant. They were methodical and left the job only after finding a fitting or desirable option.

"I think salary is the main thing because after having some know-how and work experience in the industry you expect to be paid better. So, I keep looking for options that can pay me well."

-Resp. 2

The employees would also often wait to land a better job offer. Sometimes they would be on an active lookout and others they would not even be planning to leave or actively looking and a job offer would be made through a competing restaurant and they would weigh it and then decide whether to leave or not.

"I was waiting for a good job offer and I didn't leave until I had a better paying job."

-Resp.8

"...It just happened. I wasn't looking for a job but was approached by a nearby restaurant and I saw they are paying better."

-Resp.12

One interesting aspect that came to light was an employee's self-evaluation. They would weigh in their experience in the industry over the years, their skill sets and would use that as a criterion to evaluate the worth of their current job.

"...my work there had given me a lot good experience so I knew I could land a job at a high-end restaurant so my search was pretty directed..."

-Resp.15

"I have been here for 1.5 years now and still no sign of a promotion. After all this time I at least deserve a promotion, so I am on a lookout, the moment I get a better offer I will leave."

-Resp.18

The factors here although do lead to intentional quitting, but the respondents always had a planned route to exit. The options were weighed and evaluated and after a thorough and satisfactory search did, they opt to leave their current employer. It could be seen how the current decision weighed heavily on the previous experiences. If they had faced a similar

situation at another job, the employees were more likely to develop resentment and contemplate quitting.

“It was going to be 8 months and I was still asking for a pay raise that they promised after 6 months of service. I knew immediately it won’t be happening because they are all the same with their false promises and I wasn’t going to make the mistake of staying and giving them loyalty when I know from experience how this will end... I had to look for a new place...”

-Resp.15

“...The politics was getting to me... the new supervisor was making things difficult and I was always under stress. I had worked under bossy supervisors before and I know we are not a good fit because it makes me stressful... I ultimately started looking for a job...”

-Resp.21

The decision path that leads to voluntary quitting also includes a judgement that is initiated by some level of dissatisfaction and although the decision to quit isn’t immediate but it also doesn’t mean that the employee isn’t looking for better options. After having an alternative to the current job, they will evaluate and see which job is a better fit before making the decision.

“...at this point I am only looking for growth in my career as I have good experience now... I am okay with it (the current job) but they take a long time for promotion... I will stay if they can guarantee a promotion, right now I am on a lookout, not intending to leave.” **-Resp.14**

“...I recently got a job offer through a friend and I have been here (current job) almost 10 months and things look good... I might leave if they offer me better salary...” **-Resp.19**

A subtheme to this was **Normative Force**. Belonging to a collectivist society (Hofstede, 1980) where individual interests are often sacrificed in favour of collective interest it was interesting to see it being reflected in the data that how influential families are when it comes to decision making, even in the matter of one’s job. There were many instances where respondents said that they worked at certain place because of family pressure. Some had to keep working even in bad conditions and although it was clear they did not want to but still had to because of the normative pressure. So, while making a decision to quit, this weighs in heavily as well and the theme was prominent throughout the data, which just goes to show its impact and influence. Sometimes, a relative would find a job for you as a favour and no matter how bad it was you had to continue working because of family pressure.

“The job wasn’t so good but I had to continue working because my Uncle got me that job and my parents would have been furious if I had left so early, so I just had to tolerate the supervisor till I found a better paying job because only then would they let me leave.”

-Resp.9

“I stayed there 8 months because my family needed me to work and bring in the money. Every time I leave a place I have to have a backup because I can’t sit home jobless, not even for a month.”

-Resp.13

The distance and commute might be a hurdle sometimes, as pointed out by one respondent that almost all his salary was used up in commuting but he had to continue the job because of pressure from his father.

“It was very far from home and half my salary was just spent in commuting every day but my father would have been furious if I had left because I was already jobless for a few months.”

-Resp.17

Often times it was money trouble at home that would make it difficult for them to leave despite working in bad conditions. They would still be on a lookout for a job but the job but even though the circumstances demanded immediate quitting, the employees would wait and stay until a better opportunity came along. So, although the circumstances were such that without the normative pressure the employee would leave the job immediately without thinking, but this pressure outweighs even that.

“...I mainly stayed long there because my mother said I have no stability and if I don’t stay long enough at a job I won’t get ahead or get a promotion.”

-Resp.18

“...my family was going through tough times and I needed to bring in the money to help so I had no choice but to endure (the bad working conditions).”

-Resp.22

TABLE 3

Themes	Maertz’s Forces	Decision Types
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Salary	Affective Triggered by psychological discomfort because of delayed salaries	Contractual Signifying a psychological contract breach by not fulfilling the said or implied promise of salary raise	Comparison Comparing and favouring other job alternatives, for instance the availability or a job offer from another organization triggered this decision	Conditional Waiting and judging based on certain conditions being met or not met before deciding to quit, like a well-paying job
	Alternative Searching for and availability of better paying jobs			
Career Growth	Affective Psychological discomfort in the form of delayed promotion, false promises and supersession	Contractual A breach initiated by not getting a promotion despite having worked a long time and display of loyalty	Comparison Comparing and favouring other job alternatives, for instance the availability or a job offer from another organization triggered this decision	Conditional Waiting and judging based on certain conditions being met or not met before deciding to quit, for instance a job that offers a better position than the current one
	Alternative Searching for and waiting for a job that fulfills the criteria of growth	Moral The supersession triggered a response that did not align with the moral code of the employees	Pre- Planned Often the decision was preplanned because the employee did not want to work under the same disappointing circumstances	
Ethnic Polarity	Affective Triggered by extreme psychological discomfort because of being marginalized and bullied	Constituent The employees did not feel that the organization or the colleagues provided a comfortable environment to work in, a lack of good coworker relationship	Impulsive quitting No pre- planned exits or waiting for a job alternative, all respondents left the job immediately, the motives to quit exceeded the motives to remain.	
Workplace Politics	Constituent The employees did not feel that the organization or the colleagues provided a comfortable environment to work in, a lack of good coworker relationship	Moral Unethical practices and abusive treatment from supervisor	Comparison Comparing and favouring other job alternatives, for instance the availability or a job offer from another organization triggered this decision	Pre- Planned Often the decision was preplanned because the employee did not want to work under the same disappointing circumstances

Customer Abuse	Affective A strong psychological discomfort response triggered by the abusive behavior encountered while at work	Constituent Lack of support of understanding from the management and organisation	Impulsive No pre- planned exits or waiting for a job alternative, all respondents left the job immediately, the motives to quit exceeded the motives to remain.
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Chapter 5: Discussion and Conclusion

5.0 Introduction

This chapter discusses the results of the study in the light of literature. The data collected was analysed using a thorough thematic analysis that yielded results in the form of themes that are discussed and connected back to the literature for discussion in this chapter. The method employed for analysis covered the research questions and addressed the research objectives. Through interviews the reasons why employees leave their jobs were highlighted and also the process of decision making that they undertake as a result of those reasons. This chapter will cover the discussion of the results of the study and also address the research limitations ending with a conclusion.

5.1 Discussion of Results

There were six major themes identified in the data after analysis: Salary Concerns, Career Growth, Ethnic Polarity, Workplace Politics, Customer Abuse, and Decision to Quit. The focus of the research was to highlight the reasons behind quitting and to see if the decision

made is immediate or a result of planning. The following discussion will address each theme and link it with existing literature.

5.1.1 Salary Concerns

Money related reward is one of the components that produce job satisfaction as referenced in need satisfaction model by Kreitner and Kinicki (2006). In the study it was uncovered that salary and security were more prominent sparks and salary bundles are vital that make job satisfaction factors (Grace and Khalsa, 2003). Among the most compelling components recognized for making more prominent job satisfaction and at last assisting with the turnover issue was a superior salary. The writing underpins the discoveries of this study as it was distinguished as a noteworthy integral factor while thinking about leaving. It was likewise observed to be a noteworthy contributing element towards job dissatisfaction and eventually quitting.

Writing identified with salary and turnover aim featured salary as one of the best noteworthy segments for turnover decision (Ovadge, 2009). In such manner, greater part of the past writing uncovered that when employees see better and equitable pay rates inside the organization, they are more averse to leave the organization (A'yunnisa and Saptato, 2015).

AlBattat et al., (2014) contend that pay and outward rewards influence employee turnover in the hospitality industry. Inadmissible working conditions, deficient preparing, and unacceptable pay rates could likewise prompt high employee turnover. Lee and Chao (2013); Mohsin, Lengler, and Aguzzoli (2015) additionally contend that the impacts of job security, profit, and organizational dependability on turnover associate with each other, and lead to generally dissatisfaction and in the end a decision to quit.

Pohler and Schmidt (2015) likewise analyzed the connection between money related motivating forces and employee turnover. As per them it is basic to have a focused salary structure set up if the organization wishes to hold its esteemed employees. Further, it likewise bolsters the discoveries of the research where the employees are accounted for to think about leaving the organization as a reaction activated by a break.

Santhanam, Kamalanabhan, and Dyaram (2015) assessed the impacts of frontline employees' view of human asset practices, for example, enrollment, determination, preparing,

advancement openings, execution examination, input processes, and pay. They found that among HR rehearses, recognitions about determination and pay rehearses altogether influenced turnover expectations among frontline employees. These discoveries additionally back the aftereffects of the study expressing that forefront staff gives an extraordinary thought to salary concerns while thinking about quitting. Kuria et al. (2012) inspected elements influencing turnover in the hospitality industry with regards to three-and five-star lodgings in Kenya. They distinguished factors, for example, the board style, working condition, and remuneration benefits that could influence turnover aims.

It is apparent from the data that Salary is one of the real explanations for an employee quitting his job and despite the fact that it doesn't prompt quick quitting, it is till huge in light of the fact that it was a steady reason distinguished in practically all respondents. This is likewise predictable with the present writing where lacking and generally low salary is distinguished as a worldwide test looked by the inn industry that influences the turnover aim of employees. Long working hours and deficient compensation made a poor notoriety of the hospitality industry and in this manner lead to bring down duty level (Haldorai et al. 2019). Past examinations presumed that poor wages and long working hours are the primary driver for staff turnover in the hospitality industry (Zhao and Ghiselli, 2016). Lu et al. (2016) announced that forefront employees in the hospitality industry are bound to change and quit jobs since they get generally low salary.

5.1.2 Workplace Politics

In spite of the fact that working environment politics is perceived as a contributing variable towards working environment stress and employee mentalities, there is as yet insufficient done to expound regarding the matter of what these political practices at work environment may yield (Vigoda, 2002). Be that as it may, researchers began giving more consideration to work environment politics prompting conduct goals, particularly intentional turnover in employees (Vigoda, 2002).

The additional time spent in contentions and politics, the more it removes the concentration from the genuine work nearby (Vigado, 2002). The interviews demonstrate that gathering likewise brought about envy and squealing.

Having companions is generally viewed as something to be thankful for. Both outside and inside the work setting companions can advance nature, offering help and friendliness. Given that research likewise by and large connects an amicable working environment with positive organizational results, it is sensible to expect that companions at work advantage all concerned. There is a feeling of segregation without sound work environment relations and might affect work execution. Not having solid working environment connections may actuate feeling of dissatisfaction in employees at last prompting turnover (Morrison and Nolan, 2007).

The politics at working environment likewise envelops work environment hostility. Work environment animosity incorporates cases of working environment viciousness yet in addition envelops numerous different types of hostility, everything from spreading negative gossipy tidbits about objective people, through retention data or assets required by targets or even intentionally neglecting to return telephone calls from them (Neuman and Baron, 1998). This was likewise featured in the subthemes of working environment politics in the data alluding to desire, squealing, and pulling each other's legs in light of ulterior thought processes.

It additionally includes a feeling of equity being disregarded as it is frequently established in the view of undeserved mischief and sentiments of treachery. It is regularly observed that a sense equity or bad form is related with organizations in essence yet additionally solely towards people also (Morrison and Nolan, 2007). These sentiments of foul play, as observed and felt from the viewpoint of the person at work environment eventually decides his whether he will remain with the organization or quit (Morrison and Nolan, 2007).

Aristocrat and Neuman (1996) distinguished 40 forceful practices because of work environment politics and foul play at working environment. One of the factor recognized included basically verbal or representative practices in nature, for example, talking despite the objective's good faith, neglecting to deny false bits of gossip, utilizing negative or vulgar motions, and tearing down the organization. A portion of these have been distinguished as the reasons for starting a reaction prompting quitting the job in this study too. The rundown contains an assortment of forceful practices seen and experienced by the employees at working environment and as the data recommends that is likewise in charge of turnover decisions.

At the point when people see constructive degrees of organizational duty to having a solid workplace they turned out to be progressively spurred to demonstrate more elevated amounts of exertion. When they feel engaged, they become bound to remain (Raub and Robert, 2013). This shows how significant a solid workplace is for the employees and how it additionally contributes toward turnover. Robinson et al. (2014) additionally bolstered a sheltered and solid workplace as the significant method for holding the employees. They interviewed the bleeding edge staff and presumed that work environment politics prevents organizational thriving and contributes intensely to employee turnover.

Every specialist has certain targets to acquire when they join a work environment; they incorporate monetary ones like salary, or conceptual and social ones like status fulfillment (Cropanzano, Howes and Grande, 1997). At the point when these targets aren't met or there is some prevention an individual will in general quit the work environment (Vigado, 2000). The obstacle caused in the majority of these cases is working environment politics. Rivalry, desire and leg pulling are results of a political work environment since honor fulfillment is connected to it now (Vigado, 2000). A political working environment condition in this way transforms into a dangerous speculation thus the employees additionally weigh out their choices and what amount are they willing to contribute.

Similarly as employees structure worldwide observations concerning their valuation by the organization, they create general perspectives concerning how much supervisors esteem their commitments and care about their prosperity (Kottke and Sharafinski, 1988). Since supervisors go about as specialists of the organization, who have obligation regarding coordinating and assessing subordinates' presentation, employees would see their supervisor's great or ominous direction toward them as demonstrative of the organization's help (Eisenberger et al., 1986). Moreover, employees comprehend that supervisors' assessments of subordinates are frequently passed on to upper management and impact upper management's perspectives, further adding to employees' relationship of supervisor support.

Injurious supervisors were of worry to the respondents as they made sentiments of dread and hatred and made it hard for the employee to work. Harsh supervisors are known to utilize disparaging names, shout and shout, scare, retain required data, and embarrass and scorn their employees. These were altogether recognized by the respondents while tending to the issue of

damaging supervision at working environment. Research recommends that employees managing a damaging supervisor as a rule feel practically no control. Accordingly, people participate in conduct to reestablish individual self-rule which could mean leaving the organization if all else fails (Karatepe and Shahriari, 2014).

Depending on social trade hypothesis writing, past investigations propose that when supervisors are strong of employees, there is a beneficial outcome on employee attitudinal and conduct results (Wayne and Green, 1993). While supervisors can be a wellspring of passionate, enlightening, and social help while being key people in turning away job stressors in the work environment, they can likewise go about as organizational go betweens in their activities toward subordinates. Such help is imperative in the hospitality organizations in light of the fact that frontline employees are stood up to with one of a kind difficulties including: (1) Extended work hours and lopsided, exacting work routines; (2) the trouble in getting valuable data that empowers self-awareness and improves job execution; and (3) the requirement for self-satisfaction and satisfaction, which can be influenced by the style of the supervisor and it contributes towards employees' inclination of hatred and at last prompting a quitting decision (Kang, Gatling and Kim, 2019).

Writing tops changed political practices at work environment under the umbrella of Cronyism. By and large, cronyism is partiality appeared to partners regardless of their capabilities. Frequently, decisions depend on who is enjoyed and not commenced on legitimacy. For instance, an employee with a decent presentation record misses out on an advancement or boost in salary on the grounds that the individual in control supported someone else based on companion, casual relationship. In this way, merit takes a rearward sitting arrangement in cronyism, as it is partiality that figures out who excels (Khatri, Ya Wen, Fuei and Geok, 2008). This was additionally obvious in the subtheme where supersession was featured as one reason behind the disdain the employees feel towards management and furthermore this was a main factor as to in the event that they will quit the job or not.

5.1.3 Career Growth

As per equity scholars, people think about their apparent contributions to and results got from an association with that of another as a source of perspective. In the event that the proportions are equivalent, the individual sees distributive equity. On the off chance that the proportions

are inconsistent, the individual will see inequity. Procedural equity alludes to the decency of strategies (Thibaut & Walker, 1975). Research has built up that methodology are made a decision as reasonable on the off chance that they are executed reliably, without personal circumstance, based on exact data, with chances to address the decision, with the interests of every single concerned gathering spoke to, and following good and moral gauges (Brockner et al., 1994). This feeling of equity was pervasive in the data as the employees assessed how and when a specific employee was advanced or given extraordinary treatment. The subtheme of supersession particularly falls in this classification as the senior employees saw themselves being supplanted by junior employees. This made a feeling of shamefulness which later prompted employees quitting the job. Additionally, the assessed their own time, devotion and execution and even in the wake of satisfying the criteria the management did not convey their dedication of giving an advancement, the employee chose to leave.

Writing demonstrates that turnover expectation is less among employees who work for organizations that are seen to assist employees with career management and spotlight more on career growth. Career management practice is significant in light of the fact that it is contended that employees are particularly worried about the probability of career growth whether in the organizations they are as of now working for or in different organizations (Karavardar, 2014). Moreover, Karavardar (2014) additionally contended that to hold employees, organization should concentrate on career growth and career concerns arrangements that could make mental contract with its employees. All things considered, employees who expect advancement and growth in their career will at last remain longer in the organization, which means turnover goal will diminish accordingly

Research has demonstrated that career growth openings are a significant determinant of employee–organizational connections. Organizations that give systems to employee career growth make a common venture sort of association with their employees which means dependability and it diminishes turnover (Tsui, Pearce, Porter, and Tripoli, 1997). As indicated by Chang (1999), people who look for career growth have higher desires for career growth openings inside their organizations. To the extent that people can meet their career growth needs inside an organization, they are bound to stay with that organization. Inability to meet these desires would lead these people to look for work openings somewhere else.

This was apparent from the analysis where the employees' reaction was cited that in light of the fact that the organization was not offering any career growth openings notwithstanding them having background and a will to learn, they looked for the open door somewhere else and left. This shows how significant it is on the grounds that an inability to convey growth brings about losing gifted laborers.

At the point when people see constructive degrees of organizational duty to having a sound workplace they turned out to be progressively persuaded to indicate more elevated amounts of exertion. When they feel engaged, they become bound to remain (Raub and Robert, 2013). This shows how significant a solid workplace is for the employees and how it likewise contributes toward turnover.

Salamin and Hom (2005) discovered advancements and salary growth, individually, to be adversely connected with turnover. Then again, individuals who see little advancement toward gathering their career objectives or couple of chances for expert capacity improvement in their present jobs and additionally who feel underrewarded by the organization as far as special chances or remuneration, have little to lose by leaving that organization (Zopiatis et al., 2014). This can be viewed as a dreary example in the data where the employees looked for better open door since their present jobs did not convey.

Organizations that give career pathways to their employees make a shared venture kind of association with their employees (Haldorai et al. 2019). McGinley et al. (2014) found that an apparent absence of career growth was one of the prime factors in employees' decision to leave the industry out and out. Wong et al. (2017) found that reasonable advancements and make career ways were basic for Gen Y to stay in the hospitality industry. Zopiatis et al. (2014) recognized career growth as a prime factor driving employee maintenance, explicitly, long haul career advancement are the key helpers for Gen Y employees. Aim to quit was lower among promotable employees since they considered they were guided and coached by their supervisors to perform higher jobs (Chan et al., 2016). These most recent expansion to research strengthen the discoveries of this study a legitimate career growth plan and

guarantee of movement helps hold esteemed ability and an inability to do as such would prompt turnover.

5.1.4 Ethnic Polarity

Individuals have a crucial need to feel positive about themselves and frequently support individuals from their very own gathering to raise their confidence. This outcomes in extremity and is regularly established in ethnicity. Overwhelming gatherings or people regularly will in general purposely reject minority (Green, 2011). This perception is steady with the discoveries of this study featured the ethnic extremity at work environment where a specific overwhelming gathering would underestimate and deride a person with an alternate ethnicity.

The feeling of detachment is progressively significant when the workplace and undertakings are group based similar to the case with the respondents since their work included a ton of coordination and verbal trade too. A boundary like an ethnic extremity can and influences execution at work and furthermore has an impact on the attitude of the influenced employee or minority gathering. This thusly creates sentiments of disdain and may trigger a turnover reaction (Green, 2011).

Interethnic bigotry and strife has been accounted for in writing both at working environment and in different settings. It can prompt hardship and sentiments of isolation (Amin, 2002). The data uncovered that interethnic agreement is at the most reduced and will in general be a factor that contributes towards turnover. The writing demonstrates that the insignificance experienced by the ethnic minority at work environment can prompt working environment struggle (Raghuram, Henry, and Bornat, 2009). Individuals having a place with a similar ethnic foundation will in general be increasingly strong of the individuals with a similar foundation and the gathering that is in minority will in general take the secondary lounge. The way that the individuals from a similar ethnic gathering, in a specific setting, react to their own standards and relevant prompts which implies that the minority gathering would pass up the signals and wind up inclination minimized (Cox, Lobel and McLeod, 1991).

"An absence of comprehension and esteeming of social contrasts can make hostility and division between employees, prompting inside difficulties that will prevent in general execution" (Devine, 2007, p.165). The gatherings in the minority, whose social qualities are not also spoken to, may accept that select fragments are attempting to force their conviction framework upon them. At the point when this occurs, mistaken assumptions and disdain regularly pursue (Edewor, 2010), as is apparent from the interviews.

People regularly will in general characterize themselves as well as other people into classifications dependent on recognizable qualities, for example, ethnicity and sex. These arrangements structure the reason for differentiations between comparative (i.e., in-bunch individuals) and disparate others (i.e., out-bunch individuals). Relational comparability among in-bunch individuals will in general elevate fascination between people. Therefore, employees regularly assemble and structure kinships and system ties with others sharing their statistic profile (Lawrence, 2006). For unique employees, this can prompt rejection from interpersonal organizations and sentiments of segregation or estrangement that ought to increase the view of oppressive treatment and conjure a reaction prompting turnover (Major and O'Brien, 2005). This asymmetry and its effect on turnover decision was likewise clear in the data where the respondents felt separated when in minority and would will in general leave.

Haldorai et al. (2019) tended to ethnic extremity and featured network fit as similarity to or comfort with the network and encompassing condition, this was distinguished as something that is of incredible thought for the employees working extended periods together in the hospitality industry among individuals from various foundations, convictions and ethnicity. Lee et al. (2014) accepted that an individual's fit to a job and his organization can be stretched out to network measurements, for example, climate, pleasantries, and general culture and ethnicity experienced at work environment. At the point when an employee encounters better fit with the network, he is expertly and actually reinforced with the organization. Therefore, it tends to be seen that this factor is a significant contributing reason towards employee turnover in the industry.

5.1.5 Customer Abuse

Presented to all conditions, the bleeding edge staff regularly experiences abuse because of customers (Korczynski and Evans 2013). This at last transforms into a purpose for turnover

as shown by the interviews. This makes it the second factor where the respondents said they left the job promptly with no different concerns at all and in this way it can be viewed as a noteworthy contributing element to indiscreet quitting. The purpose for quick quitting can be connected to the passionate injury caused because of this abuse (Korczynski and Evans 2013; Yagil 2008),

This circumstance additionally happens on the grounds that the specialist co-ops have taught the estimation of customer power and customer continually being correct, which leaves practically no space for the employees to stand firm for themselves, as pointed out by Yagil (2008), that solitary a little level of customers really question such practices or defy them or take care of them. Customer abuse is additionally critical on the grounds that it events impressive damage to support laborers. Research has demonstrated that it leaves a lasting awful impact on the focused on employee. The verbal abuse and dangers leave an excruciating effect (McColl-Kennedy et al., 2009).

82% of lodging and restaurant employees expressed they had been the objective of injurious customer conduct (Harris and Reynolds 2003). Critically, presentation to damaging customer conduct can hurt employees by expanding weariness, burnout, and withdrawal (Yue et al. 2017). The ordinary mantra that 'the customer is in every case right' imparts inconsistent power in the customer–employee cooperation in administration settings (Grandey et al. 2004) and can urge customers to make intemperate requests that are unthinkable for employees to meet (Yagil 2008). This has appeared to create sentiments of shame and hatred that were sufficiently able to initiate an imprudent quitting reaction from the employees as is obvious from the interviews.

Goh and Lee (2018) distinguished passionate work as one of the key difficulties in the hospitality industry among Gen Z. Passionate work has turned into a basic factor in the hospitality industry because of the levels of popularity set on administration quality and particularly the strain it puts on employees who need to interface with customers, deal with their requests and regularly face abuse at their hands (Shani et al., 2014). This was

additionally a factor that lead to prompt quitting which just features the significance of this factor as a contributing reason towards turnover.

5.1.6 Decision to Quit

March and Simon (1958) recommended that employee turnover results from the person's recognitions about the allure and simplicity of development. The attractive quality or simplicity of development includes a decision-production process wherein the individual assesses their choices and even lead a brisk study or research before choosing whether or not they plan to remain with the organization (March and Simon, 1958).

All through the data there was a reasonable boundary between the decision to quit promptly and arranged quitting. The decision to quit promptly was normally produced by a "shock" (Lee and Mitchell, 1994) or in more straightforward words an occasion that had enormous essentialness for the employee. A shock to the framework is characterized as "a truly recognizable occasion that containers employees toward purposeful decisions about their jobs, and maybe, to willfully quit their job" (Lee and Mitchell, 1994: 60). This occasion created specific negative emotions towards the business and was frequently implanted in their own qualities which could never again line up with that of the business. Predictable with the Decision Paths distinguished by Lee and Mitchell (1994), the decision to quit came in the wake of alluding to a prior "content" where a comparable circumstance had occurred previously and had created a negative inclination and reaction.

Imprudent or quick quitting is driven by sharp negative influence pursued by quitting "on the spot." It bodes well that incautious quitters would be less pulled in to options. They experience such solid negative effect, maybe from a mental contract rupture, that they choose to quit promptly with no arranging. Incautious quitting is more avoidable than preplanned quitting, however the immediacy of these decisions may make them difficult to envision and oversee (Maertz and Campion, 2004).

Arranged quitting is alluded to in the writing and Conditional Quitting. Contingent quitters intend to quit if some questionable occasion or shock happens, as made a decision by the employees. Restrictive quitters experience more elective forces to pull back than others.

Restrictive quitters' arranging is thusly: "I will quit when I land another position offer that meets certain conditions." This view recommends a sort of "satisficing" job decision process, rather than the additionally improving methodology of correlation quitting. Contingent quitters may experience ruptures of mental contracts or injustice brought about by organizations or their constituents more seriously or more much of the time than others (Maertz and Campion, 2004).

Having a place with a collectivist society, it was perceived how the real decisions made had a great deal of weight and impact from family and companions. Hofstede (1980) found that independence community represented the best change in work objective needs of the measurements he considered. Contrasted with nonconformist societies, collectivist societies place more prominent accentuation on the necessities and objectives of the gathering, social standards and obligation, shared convictions, and participation with gathering individuals (Triandis, 1989). Collectivists are more probable than individualists to forfeit individual interests for the accomplishment of gathering objectives (Bond and Wang, 1983). It was additionally found in the discoveries that a few employees had to work in terrible conditions out of dread of a relative. Given the opportunity they would not have kept working there but rather as a result of this regularizing weight they needed to endure that. This shows the amount of an effect regularizing weight can have while settling on a decision.

6.1.6.1 Impulsive Quitters

Impulsive Quitters Impulsive quitting is driven by sharp negative influence pursued by quitting "on the spot." It bodes well that impulsive quitters would be less pulled in to options. They experience such solid negative effect, maybe from a mental contract break, that they choose to quit promptly with no arranging (Maertz and Campion, 2004). Impulsive quitting is more avoidable than preplanned quitting, however the immediacy of these decisions may make them difficult to foresee and oversee. By and by, management mediations should concentrate on expanding positive sentiments toward organizations and limiting approaches that evoke solid negative effect among employees. This requires normally estimating inspirational forces and being receptive to low levels and diminishes.

5.1.6.2 Comparison Quitters

Comparison quitters are fundamentally pulled in away from organizations by elective jobs and are generally free of solid negative effect toward their present businesses (Maertz and Campion, 2004). Contrasted and contingent quitters, they feel progressively positive toward their organizations and may envision great future prospects for themselves there. They are essentially attracted to something better. These discoveries propose that comparison quitting includes a reasonable assessment without negative sentiments as the essential helpers of a ultimate conclusion, a profile apparently conflicting with the customary view that job dissatisfaction drives such decisions (Mobley, 1977).

5.1.6.3 Pre- Planned Quitters

Pre-planned Quitters plan ahead of time to quit at a particular time later on. Pre-planned Quitters are more averse to be exceptionally disappointed with their organizations than impulsive quitters (Maertz and Campion, 2004). This sort is steady with data in which medical attendants had an unmistakable arrangement to quit at a specific time and quit when the time touched base with no obvious negative effect (Lee et al., 1996). Employees likely could be tallying during the time until their takeoffs, intentionally envisioning them until the delegated occasions come. Employees may even enter organizations with distinct designs to quit at explicit future occasions. Such controlled pondering and cognizant expectation are not reliable with the decision process proposed in Lee and Mitchell's way 1.

5.1.6.4 Conditional Quitters

Conditional quitters intend to quit if some unsure occasion or shock happens, as made a decision by the employees. Conditional quitters experience more elective forces to pull back than different kinds, with the exception of comparison quitters (Maertz and Campion, 2004). This could be found in the data where at any rate two subjects of the respondents were arranged into this decision type settling on it a typical decision plan that requirements more study and the directors should be careful about. It likewise gives the idea that conditional may ascertain that their future prospects with current organizations are moderately poor. Maybe they markdown their future prospects with the present organizations because of their conditional designs to quit, or to keep up consistency with those plans (Salancik, 1977). Conditional quitters may experience ruptures of mental contracts or shamefulness brought about by organizations or their constituents more seriously or more often than preplanned quitters and comparison quitters.

5.2 Limitations of the Study

The study focused on finding out the reasons behind turnover in the front-line employees of restaurants and also to see if that decision to quit is immediate or as a result of deliberate planning. The data was triangulated by using interviews as the primary source, an informal chat with the restaurant managers and also by going through the exit interviews of employees in those restaurants. It was made sure that all the interviews were fully transcribed and in the exceptional cases where the researcher did not have permission to record the interview, thorough notes were taken that were later compiled and analysed.

The study had a limitation in terms of the number of interviews collected. Although the data was collected till saturation point but the scope of the study was limited and included only 13 local restaurants and 22 respondents. This is but a small representation of a larger restaurant population. Due to time constraint and the scope of the study only these restaurants could be approached for interviews.

Another limitation was that only the restaurants in Rawalpindi and Islamabad were contacted for the interview and thus this study had a small, local reach and application. This study can thus serve as a platform to be replicated for future possible research on the topic in other cities. Another limitation was that this study only included dine-in restaurants.

5.3 Implications of the Study

This study has certain implications for managers and academics. The managers and owners of restaurants can benefit from the list of reasons identified in the research regarding turnover. They can get an insight into why they lose people and what strategies need to be devised and focused on in order to counter the turnover problem. This can also help them identify the major reasons that initiate unplanned and immediate quitting so as to address them better and the employees compensated for it accordingly in order to reduce the turnover. The comprehensive approach can help with further studies by identifying different models as the basis and replicating it for different phenomenon of interest like turnover.

Through understanding which motive levels are associated with certain processes, the profiles thus generated can be theorized and investigated. These content-rich decision profiles would provide a much deeper and more detailed understanding of the turnover phenomenon. A comprehensive typology of profiles would include the cognitive decision steps used and their timing, the type of event or cognition that likely triggered these steps, and the alignment of motives or reasons that influenced the ultimate decision. Such profiles would also suggest

much more detailed and tailored approaches to identifying and to managing various kinds of quitting. This study tried to comprehensively measure turnover motives. Such a measurement is needed if managers are going to track levels of these motives and target interventions toward the specific motives causing withdrawal

The academics can further the research by expanding the sample size and including other restaurants in addition to dine- in restaurants. They can also help identify more factors leading to turnover, that may or may not be context and area specific. This study can also be replicated for other sections of the hospitality industry like tourism and hotels. In addition, the sample can be expanded to include all employees within the organization and not just the front- line employees.

5.4 Conclusion

The purpose of the study was to find out the reasons behind employee turnover in restaurants and to see if the turnover decision was immediate or a result of proper planning. For this purpose, a comprehensive approach bringing together a process and a content model was used to help identify quitting profiles. The analysis and results yielded a list of factors that have been identified as the main reasons because of which the employees quit their jobs. It was seen that there is a clear demarcation when it comes to quitting decisions where some factors provoke an immediate response while others yield a more contemplative approach towards quitting decision.

The study addressed the research gap identified by who suggested that more research need to be carried out to help identify new factors leading to turnover in the industry and this research had helped identify Ethnic Polarity as an addition to existing literature while confirming the other factors. It also addressed the gap by taking a more comprehensive approach towards turnover by combining the factors with different decision types.

The key findings of the study were discussed by linking them with existing literature. The study concluded that the major factors leading to turnover were salary, workplace politics, ethnic polarity, career growth and customer abuse. It was also seen that some factors like ethnic polarity and customer abuse initiate an immediate response to quit while others may be planned.

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Appendix A

Interview Guide

Shock:

1. Can you describe the circumstances surrounding the time you first began to feel or think that you should leave your job with your previous employer?
2. Was there a particular event that caused you to think about leaving?
3. Please describe the event or circumstances surrounding the event.

Script:

1. Had you encountered a similar set of circumstances before (in terms of leaving a job)?
2. If so, please describe what happened.

Image Violation:

Was your career progressing the way you expected it to?

2. Were your personal goals progressing the way you expected them to?
3. If you stayed, would you have been able to achieve all of your career goals?
4. If you stayed, would you have been able to achieve all of your personal goals?
5. How would you describe the compatibility between your former employer's values and goals and your own personal and professional values and goals?

Search for Alternatives:

1. Did you already have other job offers when you decided to quit?
2. Did you search for other jobs either before or after you left your former employer?
3. Was the job search comprehensive?
4. How thoroughly did you gather information on other job options?

Evaluation of Alternatives:

1. Did you consider other job alternatives or options in making your decision?
2. Did you decide that you would fit better in one of the other job options?

Economic Consequences:

1. Did you specifically consider the economic consequences in making you decision?
2. How important were the economic consequences to your final decision?
 - 1- Well before you left, at least 2 months, did you have a definite plan to quit at a specific time in the future?
 - 2- Did you carry out this plan as expected and in that time?
 - 3- Was there an alternative job or position that you had in hand before you quit the organisation?
 - 4- Did you plan to quit only if something specific happened in the future?
 - 5- Did you have a plan in mind that involved leaving as soon as you found another job that met certain conditions?
 - 6- Did you job search involve specific conditions and criteria?
 - 7- What were the conditions?
 - 8- What do you think could have been done in that job to help you stay?
 - 9- Did you leave your job only because a certain good opportunity came your way although you had no specific complains at the current job?
 - 10- Did you leave because you thought you can find an equally good job elsewhere?
 - 11- Was conveyance a contributing factor?
 - 12- Were there any concerns about pension investments?
 - 13- Did the organisation provide ample opportunities for career development?
 - 14- How much role did your family play in your decision to quit?
 - 15- Did you ever feel obligated to stay or quit a certain job? Why?

Appendix B

Codes	Themes
Dissatisfied with low salary, argument over salary, concerns regarding salary, problems faced at home, financial restraints, unexpected expenses, better paying job, job search for better salary, decision resting on salary increase, high-end restaurant job, applying to other jobs, weighing options, delay in increase, late salary deliverance,	Salary Concerns

dissatisfaction with management, unfair salary increases, new hires being paid more, false promises, unpaid salary, loyalty not recognised and compensated	
Promotion concerns, promotion delay, false promises, trust issues with management, delaying by making promises, no career growth offered, no proper career plans, no opportunities, hindrance to career growth, disappointment, looking for other options, job search, contract breach, evaluations, delay, negative feelings towards management, hiring new people for better posts, not catering for loyal staff, supersession	Career Growth
Marginalised, feeling left out, uncomfortable, adjustment problems, mocking, judging, non-serious attitude, ignored, non-supportive management, language barrier, no co-worker relationship	Ethnic Polarity
Grouping, leg pulling, accusing, favours, biased evaluation, supervisor relationship, bad co-worker relationship, workplace ethics, gossiping, seeking underserving recognition, abuse, supervisor abuse, no autonomy, over supervision, general politics, non-friendly work environment, looking for alternatives, seeking earlier rewards, bad attitude of management, supervisor-management tussle, biased evaluations, wrong information being narrated to management, cursing, bad language, wrongly blaming	Workplace Politics
Emotional Trauma, cursing, bad language,	Customer Abuse

shame, embarrassment, non- supportive staff and management, no compensation, no alternatives	
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