



**The Effect of Human Resource Information Systems
(HRIS) on Staff Retention: A Study of Recruitment
and Selection in a UK Based Hospitality
Organisation**

This Thesis is submitted for the Degree of Doctor of Philosophy

By

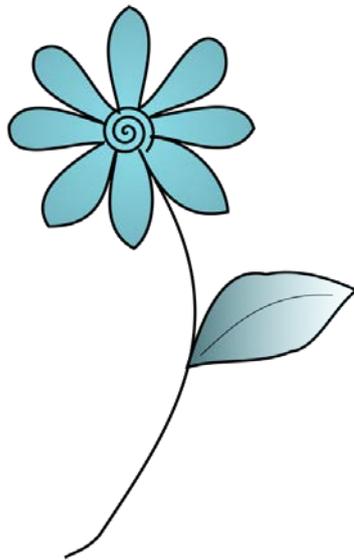
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For indeed, with hardship [will be] ease.

Surah Al-Inshirah [94]



Abstract

There is limited empirical research on the application of Human Resource Information Systems (HRIS) in staff retention and management. This study aims to examine and analyse the impact of quality human resource information systems (e.g. recruitment information, personnel information, and audit of training sessions) on staff turnover factors at the recruitment and selection stage (e.g. remuneration, human resource planning, quality of training programmes, and lack of promotion opportunities), and consequently the impact of HRIS in managing staff retention. This research is conducted in the context of the hospitality sector.

The research aim is achieved through satisfying the objectives and the development of a relevant and a novel framework. A conceptual framework is developed to address the use of HRIS with regard to the recruitment and selection process and in aiding managers in staff retention within the context of the hospitality sector. The framework consists of three phases: recruitment and selection process including human resource management (HRM) and information technology systems (ITS) in the recruitment and selection stage; human resource information systems (HRIS) application areas; and staff turnover factors (external and internal). This framework developed by using two theories, the institutional theory and job characteristics theory, as the theoretical underpinning of this study.

A single case study with multiple subcases strategy is employed to evaluate, extend and theorise the effect of HRIS on staff retention. The data for this research is collected by using in-depth semi-structured interviews. Qualitative data are collected from four branches of the UK based hospitality organisation. 27 employees completed in-depth narrative interviews (13 managers and 14 non-managers), which the results were used to confirm and validate the developed framework. The findings are triangulated by the adoption of a series of techniques, including focus group discussion, and document analysis. This study has made use of the qualitative analysis computer software NVivo V.10. This research study contributes to the literature of both HRM and IT/IS by developing a comprehensive theoretical framework that considers the relationship between staff retention and HRIS functions at the recruitment and selection stage. The research findings support and showed that, not all the factors affected staff turnover can be monitored by HRIS, and some staff turnover factors may require other strategies with respect to monitoring. The framework will benefit scholars and managers in understanding the impact of a quality HRIS on staff retention, and extends the knowledge in this regard. The framework is extended for usage by different hospitality organisations with similar business nature to the one under study. Also, the findings show that relevant retention strategies could be applicable during the entire employment period, e.g. before, during and after recruitment. These strategies enable the organisation to be stable and improve managing retention at the very beginning period of employment and avoid the costs of staff turnover. The empirical findings also advance our understanding of the various HRM activities that are linked to retention at the recruitment and selection stage. More importantly, the research findings identify the immediate activities after recruitment which is linked to improving retention. The study aims at providing a valid framework that integrates both HRM, ITS, and identifies the role of HRIS with regard to improving retention, by identifying staff turnover factors and put in place retention strategies to deal with them, for new jobs' applications at the recruitment and selection stage.

The originality of this study is that provide fresh insights on the subjective of retention in the hospitality sector in the UK. This research complements and advances the current literature on having a quality IT/IS which provides vital information to help managers to make the right decisions on retention of members of staff. In addition, this research could prove beneficial to practitioner's (managers) who involve in the decision making in the recruitment process, thus better retention in the hospitality sector.

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Chapter 1: Introduction

1.1 Introduction

There is immense importance of Human Resource Information Systems (HRIS) in all organisations and companies. However, the impact of Information Systems (IS) on staff retention, an important issue for the HR department, should be fully explored. It is important for all managers to be aware of the impacts of IS on their organisation's HR activities, as successful staff retention will have a positive impact on a business.

In addition to exploring the importance of HRIS, this research also addresses the factors resulting in staff turnover, and how and to what extent those factors are influenced, by the IS in the organisation. This research aims to develop a framework to help managers to improve staff retention in the organisation at both the initial recruitment and selection stages. This framework will be help in improving the retention of both new employees and existing employees, thus reducing staff turnover.

The research methodology utilised in this research, attempts to attend to the activities related to HR and IS, and the communication surrounding these activities and processes. These technical interactions need to be clear in the form of the HRIS I to aid in staff retention in the organisation. The research methodology uses a real case perspective and investigates employees at different levels and with different backgrounds in the hospitality industry. Qualitative methods are used to explore all impacts of IS on staff turnover, studied through an empirical investigation.

The research assesses the possible impacts of HRIS on staff retention in order to benefit managers in terms of decision with the purpose of reducing staff turnover among their current employees and ensuring that new employees that recruited will remain in the organisation for a reasonable period. The research identifies staff turnover factors and their relationships with the organisation's IS, and distinguishes how IS can be enhanced to reduce staff turnover in the organisation. The framework developed to show the HRIS effects on retention, could support managers in dealing with staff turnover issues in their organisations and to improve retention.

www.businessdictionary.com (2016) defines HRIS as “A system which seeks to merge the activities associated with human resource management (HRM) and information technology (IT) into one common database through the use of software.” The main aim of HRIS is to unify the different sections of human resources (e.g. Payroll system and labour productivity) and support the managers with more efficient system. These are several benefits that HRIS can provide for organisations; link organisations and virtual teams are the good examples of the advantages of HRIS to organisations (Bartol and Liu, 2002).

It cannot be denied that in order to provide good support for the assessment, training and development of employees in an organisation, there is a need of adequate information systems. Any improvements to help to manage these HR practices successfully could result in the greater retention of employees (Sherman *et al.*, 1998; Perumal and Ajagbe, 2012).

In order to provide HRIS that could help managers to deal with staff turnover in an organisation, it is necessary to understand the relationship between IS and HR practices, and between HR practices and staff retention strategies. This research considers the turnover factors that are hidden in HR activities and that could be identified by appropriate IS at early stage (e.g. the recruitment stage) for the manager’s consideration. The outcome of the research is in the form of a theoretical framework to help managers to have better overview regarding turnover issues in their organisations and to improve retention potential at the recruitment and selection stage. The framework developed in this study could save money and time for the organisation by improving staff retention and decreasing staff turnover.

This chapter starts by looking at the background of HRIS and staff retention and the motivation for this research. This is followed by stating the main aim and objectives of this research, the research questions and the research context, before presenting a brief overview of the structure of the thesis.

1.2 Research Background

This research is concerned with critically analyse the factors that directly or indirectly could lead to staff turnover. The research hence seeks to investigate in-depth the different retention strategies as to their impact on improving staff retention within an organisation. Of primary importance is an understanding of the role that

HRIS plays, the “staff retention” dimensions, and the relationship between these two concepts. It is also important to identify how HRIS helps managers to have knowledge of their employees’ training and career developments.

In addition, an appraisal of the relevant extant studies (Yang et al., 2012; Milman and Dickson, 2014; Qayed Al-Emadi et al., 2015) regarding the impact of staff retention on organisations and the importance of improving staff retention is undertaken in chapter two, literature review. The critical analysis of the literature review helps to support the thesis’ arguments, the theoretical and practical contributions, and those methods that have been adequately adopted by researchers (Beulen, 2009; Muliwan et al., 2009; Vrontis et al., 2010; Kassim et al., 2012; Obeidat, 2012; Al-bahussin and El-garaihy, 2013; Winkler et al., 2013; Swang and Lee, 2015; Pandey et al., 2016) in previous studies to investigate similar phenomena.

Many organisations, such as this research’s case study (Organisation S), have recently experienced significant levels of employee turnover, which significantly impacts on their business (Beulen, 2009). Beulen (2009) argued that HRIS could support organisations in their HR process to be efficient and effective. In fact, HRIS assist HR departments by providing the required HR information through IS to them, and therefore directly contribute to the rate of staff retention. HRIS could facilitate better retention in an organisation. For example, organisations could gain advantage of HRIS functionalities to improve global engagement employees. However, HRIS effect could be considered as an indirect impact on retention.

previous studies stated different contributions of HRIS on staff retention, e.g. support in workforce analysis (Roehling *et al.*, 2005); career development processes (Long *et al.*, 2012); the creation of greater external networks (Cascio, 2000); and HRIS’s ability to store and retrieve recruitment information (Karimidizboni, 2013). As the existing studies of the literature show, the relationship between HRIS and staff turnover is a significant factor for business and management in organisations and must be considered in any analysis of HRIS. There are some HRIS models which considered HR activities (Muliwan et al., 2009; Vrontis et al., 2010; Kassim et al., 2012; Al-bahussin and El-garaihy, 2013; Winkler et al., 2013; Pandey et al., 2016; Hackman and Oldham, 1975; Bartol and Liu, 2002; Macey and Schneider, 2008; Muliawan et al., 2009; Haapasilta, 2010; Wickramaratna, 2011; Beulen, 2009;

Thite et al., 2012; Obeidat, 2012; Long et al., 2012; Swang et al., 2015). However, relevant models, theories and the conceptual framework of study this contribution are discussed in this thesis (chapter 3).

While there has been extensive research investigating the effect of HRIS on staff retention, there has been limited empirical research on the relationship between HRIS on staff turnover factors (Karikari, 2015; Mburu, 2015; Pirzadeh, 2013; Dery, 2009; Beulen. 2009). Therefore, more empirical research about the control of staff turnover in organisations is needed.

Staff turnover is a phenomenon worthy of consideration in all organisations; an in-depth understanding of its consequences may actuate managers to endeavour to fully comprehend the phenomenon. Chi *et al.* (2013) note that, in the audit industry, a high volume of turnover of IS auditors could limit audit knowledge and create a notable cost for the organisation. However, with appropriate HRIS, managers could be accurately informed about turnover factors in the organisation, e.g. job satisfaction and career development. This is where the challenge lies. The importance of quality and adequate IS within an organisation and its handling /storing accurate information on staff retention is significant issue, and organisations cannot ignore.

1.3 Motivation and Rationale

Managers need accurate and up-to-date information on their staff, in order to develop and retain their employees, and not solely the investment required to recruit them (Sadiq *et al.*, 2013). IS informs the manager as to the factors that may impact employees' turnover intention within the organisation. Job satisfaction and organisational commitment are explored in some arguments as the primary factors relating to staff turnover (Locke, 1976; Mobley, 1982; Muliawan *et al.*, 2009).

However, these factors are the outcome of other factors among employees, which should be considered in detail (Quarles, 1994; Muliawan *et al.*, 2009), including role conflict, role ambiguity and external job opportunities (Quarles, 1994; Muliawan *et al.*, 2009). However, if managers are aware of these factors within their organisation, then they can better manage the turnover issues. Appropriate HRIS in organisation

are among the most effective tool (system) for managers to have access to accurate and up-to-date information.

It is vital for managers to overcome excessive rate of staff turnover within their organisation (Perumal and Ajagbe, 2012). HRIS can help in different levels of HR activities, such as recruitment, training, and performance appraisal. There are some issues in each of these HR activities that could result in turnover, or turnover intention, among personnel – for example individual differences, temporary workers and competition (Perumal and Ajagbe, 2012). In a study involves data from 249 participants in the Hong Kong hotel industry (Perumal and Ajagbe, 2012), it was revealed that training, among other HR practices, is directly linked to turnover intentions. Another study carried out among 46 hotels in San Diego revealed that frequent training enable the better performance of employees which has a direct impact on job satisfaction and employee confidence, and therefore impacts the rate of turnover (Perumal and Ajagbe, 2012). Other studies also confirmed the relationship between training and staff retention (Chee *et al.*, 2007; Abdullah *et al.*, 2011).

Although most of the extant research explored the factors why employees leave, rather than the factors that why they stay (Hausknecht *et al.*, 2009 cited in Milman and Dickson, 2014), this research studies and analyses employee retention in the hospitality industry in order to understand the different dimensions of staff turnover, such as the sources of turnover, consequences and impacts of such turnover on organisations' performance (Bonn and Forbringer, 1992).

This research focuses on the both recruitment and selection stages. Although various organisational studies investigate recruitment and selection, there is little research on recruitment and selection that directly examines the more recently relevant environmental aspects of recruitment and selection practices (Jepsen and Grob, 2015). In addition, Greiner (2015) believes that appropriate recruitment and selection processes could reduce the effects of unforeseen recruitment or selection of an undesirable candidate, which reduces the direct expenses of both recruiting and maintaining an employee pool, and ensure the right number of applicants, not too many and not too few. These are among the reasons that recruitment and selection are important and require extra attention within HR practices.

1.4 Research in Hospitality Context

There are three primary reasons that justify the selection of a research case in the hospitality industry as the context for this research. Firstly, there is a suggestion from other studies to study the effect of HRIS on staff retention in the hospitality industry (Bonn, 1992; Obeidat, 2012, Popescu et al., 2013; Rudd et al., 2014; AlBattat et al., 2014; Sobaih et al., 2015). There are still limited studies that consider HRIS as a tool to improve retention strategy; however, the subject organisation of this research has recently started using HRIS for its recruitment and selection processes. Secondly, the high rate of staff turnover in the hospitality sector provides a unique opportunity for the researcher to evaluate and develop the conceptual framework. Thirdly, the researcher's practical work experience of the context of organisations in the hospitality industry is an additional reason for this choice. This awareness of the context has made the selection of the case and units of studies more convenient and effective and supports the researcher in the collection of data in a timely manner and has allowed the researcher to follow up data collection at required stages.

The research methodology begins primarily with conducting a literature search on the theories and studies relating to IS, HR, HRIS and staff turnover. There are various useful methods that could be used in this research, this research is an empirical research, which is split into two phases, and is used to propose a framework and validate it, as well as to discover all abilities of HRIS to control over staff turnover. The first phase is to identify all factors that increase the volume of turnover in the organisation, by exploring all aspects of this issue and its relation to HR practices, and to produce a framework for HRIS to consider staff turnover factors. The subsequent phases are to confirm the framework by in-depth case study (Organisation S), and the analysis and framework adjustment to finalise an appropriate framework for HRIS that consider staff turnover.

Any information that can provide a description of the research case or unit is context (Dey, 2001). HRIS usage has rapidly increased (Karikari et al., 2015; Pandey et al., 2016; Haines and Petit, 1997; Thite et al., 2012; Zhongqiu, 2010; Troshani et al., 2011; Dery et al., 2006). This is due to the usefulness of HRIS and the associated ability to increase the efficiency of HR activities and enhance transparency. The positive effect of HRIS on HR activities in general has been accepted by different practitioners and academics. However, whilst various theories, processes and models

have been developed over time, there is no structured framework or model to identify the relationship between HRIS and employee retention of an organisation at the recruitment and selection stage.

Scholars have emphasised that HRIS as a tool can bring potential benefits for both employees and organisations, improve communication and the coordination of activities between the organisation and its employees (Snell et al., 2015). Practitioners mention that using HRIS is becoming increasingly widespread in all levels of HR activities (strategic, administration, etc.). Different organisations tailor their HRIS according to the organisation's needs. The phenomenon of an effect of HRIS on staff retention is contextualised into four sub-cases of a hospitality organisation (Organisation S) in the UK. Organisation S, which formed a part of this research, has evidenced a high rate of staff turnover. The intended new system aims to create a pool of applications and rejects unsuitable applications.

The conceptual framework (figure 6.3) could be beneficial to the organisation from two main aspects. Firstly, organisation S does not have a specific strategy regarding employee retention at the recruitment and selection stage; secondly, the organisation could use the framework for internal recruitment or promotion decisions, to further improve the rate of retention in the organisation.

1.4.1 Hospitality industry

The nature of the recruitment and jobs offered in the hospitality industry is slightly different to those in other industries, and in particular the food providers (e.g. McDonald, Nando's, and Bella Italia). Hence, most of the jobs offered by the above providers is more likely to be seasonal and part time (Martin, Mactaggart *et al.*, 2006). In addition, the frequency of non-standard jobs for the hospitality industry is higher than in other industries, especially in respect of seasonal and part time positions (ONS, 2003 cited in Martin *et al.*, 2006).

It has been revealed that the rate of skill shortage in the hospitality industry (36%) is higher than for other industries (22%) in the UK (Martin *et al.*, 2006). This skill gap difference between hospitality (44%) and other industries (23%) can also be seen in Scotland. Figure 2.6 shows the comparison of employee distribution in different positions in the hospitality industry and other industries in Scotland. It can be seen from Figure 2.6 that the majority of employees in the hospitality industry hold

elementary positions. Martin *et al.* (2006) also argue that according to the Learning Skills Medical Research Council (2003, p. 13) “*the recruitment and retention problems in all industries in the UK [are] centred on the elementary and sales and customer service occupations*”.

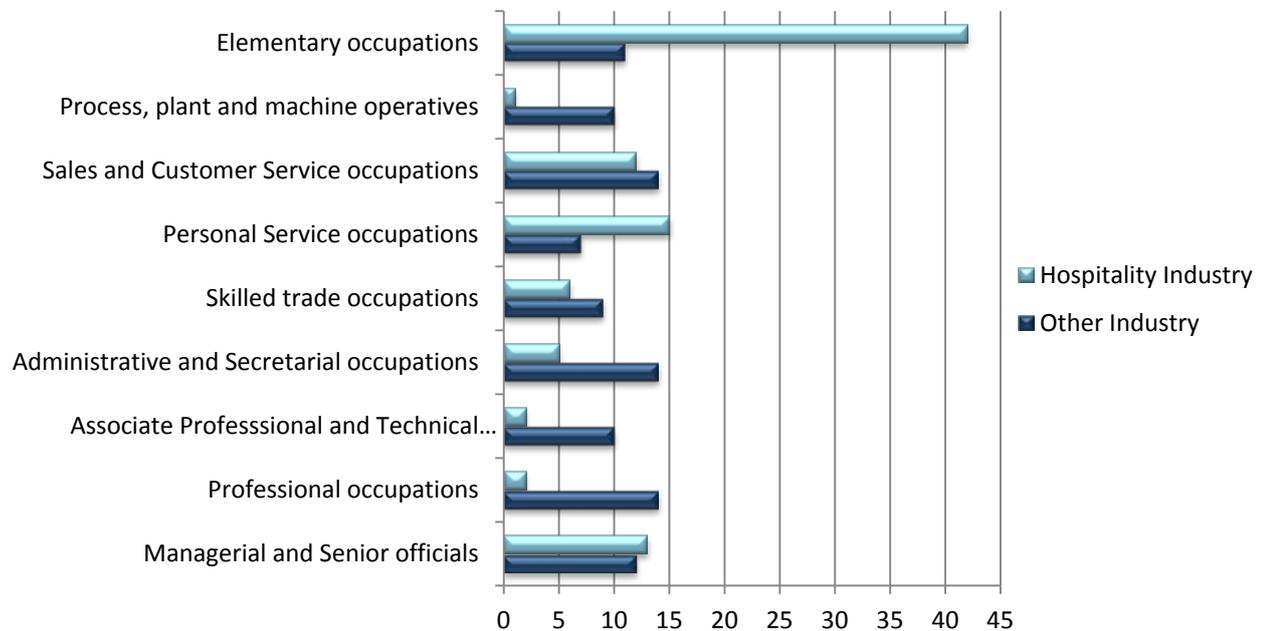


Figure 1.1: Comparison of the employees’ distribution in different positions in hospitality industry and other industries in Scotland.

Source: Futureskills Scotland (2001, p. 4), cited in Martin *et al.* (2006)

It has been noted from literature that there are different studies on healthcare, and structure engineering, which has been researched, other than in the hospitality industry. However, it is worth studying recruitment and selection processes in other industries, as Bonn and Forbringer (1992) mention “*the hospitality industry can learn from the examples taken from other industries*”. In fact, it has been discussed by Woods and Macaulay (1989, cited in Asiedu-Appiah *et al.*, 2013) that other industries do a better job in retention.

In order to recruit and retain employees in such industry, it is important to consider factors related to the nature of employment in the hospitality sector (Martin *et al.*, 2006). Martin *et al.* (2006) conclude that various factors affect recruitment and retention in the hospitality industry, as shown in Table 1.1.

Hospitality jobs tend to be more repetitive, experience-based, and rely on easily acquired skills.	Riley and Szivas, 2003
Hospitality jobs require low or no qualifications	HtF, 2002, 2003
Hospitality jobs distinguished by low pay	Hjalager and Andersen, 2000; Milman, 2003; Riley and Szivas, 2003; Weiss, 1997

Table 1.1: Factors affecting hospitality recruitment and retention.

Source: Martin *et al.* (2006).

Another point worth considering is the importance of recruitment and selection in employee retention is the high rate of turnover for entry-level staff in the hospitality industry (Tews *et al.*, 2013). It is very expensive and disruptive for the managers to keep recruiting and selecting and terminating of employees (Tews *et al.*, 2013). Finally, Huda *et al.* (2014, p. 210) mention that “recruitment is a highly challenging task in the hospitality industry”, therefore it is worth studying retention in the recruitment and selection stage.

Employee retention can influence the achievements of an industry (Guilding *et al.*, 2014 cited in Scott, 2016). Employee retention and turnover issues have been developing in the 21st century for some organisations, including hospitality (Gursoy *et al.*, 2012 cited in Scott, 2016). Retention in the hospitality business is a continual challenge to hold the most accessible workforce of the best ability (Han and Hyun, 2015; Karatepe, 2013 cited in Scott, 2016) as the hospitality industry experiences constant turnover among employees (Alexakis, 2011 cited in Scott, 2016).

1.5 Research Questions

As this research concerns with the quality of HRIS, qualitative research methods have been adopted and the following two research questions.

The research questions have been formulated as follows:

RQ1: How does HRIS help in reducing staff turnover in the hospitality company?

RQ2: Are the current HRIS efficient and effective to be adopted in the HR department to control staff turnover? And why?

1.6 Research Aim and Objectives

The primary aim of this research is to investigate and examine the relationship between HRIS and staff retention in an organisation in the hospitality industry. So is to develop a framework to assist managers to improve staff retention in their organisation at recruitment and selection stage. The objectives to achieve the aim as below:

- To critically explore and analyse the relevant literature on how HRIS contributes to monitoring staff turnover factors in an organisation, in order to identify both, the research gap and the relevant factors in retaining employees in the hospitality industry and the research gap.
- To identify and analyse the relationship between HRIS and recruitment and selection processes in hospitality organisations.
- To examine the relationship between the capabilities of HRIS and level of staff retention requirements; this will require mapping information flows between staff retention factors and HRIS functions.
- To develop a conceptual framework using HRIS to retain and sustain number of employees in the hospitality industry based on appropriate theories.
- To validate the conceptual framework by confirming it in a real environment.

1.7 Research Problem

The research problem arises with managers' experience of high staff turnover and considering staff retention as an issue in a hospitality organisation. Employee turnover is a problem within the hospitality industry. The average employee turnover rate in the UK is 34%, while this rate for organisation S was 64% at 2014. However, high staff turnover in hospitality industry could cause a productivity crisis (Witts, 2015).

While I have started my research on business expansion, one of the managers from the organisation S approached me and requested retention management topic which

was very beneficiary to them and possibly to the organisations with the same pattern. Staff retention is an interesting and important topic in hospitality industry.

Staff turnover as an issue in hospitality organisations create huge cost for the organisations and could destroy the organisation culture. According to the report of hospitality people group 52% of the cost of replacing employee is productivity loss and 14% is recruitment and training (Lean, 2015). It can be seen that staff turnover has a huge impact on organisation productivity. Although turnover is part of the work and could not be denied, the huge cost of turnover lead organisations to invest on retaining their skilled employees and recruiting staff for longer period of time.

One of the very first steps to improve retention within an organisation is hire better employees with aid of new technology. Therefore, this research is focused to consider retention problem within an hospitality organisations and use human resource information systems as a technology tool to improve the retention within an organisation.

1.8 Research Gap

There is no framework or concept that provides an insight to the HRIS applications' abilities to improve staff retention within hospitality organisations at the recruitment and selection stage. In addition, to plan retention strategies, the HRIS is required to monitor staff turnover factors (internal and external) within an organisation. Although the review of the relevant literature has revealed various staff turnover factors, this research provides a list of staff turnover factors and distinguishes the factors that can be considered at the recruitment and selection stage. Researchers (Karikari et al., 2015; Pandey et al., 2016; Haines and Petit, 1997; Thite et al., 2012; Zhongqiu, 2010; Troshani et al., 2011; Dery et al., 2006) suggest that the use of HRIS applications in HR activities will result in various advantages for both managers and employees, and that these will vary from an organisation to another. Thus, the researcher aims to develop a relevant framework in chapter 3, to address the research gap by identifying and mapping the effect of HRIS on staff retention at the initial recruitment and selection stage.

1.9 Summary of Research Contributions to Theory and Practice

Based on the research findings, the innovative contribution towards the effect of HRIS on staff retention at the recruitment and selection stages are as follows:

1.9.1 Contribution to knowledge

- The developed framework, which was presented in Chapter 6 after confirming and validating the conceptual framework through research survey, data collection, and analysis which provides a deeper understanding of the staff turnover factors, retention strategies, and HRIS applications and potential relationships. Thus the research allows for the identification and evaluation of the role of HRIS in retention in hospitality organisations by linking the external and internal factors within the institutional context.
- The revised conceptual framework presents sets of constructs, for which the researcher was able to identify and evaluate the relationship between the HRIS functional ability and retention with a mapping of the HRIS ability to monitor staff turnover factors and provide accurate information for the recruitment and selection team.
- The external employee turnover factors were as: globalisation, competitors, outside opportunities, better offer. The internal factors were themed as: organisational factors, job factors, personal factors, work environment factors. However, several new factors – internal and external – were identified in addition to these themed factors, which were confirmed. In terms of using HRIS to improve retention at the recruitment and selection stage, four new notable perspectives were identified, in addition to the initial constructs discussed in the literature, and presented as a proposed framework. The four new perspectives include: before recruitment activities, after recruitment activities, manual monitoring of staff turnover factors, and designing retention strategies for recruitment and selection processes.
- A novel contribution of this research is the addition of HRIS application and other manual strategies to the conceptual framework, which will be useful particularly for decision makers to adopt at the recruitment and selection stage, and will enable managers to understand the effect of HRIS on retention in practice rather than in purely theoretical terms.

1.9.2 Contribution to practice

- There has been limited research on the effect of HRIS on employee retention in organisations. This study extends the current research by concentrating on the recruitment and selection stage, and identifies staff turnover factors that can be

monitored by adequate HRIS within the institutional context. This will enable decision makers and scholars to determine those factors that can be included in candidate evaluation at the recruitment and selection stage within the organisation, and which of the activities should be significant to include. The mapping of these factors and concepts has been confirmed through the case study research survey carried out in the context of a hospitality organisation in the UK.

- Development of a (novel) - framework of HRIS effect on retention at the recruitment and selection stage – this framework is intended to be adopted by decision makers and implementers of changes (as well as by other scholars and practitioners) as a frame of reference for using HRIS more effectively at the recruitment and selection stage and to improve retention (decision making quality). The developed conceptual framework generated by this research can be used in determining the crucial role and impacts of the HRIS at early stage of the recruitment and selection for better retention.

Based on analysis and findings, the researcher has been able to make recommendations for the successful utilisation of HRIS in order to improve retention within the organisation under study. Practitioners seek to improve retention through HRIS applications such as online recruitment systems, online employee evaluation systems; the subject organisation is still using very limited functionalities of its HRIS in recruitment and selection activities and has gradually begun to adopt more online systems and paperless transactions systems. This research has been evidenced through its findings that the use of HRIS at the recruitment and selection stage can provide transparent and efficient information for managers to made the right decisions in order to improve retention in the organisation. Such use of HRIS also provides more a comfortable and convenient environment for the employees to use in their communication with the organisation and its managers. It should be noted, however, that most of the impacts of HRIS on staff retention highlighted in this research are not easily achievable without concentrating on the usage of an adequate HRIS that is tailored for the individual organisation.

On a practical level, the developed conceptual framework that has been confirmed and validated would be useful for decision makers in the recruitment and selection stage, as well as other practitioners, to adopt the framework to understand the relationship between HRIS abilities and staff retention in the hospitality industry. The framework provides a categorised list of staff turnover factors, which managers

should be aware of, while undertaking the processes of recruitment and selection in the organisation. Monitoring such factors enables managers to take action at three employment stages - before recruitment, during recruitment and after recruitment - resulting in better level and more efficient recruitment and therefore better retention.

1.10 Structure of Thesis

The thesis consists of seven chapters.

Chapter One: Introduction This chapter starts by discussing the background of HR, ITS, staff retention, and the motivation for this research, followed by stating the research questions, aim and objectives of this research, and research context. The chapter finishes with a brief overview of the structure of the thesis.

Chapter Two: A review of literature This chapter critically reviews and analysis the relevant literature concerning studies on human resource management (HRM), information technology systems (ITS), staff retention, and their relationships, a systematic review carried out in order to identify the research gaps to be researched empirically. The chapter is divided into four main sections (Sections 2.2, 2.3, 2.4 and 2.5). Section 2.2 begins with a discussion on HRM activities and staff retention in organisations by way of quality Human Resource Information Systems (HRIS), Section 2.2.6. The discussion that follows in Section 2.3 concerns IT/IS as a technology platform to improve HRM quality. Finally, in Section 2.4, the discussion is regarding the proposal of a framework to map the HRIS effect on staff retention at the recruitment and selection stage. These issues are discussed and analysed in detailed to interpret the research gap identified and to form the basis of a conceptual framework that expresses the role of HRIS in the staff retention process in an organisation within the hospitality industry, during the recruitment and selection stages.

Chapter Three: Conceptual framework This chapter present and discusses the conceptual framework of this study. The conceptual framework is developed to monitor the relationship between the recruitment and selection processes and the organisation's HRIS, which can support staff retention within the context of the hospitality industry. The framework consists of three parts: recruitment and selection process including the combination of human resource management (HRM) and

information technology systems (ITS); human resource information systems (HRIS) application areas; and staff turnover factors (external and internal).

This chapter also examines the effect of HRIS on staff retention as well as external and internal staff turnover factors and the combination of HRM and IT/IS activities during the recruitment and selection stage from the review of literature, and the development of a theoretical framework to support the research aim. The researcher justifies the development of a conceptual framework, and explains the need for confirming and validating this framework as there has been limited research in the adoption of HRIS in staff retention, especially in identifying key staff turnover factors at an early stage in the recruitment and selection process. Section 3.2 explains the justification of theories and models for the conceptual framework, including: institutional theory (Section 3.2.1), job characteristics theory (Section 3.2.2), and HRIS application areas model (Section 3.2.3). Section 3.3 explains the nature of the conceptual framework in detail. It divides the framework into three main parts: the constructs of the recruitment and selection process (Section 3.3.1), the relationship between HRIS and the recruitment and selection process (Section 3.3.2), and the role of HRIS in monitoring staff turnover factors (Section 3.3.3). Section 3.4 explains the proposed conceptual framework in detail. Section 3.5 explains the proposed strategy for validating the conceptual framework, which is considered in detail in the methodology chapter.

Chapter Four: Research methodology This chapter discusses, in detail, the steps taken in conducting this research in order to achieve the research objectives. Discussion is started with a description of the research perspective, explaining the ontological and epistemological stance of the research. Three research paradigms – positivism, critical, and constructivism – are described in detail. A constructivist approach is adopted and justified as the best research paradigm for this research.

Following this the researcher describes the design of her epistemological role, which is in four phases. Phase (I) includes all steps towards the development of the framework. Phases (II) and (III) include all steps towards the evaluation of the framework, and Phase (IV) concerns the validation of the updated research framework and answers the research questions. These four phases are explained in detail in Section 4.5.

Qualitative and quantitative research approaches are investigated and the adoption of

the qualitative approach for this research is justified. Following this, the research strategy is explained. In order to evaluate the research framework a case study strategy is designed and justified. The branches of the hospitality organisation (research sub-cases) to be analysed in the case study and the study protocols are fully discussed. Following this, the data collection methods in the form of in-depth interviews, organisation documents, and data analysis methods are explained and justified in detail. The final part of this chapter looks at the quality of the research through principles of validity and reliability. Brunel University's ethical principles were applied in this research.

Chapter Five: Data collection This chapter presents the data collected from the organisation to confirm and evaluate the proposed framework. All the information relating to the sample, such as the size of sample, is presented in this chapter. This chapter presents the analysis and findings of the focus group and case study investigations. The main aims of this analysis can be illustrated as follows: evaluate the conceptual framework, and develop the proposed conceptual framework. The chapter is structured as follows: Section 5.1 is the introduction to the chapter; Section 5.2 presents the findings of focus group discussions and Section 5.3 reports the analysis and findings of four sub-cases among the case study.

Chapter Six: Data analysis This chapter analyses and discusses all the collected data according to the framework and empirically validates the framework. All the data are categorised and coded according to the aim and objectives of the research using the qualitative analysis software NVivo V10. The chapter provides evidence to support the conceptual framework. The summary of the empirical findings from Chapter 5 are compared, linked, and triangulated to the theoretical background of the study (Chapters 2 and 3) and provide strong and clear debate on the research topic (Hartley, 2004; Yin, 2013). Discussion and argument between the empirical outcomes and literature findings improve the validity and generalizability of the research findings (Eisenhardt, 1989). In this chapter, each proposed framework construct is separately discussed with cross-case analysis and current literature. In the last part of this chapter, all results are concluded into a revised and developed framework with added new constructs (through empirical findings). Next, the cross-case analysis and discussions and the updated constructs are presented.

Chapter Seven: Conclusion This chapter reflects, summarises and explains the research aim and objectives and how they are achieved by this research study.

Different points of view are discussed and limitations and barriers to this research are presented. This chapter concludes the thesis by highlighting the most important issues of the research. A summary of each stage of the research, including the literature review, methodology and data analysis, is briefly discussed. The research overview and outcomes are presented, with consideration of the research objectives and findings. The research novelty is discussed, including the theoretical and practical contributions of this research to the current knowledge of HRIS effect on retention in hospitality organisations. Finally, the research limitations and potential further research directions on the relationship between HRIS and retention are presented.

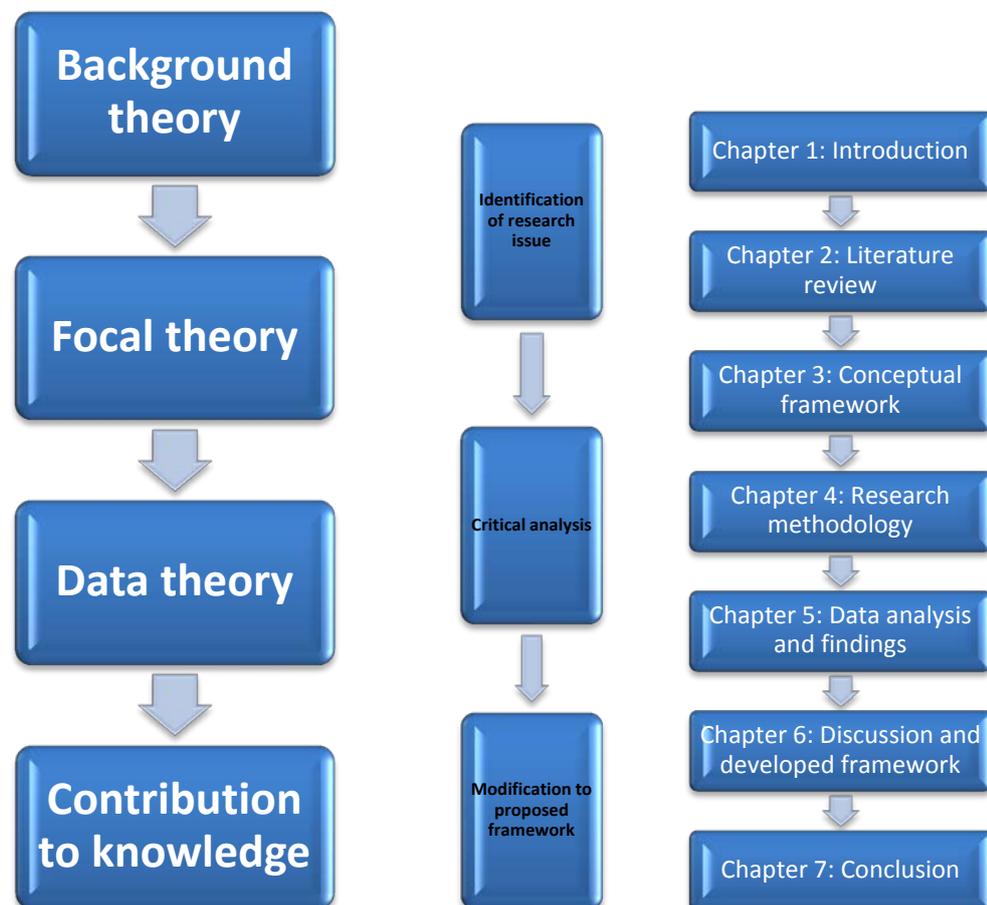


Figure 1.2: Structure of the thesis

Source: Developed based on Phillips and Pugh (2010, pp. 64-66)

Chapter 2: Literature Review

2.1 Introduction

This chapter presents a critical discussion and analysis of the existing literature concerning human resource management (HRM), information technology systems (ITS), staff retention, and the relationships between these subject areas, in order to identify the research gaps to be addressed and in need of empirical research. The chapter is divided into four main sections (Sections 2.2, 2.3, 2.4 and 2.5). Section 2.2 begins with a discussion on HRM activities and staff retention in organisations assisted by quality HRIS (Section 2.2.6). Section 2.3 provides a discussion on Information Technology Systems (ITS) as a technology platform to improve HRM information quality. Finally, Section 2.4 discusses how to develop a conceptual framework to map the effect of HRIS on staff retention at the recruitment and selection stages. These issues are discussed and analysed in detailed to present and justifying the research gap and to form a framework that express the role of HRIS in the staff retention of an organisation within the hospitality industry at the recruitment and selection stages.

It is necessarily to explore and analyse in depth the previous researches in order to develop a framework or model for the empirical research (Phillips and Pugh, 2010; Yin, 2013). Examining the literature review aims to find the research gap and define the research aim and objectives. The literature search aims to fully identify the different aspects of this research, and addressing ways in which HRIS can help and support managers in their decision making to increase staff retention at the recruitment and selection level. HRIS and HR functions are studied in-depth in order to identify their role to aid HR managers in their decision making process to control and sustain employee retention in an organisation. This study has further resulted in the creation of a framework that caters for the improvement of staff retention in the recruitment and selection procedure.

The chapter is concerned with a critically analyse the factors that directly or indirectly may lead to staff turnover, and argues different retention strategies to attain better staff retention level in an organisation. This has been achieved through learning lessons from the extant literature on HRIS, which provides an insight into the methods, tools and techniques that are used by other researchers in the same

field. It is of primary importance to understand the concept of what role “HRIS” plays, what are the “staff retention” dimensions, and what is the relationship between these two concepts. It is also important to identify how HRIS helps the managers to have the knowledge about their employees. In addition, various studies (Yang et al., 2012; Das and Baruah, 2013; Asiedu-Appiah et al., 2013; Milman and Dickson, 2014; Al-Emadi et al., 2015; Pandey et al., 2016) have reviewed the impact of staff retention on organisations and the importance of improving the phenomena of staff retention. The literature review helps to highlight the thesis’ arguments, the theoretical and practical contributions, and explores which methods have been successfully used by studies (Beulen, 2009; Muliwan et al., 2009; Vrontis et al., 2010; Kassim et al., 2012; Obeidat, 2012; Al-bahussin and El-garaihy, 2013; Winkler et al., 2013; Swang and Lee, 2015; Pandey et al., 2016) to investigate similar phenomena.

2.2 Human Resource Management (HRM)

“Human resource management refers to a collection of policies used to organise work in the employment relationship and centres on the management of work and management of people who undertake this work” (Beardwell and Claydon, 2010, p. 4). As can be seen from this definition HRM includes different HR activities such as recruitment and selection, learning and development, reward, communication, teamwork and performance management.

HRM is crucial for any organisation due to the critical role of the employees and their developments in the organisation and the direct relationship between employees and the output of the organisation. Employees’ value to the organisation is not simply created (Meaghan *et al.*, 2002 cited in Ongori, 2007), but for managers to consider employees as an asset that is vital for the organisation’s success (Abbasi *et al.*, 2000 cited in Ongori, 2007). Therefore, employee retention is important for organisations and for managers to maintain and improve the organisation’s success, as an organisation’s employees are the backbone of the organisation and valuable. Skilled employees should be encouraged to remain in the organisation regardless of cost to the organisation (Ongori, 2007). Managers should be aware of the important role that employees play in the organisation and treat them in such a way to motivate them to stay longer in the organisation. Otherwise their high rate of turnover could lead to productivity losses (Ongori, 2007). Effective management of the recruiting,

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training and retaining of personnel is a key factor for the organisation's success (Salas *et al.*, 2012). Salas *et al.* (2012) provide an example of Huselid's *et al.*, (1997) research, which confirms the positive impact of effective staffing (e.g. recruitment and selection, compensation systems and training) on employee retention. Karikari *et al.* (2015) also discuss that HRM is the most important function for many organisations as their business is based on the skills and capabilities of their employees. According to Rehman (2012), in the current climate of very competitive and stormy markets, organisational successes are based on employee performance. The onus is on the managers to select the right person at right time for the right position. With an increase of potential employees in the job market, it can be very challenging for managers to be selective enough to find the right personnel (Rehman, 2012).

AlBattat *et al.* (2014) discuss the importance of those employees specifically in the hospitality industry, as the quality product of this industry is mainly dependent on human factors. Therefore AlBattat *et al.* (2014) conclude that it is important to study employee retention in the hospitality industry. Biswakarma and Sharma (2015) also confirm AlBattat *et al.*'s (2014) study on the importance of employees in the hospitality industry as compared to other industries. Biswakarma and Sharma (2015) discuss that employees in the hospitality industry are the only contact point for the product or service to be delivered. Scott (2016) also argues that employees are very important in the hospitality industry and that losing high skilled employees could influence strategic activities negatively.

As can be seen from the various arguments put by different researchers, employees are important to an organisation, and this confirms an important key role of HRM in the organisation. HR management in an organisation can be perceived as a much more challenging job in comparison to other management jobs (e.g. budget management or technology management) (Pirzada *et al.*, 2013). Mburu (2015) validates the basics of HRM practices as including human resource planning, recruitment and selection, job analysis; compensation and reward, performance appraisal, training and development, career management, employee relations and welfare (Matthis and Jackson, 2010 cited in Mburu, 2015). Recruitment and selection and the retention of quality employees in an organisation, which is the focus of this research, form part of HRM practices (Mburu, 2015). HRM practices

may provide a link in the recruitment and selection and retention process in the organisation between employees' perceptions and the organisations' expectations in order to find a suitable candidate (Van Vianen, 2011 in Mburu, 2015). Mburu (2015) also discusses the ability of quality HRM practices to avoid staff turnover by monitoring the best employees' performance in the organisation.

- **HRM practices**

HRM includes various practices such as performance appraisal, recruitment and selection, training, and compensation and rewards. However, this research focuses on recruitment and selection, because quality recruitment and selection is essential for better retention in the hospitality industry. Many researchers (Chang *et al.*, 2011; Hjalager, 2002; Yang and Wan, 2004) argue that HR practices are highly related to two main HR issues: first, low skilled employees and second a high rate of turnover, which may lead to poor retention. For example, insufficient compensation for their work and unsocial work hours could directly impact on staff turnover intention in the hospitality industry (Jauhari *et al.*, 2012). Therefore, for successful recruitment and selection in the hospitality industry it is important to investigate and examine the key factors among HR practices that affect staff retention and their relationships to each other. Ottenbacher (2007) discusses that excellent HRM practices directly impact on hospitality innovation success. Although most of the extant studies agree on the strong relationship between HRM and hospitality industry success, there is not enough empirical research conducted on this research topic (Chang *et al.*, 2011). Asiedu-Appiah *et al.* (2013) discuss that some HRM practices (e.g. recruitment and selection, training and development, job security, information sharing and employee communication, and welfare and compensation and incentives) have an impact on retention within an organisation. It is also recommended by different studies that managers should consider important HRM factors in order to improve retention (Asiedu-Appiah *et al.*, 2013; Mburu, 2015). However, one of the important issues in this research is to consider the relationship between HRIS and recruitment and selection which is part of HRM activities. Obeidat (2012) proposed a framework (Figure 2.1) which aims to investigate the relationship between HRIS functions and HRM. According to Obeidat (2012, p.206) "Human Resource Information Systems are considered to be one of the most important elements that affect the activities of human resource management".

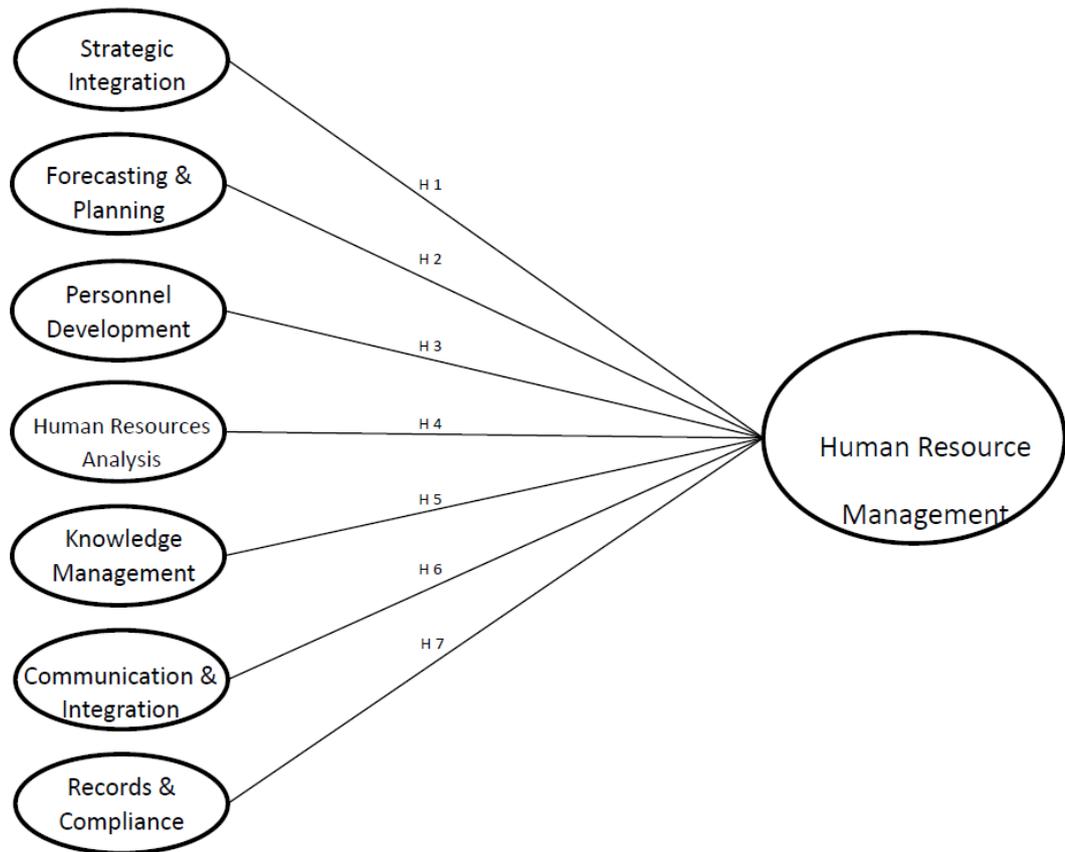


Figure2.1: Research framework of relationship between HRIS functions and HRM

Source: Obeidat (2012)

In the following sub-sections (2.2.1, 2.2.2, 2.2.3, 2.2.4, and 2.2.5) those HR activities that are more significantly linked to the staff retention phenomenon are explained.

- **Human Resource Planning**

HR planning is one of the very early stage activities in HRM. HR planning includes the different steps required for any development in an organisation, such as joining the organisation and drawing up of employment contracts, implementation and feedback. This development includes different HR activity dimensions such as HR policies, reviewing budgets, and salaries (Alemu *et al.*, 2011). Pattanayak (2009) defines the role of HR planning as the incorporation of the control and planning of human resources in order to achieve the best combination of all resources. In other words, HR planning aims to place the right person in the right position at the right time (Wickramaratna, 2011). In fact, HR planning plays a key role in any organisation’s achievement of their objectives with its human resource concerns in their strategic tasks. Figure 2.2 shows the HR planning process in detail.

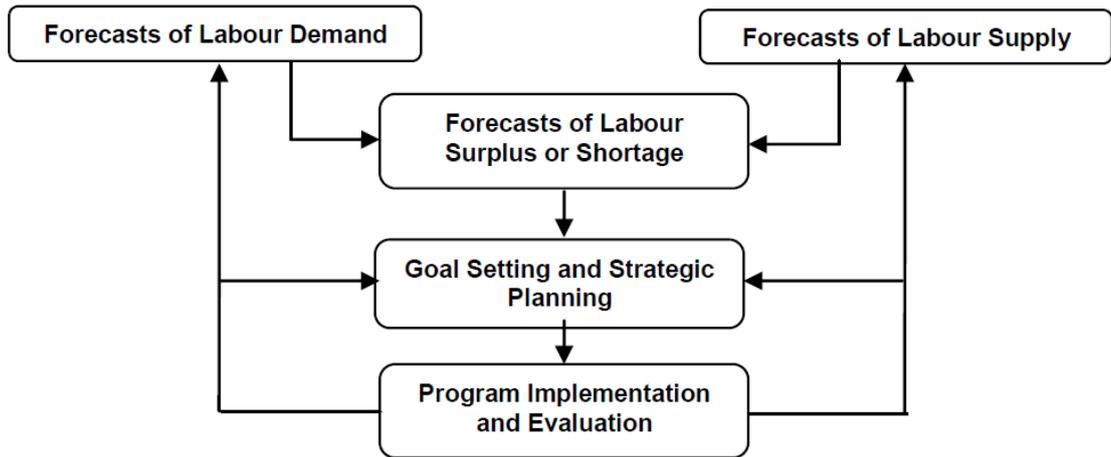


Figure 2.2: Human Resource Planning

Source: Noe *et al.* (2007).

Hussain *et al.* (2007) explains HR planning as a strategic task that requires crucial information. Therefore, it is important for managers to have an accurate and reliable information. However, while HR planning seems to be the most important function in a HR department, it is not the most strategic task of the managers. Alema *et al.* (2011) find something very interesting in their research regarding the manager’s role in HRM.

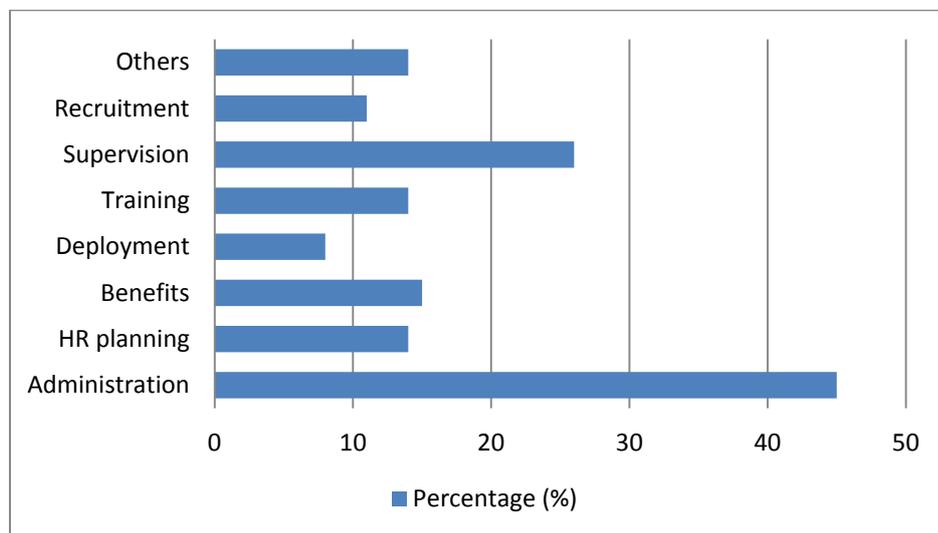


Figure 2.3: Managers’ role in HRM

Source: Alemu *et al.* (2011).

As can be seen in Figure 2.3, although HR planning is strategic task, it ranks after administrative duties and supervision of staff, which are not strategic. This could

show that aiding managers within the operational level activities provide an opportunity for them to become involved with more strategic activities. HRIS are among the potential solutions regarding this issue; however, HRIS are not only limited to operational level activities. Wickramaratna (2011) reveals in his research that with the support of HRIS in Training Needs Analysis (TNA), there is high positive impact on HR planning. It might be argued, however, that HRIS can only aid large organisations. Hussain *et al.* (2007) discusses this point in his research and interestingly he finds no difference between SMEs and large organisations who use HRIS in support of HR planning.

Wickramaratna (2011) describes two categories of HRIS according to its usage: unsophisticated (e.g. keeping employee absence records electronically), and sophisticated (e.g. training and development and HR planning). In fact, the use of IS for HR planning is within the category of sophisticated usage. HRIS can support different HR planning functions such as training and development. Hussain *et al.* (2007) also discusses the role of HRIS in supporting HR planning. According to one of the HR executers in one hospitality organisation, HRIS could support an organisation for HR planning as well as accuracy of decision making. Wickramaratna (2011) argues that if managers do not gain enough from HRIS, it is because they do not use it as a management tool in their HR planning. Although HRIS can support HR planning, it will not be sufficiently effective if not used across all HR functions. For instance, one of the senior executive managers in Wickramaratna's (2011) research describe their use of HRIS for HR planning, but do not utilise HRIS for training, due to a lack of support in the existing HRIS system. As can be seen from the extant literature (Hyde and Shafritz, 1977; Kovach *et al.*, 2002), the contribution of HRIS in HR planning is an important area for research, and one that is currently insufficiently researched.

- **Training**

Training and development, also known as “employee development”, “human resource development”, and “learning and development”, has been defined as a group of activities with the aim of enhancing the quality of the performance of both individuals and teams within an organisation (Snell, 2006 cited in Mburu, 2015).

Training may improve the quality of the employees' skills and therefore increase productivity and so create greater job satisfaction in the organisation (Pirzada *et al.*, 2013) and reduce staff turnover.

As discussed earlier in Section 2.2 training is one of the HRM activities that is related to staff retention. Mburu (2015) argues that offering high quality training to the organisations' employees could improve retention in the organisation. Proper training may enable employees to improve their knowledge and skills and also communicate this knowledge with other employees, so they are less likely to leave the organisation (Noe, 2009 cited in Mburu, 2015). Mburu (2015) also discusses the positive impact of training on retention.

The last thing to discuss regarding the training concerns the relationship between training and evaluation. In fact, an appropriate training system should include an evaluation element (Salas *et al.*, 2012). It is important for the organisations to evaluate the training process and outcome in order to improve or cancel their training programmes (Salas *et al.*, 2012).

- **Performance Appraisal**

There is a trend towards more performance based reward systems (Mondy and Mondy, 2012), therefore, it worth considering the performance of employees in the organisation. One of the points in HRM for managers to consider is performance management. Mondy and Mondy (2012, p. 236) defines performance management as “a goal-oriented process that is directed toward ensuring that organisational processes are in place to maximise the productivity of employees, teams, and ultimately, the organisation”. Performance appraisal is a system to assess individual or team performance. This could provide the opportunity for employees to become more productive and increase employee satisfaction (Mondy and Mondy, 2012). It can be seen that performance appraisal is indirectly connected to employee retention factors (e.g. satisfaction).

In order to have good talent management organisations need reliable information. This information may be captured through a performance appraisal system (Lawler, 2008). Most performance appraisal systems focus on the person, and not on the situation (Dattner, 2015). This reduces the accuracy of information and may directly impact on the fundamental HR management in an organisation. Performance appraisal systems can provide useful information for managers about various factors

related to employees. Staff retention could among the factors that organisations could consider in their performance appraisal system.

• **Compensation and Rewards**

According to Mondy and Mondy (2012), compensation is any form of reward that employees receive in return for their work. Rewards could be one of, or a combination of, the following: direct monetary compensation (e.g. salaries, wages, bonuses), indirect monetary compensation (e.g. paid sick leave, insurance), and non-financial compensation, e.g. promotion (Mondy and Mondy, 2012). Compensation is one of the critical functions for managers in HR activities at the strategic level (HR Focus, 2008). The main purpose of compensation in an organisation is to retain and motivate employees (Mondy and Mondy, 2012). Figure 2.5 provides an overview of an organisational compensation plan.

Direct	Indirect (benefits)	The job	Job environment	Workplace flexibility
<ul style="list-style-type: none"> • Wages • Salaries • Commissions • Bonuses 	<ul style="list-style-type: none"> • Legally required benefits • Social security • Unemployment Compensation • Workers' compensation • Family and medical leave • Discretionary benefits • Payment for time not worked • Health care • Life insurance • Retirement plans • Disability Protection • Employee stock Option plans • Voluntary benefits 	<ul style="list-style-type: none"> • Meaningful and satisfying job • Recognition for accomplishment • Feeling of achievement • Possibility of increased responsibility • Opportunity for growth and advancement • Enjoy doing the job 	<ul style="list-style-type: none"> • Sound policies • Capable Managers • Competent employees • Congenial co-workers • Appropriate status symbols • Working condition 	<ul style="list-style-type: none"> • Flexi time • Compressed workweek • Job sharing • Telecommuting • Part-time work

Figure 2.5: Components of a total compensation programme (re designed).

Source: Mondy and Mondy (2012).

Compensation as an important factor to retain employees in organisation should be fully considered by the managers. Individual organisations have unique compensation policies. These policies let the managers decide about employee compensation; the employees may have different perception about the fairness of the compensation policies in their organisation (Mondy and Mondy, 2012). This perception could encourage them to stay or to leave the organisation.

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Clearly, managers' awareness about their employees' perception of compensation policies could help them to increase employee job satisfaction and therefore decrease the volume of staff turnover in the organisation. Mburu (2015) discusses that compensation has a great impact on employee retention. She discusses that, in her research, most employees remain in their current job because they receive better rewards and benefits in their current job in comparison to other organisations. Compensation surveys are important in compensation discussions; Mondy and Mondy (2012) define compensation surveys as a process of collecting data about the pay rate of a particular job in a market. These surveys can support managers' decisions about organisations' compensation programmes (Mondy and Mondy, 2012).

Chenvert and Tremblay (2009) discuss an interesting point about the positive relationship between rewarded empowerment strategy and staff retention (Chen and Ro, 2011). There are various factors that could be considered as an impact of reward on employee performance; Hartline and Ferrell (1996) argue that some types of rewards (e.g. promotion and bonus) could motivate frontline employees in a hospitality organisation, and therefore, enhance their ability to manage customers' requests and complaints. In other words, a clear and specific reward programme can impact on customer perceptions. It must also be noted that some researchers (Hartline and Ferrell, 1996; Gkorezis and Petridou, 2008) identify that rewards play a key role in an organisation's influence on employee behaviour (Chen and Ro, 2011). In fact, rewards can directly impact on the products/services of the organisation, for example by reducing absenteeism (Kaufman, 1992), and improving customer satisfaction (Johnson, 1996).

As mentioned earlier, one of the positive impacts of reward is employee satisfaction. Of significance in this impact is that the employee's reward perception is based on justice principles, the improvement of which impacts on the employee's organisational commitment and job satisfaction (Bowen *et al.*, 2000). In addition, Chenevert and Tremblay (2009) and Williams *et al.* (2002) also note a positive relationship between perceptions of justice and satisfaction with rewards (Chen and Fu, 2001). Colquitt (2001) suggests the qualitative interview or the quantitative questionnaire as a tool for managers to identify employees' perceptions of justice in the organisation. It is very important for managers to have sufficient knowledge

about both the particular organisation and reward systems in general to implement a fair reward system (Chen and Fu, 2011). However, Chen and Fu (2011) identify that different business environments seek different justice perceptions. Park *et al.* (1994) also confirm in their research that those employees with a higher rate of benefits and rewards are less likely to quit than those with lower levels of rewards. However, other studies also confirm a relationship between indirect rewards and employee retention (Bennett *et al.*, 1993).

In addition, a quality HRIS can help an organisation to select qualified and skilled employees (Wickramaratna, 2011), such employees are very important in hospitality industry success. Chang *et al.* (2011) argue that the intangible nature of services in the hospitality industry result in a relationship between organisation success and employee skills.

2.3 Recruitment and Selection

Recruitment and selection processes aim to place the right persons in the right positions in an organisation (Nurul Absar, 2012). Although recruitment and selection are described within one HRM function (recruitment and selection), these two procedures have different definitions. Recruitment can be defined as the process of generating a pool of capable people applying to an organisation for employment (Bratton and Gold, 2012). Selection is the process that follows the completion of the recruitment stage. Mondy (2010) defines selection as the process of choosing the best candidate for a specific position.

Recruitment and selection are important functions of HRM; if you get these processes right you are halfway there. According to Huang (2001), recruitment and selection comprise the most important function of HRM in organisations to support them with their objectives. However, the recruitment and selection function is not an isolated function in HRM (Rensburg *et al.*, 2011). In fact, recruitment and selection processes in organisations are very involved with management and decision making functions regarding the business. Therefore, the recruitment and selection function plays a strategic role in an organisation's management, and play a key role in the central activities underlying human resource management (Grobler *et al.*, 2006; French and Rumbles, 2010). In addition, the recruitment and selection function is a

critical HR function because, without skilled employees, organisations can fail to perform accurately or effectively (Louw, 2013).

In the recruitment process in the UK there is an assumption that all applicants will automatically accept a job offer. However, not every candidate is the right candidate (Branine, 2008). According to Ivancevich *et al.* (2011), there are two main dimensions that should be considered to identify the right candidate. The first is do the job's rewards meet the candidate's needs, and the second is do the candidate's skills and experiences meet the requirements of the job. If either of these dimensions are not considered, there could be a bad fit between the employee and the organisation, which could result in stress on the employees during their employment (Louw, 2013). The importance of the recruitment and selection process can be seen from the above discussion. According to various studies (Ballantine, 2009; Scolarios *et al.*, 2003) the process of recruitment and selection starts by reviewing the need for staff and providing a clear job and applicant requirement. An organisation could identify a package for their business, which explains the way they hire, retain and terminate an employee in their organisation (Festus, 2012).

An effective recruitment and selection process can improve the organisation's ongoing development; HRIS could be an appropriate tool to support this improvement. For example, recruitment sources such as personal contacts, recruitment agencies, advertising (Beardwell and Claydon, 2010; Grobler *et al.*, 2006; Madia, 2011; Tucker, 2012) could benefit from an organisation's use of HRIS.

Information systems can facilitate in the selection of potential employees, and can support, for both organisations and candidates, in the decision making process of choosing the best skilled employee. The nature of the organisation with respect to globalisation is significant in the recruitment process. Currently there is a high demand on internationalisation among students within higher education (Brookes and Becket, 2011). Hanson (2010) defines internationalisation as a process to prepare individuals to work for a globalised world.

Another significant point in the recruitment and selection process, stated by Davidson *et al.* (2011), is the relationship between employee and employer – either negative or positive. The recruitment and selection process requires a decision by the employer regarding which candidate is eligible to receive an employment offer

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(Nurul Absar, 2012). One of the most important factors in business success is the recruitment of its employees (BIS, 2012). Therefore, this decision is business critical.

In addition, HRIS can help the organisation to select qualified and skilled employees (Wickromaratna, 2009); such employees are very important in hospitality industry success. Chant *et al.* (2011) argues that the intangible nature of services in the hospitality industry cause a relationship between organisation success and employee skills. Martin *et al.* (2006) discuss that a weak recruitment and selection process in an organisation can lead directly to staff turnover and, consequently, to skill gaps. HRIS can provide an opportunity for managers to have the best employees according to their potential. However, few organisations use HRIS for their strategic level of activities, with most organisations using HRIS in traditional HR administration work, for example, online leave management (Wickramaratna, 2011).

Therefore, it could be concluded that the recruitment and selection process plays a key role in retention in the hospitality industry. Recruitment and selection in an organisation is integral to HRM activities in order to achieve the quality information necessary to improve the accuracy of decision making (ALDamoe *et al.*, 2013). Jepsen and Grob (2015) describe the recruitment and selection process from different researchers' perspectives, as shown in Table 2.1.

Interviewing	Marchese & Muchinsky, 1993; Roth, Van Iddekinge, Huffcutt, Eidson & Schmit, 2005; Schmidt & Rader, 1999
Resume evaluation	Bright & Hutton, 2000; Cole, Feild & Giles, 2003
Assessment centres	Collins, Schmidt, Sanchez-Ku, Thomas, McDaniel & Le, 2003; Dilchert & Ones, 2009; Jackson, Stillman & Englert, 2010; Jansen & Stoop, 1994; Kauffman, Jex, Love & Libkuman, 1993
Realistic job previews	Barksdale, Bellenger, Boles & Brashear, 2003; Suszko & Breaugh, 1986
Psychometrics	Brutus & Facticeau, 2003; Deros, Born & Witte, 2004; Van Iddekinge, Raymark, Roth & Payne, 2006

Table 2.1: Recruitment and selection aspects

Source: Jepsen and Grob (2015).

Chan and Kuok (2011) provide a definition of recruitment from Gold (2007) as “*The process of generating a pool of capable people applying to an organisation for employment*”. Chan and Kuok (2011) discuss that different studies’ (Russo *et al.*, 2000) hold a point of view that believes that less investment and haste in the recruitment process can lead to less attention being paid as regards the quality of the employees. On the other hand, employers who invest and care more about the recruitment process are more likely to recruit the right candidates (Chan and Kuok, 2011). Figure 2.6 shows the recruitment system including input, process and output.

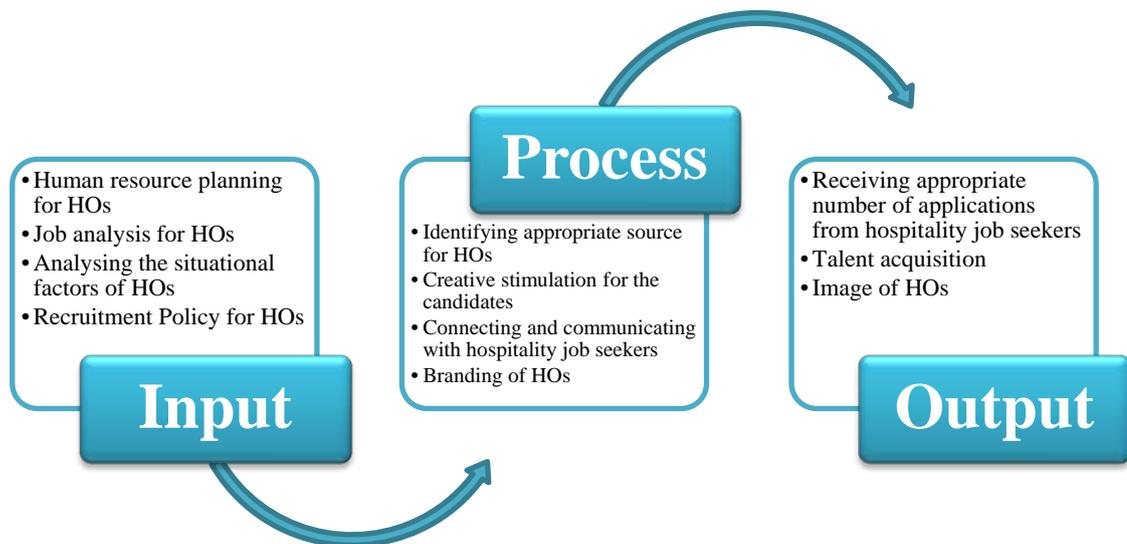


Figure 2.6: Recruitment system

Source: Huda *et al.* (2014).

In most studies, selection is the process that follows recruitment. When a pool of potential applicants has been created in the recruitment process, it is time to select an appropriate candidate (Valkonen, Huilaja *et al.*, 2013). Selection is the process during which the candidate should pass different filters, such as application evaluation, skills evaluation, and interviews, in order to be selected by the organisation (Windolf, 1986, p. 238 cited in Valkonen, Huilaja *et al.*, 2013). Bonn and Forbringer (1992) discuss that although interviewing is one of the most popular selection techniques among hospitality industry businesses, it cannot help as regards the selection of the right employee unless there is an appropriate plan employed. Bonn and Forbringer (1992) conclude that there are seven steps towards an effective interview in the selection process, as shown below (Table 2.2).

Effective Interview Steps
1. Conduct a job analysis to determine what a person is expected to do in the job.
2. Identify which of the above activities and/or duties are most critical to success.
3. Identify the skills, knowledge, and ability necessary to perform those critical duties.
4. Develop questions that elicit information about the skills, knowledge, and ability of interest.
5. For each important skill, knowledge, and ability create ‘anchors’ or targets.
6. Structure or pattern the interview so that the same questions are asked for each candidate.
7. Evaluate the candidate after completing the interviews.

Table 2.2: Effective interview steps

Source: Bonn and Forbringer (1992).

However, ALDamoe *et al.* (2013) argue that an effective selection system is dependent on modern and needs-based tests. In addition, ALDamoe *et al.* (2013) discuss different studies (Huselid *et al.*, 1997; Terpstra and Rozell, 1993; Phillips, 1998; Meglino *et al.*, 2000 cited in Rehman, 2012) that posit that an appropriate and strong recruitment and selection process can result in increased profit and better productivity.

Although recruitment and selection are interwoven, they are separate functions in terms of activity (Huda *et al.*, 2014). Some managers may confuse recruitment and selection terms, and take them to be one, but recruitment and selection have contrasting meanings in terms of responsibilities. Huda *et al.* (2014) argue that recruitment is a positive function by nature that intends to increase the number of potential candidates, while selection is a negative function by nature that intends to decrease the number of candidates to reach the minimum number of suitable candidates.

Various studies (Tubre and Collins, 2000; Boudreau and Rynes, 1985 cited in Rehman, 2012) discuss the process of recruitment and selection as an important HR activity within an organisation. Rehman (2012) explains three fundamental decisions in any organisation's recruitment development:

1. Defining the target population
2. Determining the candidate source

3. Deciding how to attract candidates.

Although there are various organisational studies that investigate recruitment and selection, there is little recruitment research that directly examines the more recently relevant environmental aspects of recruitment and selection practices (Jepsen and Grob, 2015). In addition, Greiner (2015) provides few reasons why the recruitment and selection process is important and requires extra attention among HR practices.

1. Appropriate recruitment and selection could reduce effects of unseen or unwelcome selection;
2. Appropriate recruitment and selection could reduce the direct expenses of both recruitment and upholding an employee pool;
3. Appropriate recruitment and selection could ensure that the organisation gets the right number of applicants, not too many and not too few.

Other studies also discuss the importance of recruitment and selection for the organisation, as it could directly enhance employee productivity, increase organisational performance, and impact on employee retention (Huselid, 1995 cited in Asiedu-Appiah *et al.*, 2013). It has also been argued that a careful selection procedure is a requirement for better employee retention and could reduce staff turnover in the long term (Huselid, 1995; Huselid *et al.*, 1997 cited in Asiedu-Appiah *et al.*, 2013).

Bonn and Forbringer (1992) discuss that recruitment and selection should be studied as it is related to staff retention in hospitality organisations.

In fact, according to Ghiselli *et al.* (2001) and Riley *et al.* (1988) (cited in Martin *et al.*, 2006 p.392) the best relationship between recruitment and retention should be defined as “*matching job characteristics with peoples’ motivation and satisfaction*”.

Ongori (2007) also notes that appropriate changing recruitment and selection policies could be a useful strategy to reduce employee turnover and increase staff retention in the hospitality organisations. Ongori (2007) confirms that poor selection could result in a higher rate of staff turnover. Asiedu-Appiah *et al.* (2013) confirm the idea about the significant relationship between the recruitment and selection process quality and staff retention in an organisation. In general, it has been revealed that “*use of effective human resource management initiatives enhances employee retention and productivity*” (Asiedu-Appiah *et al.*, 2013). Mercer (1982, cited in Bonn and Forbringer, 1992) also discusses that appropriate, reliable and effective recruitment

and selection is the best strategy to increase retention in the organisation by looking at the candidates' potential for the long-term work. Bonn and Forbringer (1992) discuss different strategies and points that should be considered at an early stage of recruitment and selection in order to enhance staff retention. In other words, "organisations in the hospitality industry could pay more attention to recruitment and selection thereby a high probability of being and staying successful within the organisation" (Bonn and Forbringer, 1992).

Rehman (2012) also argues about the critical role of recruitment and selection in the current market for the success of the business by attracting and retaining skilled and motivate employees. Rehman (2012) discusses that recruitment is one of the important functions in HRM that requires more careful attention. Yang *et al.* (2012) also confirm the key role of recruitment and selection in retaining talents in the hospitality organisation.

- **Job Characteristics**

This section provides a literature review about the job characteristics according to the research theory (job characteristics theory: skills variety, task identity, task significance, autonomy, and feedback). This section provides a definition of each of these characteristics and their relation and importance to retention. Four of the five job characteristics (e.g. skills variety, autonomy, task significance and feedback) are completely related to job engagement; previous studies have a tendency to use a restricted set of job design characteristics (Salanova and Schaufeli, 2008 cited in Shantz *et al.*, 2013).

Past studies have reliably demonstrated that job resources are related emphatically with work engagement (Bakker *et al.*, 2012). Work resources, for example, feedback, social support, and skills variety, are expected to play either an outward motivational part since they are instrumental in accomplishing work objectives, or an inherent motivational part since they encourage employees' development, learning, and advancement (Bakker *et al.*, 2012). Work resources satisfy fundamental human needs, for example, the requirements for autonomy, relatedness and fitness (Van nook Broeck *et al.*, 2008 cited in Bakker *et al.*, 2012). Significantly, the extant researches prove that occupation resources especially affect engagement when employment requests are high (Hakanen *et al.*, 2005 cited in Bakker *et al.*, 2012). At the point when staff confront high employment requests (challenges) and have

adequate occupation assets, they can prosper in their work and exceed expectations. Job positions that give more task identity (taking a task from inception to completion), skill variety (the chance to utilise distinctive abilities on an assortment of assignments), task significance (work results substantially affecting others), autonomy (carefulness in basic leadership, work strategies, and work booking), and feedback (data with respect to execution) all offer a higher chance to retain employees (Barrick *et al.*, 2013). Table 2.3 summarises the different studies that consider the relationship between job characteristics (skills variety, task identity, task significance, autonomy, and feedback) and staff retention.

Zaniboni et al., 2013	Skills variety
Salanova and Schaufeli 2008	Task identity
Shantz et al, 2013	Task significance
Van den Broeck, Vansteenkiste, De Witte and Lens 20	Autonomy
Schaufeli and Bakker 2004; Salanova and Schaufeli 2008; Van den Broeck, Vansteenkiste, De Witte and Lens 2008	Feedback

Table 2.3: List of studies that consider the relationship between job characteristics (skills variety, task identity, task significance, autonomy, and feedback) and staff retention

- **Skills variety**

Skill variety is one of the information qualities of work and is defined as the degree to which the employee requires the use of an extensive variety of abilities to finish the work (Morgeson and Humphrey, 2006 cited in Zaniboni *et al.*, 2013, and Truxillo *et al.*, 2012). Some studies have uncovered that employees demonstrate their best employment execution in challenging, resourceful workplaces; as such a workplace could be considered as motivation for employees to stay in their work (Demerouti and Cropanzano, 2010 cited in Bakker *et al.*, 2012).

Active employees endeavour for compatibility with their workplace as far as necessities and capacities (they shape the workplace such that their occupation requests and resources fit better with their own particular needs and capacities). Employees with a proactive identity more often request help and feedback (social resources), and to proactively advance their workplace, e.g. request autonomy, and

improve skills variety (Tims and Bakker, 2010, cited in Bakker *et al.*, 2012).

One study argues that skill variety is positively linked to staff satisfaction, motivation, and involvement in the workplace (Humphrey *et al.*, 2007 cited in Zaniboni *et al.*, 2013). Certainly, improved skill variety can provide a higher chance for employees to experience challenging and interesting performance in their job that can positively impact on their satisfaction, and therefore enhance retention in the organisation (Hackman and Oldham, 1976 cited in Zaniboni *et al.*, 2013). In addition, jobs that have a lower skills variety may cause employees to think of retirement before the appropriate time (Schmitt, Coyle, Rauschenberger, and White, 1979 cited in Zaniboni *et al.*, 2013). This is a more serious issue with regard to older employees who feel bored on their job (Zaniboni *et al.*, 2013). Therefore, it can be noted that skills variety is of greater concern for older employees who may need a more interesting job to be retained in the organisation (Zaniboni *et al.*, 2013). Older employees should benefit from using their all skills, with an improved ability to improve other workers' skills and transfer their skills to them (Zaniboni *et al.*, 2013; Truxillo *et al.*, 2012). This argument is supported by another research that suggests that older workers can benefit more from skill variety in comparison to younger workers, as it provides an opportunity for them to utilise and share all their different skills (Truxillo, and Rineer, *et al.*, 2012 cited in Zaniboni *et al.*, 2013). Another research also confirms that Organisations should invest in their older workers and let them use and share their skills with other employees (Zacher and Frese, 2011, cited in Truxillo *et al.*, 2012). In conclusion, Berg, Dutton *et al.* (2013) discuss that skills variety can provide more significant meaning for a job, and make it more interesting for the employees and encourage them to stay and engage with the job.

- **Task Identity**

Task identity can be defined as a job characteristic that inspires self-awareness and improvement (Hackman *et al.*, 1975 cited in Halim and Elahi, 2013) and can support employees in accomplishing their work objectives (Halim and Elahi, 2013). Task identity impacts on the participation level of the job with regard to the whole work process and thus improves the "identity" or value of the effort (Sims *et al.*, 1976 cited in Barrick *et al.*, 2013).

When workers are given the chance to amplify the use of their ability and capacity

for bringing about an obviously identifiable and commendable result or objective, they consider their employment as one that supports them in meeting their very own objectives and aspirations, and so the retention levels will improve in the organisation (Halim and Elahi, 2013). In a comparable manner, labourers with an abnormal state of task identity (e.g. less awareness and experience of the task) encounter lower levels of burnout (Chiu et al., 2002; Tummers et al., 2001; Grandy et al., 2005; Nekoei-MoghadamPoor and Sadeghi, 2008; Adebayo and Ezeanya, 2010; Bremner and Carriere, 2011 cited in Halim and Elahi, 2013). Task identities have been observed to be linked with occupation burnout in the last decade (Abraham, 1997; Pizam and Nenmann, 1999 cited in Halim and Elahi, 2013).

A person whose occupation empowers him or her to be in charge of an entire element of an important job or process is prone to feel an association with the employment and more inclined to remain in that employment (Shantz *et al.*, 2013). In addition, those people who feel ready to both give and gain from work assignments that reflect their feeling of self, are more engaged at work (Kahn, 1990 cited in Shantz *et al.*, 2013). Jobs that comprise a small segment of an item or service might make identification with that occupation more difficult (Shantz *et al.*, 2013).

- **Task Significance**

An employee may perceive their job as significant if it demonstrably affects others, either within the organisation or its customer base (Hackman and Oldham, 1980 cited in Shantz *et al.*, 2013). Task significance can also be defined as the extent to which one's occupation impacts the lives and work of others. (Hackman and Oldham, 1975, cited in Truxillo *et al.*, 2012).

If employees are aware of the effect of their work on others, they may expect to contribute greater efforts in finishing their work (Shantz *et al.*, 2013). A worker whose undertakings are seen as significant perceives that work as necessary and profitable, and will apply greater efforts while working and remain steadfast even when experiencing task difficulty (Shantz *et al.*, 2013).

Task significance has been linked with both occupation execution (Grant, 2008 cited in Truxillo *et al.*, 2012) and work fulfilment and retention (Humphrey *et al.*, 2007 cited in Truxillo *et al.*, 2012). While task significance may be vital to all employees, it is especially important to specialists in their mid-life and later-life professions

(Truxillo *et al.*, 2012). When representatives can see the effect that their assignments have on others (task significance), they perceive their work as more significant, regularly prompting higher levels of inspiration and execution (Berg, Dutton *et al.*, 2013). To conclude, it can be said that task significance has a more positive association with fulfilment, engagement, and execution of more established labours (Truxillo *et al.*, 2012).

- **Autonomy**

Autonomy is defined as “the amount of job-related independence, initiative, and freedom either permitted or required in daily work activities” (Stamps and Piedmonte, 1986, cited in Jin and Lee, 2012). Job autonomy prompts mental responsibility for the job. The output of an employee who has a high level of autonomy is reliant on that individual’s levels of exertion and personal choices, as opposed to relying on directions inherent in that specific work role (Hackman and Oldham 1976 cited in Shantz *et al.*, 2013). Autonomy gives a feeling of conceivable gain, responsibility and a way to act (Lazarus and Folkman, 1984 cited in Shantz *et al.*, 2013). An employee whose role has a high level of autonomy may willingly exert themselves in that role and persist in their efforts even with obstructions, which are indications of engagement.

Research demonstrates that people who experience attentiveness in their work life display huge greater levels of interest, lower levels of exhaustion (Saavedra and Kwun, 2000, cited in Shantz *et al.*, 2013) and an elevated feeling of significance and engagement in their work (Kahn, 1990 cited in Shantz *et al.*, 2013). Shantz *et al.*, (2013) report a positive relationship between this feature of occupation configuration and engagement (Shantz *et al.*, 2013). Various researches that have studied the relationship between autonomy and staff retention are summarised in Table 2.4.

Hackman and Oldham, 1980 cited in Jin and Lee, 2012	Autonomy and satisfaction
Neuman et al., 1989 cited in Jin and Lee, 2012	Autonomy and satisfaction
Gray and Pratt, 1989 cited in Jin and Lee, 2012	Autonomy and professional development
Hart and Rotem, 1995 cited in Jin and Lee, 2012	Autonomy and professional development
Manley, 1995 Cited in Jin and Lee, 2012	Autonomy and professional development
Parker and Wall, 1998 cited in Jin and Lee, 2012	Autonomy and satisfaction
Finn, 2001 cited in Jin and Lee, 2012	Autonomy and satisfaction
Noblet et al., 2005 cited in Shantz et al., 2013	Autonomy and commitment
Garrido, Perez and Anton 2005cited in Shantz et al., 2013	Autonomy and satisfaction
Cabrera et al., 2006 cited in Shantz et al., 2013	knowledge exchange
DeVaro et al. 2007 cited in Shantz et al., 2013	Autonomy and satisfaction
Xanthopoulou et al., 2009 cited in Shantz et al., 2013	Autonomy and engagement
Bakker and Bal, 2010 cited in Shantz et al., 2013	Autonomy and engagement
Christian et al., 2011 cited in Shantz et al., 2013	Autonomy and engagement

Table 2.4: Various researches on the relationship between autonomy and staff retention

Specialists perceive two sorts of occupation autonomy that can significantly impact work fulfilment: 1. control of assignment, and 2. control of time. Individual tasks can be further partitioned as a strategy for dividing everyday work into smaller tasks. While autonomy with respect to work technique, which indicates the level of flexibility that specialists have in going about their work, has been analysed as a

positive variable (Hackman and Oldham, 1976; Sims et al., 1976 cited in Jin and Lee, 2012), time administration has received far less consideration.

Autonomy with respect to work planning is indicative of the level of control that representatives have in booking, sequencing, or timing their work schedules, for example telecommuting versus work environment participation. As indicated by the EWCO report (2006) on the European Foundation for the Improvement of Living and Working Conditions (cited in Jin and Lee, 2012), with respect to the Netherlands, flexible work hours, a degree of choice regarding jobs undertaken and the methods employed to achieve the work goal, all demonstrate positive and factually noteworthy relationships with occupation retention.

For all nations, discoveries demonstrate that engagement to the organisation is related to the job satisfaction, work experience and autonomy. Regarding the autonomy, apart from the control of working hours, which has negatively impacted, the taking off during the job and organising daily tasks were positively impacted and influenced the job satisfaction, and therefore positively related to employment retention (Jin and Lee, 2012). In other words, autonomy is a retention strategy that Organisations can use in order to increase employee retention and thus keep talented employees for a longer period of time (anonymous, 2011, cited in ALDamoe et al., 2013). Therefore, it is demonstrated that autonomy has a direct relationship with retention in an organisation.

- **Feedback**

There are two main forms of feedback that employees should consider while they are working, feedback from the job and feedback from others (Barrick *et al.*, 2013). Feedback from the job can be defined as the amount of information that an employee receives about his/her performance in the workplace (Hackman and Oldham, 1976; Morgeson and Humphrey, 2006 cited in Truxillo *et al.*, 2012). Workplace feedback can be from colleagues or from supervisors or anyone else who has information about the individual's performance within the organisation (Hackman and Oldham, 1976; Barrick *et al.*, 2013). Feedback from others refers to any information that others provide to the employees and can directly impact on staff retention (Humphrey *et al.*, 2007 cited in Truxillo *et al.*, 2012). In addition to the motivation that feedback can provide to employees, it can also increase their knowledge levels

and further engage them in their jobs (Kanfer and Ackerman, 2004 cited in Truxillo *et al.*, 2012).

We expect that people who are updated about the adequacy of their activities in their employment will report more elevated levels of engagement (Shantz *et al.*, 2013), as learning that results from the work itself can increase an individual's pride and energy in their work (Hackman and Oldham, 1980 cited in Shantz *et al.*, 2013). Since engagement includes sentiments of identification with, and pride in, one's work, feedback gives vital data to the jobholder to comprehend his or her advancement and objective fulfilment. Feedback is likewise motivational for individuals (Locke and Latham, 1990 cited in Shantz *et al.*, 2013) and may influence people to be more energetic and to persevere despite difficulties.

2.4 Retention Management

Employees are the assets of an organisation, and looking at personnel as an asset or as internal customers will enable managers to positively control staff turnover and achieve better retention in the organisation (Cardy and Lengnick-Hall, 2011, p. 213 cited in Milman and Dickson, 2014). However, management of this asset of the organisation is much more complicated than that of other assets, such as technology (Biswakarma, Sharma, 2015). The organisation's personnel are its most important resource (Khatri, 1999 cited in Biswakarma, Sharma, 2015) and it is worthwhile for the organisation to invest to retain its talented employees. Employee retention refers to the organisation's ability to retain its personnel (Cardy and Lengnick-Hall, 2011 cited in Scott, 2016) and has been defined as "the tendency to keep daily waged employees in service at a temporary housing facility beyond a one year period" (Rehman, 2012).

Analysts report that, in the main, few directors have tended to the issue of employee retention or have addressed the issue with little achievement (Alexakis, 2011; Kucukustaet *al.*, 2014 cited in Scott, 2016).

The main aim of employee retention is to keep those valuable employees with required skills or experience for a longer time within the organisation, and to avoid recruitment difficulties and associated costs (Bansal, 2014). Retention strategies can support organisations to avoid losing those employees in which they have already invested via recruitment and training, and therefore increase their retention and engagement to the organisation (Acton and Golden, 2003 cited in Mburu, 2015).

However, some businesses employ different retention strategies (Mburu, 2015).

A recent research about employee retention has revealed that about 29% to 31% of employees are devoted to their job and are engaged with their work (American Society for Training and Development, 2011 cited in Milman and Dickson, 2014). Therefore, a significant number of employees should be considered by the managers before letting them quit (Milman and Dickson, 2014). Thus, managers require a fuller understanding of employee turnover sources, effects, and techniques, which could lead to maximised retention within the organisation (Ongori, 2007).

While most of the extant studies investigate the reasons why employees leave and not the reasons that encourage them to stay (Hausknecht *et al.*, 2009 cited in Milman and Dickson, 2014), in order to be able to study and analyse retention in the hospitality industry, it is important to understand the different dimensions of staff turnover (such as sources of turnover, and consequences and impacts of turnover) within the organisation (Bonn and Forbringer, 1992).

- **Difference between retention and turnover**

Staff turnover refers to the process of the employees leaving the organisation and staff retention is about the strategic task of retaining employees in the organisation. Retaining people in the organisation is in fact result in retaining knowledge which could directly impact on working culture. Improvement of working culture could cause staff turnover reduction within the organisation. Although recruiting right people is a good job to take place in the organisation, there is always the concern of new employees to use to culture of the organisation. However, staff retention is more important in compare to staff turnover in the organisation, as staff retention is a strategic task.

- **Why turnover is important**

Employee retention and minimising staff turnover rate are crucial issues for the managers in the organisations, and this is more notable in organisations that invest significantly in the recruitment, training and maintaining of their employees (Ongori, 2007).

In today's business environment, turnover minimisation and employee retention are the most important and critical processes (Biswakarma, Sharma, 2015), and have become a notable research topic in the hospitality industry (AlBattat *et al.*, 2014). For any organisation to be able to implement a high quality and successful

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recruitment and selection programme, it is essential to analyse and study staff turnover factors (Bonn and Forbringer, 1992), and several previous studies point to the importance of studying employee retention in the hospitality industry (Banhwa *et al.*, 2014; Cascio, 2014 cited in Scott, 2016).

Employee turnover in the hospitality industry is a big challenge and can create difficulties in the work process, as with a high rate of employee change an organisation cannot benefit from quality staff (Mapelu, Jumah, 2013). The rate of staff turnover is incredibly high in the hospitality industry (Kennedy and Berger, 1994 cited in Mapelu, Jumah, 2013; Tews *et al.*, 2013) in comparison to other industries. It has been revealed that the rate of employee turnover in the hospitality industry is above the average rate in other industries (Guilding *et al.*, 2014 cited in Scott, 2016). For example, the turnover rate for newly employed staff in hotels and restaurants is more than 50% (Hinkin and Tracey, 2000 cited in Tews *et al.*, 2013). Due to changes in the global market it is vital for organisations to retain their skilled and experienced employees (Gentry *et al.*, 2007 cited in Milman and Dickson, 2014). An organisation's ability to succeed and thrive is dependent on its ability to develop and retain highly skilled and experienced employees (Das and Baruah, 2013). Various success factors, such as customer satisfaction, high volume of sales, and happy employees, depend on how successfully the organisation can retain their best staff (Das and Baruah, 2013). "Encouraging employees to remain in the organisation for a long period of time can be termed as employee retention" (Das and Baruah, 2013). Therefore, researchers suggest that employee retention should have a very high priority for managers in the hospitality industry (Cardy and Lengnick-Hall, 2011 cited in Milman and Dickson, 2014).

Factors such as a limited workforce market, a lack of staff commitment to the job, and a negative image of the hospitality industry can impact on employee retention and their intention to leave (Popescu, Iancu *et al.*, 2013). Staff turnover and lack of employee retention can affect different parts of the business, such as productivity (Pirzada *et al.*, 2013). Factors such as "job stress, boredom, lack of challenge, and poor work conditions" can result in weak employee retention and impact on productivity (Pirzada *et al.*, 2013).

One of the main negative impacts of a low rate of retention in an organisation concerns its direct and indirect costs, such as "advertising expenses, headhunting

fees, resources management expenses, loss of time and productivity, work imbalance, employee training and development expenses for new joiners” (Pirzada *et al.*, 2013, p164). Tews *et al.* (2013) also discuss the cost and work process disruption as a negative result of high staff turnover. Some researches argue that the cost of staff turnover is much higher than the administrative and recruitment costs and includes costs such as loss of productivity and loss of organisational skills and knowledge (Milman and Dickson, 2014). It has been revealed that turnover costs could vary from \$3,000 to \$10,000 for each employee (Moncarz *et al.*, 2009 cited in Milman and Dickson, 2014). In addition, it has been argued that it is very expensive to replace employees in comparison to the costs of retaining those employees (Guilding *et al.*, 2014 cited in Scott, 2016). Therefore, retention is an advantage for the organisation as it can reduce costs and increase productivity and create a healthy working environment (Mburu, 2015).

- **Turnover Definition**

“Staff turnover” is defined as the “individual movement across the membership boundary of an organisation” (Prince, 2001; Thwala *et al.*, 2012; Long *et al.*, 2012). However, for a more specific definition of staff turnover, one must define the intentions of staff retention, for example; job satisfaction or benefits. A great many organisations in the hospitality industry are suffering from high staff turnover, with significant impacts on their business. Based on a literature review by Long *et al.* (2012), compensation and benefits, training, performance management, career development, and employee relation management are significantly related to staff turnover intention. High employee turnover could be very serious problem for an organisation (Long *et al.*, 2012).

However, Long *et al.* (2012) discuss employee turnover from another point of view. They state that turnover can be accepted as a fact in the organisation rather than investing time and money to avoid it, as it could be very costly for the organisation workforce to avoid staff turnover. Long *et al.* (2012) in their research also identify job satisfaction as an important factor for turnover intention. According to Morrell *et al.* (2004); Abdullah *et al.* (2012) and Long *et al.* (2012), “perceived ease of movement” and “perceived desirability of movement” are the two main factors that encourage employees to leave the organisation. What encourages an organisation to pay more attention to staff turnover is its close relationship with the business, which

has an impact on the services delivered by them (Beulen, 2009). Various researches have studied staff turnover. Table 2.5 provides a summary of definitions for staff turnover from different studies.

“Employee turnover is the rotation of employees around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment”.	Abassi et al., 2000 cited in (Ongori 2007)
“Employee turnover is the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period”.	Price ,1977 cited in (Ongori 2007)
“Employee turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers”.	The world web dictionary cited in (Bansal 2014)
“Employee turnover is the ratio comparison of the number of employees an organisation must replace in a given time period to the average number of total employees”.	The Chartered Institute of Personnel and Development , 2007 cited in (Bansal 2014)
“Employee turnover is the process in which employees leave the organization and have to be replaced”.	(Biswakarma, Sharma 2015)
“Employee turnover is a voluntary separation act initiated by an employer or employee after establishing employment for any length of time”.	Chalkiti, 2012 cited in (Scott 2016)

Table 2.5: Employee turnover definition

As we can see from various studies (Price, 2001; Long *et al.*, 2012), high turnover is one of the concepts that were considered in organisational studies. Many studies have been carried out regarding turnover phenomena, showing the importance and complexity of it for an organisation (Long *et al.*, 2012). However, not all of these studies can be generalised to all other industries (Kassim *et al.*, 2012). There are many factors that could be the reason behind an employee’s decision to leave an organisation or to stay. Therefore, there should be appropriate management and control over HR strategies in an organisation to ensure successful retention management (Lado, 1994; Huselid, 1995; Agarwal and Ferratt, 2001; Beulen, 2009).

One possible method to access to this management level is the use of HRIS (Hussain *et al.*, 2007; Lepak *et al.*, 2007; Sanchez and Aguayo, 2007; Beulen, 2009); while there are many studies regarding the effect of HRIS on management, there is not enough research on the relationship between HRIS and staff retention management. This research focuses on the effect of HRIS on management decision making to

improve staff retention management in an organisation. Before considering HRIS and its relationship with staff retention phenomena, it is important to investigate all direct and indirect factors that could result in staff turnover.

- **Voluntarily vs involuntarily turnover**

Turnover can be categorised into two types: voluntary and involuntary (Iverson and Pullman, 2000 cited in Ongori, 2007). “Voluntary turnover means when the employee leaves the organisation at his own will for various reasons. Involuntary turnover reflects the employer’s decision to terminate the employee from the organisation” (Biswakarma, Sharma, 2015, p52). However, turnover in this research refers to voluntary turnover, which creates a critical situation in the organisation and can result in permanent loss of knowledge (Bansal, 2014). This challenge in the hospitality industry requires full consideration from the managers in order to maximise retention in their organisation (Bansal, 2014). With this in mind, different staff retention strategies need to be studied in order to minimise staff turnover in an organisation.

2.4.1 Source of employee turnover

Organisations require a good understanding of what can engage employees in their commitment to the organisation and what might make them leave, in order to (Mburu, 2015) design a better plan for the organisation (Mburu, 2015). This section addresses employee turnover factors by looking at the current view of turnover in organisations within the hospitality industry, followed by a more specific focus on factors related to the HR department. Bonn and Forbringer (1992) argue two essential methods for staff turnover analysis in the hospitality industry, including exit interviews and internal analysis. Bonn and Forbringer (1992) summarise the factors that should be considered in turnover analysis within an organisation in Table 2.6.

Variables to consider when analysing turnover
Position /Department
Supervisor
Shift
Location
Unit
Division
Function
Source

Table 2.6: Variables to consider when analysing turnover

Source: Bonn and Forbringer (1992).

Mapelu and Jumah (2013) categorise five sources for employee turnover in the hospitality industry, as shown in Table 2.7.

Employee Turnover
Employees leaving without giving notices
Moving of employees from one hotel to another
Employees working in hotel for short period
New employees are employed regularly
Employees report late to work
Employee absenteeism

Table 2.7: Factors of employee turnover in hotels

Source: Mapelu and Jumah (2013).

Another research (Bansal, 2014) also classifies turnover factors as push and pull factors. Bansal (2014) discusses reasons behind employees’ decisions to withdraw from organisations as pull and push factors, as presented in Table 2.8. Pull factors refers to the attraction of new jobs from outside the organisation (Sherratt, 2000 cited in Bansal, 2014) and push factors refers to any dissatisfaction in the current job that may lead an employee to quit (Sherratt, 2000 cited in Bansal, 2014). Although one of these factors (push or pull) could be enough for staff turnover, sometimes a combination of both factors is the reason behind staff turnover (Bansal, 2014). However, the British Chartered Institute of Personnel and Development (Bansal, 2014) noted that push factors play a stronger role in staff turnover in comparison to pull factors.

Push Factors
Unrealistic expectations and general lack of knowledge
Personal factors
Personality
Environmental contributors
Independently and freedom
Demographic changes
Family duties
Gender: higher turnover rates for women in most organisations
Money

Table 2.8: Push factors in organisations

Source: Bansal (2014).

Many studies argue that globalisation has a notable impact on employee retention. Beulen (2009) believes that globalisation has created noticeable labour shortages in some organisations. For instance, globalisation has made skilled IT professionals more mobile. This does not only mean that they can easily move from one geographic area to another; foreign employees may tend to return to their home country as well (Bose, 2006; Beulen, 2009).

Another significant turnover factor is remuneration. Sandhya and Kumar (2011) discuss that a lack of management in implementing proper compensation strategies could be one of the most common reasons behind staff turnover. While Beulen (2009) believes that remuneration and career opportunities are the most important reasons for employees to decide to leave the organisation, Demers (2002) and Ressler (2005) have shown that it is not the most important reason, which Luftman and Kempalah (2007) support in their research over private organisations. Chan and Kuok (2011) also note low salary and compensation package as the main reasons for employees to leave an organisation. This is similar to Pirzada *et al.*'s (2013) research, which indicates that inadequate wages could result in staff turnover factors.

There are a variety of reasons that make employees unhappy with their salaries. For example, some international Chinese organisations use a single salary scale for their employees, but the salary for that position could vary by about 20 to 30 percent from one city to another, in which case the organisation will need to put more effort into retaining their employees in those cities with higher rates of pay, with a higher training cost (Beulen, 2009). A study by Chi *et al.* (2013) in Taiwanese public

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accounting firms counts salary as one of the employee turnover factors; however, Kirschenbaum and Weisberg (1994) indicate that factors like salary, age, gender, and length of employment can be associated with turnover but not with turnover intention. A research carried by Stephan and Levin (2005) supports the idea of gender difference as a turnover factor, as they believe women have more family commitment and that this can affect retention. Chi *et al.* (2013) also support the idea that females are more likely to leave an organisation. In contrast Beulen (2009) argues that there is no difference between male and female employees regarding intention to leave, while Chi *et al.* (2013) discuss that performance ratings, salary, and knowledge backgrounds have a serious impact on the issue of staff turnover.

Another significant factor in the staff turnover issue is improper human resource planning. Beulen (2009) discusses that human resource planning plays a key role in retention management. Beulen (2009) describes training as one of the aspects that may have an impact on retention management. Conversely, a study in Brazil finds that lack of training opportunities are not the key motivations for employees to leave the organisation. In addition, Chi *et al.* (2013) find that a busy schedule for employees in following their training programme may be a contributing reason to leave the organisation. Therefore, it can be seen that seeking training opportunities is not a turnover factor, and provision of training opportunities could even have a negative impact on staff retention in some situations.

Sandhya and Kumar (2011) believe that a lack of growth opportunities in the organisation is one of the most common reasons for employees to decide to leave. Messmer (2000) mentions that employees are likely to leave if they feel that their salary does not reflect their worth. Studer and Quint (2004) view the employee's dissatisfaction regarding their relationship with other employees as a factor in staff deciding to leave their job. Tews *et al.* (2013) argue about the relationship between the emotional and instrumental support of the colleagues in the workplace and staff turnover, and surprisingly reveal that there is a negative impact of emotional support while there is a positive impact of instrumental support. Although external factors are usually the main reason for dissatisfaction, Chi *et al.* (2013) argue that personal characteristics can also be a reason behind turnover. With this information, managers are more likely to help to reduce staff turnover in organisation. For example, Sandhya and Kumar (2011) mention that employees tend to leave when they do not

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find a job match to their character. Personal characteristics and personal aims are very important factors, for instance, Business Week (2008) notes that one leading auditing organisation used personal development and learning as a strategy to retain their staff. Most researchers (Lock, 1976; Muliawan *et al.*, 2009; Studer and Quint, 2004; Chi *et al.*, 2013) consider job satisfaction as a critical role regarding staff turnover issues in an organisation.

As can be seen, and as Quanles (1994) discusses, job satisfaction has an inverse relationship with turnover intentions. Quanles discusses role ambiguity; participation in decision making in the organisation and having a supervisory position have a positive impact on employee's job satisfaction. Bullen and Flamholtz (1985) also note that job satisfaction has direct impact on the volume of staff turnover in organisation. One of the factors that could increase job satisfaction and lead to employee retention is to provide good support for staff. Beulen (2009) considers training tools and education facilities as support tools for employees that could help for better retention management.

The next factor to discuss is opportunities, which factor is debated by researchers. Sandhya and Kumar (2011) believe that a new job offer could be a reason for an employee to depart an organisation. Beulen (2009) also mentions the growth of other organisations as the most important cause of staff turnover. Sandhya and Kumar (2011) believe that "Organisation goodwill" plays an important role in retaining staff. In addition, empirical evidence from Bullen and Flamholtz (1985) indicates that employees' perceptions of career development and other organisations' job offers are factors that could increase employees' intentions to leave. Collins and Killough (1992) discuss that levels of stress inside and outside the organisation could encourage employees to leave. This stress could be because of a lack of trust and coordination between employees and management (Sandhya and Kumar, 2011). Another factor that is directly associated with job satisfaction and leads to staff turnover is the distance between work and home (Beulen, 2009).

Also important with regard to staff turnover is the employee's experience and knowledge. Beulen (2009) argues that there is a relationship between the employee's experience and turnover trends. He discusses that staff with less than five years of experience are more willing to depart the organisation in comparison to those with

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more experience. Moreover, the level of education of the employee is linked to their intention to leave. Chi *et al.* (2013) mentions that a master's degree is a factor to decrease the staff turnover rate of professional employees. Further, prior research finds that the length of employment is an underlying factor that causes staff turnover in an organisation. The final, and not least important, factor that organisations need to be aware of is that turnover causes further turnovers (Sandhya and Kumar, 2011). What is important here and needs to be fully considered is the organisational culture (Parker and Kohlmeyer, 2005; Sheridan, 1992).

Bonn and Forbringer (1992) discuss staff turnover factors; a summary of this research is presented in Table 2.9.

Dissatisfaction with work	Alternatives
Wages-amount	Returning to school
Wages-equity	Military service
Benefits	Government service
Hours or shift	Starting own business
Working condition	Similar job: same industry
Supervision-technical	Similar job: other industry
Supervision-personal	Different job : other industry
Co-workers	Voluntary early retirement
Job security	Voluntary transfer to subsidiary
Job meaningfulness	(lose of seniority)
Use of skills and abilities	New position
Career opportunities	Organization
Policies and rules	Position
	Location
	Earnings
External factor	Organization initiated
Housing	Resignation in lieu dismissal
Transportation	Violation of rules, policy
Child care	Unsatisfactory probation period
Health care facilities	Attendance
Leisure activities	Performance
Physical environment	Layoff
Social environment	Layoff: downgrade refused
Educational opportunities	Layoff: transfer refused
	End of temporary employment
Personal	Other
Spouse transferred	Transfer
To be married	Leave of absence
Illness or death in family	On loan to
Personal illness	Retirement
Personal injury	Death
Pregnancy	

Table 2.9: Individual reasons for turnover

Source: Bonn and Forbringer (1992).

Chang (2009) summarises features related to employee turnover, as shown in the table below (Table 2.10). This table facilitates managers in classifying their employees' turnover factors.

1.Gender	11.Seniority
2.Under 22 y/o	12.Avrage validated credit
3.Education level-college	13.Average age of their children
4.Marriage	14.Whether the partner working or not
5.Resident	15. Pursuing further education?
6.Full-or part time	16.Over working hours
7.Salary under 25000	17.Involed in the activity held by company
8.Depatment	18.Sick leave
9.Position	19.Senurity less than 1 year
10.Pre-expericne	20.Average validated credit

Table 2.10: Features related to turnover categories.

Source: Chang (2009).

In addition, Das and Baruah (2013) provide another classification of staff turnover factors, including nine main factors (Table 2.11).

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Factors	Authors	Research Papers	Year
Compensation	Trevor, Gerhart, Boudreau.	Voluntary turnover and job performance: curvilinear and the moderating influences of salary growth and promotions.	1997
	Davies, Taylor,.Savery.	The role of appraisal, remuneration and training in improving staff relations in the Western Australian accommodation industry: A comparative study.	2001
	Gardner, Van Dyne, Pierce.	The effects of pay level on organization-based self-esteem and performance: a field study.	2004
	Milkovich, Newman.	Compensation (8th ed.).	2004
	Moncraz, Zhao, and Kay.	An exploratory study on US lodging properties, organizational practices and employee turnover and retention.	2009
Reward and Recognition	Agarwal	Reward Systems: Emerging Trends and Issues.	1998
	Walker	“Perspectives” Human resource planning	2001
	Silbert	The effect of Tangible Rewards on Perceived Organizational Support.	2005
Promotion and opportunity for Growth	Pergamit, and Veum.	“What is a promotion?”	1999
	Meyer, John, Laryssa Topolnytsky, Henryk Krajewski and Ian Gellatly.	Best Practices: Employee Retention	2003
	Prince.	Career-focused employee transfer processes.	2005
	Eyster, Johnson and Toder .	Current strategies to employ & retain older workers.	2008
Participation in Decision Making	Hewitt	High Performance Workplaces: The Role of Employee Involvement in a Modern Economy	2002
	Noah	A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos, Nigeria.	2008
Work-Life balance	Hyman and Summers	“Lacking balance? Work-life employment practices in the modern economy”	2004
Work environment	Miller, Erickson and Yust.	Sense of place in the workplace: The relationship between personal objects and job satisfaction and motivation.	2001
	Wells and Thelen.	What does your workspace say about you? The influence of personality, status and workspace on personalization.	2002
	Ramlall	Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness.	2003
Training and development	Messmer	Orientations programs can be key to employee retention.	2000
	Tomlinson	High Technology workers want Respect.	2002
	Garg and Rastongi	New model of job design motivation employees Performance.	2006
	Handy	The importance of the work environment variables on the transfer of training.	2008
Leadership	Eisenberger, Fasolo, and Davis-LaMastro	Perceived organizational support and employee diligence, commitment, and innovation.	1990
	McNeese- D.Smith	Job Satisfaction, Productivity, and Organizational Commitment.	1995
	Brunetto, Farr-Wharton	Using social identity theory to explain the job satisfaction of public sector employees.	2002
	Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen	Applying Structural Equation Model to Study of the Relationship Model among leadership style, satisfaction, Organization commitment and Performance in hospital industry.	2009
Job-Security	Abegglen	The Japanese Factory. Aspects of Its Social Organization	1958

Table 2.11: Classification of the staff turnover factors, including nine main factors
Source: Das and Baruah (2013).

A brief summary of Rehman (2012) research relating to staff turnover factors is shown in Table 2.12.

Staff Turnover Factors
Employees' personal characteristics
Demographic
Job satisfaction
Work environment
Motivation
External environment
Absenteeism
Job performance

Table 2.12: Staff turnover factors

Source: Rehman (2012).

Similarly Yang et al. (2012) provides a list of staff turnover factors (Table 2.13).

Staff Turnover Factors
Company Factors, such as management style, and the financial status of the organisation
Salary and benefits
Individual emotional
Conditions
Hospitality industry work style and responsibilities
Work content

Table 2.13: Staff turnover factors

Source: Yang *et al.* (2012).

Finally, according to the Milman and Dickson (2014) research results, the retention factors for an organisation can be classified as in Table 2.14.

Retention factor	Source
Advancement opportunities	Hausknecht et al. (2009)
Constituents' attachments	Hausknecht et al. (2009); Holtom et al. (2008); Griffeth et al. (2000)
Flexible working hours and other arrangements	Martin et al. (2012); Hausknecht et al. (2009); Milman (2003); Telly (1969)
Location	Hausknecht et al. (2009)
Extrinsic rewards	Hausknecht et al. (2009); Milman (2003); Ohlin and West (1993)
Training practice	Milman (2003)
Corporate communication	Milman (2003)
Demographic characteristics	Griffeth et al. (2000); Kanfer (1988)
Overall job satisfaction	Hausknecht et al. (2009); Griffeth (2000)
Behavioural variables	Griffeth (2000)

Table 2.14: A summary of employee of retention predictive factors applied to employees in US theme parks

Source: Milman and Dickson (2014).

The various factors behind staff turnover in organisations, according to the extant researches, are summarised in Table 2.15; it is crucial for the organisation to be aware of these factors and try to safeguard themselves and the employees from their possible consequences. A better overview regarding the results and consequences of staff turnover will be discussed in detail in the next chapter. To sum up briefly, organisations require a full awareness of the staff turnover factors in order to implement successful retention strategies within their organisation (Mburu, 2015).

Staff Turnover Factors	Description	Researchers
Organisational Factors	Lack of management , remuneration, length of employment, training programme, lack of growth opportunities, organisation goodwill	Chi <i>et al.</i> (2013), Sandhya and Kumar (2011), Messmer (2000), Beulen (2009), Luftman and Kempalah (2007), Kirschenbaum and Weisberg (1994).
Personal Factors	Age, perceived ease of movement, and perceived desirability of movement, gender, perceptions of career, personal characteristics, distance between work and home, marital status, family commitment, sickness	Chi <i>et al.</i> (2013); Long <i>et al.</i> (2012); Abdullah <i>et al.</i> (2012); Sandhya and Kumar (2011); Beulen (2009); Chang (2009); Stephan and Levin (2005); Morrell <i>et al.</i> (2004); Kirschenbaum and Weisberg (1994); Bullen and Flamholtz (1985).
Skills and Knowledge Factors	Knowledge, background, work experience	Chi <i>et al.</i> (2013); Beulen (2009); Chang (2009).
External Factors	Globalisation, career opportunities, levels of stress inside and outside organisation, growth of other organisations	Sandhya and Kumar (2011); Kumar (2011); Beulen (2009); Luftman and Kempalah (2007); Bose (2006); Collins and Killough (1992); Bullen and Flamholtz (1985).
Workplace Factors	Job satisfaction, performance rating, organisational culture, dissatisfaction about relationship with employees	Chi <i>et al.</i> (2013); Long <i>et al.</i> (2012); Sandhya and Kumar (2011); Muliawan <i>et al.</i> (2009); Studer and Quint (2004); Mddey (1982); Locke (1976).

Table 2.15: Summary of factors behind staff turnover in organisations

2.4.2 Staff turnover results and consequences

Retention of employees is an important concern for the survival and sustainability of many organisations and within the business environment generally (Kar and Misra, 2013). A high rate of staff turnover may cause different challenges for organisations. The significant influence of employee turnover in organisations has attracted the attention of researchers and practitioners (DeMicco and Giridharan, 1987; Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992 cited in Ongori, 2007). Numerous studies discuss that a high rate of turnover requires appropriate management, in order to avoid negative impacts on the profitability of organisations (Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990 cited in Ongori, 2007). Some studies similarly support the idea of associating staff turnover and poor organisational performance (Shaw *et al.*, 2002 cited in Rehman, 2012). In addition, another study argues that employee turnover could benefit the organisation

by elimination of poorly performing employees (Price, 1989 cited in Rehman, 2012). Moreover, Staw et al., (1986) cited in Rehman, 2012) suggest that turnover could benefit the organisation if that turnover only includes employees in the very early stage or at the very end of their employment period.

Numerous studies discuss the staff turnover factor consequences as a huge cost to organisation. Johnson *et al.* (2000 cited in Ongori, 2007) discuss that the cost of recruitment and training of a new employee is almost equal to half of the current employee's annual salary. However, turnover cost is not limited to replacement costs, and any time staff turnover takes place it directly impacts on organisational productivity due to a loss of knowledge and expertise which leads to an interruption in organisation's performance and its fabric (Ongori, 2007; Rehman, 2012).

Hogan (1992 cited in Ongori, 2007), notes that the cost of an employee leaving the organisation was about \$1,400 to \$4,000 twenty years ago. This means there are huge invisible costs within any staff turnover (Philips, 1990, cited in Ongori, 2007), and these hidden costs are the result of communication between the new employee and current employees, the dependency of the current employee on the departing employee, and covering the position while recruitment is in process. Ongori (2007) discusses that all of these factors are directly linked to the profitability of the organisation. Kemal *et al.* (2002, cited in Ongori, 2007) also indicates that employee turnover can influence customer service and customer satisfaction in the organisation. In addition, there are other costs associated with staff turnover in an organisation, such as lower productivity, lower sales, and management's time wastage (Catherine, 2002 cited in Ongori, 2007). Moreover, Ongori (2007) posits that the turnover cost for an hourly employee is approximately \$3,000 to \$10,000 per employee. Therefore, it can be seen that human capital plays a very crucial role in organisations and requires the full attention of the managers (Popescu, Iancu *et al.*, 2013). It has been argued that a loss of human capital is not only comprised of the loss of skills and knowledge that require to be replaced, it also should be noted that the departed employee could be attracted by competitors. Therefore, the knowledge and strategies of the subject organisation will transfer to the competitor organisations (Ongori, 2007). Meaghan *et al.* (2002, cited in Ongori, 2007) illustrates that a high rate of staff turnover among long term employees could affect the organisation's liquidity position.

Ongori (2007) classifies staff turnover costs as direct and indirect costs, as is presented in Table 2.16.

Direct Costs	Indirect Costs
Replacement	Morale
Recruitment and selection	Pressure on remaining staff
Temporary staff	Costs of learning
Management time	Product/service quality
	Organisational memory

Table 2.16: Staff turnover cost as direct and indirect costs.

Source: Ongori (2007)

Rehman (2012) points to similar results about the direct and indirect costs of staff turnover. Another research (Abbasi and Hollman, 2000, cited in Rehman, 2012) reveals that turnover is very expensive for the organisations, at about \$11 billion annually for American industries, including the cost of current employee termination, new position advertisement, and recruitment and selection.

One of the turnover consequences within the organisation is its ability to change the social network, which may create gaps in the social structure of the organisation, (Cao *et al.*, 2006; Dess and Shaw, 2001; Shaw *et al.*, 2005).

In fact, staff turnover could affect the organisation’s human resource, and it could directly impact the social capital of the organisation (Shaw and Dess, 2001). It may also have a direct impact on firm performance (Messersmith *et al.*, 2013). In addition, the damages to social capital could have a negative impact on the organisation’s performance (Messersmith *et al.*, 2013). However, the results of eight studies revealed a very weak negative relationship between staff turnover and firm performance (Hausknecht and Holwerda, 2013). In contrast, Messersmith *et al.* (2013) argue that high rates of turnover can damage the organisation capital, both human and social. What is very important here is that, staff turnover could endanger the organisation’s performance and effect the services or products delivered by them (Beulen, 2009).

While high staff turnover has some negative impacts, e.g. negative impact on the organisation’s performance, typical staff turnover in an organisation can helps managers to achieve high quality staff and positions (Schneider, 1987). Messersmith *et al.* (2013) discuss that turnover can harm organisational functioning and performance, Abelson and Baysinger (1984), and Dalton and Todor (1979) argue

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that turnover across employees of different levels can be an advantage for an organisation as it may improve innovation, flexibility, and adaptability within that organisation. However, Messersmith et al. (2013) note a negative relationship between staff turnover and organisational effectiveness. This negative impact is also reported by Park and Show (2013), who carried out 110 individual studies, and 300 correlations among a large sample (n=309.245) of organisations. Messersmith *et al.* (2013) debate that the relationship between rate of turnover and organisational performance could differ, for instance it has a positive impact for a lower rate of turnover and becomes negative as the turnover rate increase. Moreover, the empirical evidence from the qualitative literature review reports that an increase in staff turnover could decrease many different types of the organisation's performance activities (Hausknecht and Trevors, 2011), including profits, sales, revenue growth, safety, customer service; counter productivity, and manufacturing efficiency. The result of a meta-analysis by Hancock *et al.* (2013) (48 independent studies) about the impact of staff turnover on organisation performance reveals a notable negative impact from a high rate of turnover on organisation performance.

Messersmith *et al.* (2013) find that the quality of performance of an organisation tends to decrease as staff turnover increases. Their findings are supported by previous studies (Hancock *et al.*, 2013; Hausknecht and Trevor, 2011; Nybery and Polyhart, 2013; Park and Shaw, 2013). Messersmith et al. (2013) investigate the difference between voluntary and involuntary turnover, the results were consistent, and staff turnover had a negative effect on firm performance. One notable factor in this discussion is that the quality of the organisation's service or products could be harmed by frequent recruiting, training, terminating and replacing of employees (Chi *et al.*, 2013). The British Financial Reporting Council (FRC) look at staff turnover from a different perspective, they discuss this issue as a whole in regard to a team working together, and thus the impact on the quality of the outcomes (FRC, 2006).

A consequence of experiencing staff turnover in an organisation is the loss of knowledge (Messersmith *et al.*, 2013). A study by Grant (1996) indicates that staff departure from an organisation can create structural inefficiencies in the knowledge sharing of the firm. It discusses that losing members in organisation not only impacts organisation performance, it may impact on the structure of an organisation. Sandhya and Kumar (2011) discuss the loss of information in organisation resulting from staff

turnover. In addition, a high rate of staff turnover can limit staff knowledge (Muliawan *et al.*, 2009) due to investing more time for initial training and as a result less time for advance development.

Turnover cost could be a significant factor in staff retention. Clearly this could be considered as the cost of extreme losses of expertise of human and social capital. (Hausknecht and Holwerda, 2013). A hidden cost in losing staff members is the failure to replace them with the staff with equivalent or higher skills (Messersmith *et al.*, 2013), for example, if more talented employees are replaced with less talented staff. A high rate of turnover obviously increases recruiting and training costs (Chi *et al.*, 2013). A research conducted by Muliawan *et al.* (2009) supports the relationship between staff turnover and the costs of organisation (Figure 2.7). However, reduced staff turnover in organisation is not only important because of the associated reduced cost of hiring and training, it is more important for organisations to keep their talented staff.

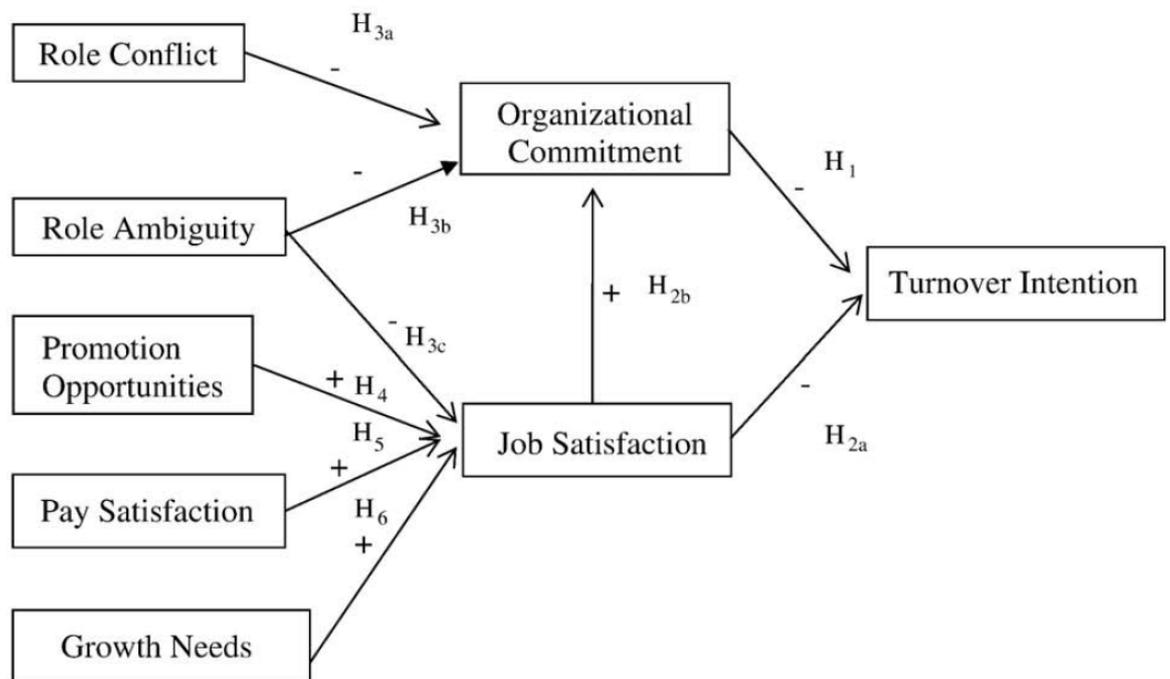


Figure 2.7: Turnover intention of information systems Auditors

Source: Muliawan *et al.* (2009)

In addition, in some situations, especially in the hospitality industry, the loss of an employee could cause the loss of a current or potential customer contact (Sandhya

and Kumar, 2011), and staff turnover could harm the organisation relationship with its customers and suppliers. As was mentioned in the previous section (source of employee turnover), turnover could cause greater turnover; the consequence of losing one employee could be the leaving factor for other employees (Sandhya and Kumar, 2011).

It is important to find an appropriate strategy to reduce staff turnover and achieve better retention management in an organisation. In the next section the possible alternatives will be discussed.

2.4.3 Retention strategies

As is discussed at the beginning of this section (2.2.6), there are many factors that could impact on employees' intention to leave or staff turnover directly. In this section the possible solutions to retain employees will be discussed. In any business strategy of an organisation there is a vital part, which is, its retention strategies (Ghosh *et al.*, 2012 cited in Scott, 2016). Retention strategies are more critical in the hospitality industry, this is due to the nature of the job, which allows departing employees to transfer their knowledge and skills regarding the organisation to its competitors, in a very competitive market (Strom *et al.*, 2014 cited in Scott, 2016). Although it is crucial for an organisation to take care of organisational performance, organisational performance is also a factor for employees in their decision to stay longer in the organisation (Kochanowski, 2011 cited in Scott, 2016). At any point when the employees face a problem in the organisation, or feel there are better opportunities outside the organisation, there is the threat of the employee intending to leave (McClellan *et al.*, 2013 cited in Scott, 2016). It is essential for an organisation to be fully aware of its employees' capacity of the assigned task and skills. The appropriate evaluation and assessment of employees enables managers to make more accurate decision regarding any form of rewards (e.g. promotion, pay raise) in order to retain their personnel (Kochanowski, 2011 cited in Scott, 2016). According to Scott (2016) there are seven relevant focus areas to employee retention strategies, which are summarised in Table 2.17.

Relevant Focus Areas
Creating an employee-centred environment
Equating job performance to job outcomes
Developing a positive relationship exchange
Making the job more satisfactory
Compensation
Coaching opportunities
Developing retention strategies

Table 2.17: Relevant focus areas to employee retention strategies

Source: Scott (2016)

However, there is no easy or simple solution for staff retention, and the strategies that work in one organisation might not work in another. Therefore, there should be a deep understanding of both the individual situation and organisational status in order to design and implement successful retention strategies (Bonn and Forbringer, 1992). As discussed in the previous section, it is vital for researchers and practitioners to study staff turnover factors in depth in order to be able to propose successful retention strategies (Bonn and Forbringer, 1992).

Retaining employees in an organisation is one of the main challenges for its managers, and most organisations put great effort into creating a comfortable environment to encourage their employees to stay longer (Das and Baruah, 2013). Keeping all the personnel happy is one of the hardest jobs in an organisation, as it requires an understanding of all the employees' perception and thoughts (Das and Baruah, 2013). Similarly to Scott's (2016) findings, Das and Baruah (2013) point out that it is not possible to apply a single retention strategy across all the employees in the organisation, as every individual has their own expectations and requirements. According to Randhawa (2007, cited in Das and Baruah, 2013), there is a considerable relationship between job satisfaction and retention in an organisation, and Randhawa proposes a model (Figure 2.8) that clarifies how higher job satisfaction can increase employee retention.

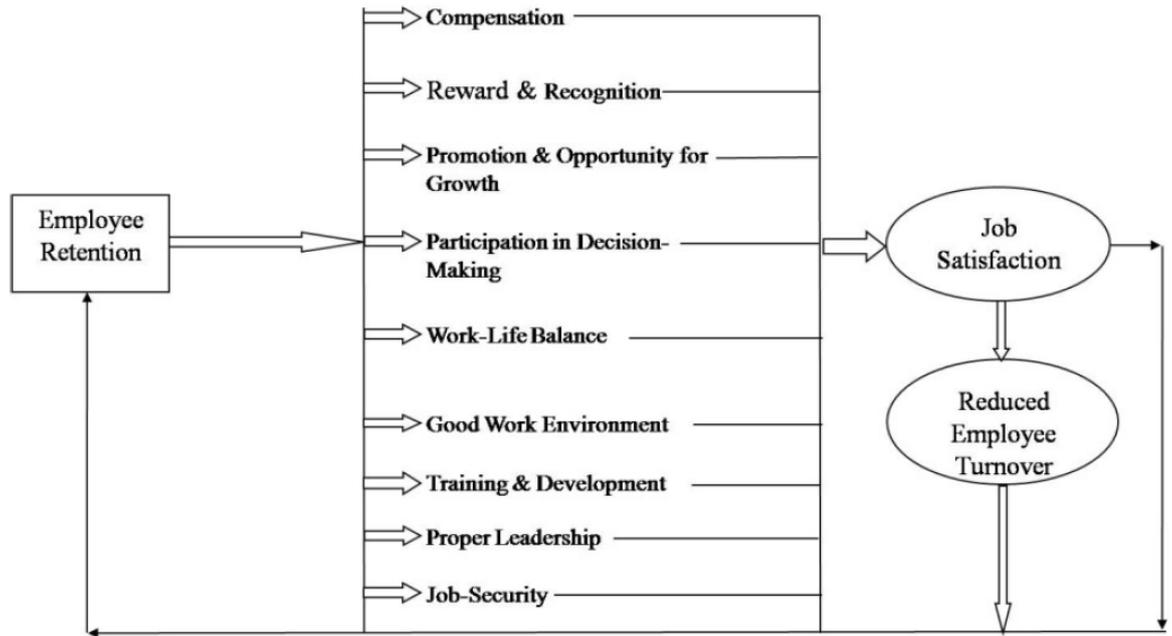


Figure 2.8: The employee retention and job satisfaction model.

Source: Das and Baruah (2013)

In addition, Rehman (2012) proposes a theoretical framework that identifies the crucial role of recruitment and job performance in job satisfaction, and therefore job retention, in an organisation (Figure 2.9).

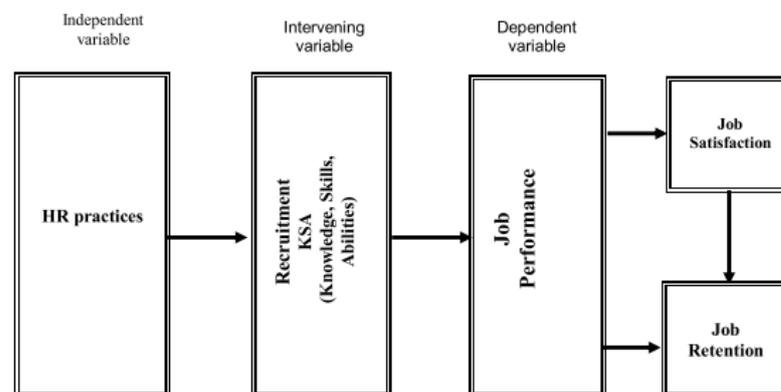


Figure 2.9: Theoretical framework of job retention

Source: Rehman (2012)

According to Das and Baruah (2013), retention strategies may be related to three main dimensions: social, mental and physical. Descriptions of each of these dimensions are summarised in Table 2.18.

Dimension	Explanation
Social,	The social dimension consists of the contacts that the employees have with other people, both internal and external.
Mental	The mental dimension of retention consist of work characteristics, employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources.
Physical	The physical dimension consists of working conditions and pay.

Table 2.18: Retention strategies dimensions

Source: Das and Baruah (2013)

In addition to above three dimensions of retention strategies, Yang *et al.* (2012) present a code hierarchy of the classification of factors that are relevant to staff turnover and retention programmes in the organisation (Figure 2.10).

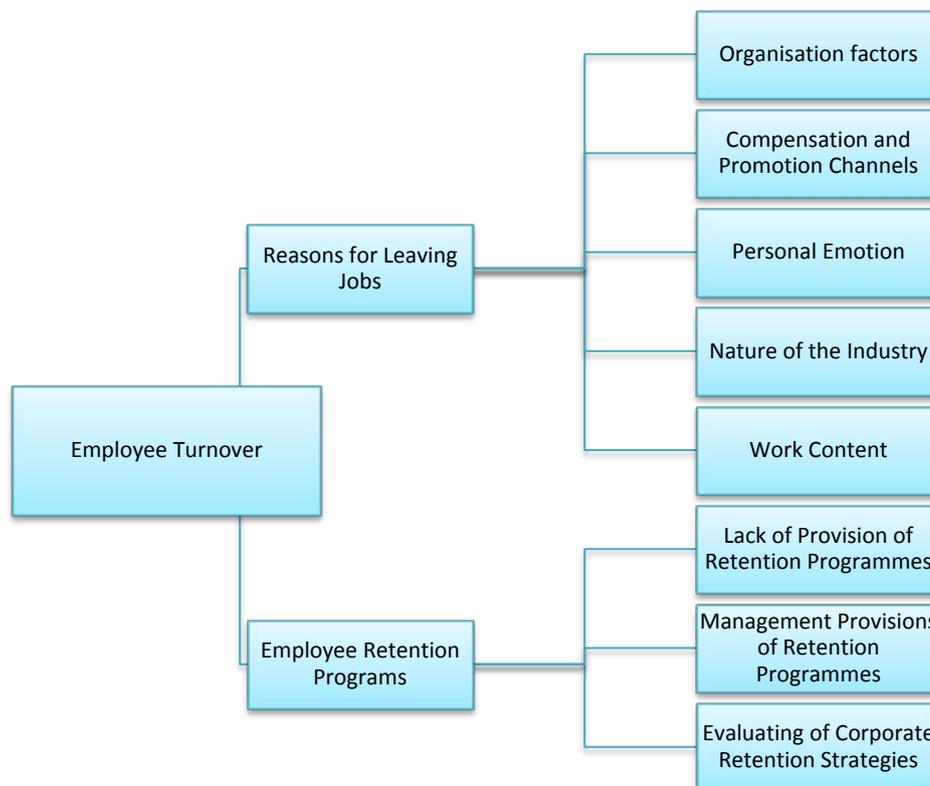


Figure 2.10: Code hierarchy of the classification of factors that are relevant to staff turnover and retention programmes in the organisation.

Source: Yang *et al.* (2012).

Many organisations use remuneration and benefits as a means to retain their employees for a longer period of time (Beulen, 2009). The reward may be financial or nonfinancial (hard or soft reward). Research carried by Sandhya and Kumar (2011) discusses that better retention can be experienced in organisations if they motivate their employees with a reward programme, performance based bonuses, and occasional gifts. However, Sandhya and Kumar (2011) note five main aspects of motivation for staff retention: compensation, growth, support, relationship, and environment. In contrast, one of the HR executives in Beulen's study (2009) argues that salary is not the solution to prevent staff turnover in organisations. This may be supported by the results of the research from Kaye and Evans (2000), who illustrate that, although money might make a difference for employees, they are more concerned about opportunities for improvement and development.

In contrast, most researchers reveal that money and perks are major factors in retaining employees. Research in Hong Kong (583 participants) and China (121 participants) by Randy et al. (2002) conclude that compensation is a very important factor to motivate employees and retain them. Many other studies challenge the pay factor as the key factor for employee retention (Howard, 1993; Thwala, 2014; Abdullah *et al.*, 2011). However, it is still questionable if payments and benefits are the primary solution to reducing staff turnover. Whilst most studies have agreed that money plays a key role in reducing staff turnover, there some researchers who believe that other motives, such as interesting assignments, flexible working hours, and working with the newest technology (DeMesr, 2002; Hayes,2005; McGee 2006; Tarasco and Damato, 2006; Luftman and Kempaiah;2007).

Another point to consider is employee satisfaction. As mentioned in Section (2.2.1) employees tend to leave the organisation when they are not happy in that organisation. Therefore, one of the useful alternates to retain employees for is to make them happy in their workplace. Beulen (2009) posits that a good management–employee connection leads to employee satisfaction in an organisation. In other words, it is very important for managers to connect with their employees, for example through meetings (formal and informal). Sandhya and Kumar (2011) note that feeling comfortable physically and psychologically can engender job satisfaction

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for employees. Other relevant points here are open communication, and recreation facilities (Sandhya and Kumar, 2011), this last factor in fact could create a more comfortable environment for employees.

As discussed earlier, supporting employees is one of the main five major aspects of retention in an organisation. It is noted that support plays a motivating role in an organisation, and motivation is a key factor for employee satisfaction (Sandhya and Kumar, 2011). In order to support employees, factors such as managing stress and personal development should be considered; this support could impact on retention, either directly or indirectly (Sandhya and Kumar, 2011). It is worth mentioning work culture, when discussing job satisfaction. Sandhya and Kumar (2011) note a transparent work culture as a retention strategy.

As noted above, open communication is one of the factors that could provide job satisfaction for its employees. An open door policy regular meetings, email, and newsletters are different type of communication that may make employees feel more comfortable (Sandhya and Kumar, 2011). There are different strategies that could be employed to keep employees more satisfied. For example, the provision of career direction, the promotion of a work/life balance, acknowledging achievement, supporting training (Messmer, 2000), providing frequent opportunities (Muliawan *et al.*, 2009), and having organisation goodwill and flexibility (Sandhya and Kumar, 2011) are advised as a result of numerous studies.

Another relevant strategy to solve turnover issues among employees is to provide benefits and rewards, such as shares in the organisation, and long term bonus schemes (Beulen, 2009). The next key solution to discuss with regard to reducing staff turnover concerns the professional growth of employees, which is related to career progression (Long *et al.*, 2012) and numerous studies (Muliawan, 2009; Sandhya and Kumar 2011; Kege and Evans, 2000) support the idea of using employee career growth as a motivating factor. Virtual workplaces (Cascio, 2000) could reduce travel time and decrease disruptions, and therefore reduce absenteeism and turnover (Bartol and Liu, 2002). Sandhya and Kumar (2011) discuss some organisational characteristics, discussed below, which may keep employees for an extended period with the organisation.”

Some organisations retain their employees due to one, or a combination of the following factors: the organisation brand, the presence of an open, transparent and caring organisation, managing with respect to guiding principles, good training and development programmes, a structured career planning process, global career opportunities, early opportunities for growth, a high degree of autonomy, value compatibility, an innovative people programme, good work ethics, challenging work assignments, being a growing organisation, group brand equity, strong corporate governance and citizenship, commitment to learning and development, good people practices, assured job stability, freedom to work and innovate, and so on. Sandhya and Kumar (2011) describe all these strategies in the table below. As can be seen from Figure 2.11, all strategies are categorised to three different levels, according to the level of employees. These strategies are different for bottom level, middle level, and high level employees. For example, providing perks is a strategy for bottom level employees, and a “benefit programme for family and support” is a strategy for middle level employees.

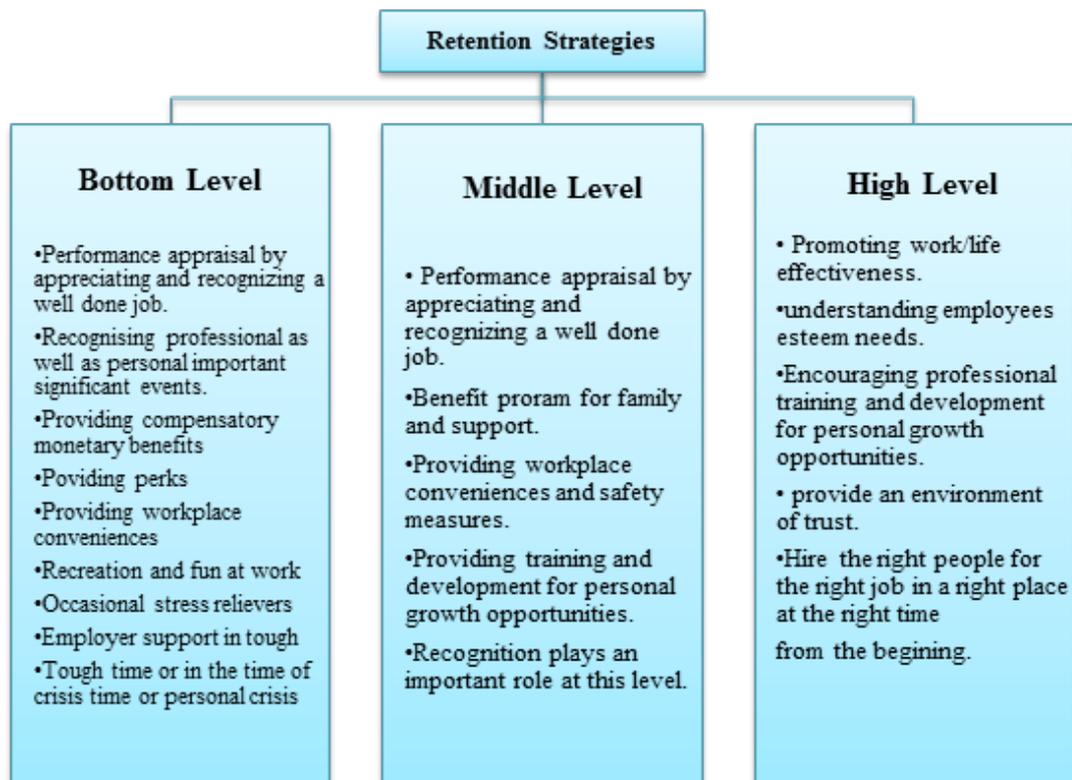


Figure 2.11: Categories of retention strategies.

Source: Sandhya and Kumar (2011).

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Many recent studies (Chan and Kuok, 2011; Asiedu-Appiah *et al.*, 2013; Das and Baruah, 2013; Mburu, 2015; Yang *et al.*, 2012; Rehman, 2012; Ongori, 2007; Bansal, 2014; Bonn and Forbringer, 1992; Scott, 2016) discuss retention strategies, the most significant of which are illustrated in Table 2.19.

Retention Strategies	Authors	Year
<ol style="list-style-type: none"> 1. Referrals: turnover is less when applicants are referred friends or family 2. Hiring of minorities, elderly and handicapped 3. Realistic job previews 4. Biodata: verifiable biodata (e.g. job experience) can be effective predictors of subsequent employee turnover. 5. Weighted application blank (WAB) 6. Monetary incentives 7. Educational incentives 8. Day care centres 	Bonn and Forbringer	1992
<ol style="list-style-type: none"> 1. Compensation and appreciation of the performed work 2. Provision of challenging work 3. Chances to be promoted and to learn 4. Invitational atmosphere within the organisation 5. Positive relations with colleagues 6. A healthy balance between the professional and personal life 7. Good communications 	Walker, 2001, cited in Das and Baruah	2001
<ol style="list-style-type: none"> 1. Personal premises of loyalty 2. Trust 3. Commitment 4. Identification and attachment with the organisation 5. Workplace factors such as rewards, leadership style, career opportunities, training and development of skills, physical working conditions, and the balance between professional and personal life 	Hytter, 2007, cited in Das and Baruah, 2013	2007
<ol style="list-style-type: none"> 1. Changing policies towards recruitment, selection, induction, training, job design and wage payment 2. Employee engagement 3. Knowledge accessibility 4. Workforce optimisation 5. Job involvement 6. Organisational commitment 7. Empowerment of employees 	Ongori	2007
<ol style="list-style-type: none"> 1. Increase applicant assessment in recruitment process. 2. Use money to attract and retain employees. 	Chan and Kuok	2011
<ol style="list-style-type: none"> 1. Internal marketing strategies including, managerial support for the staff and encouragement of employees to practice market-oriented behaviours, education and training to promote employee skills, internal 	Yang <i>et al.</i>	2012

<p>coordination and communication, integration of human resources with marketing to keep and reward employees, and external marketing communication, among other factors.</p> <ol style="list-style-type: none"> 2. Knowledge retention strategies, such as knowledge sharing, organisational learning, and organisational socialisation. 3. HRM strategies, including intrinsic rewards, training and career development, compensation policies and inter-departmental transfers. 		
<ol style="list-style-type: none"> 1. Appropriate recruitment system 2. Incentive pay programme 3. Appropriate training 4. Job security 5. Flexible working hours 6. Break from work 7. Work support 8. Professional growth opportunities 9. Committed to challenging performance 	Asiedu-Appiah <i>et al.</i>	2013
<ol style="list-style-type: none"> 1. Compensation and rewards 2. Job security 3. Training and developments 4. Supervisor support culture 5. Work environment 	Das and Baruah	2013
<ol style="list-style-type: none"> 1. Incentives for individual motivation 2. Incentives for organisational motivations 3. Incentives and societal motivation 		2014
<ol style="list-style-type: none"> 1. Compensation 2. Training and development 3. Competitive work environment 	Mburu	2015
<ol style="list-style-type: none"> 1. Value employees and involvement 2. Appropriate training 	Mburu	2015
<ol style="list-style-type: none"> 1. Employees feel valued and supported 2. Adequate salary 3. Better organisational environment 	Scott	2016

Table 2.19: Retention strategies

Briefly it can be seen that many of these strategies are related to HR activities. In order to clarify this relationship, staff turnover and HR activities are discussed in further detail in the next section.

2.4.4 Staff turnover and HR activities

Many studies argue that HR managers can influence staff turnover directly by considering the organisation's HR strategy with regard to its recruitment procedure and promotion and reward system (Kerr and Slocum, 1987; Kopelman *et al.*, 1990). In addition, Abelson and Baysinger (1984) and Boudreau and Berger (1985) note that, creating strategies to retain employees is HR staff's responsibility. Messmer (2000) mentions employee retention as being one of the main concerns for organisations. Different HR activities should be considered by HR managers in order to implement the best strategy for better retention. Some HR activities for consideration by HR managers are: shrinking pool of entry-level workers, individual differences, use of temporary workers, productivity and competitiveness, retirement benefits and skills development (John, 1995; Long *et al.*, 2012).

Although many researchers debate that HR managers should consider retention in their strategies (Lado and Wilson, 1994; Huselid *et al.*, 1997; Agarwal and Ferratt, 2001), some studies reveal that HR staff have very limited control over staff turnover (Baysinger and Mobley, 1982; Beulen, 2009). In other words, HR staffs may not be able to change an employee's decision to leave. The termination decision taken by an individual is sometime due to personal issues such as family concerns (Agarwal and Ferratt, 2001; Carmel and Tjia, 2005; Roehling *et al.*, 2005; Tarasco and Damato, 2006; Lacity and Rottman, 2008), or distance between work and home (Beulen, 2009). Other personal factors that could influence an employee's decision to leave include concern for privacy, smoking, and family relationships (Long *et al.*, 2012). Family concerns (Long *et al.*, 2012) should be studied in detail, as many studies reveal that employees may depart from an organisation because they want a better career with a better pay rate in order to support themselves and their family (Ron, 1989; Thwala *et al.*, 2014).

It is clear that, one HR function that has a very close relationship with staff turnover is salary and related packages (Agarwal and Ferratt, 2001; Carmel and Tjia, 2005; Roehling *et al.*, 2005; Tarasco and Damato, 2006; Lacity and Rottman, 2008).

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Beulen (2009) argues that there are some HRM activities that are important to retention, such as human resource planning, staff development, performance appraisal and compensation and benefits administration (Beulen, 2009). An empirical research conducted by Aric (2008) on Southwest Airlines notes that payment strategies may impact individual performance and staff turnover issues. It is important for HR managers to consider organisation HR policies (Beulen, 2009), in order to have better HR activities. For instance, the training and recruiting cost could vary by staff turnover rate. However, generally only 20% of the staff turnover cost are considered in studies, and 80% of the costs are hidden costs (Dunn, 1995). Another key aspect of the HR function in the employee retention argument is job satisfaction. As was discussed earlier in Section 2.2.1, job satisfaction plays a key role in staff turnover decisions. It is clear that many HR strategies lead to job satisfaction and are either related to the compensation strategy or retention of the organisation (Roberto, 2007).

It is worth highlighting the importance of training and development (Randy et al., 2002), which are HR activities with a close relationship with job satisfaction. The research conducted in the Hong Kong hotel industry reveals a high rate of turnover (from 44% to 66%) of employees with less than one year's experience (1985-1999) (Randy *et al.*, 2002). This research finds a very close relationship between the rate of turnover intention and the quality of training provided for the employees (Long *et al.*, 2012). A similar study carried by William *et al.* (2007), conducted among 732 American, British and Spanish marine engineering officer students, and also argues that training is the most important factor behind staff turnover intention. Another study that supports the importance of training in staff turnover intentions was conducted by the University of Texas. It identifies that on-the-job training is positively related to organisational commitment and negatively to intention to turnover (Benson, 2006; Long *et al.*, 2012). It must be remembered that “retention is more important than hiring” (Sandhya and Kumar, 2011), therefore, it is worthwhile for organisations to invest in their recruitment procedure, in order to achieve better retention.

Many researchers believe that HRIS is a possible tool for retention (Hussain *et al.*, 2007; Lepak *et al.*, 2007; Sanchez and Aguayo, 2007). Beulen (2009) also discusses that “HRISs have indirect influence on retention”. But HRIS can also be a strategic

HR tool, HR executives can use HRIS to support their strategies and talent management programmes by considering specific functionalities, such as human resource planning, staff development and regulatory compliance, benefits administration, and performance appraisal. In the next section HRIS is studied in detail.

2.4.5 HRIS and staff turnover

Many organisations have recently experienced a high volume of employee turnover, which significantly impacts on their business (Beulen, 2009). Beulen (2009) discusses that HRIS can support organisations in their HR processes, to be more efficient and effective. HRIS can help HR departments by providing the required information to them and therefore directly affect the rate of staff turnover. HRIS can facilitate better retention in the organisation; however, HRIS' impact can be considered as an indirect impact on retention.

Another point regarding HRIS' role in the staff turnover phenomena is its support in workforce analysis. It is worth noting that, although HRIS can help by providing information, more information does not guarantee better analysis (Roehling *et al.*, 2005). One of the important functionalities of HRIS in retention that should be considered is the performance appraisal, which is an important factor in workforce analysis to determine employees' reasons behind leaving a job or changing roles (Karimidizboni, 2013). HRIS contributes in staff retention also with regard to human resource planning activities, allowing managers to consider their employees' skills and abilities in order to disperse assignments suited to their personal performance and capabilities (Beulen, 2009).

Another relevant point here concerns the career development process. Long *et al.* (2012) argues that the organisation needs to provide adequate information about its mission, policies, and support for staff assessment, training and development. Improving the employees' skills and taking opportunities to manage employees' careers successfully helps to keep valued staff (Sherman *et al.*, 1998). One of the HR managers in Beulen's study (2009) discusses that the training functionality in HRIS contributes positively to retention.

Also of interest is HRIS with regard to the wider external networks in organisations. Some researchers discuss that one consequence of participation in external networks is that of increasing outside job opportunities. The turnover of employees who have key responsibilities in the organisation could be harmful, and although, as discussed earlier, there are number of benefits for virtual workplaces, such as reduced travel time and lower absenteeism, it could provide outside job opportunities for employees (Cascio, 2000).

The final, but not least important point, relevant to the contribution of HRIS to staff turnover is “the possibility of storing data about job applicants that will facilitate the search process and selecting to employment” (Karimidizboni, 2013, p. 1009). As can be seen from numerous studies, this is a significant issue to consider. The relationship between HRIS and staff turnover is a significant factor for an organisation. There are some HRIS models that considered HR activities; the relevant models, theories and the conceptual framework to study this contribution will be discussed in next chapter.

The review of the literature reveals several directions for research in the field of HRIS and its impact on staff retention, and the previous studies, which concern the contribution of HRIS to staff retention, and the effect of HRIS on the level of HR management, are detailed within the table of important factors related to turnover, mentioned above. Within the literature there is extensive debate on the usage of HRIS as a management tool in order to reduce staff turnover (Weeks, 2013). However, there has been limited empirical research on the relationship between HRIS and staff turnover factors. Therefore, more empirical research about the control of staff turnover in organisations is needed.

2.5 Information Technology /Information Systems

The use of Information Technology (IT) covers a broad area in all industries, in contrast with some other technologies that may only be used in limited industries (e.g. nanotechnology, which may be used in microscopic machines) (Tanriverdi, 2006). Information technology systems (ITS) (Al-Karaghoul, 2005) is the source of many changes in organisations. The need to have fast and efficient information on products and services is crucial to our socially conscious and technology dependent society. The aim of these systems (ITS) in organisations is to acquire, share, manage

and evaluate employee data, to provide a better picture of valuable data to managers in order to support and help them to make the right decision (Simon, 2006). Thus, it is essential for organisations to have high quality IT management. Williams (1997) argues that applying the wrong technology in an organisation can have serious impacts for strategic decision making in the long term. In addition to the above, introducing new systems might lead to other factors, such as its adaptability to the organisation’s specific requirements, expansion, the complexity of the system, and the skill levels of the employees who will be trained to use the system, all of which must be considered (Williams, 1997).

McLeod and DeSanctis (1995) proposed a model (Figure 2.12) which identifies the concept of input systems, process and output of the system for different HRIS applications. This model enables the researchers to study the strength and weaknesses of the HRIS effectively.

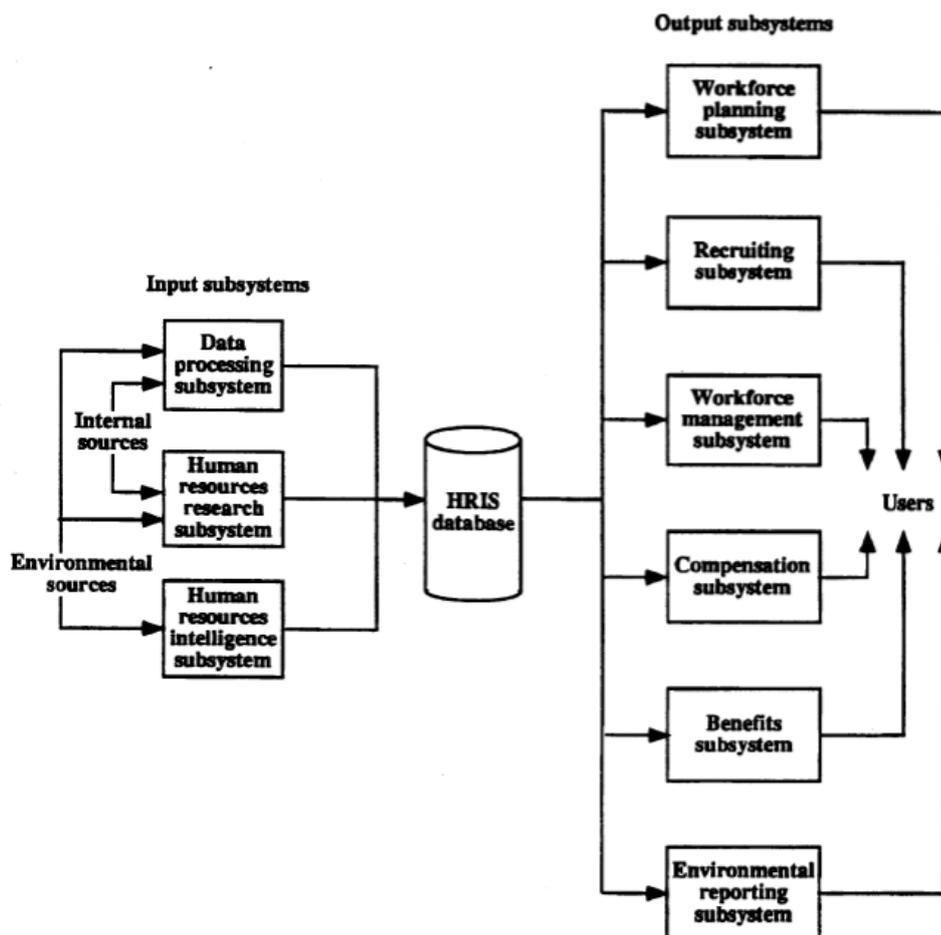


Figure 2.12: A resource-flow HRIS model

Source: McLeod and DeSanctis (1995)

It is essential to be aware of the different levels of management that are required in order to have better information management in an organisation. According to Williams (1997), there are three levels of information management: strategic – for senior management level; tactical – for middle management level; operational – for junior management. These classifications may help the identification of a suitable information system. Wickramaratna (2011) argues that organisations may need to invest more if they want to use IS at the strategic level and for planning and decision making. The choice of an appropriate IS varies according to the business environment, the uniqueness of the IS, and the organisational strategic plan (Wickramaratna, 2011). Many different studies believe that IS/IT plays a key role in the success of organisations and in supporting them to implement their strategies (Pyburn, 1983; Williams, 1997; Wade and Tanrirerdi, 2006).

Therefore, an appropriate IS could support most of the functions in the organisations' strategies, including HR strategies (Wickramaratna, 2011). According to Gaines *et al.* (2012) there was an assumption that IS could help HR management to reach their objectives, while in 2012 the view was that IS plays a strategic role in HRM. In other words, IS comprises a technology platform for organisations, and HRM is directly involved with employees. Therefore, IS could be very strategic, either directly or indirectly, in employee retention when IS is used with regard to HRM policies. In the next section HR's transformation and its integration with technology will be discussed.

2.5.1 HR Transformation and Technology

HR initially experienced change through organisations making their operational activities more efficient with the help of technology. According to Deloitte (2006), it continued to use technology to create business value. It is worth noting that, the introduction of Enterprise Resource Planning (ERP) systems was a considerable change for HRM (Tansley *et al.*, 2001). Gaines *et al.* (2012) argue that ERP provides benefits such as a unique payroll solution to improve the efficiency of the system. HRIS forms a part of the ERP system, recording employee data such as rewards and training (Tansley *et al.*, 2001). The main focus of technology adoption in HRM is HRIS, as it affects the whole employees through all HR activities (Snell *et al.*, 2015).

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HRIS will enable managers to use and manage staff data more easily and allow the HR department to be more flexible with employees; for example, enabling managers to be up-to-date about their employees' skills (Tansley *et al.*, 2001). However, the strategic role of HR is not only part of the strategic long-term plan of the organisation, it should also consider the relationship between employees and business needs (Panayotopoulou *et al.*, 2007).

HRIS, as a helpful system in organisations, could provide different types of support in order to achieve strategic objectives. For example, HRIS could have a direct impact on the quality of customer service and improving the level of communication among employees and the organisation (Alvarez-suescun, 2007). Beadles *et al.* (2005) report that HRIS create an opportunity for HR managers to become strategic partners of top management. This is due to the effect of HRIS on HR efficiency and its relationship with decision making (Wickramaratna, 2011). Some functions, such as training, recruitment, selection, performance analysis, and compensation modelling need to be studied in detail. In short, few studies have considered the HRIS functions to be functional (Lokhandwala, 2009).

It is also relevant to know which level of management HRIS is going to be used with. Different managers (for example personnel managers and MIS managers) have different points of view regarding HRIS and its effectiveness (DeSanctis, 1986). As was discussed earlier, providing accurate information to support decision making in an organisation is the main purpose of having HRIS in an organisation (Beulen, 2009). However, it is also important to implement an appropriate HRIS in an organisation to avoid the failure of new inappropriate system in an organisation. There are three main conditions that must be considered in order to have successful HRIS: the qualifications of the HR manager, the organisation and HR department relationship, and the IS itself (Haines and Petit, 1997). HRIS can be a useful tool for organisations to improve their administrative and strategic activity (Sadiq *et al.*, 2013).

Despite the administrative and strategic support required by implementing HRIS, it is very helpful and useful for organisations. Schaupp *et al.* (2010) argues that the level of IS use in organisations is still very low, and this is more so in developing countries. Kassim *et al.* (2012) also argues that there is low usage of IS, which is

considered by other researchers in areas such e-government (Lean *et al.*, 2009), online stock trading (Suki *et al.*, 2010), e-learning (Suki *et al.*, 2010), and e-HRM (Yusoff *et al.*, 2011). While HRIS can provide many advantages for all aspects of organisation Such as security of data, flexibility of reporting, and low cost (Özcelik and Ferman, 2006), it is important to determine the reasons behind its low usage.

According to Kovach *et al.* (2002) helping employees to adapt to new HRIS is one of the most difficult task's facing a HR manager. This may be one of the reasons behind low rates of using HRIS and will be discussed later in section 2.2.2 concerning the advantages and disadvantages of HRIS. There are many advantages, such as becoming a networked organisation, in applying technology, including HRIS. According to Poole (1999) there are six common characteristics of a networked organisation, as below:

- 1) Use of IT to increase relationship activities.
- 2) Flexible, modular organisation structure that can react to new projects, demands, and in case of problem arises.
- 3) Use of IT to manage geographically separate sub-cases and personnel.
- 4) Team-based work
- 5) Coordination across sub-cases and personal.
- 6) Use of intra- and inter-organisational markets to mediate transactions.

Furthermore, some studies indicate that networked organisations can provide advantages such as knowledge sharing in organisations (Dyer and Singh, 1998; Bartol and Liu, 2002). Casio's (2000, p.85) description of virtual workplaces and telework can be used to illustrate Poole's (1999) sixth point (shown above): "Telework is work conducted in a location remote from a central office or production facility with provisions for worker communication with co-workers and supervisors via electronic communication system". One of the advantages of telework is the use of a virtual workplace and therefore a reduction in the organisation's necessary physical space, in addition, those employees who work remotely will reduce traffic congestions (Bartol and Liu, 2002). In virtual teams there are five factors to consider when using IT in order to gain the most benefit from those virtual teams (Demarie and Hendrickson, 2000):

- (1) The increasing prevalence of flat or horizontal organisational structures.

- (2) The emergence of environments that require inter-organisational cooperation as well as competition.
- (3) Changes in workers' expectations of organisational participation.
- (4) A continued shift from production to service/knowledge work environments.
- (5) The increasing globalisation of trade and corporate activity.

There are many advantages of using virtual teams, for example employees can work on more projects. Equally, there are some limitations and barriers in the use of networked organisations in HR departments, for example rapid change (Poole, 1999) may require greater effort and higher skills in order to manage the stress of such rapid change in the organisation (Lipnack and Stamps, 2000). In addition, telework could result in a lack of loyalty and commitment (Kurland and Bailey, 1999).

The next debate as regards applying technology in the HR department of an organisation concerns HR functions that are available through mobile phone devices (Gaines *et al.*, 2012). Smart phones could facilitate group collaboration among employees (Wei, 2009).

The last, but not least important usage of technology to support HRM is the use of online social networking sites, such as Facebook and LinkedIn (Gaines *et al.*, 2012). These social networks let the customers, employees, and other stockholders to communicate and share knowledge. Usage of these networking sites has recently increased, and according to a study conducted by Strohmeier and Kabst (2009), among 2,336 organisations in 23 European countries, e-HRM is common practice throughout Europe.

It can be seen from the literature that, there is a shift in HRM from labour-based HRM to technology-based HRM (Florkowski and Olivás-Luja, 2006). The last point worth noting in this section is that applying any form of technology (HRIS) in a HR department needs appropriate consideration to avoid technology failure, which could be a very expensive experience for an organisation. In order to achieve a better overview about HRIS, the advantages and disadvantages of HRIS are studied in the next sections.

2.5.2 Software/Hardware

All information systems require suitable hardware and software in order to have better outcomes. However, the selection of hardware is easier in general as compared to the selection of software. This is due to the variety of high quality software available (Rogers, 1999).

IS hardware elements include input devices, processing devices and output devices. The input devices are used to enter information onto a computer, while the processing devices aim to transform the inputs into outputs that will deliver the information to the users in an understandable format (Valacich, Schneider *et al.*, 2012). In order to use information systems in recruitment and selection, two stages should be considered, firstly the creation of potential candidate pool, and secondly enrolment and hiring processes (Greiner, 2015). Numerous organisations have implemented successful recruitment information systems for their HR departments. The IS enable managers to improve their selection process and recruit staff who are more valuable to that organisation (Miller and Bird, 2014). The various advantages regarding the employment of IS in their recruitment process are presented in Table 2.20 (Miller and Bird, 2014).

1	Less agency requirement
2	Less staff turnover
3	Higher staff morale
4	More positive work environments
5	Staff report feeling more valued
6	Lower sickness and absence rates
7	Staff report greater job satisfaction
8	Better care as reported by patients

Table 2.20: Advantages of the employment of IS in the recruitment process.

Source: Miller and Bird (2014)

Greiner (2015) discusses that IS in recruitment can support the organisation to minimise selection biases in various ways. According to Greiner (2015), IS for recruitment can be very flexible and can enable managers to tailor the system according to their requirements, for example the ability to add multiple departments, define various subject categories of recruitment pool, and recognise eligible

candidate to be selected on registration.

Hireserve (2016) compares various advantages of two recruitment information systems in the organisation (Table 2.21).

Advantages of Recruitment Information System	
system 1	system 2
Flexible applicant tracking	Flexible applicant tracking system
Reporting and recruitment analytics	
Career sites	Smooth, intuitive and clutter free environment
Mobile and social recruitment	
Third sector recruitment	allows to manage candidates, jobs, workflows, data, and reporting
Have a guided tour	

Table 2.21: Advantages of Recruitment Information System

Source: Hireserve (2016)

On the other hand, although IS can bring numerous benefits to the organisation, there is a need for specialised software and hardware to be able to implement the IS. Providing appropriate software and hardware to the organisation can be costly and requires proper training and installation (Anwar *et al.*, 2011). It is vital for the organisation to evaluate their recruitment process' success; IS is one of the effective tools that provides fast and reliable data in this respect (Hireserve, 2016). For instance, the organisation's recruitment website should be the best channel to communicate with candidates. To sum up briefly, it could be said that, an appropriate information system properly implemented and with appropriate hardware and software can support recruitment and selection processes in an organisation.

There is a current trend among job seekers to conduct job searches via their mobile devices through the various social media platforms (Hireserve, 2016). Social media provides an alternative channel for organisations and candidates to interact with each other. More explanation about the phenomenon of social media is provided in the section 2.3.5.

2.5.3 HRIS

Numerous studies discuss HRIS as an appropriate tool to achieve better retention of employees (Hussain *et al.*, 2007; Lepak *et al.*, 2007; Sanchez and Aguayo, 2007).

HRIS provides accurate and up-to-date information for organisations in order to better decision making and employee monitoring (Sherman et al., 2016). Kavanagh et al., (1990) defines HRIS as a system that obtains and saves, manipulates, analyses, retrieves, and distributes relevant information about an organisation HR. Beulen (2009) argued that HRIS could support organisations in their HR process to be efficient and effective. Figure 2.13 shows the Beulen (2009) research framework. As can be seen in the framework, the researcher did not considered the recruitment and selection role in retention management in the organisations.

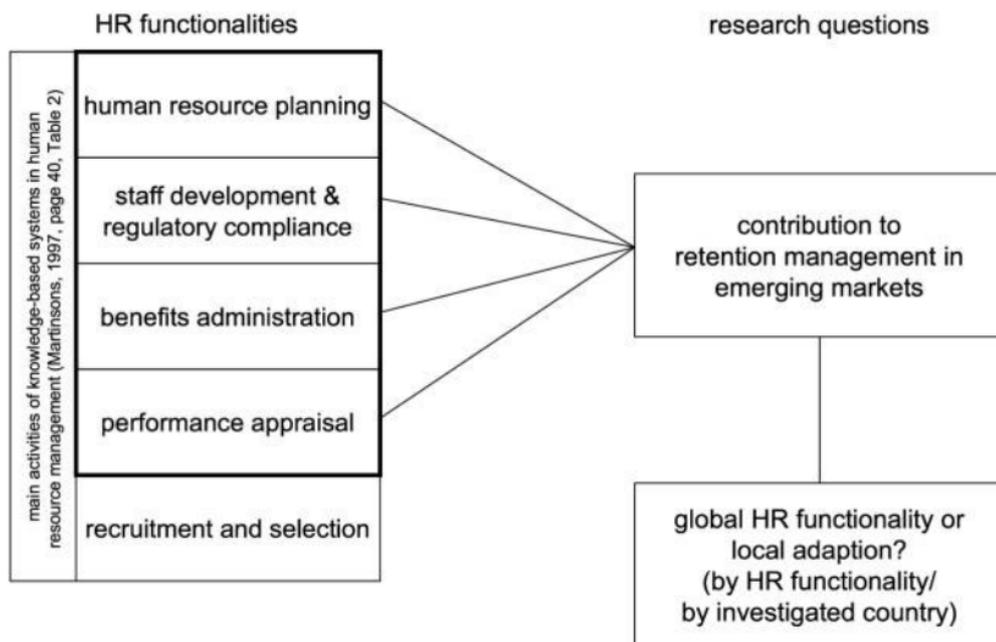


Figure 2.13: Research framework

Source: Beulen (2009)

However, Wickramaratna (2011) proposed a conceptual framework to identify the critical role of recruitment and selection in HR activities with the aid of HRIS. Figure 2.14 shows the framework in details.

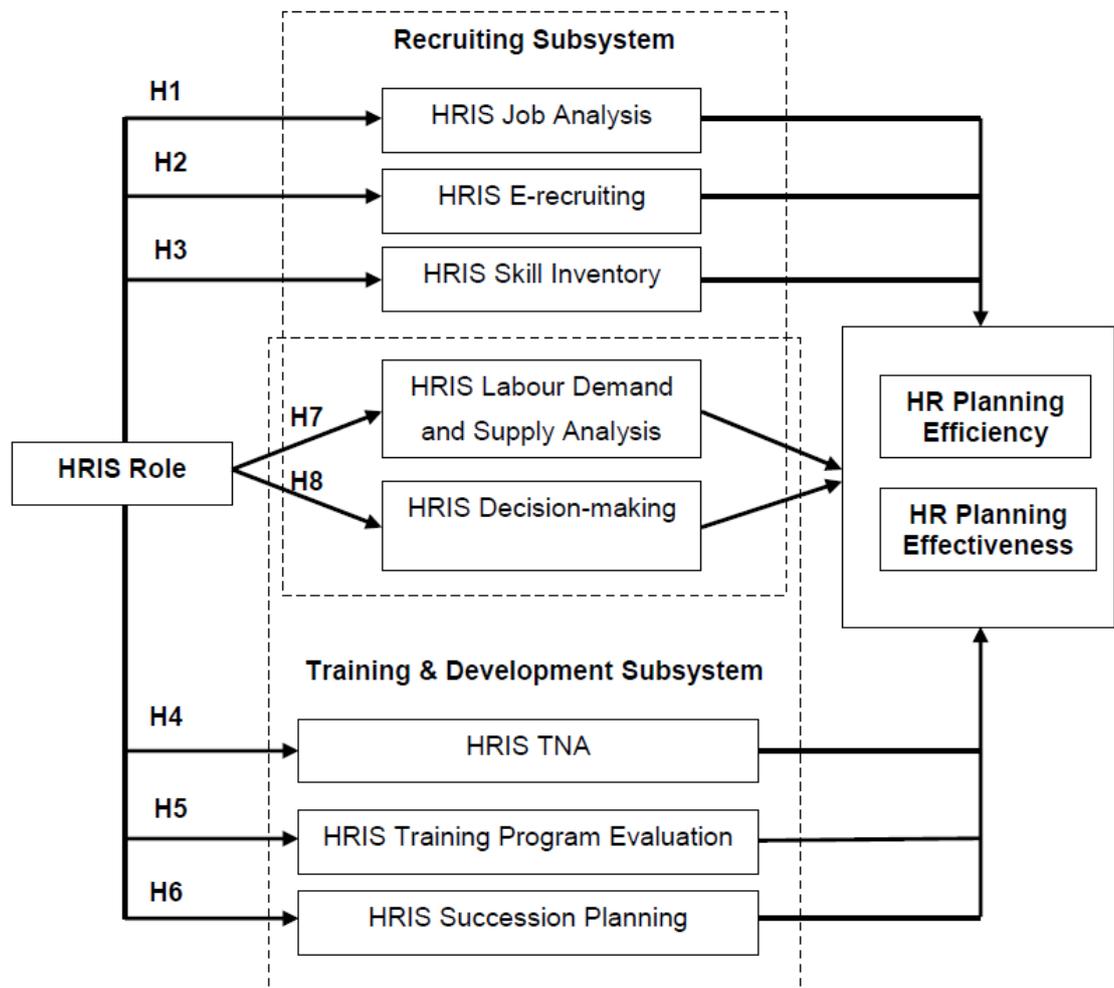


Figure 2.14: Conceptual framework of HRIS role in HR planning effectiveness

Source: Wickramaratna (2011)

One of the important issues in this research is to consider the relationship between HRIS and recruitment and selection which is part of HRM activities. Obeidat (2012) proposed a framework which aims to investigate the relationship between HRIS functions and HRM. According to Obeidat (2012, p.206) “Human Resource information systems are considered to be one of the most important elements that affect the activities of human resource management”. In addition to the above frameworks, in order to link IS and IT with HR for this research, the background to IS and IT will be briefly outlined.

- **Advantages and Disadvantages of HRIS**

Studies state that there are many advantages of HRIS, such as cost reduction, speed of access to information, and information quality and accuracy (Ngai and Wat,

2006). However, HRIS is not only used at the administrative and operation level, it can be also used for strategic activities such as decision making (Ngai and wat, 2006). The benefits of and obstacles to HRIS can be categorised at three main levels:

- 1) Operational level
- 2) Managerial level
- 3) Strategic level

However, some benefits and obstacles can be considered at more than one level, for example, speed of activities is an advantage that could be considered either at the operational level or managerial level.

- **Operational level of activities**

As is discussed earlier in section 2.2.1, HRIS historically was used at the operational level only. The most important advantage of HRIS at the operational level is that these activities will be faster and organisations can save physical space (Bartol and Liu, 2002). In addition, HRIS enables employees to access the system at any time of the day, including while they are away from the organisation, and with different levels of security (Beulen, 2009; Gaines *et al.*, 2012), which will further enable employees to distribute and communicate information instantly and on a global scale (Smith, 1999; Bartol and Liu, 2002). HRIS can support employees in improving the quality of information more easily, such as via less physical communication (Winkler *et al.*, 2013).

Time saving is one very notable advantage of HRIS, as argued by Karimidizboni, (2013) and Sadiq *et al.* (2013), who discuss that HRIS can automate the activities and help the organisation to achieve its goals in a timely manner, and further to this HRIS provides benefits at the operational level via the publishing of information and automation of transactions (Sadiq *et al.*, 2013). These functionalities are of support in the reduction of cost and start-up time for new applications (Gaines *et al.*, 2012). While the help and support from HRIS at the operational level can help in all activities of the organisation, there are some specific supports from HRIS at the managerial and strategic levels.

- **Managerial level of activities**

Every day more organisations are starting to use HRIS to support their HR management activities, due to the benefits it offers (Shrivastava and Shaw, 2004; Hussain *et al.*, 2007; Lpak *et al.*, 2007). As discussed earlier, in section 2.2.2, HRIS can support many HR activities at the managerial level rather than administrative level, such as recruitment, selection, hiring, job placement, performance analysis and security (Boudreau and Ramstad, 2007). Sadiq *et al.* (2013) mention that the key role of HRIS is in internal hiring and helping managers to place right person in the right place with minimum cost. In other words, HRIS is the best and most relevant tool to help in having an effective and efficient staffing structure (Gaines *et al.*, 2012).

At the operational level HRIS can assist an organisation in saving costs in its HR department (see Section 2.2.2); many studies support the idea of costs reduction and HRIS' impact at the managerial level of activities (Parry *et al.*, 2007). HRIS can also assist managers in finding a suitable candidate; a research conducted by Sadiq *et al.* (2013) reveals that 37.5% of respondents agree that HRIS plays a positive role in finding suitable candidates. In addition, Karimidizboni (2013) discusses that HRIS can support managers when planning to replace employees, and in analysing and comparing personal information; HRIS will enable the manager to identify the potential of improving education or specialisation and skills among their employees (Karimidizboni, 2013). While Karimidizboni (2013) reports several applications of HRIS, Mahmoudi (2008) reports other HRIS applications in his study, listed below:

- “The possibility of a flexible management or advantages that protect the asset of organisation
- Analysing the reports of functions and pursuing it” (Karimidizboni, 2013).

It can be seen from the literature that HRIS strongly supports the managerial level of activities. However, there are more discussions about HRIS role at the strategic level of activities, which is discussed in detail in the next section.

- **Strategic level of activities**

Although HRIS at the operational and managerial levels can impact on strategic activities indirectly, it can also impact directly on strategic activities. Roehling *et al.* (2005) discuss that a focus on workforce analysis an advantage of HRIS, however, they caution that more information does not automatically mean better analysis. The

key aspect of HRIS' impact at the strategic level is with regard to decision making. Most managers in Winkler *et al.*'s study (2013) agreed that HRIS is very supportive and effective for decision making. In other words, HRIS performs like a decision making tool for managers that enables them to collect data (Sadiq *et al.*, 2013; Karimidizboni, 2013). According to Karimidizboni (2013), HRIS can directly impact on the following strategic activities:

- Decision making style of the managers.
- Planning systems of the top managers.
- Checking the quality of delivered products and/or services in order to gain more from HRIS in decision making, it is also important to provide access for all relevant managers, for example human resource and line managers (Karimidizboni, 2013; Beheshti, 2010).

A good decision may impact on different parts of the organisation's activities. For example, better decision making about HR can have a positive impact on workforce productivity (Winkler *et al.*, 2013). Thus decision making in HR is very strategic for the whole organisation (Cascio and Boudreau, 2008). Sadiq *et al.* (2013) also support the idea of an impact of the HR department impacting on the business as a whole. Better quality decision making in an organisations increase its competitive advantage (Sadiq *et al.*, 2013), and support the business goals and objectives of that organisation (Noe *et al.*, 2010; Wofford, 2002). It must also be noted that the implementation of successful HRIS may depend on contextual factors such as the environment, organisation, and technology.

In order to implement HRIS, there are 13 main stages, according to Karimidizboni (2013), which should be considered, as listed below:

1. Trust and support of top management in the organisation
2. The funding and expenditure
3. Assessment of the need in the company
4. Identify the priority of applications
5. Formulation manual plan
6. Training
7. Reliable hardware and software platform
8. Interactions and relationship between subsystems in a comprehensive system

9. The relationship between organisation central staff and affiliated sub-cases
10. Choosing the appropriate database engine
11. The mechanism of replacing old system with the new one
12. The access levels
13. Avoidance of ambitions

Although there are many advantages of using HRIS in the organisation, there are also some limitations that should be considered to avoid system failure. Some barriers to HRIS will be debated in the next section.

- **Disadvantages of HRIS**

Gaines et al. (2012) argue that while there is no doubt of the advantages of HRIS, the successful implementation of HRIS is not guaranteed and failure in this regard could incur high costs. The organisation's size is also a point to consider in avoiding failure of implementation; Sambrook (2005) suggests that for a successful HRIS implementation the organisation's size should be considered, and that small organisations may face problems such as access to appropriate training, time for implementation and cost of the system. In contrast Alvarez-Suescun (2007) argues that organisational size and technical skills should not influence the organisation's decision in respect of implanting HRIS. Ball (2001) identifies two fundamental differences between small and large firms when introducing new HRIS: cost and risk, while Gaines *et al.* (2012) suggest that, perhaps due to a lack of proper training, employees might introduce viruses to the system or delete files and in some cases even steal information.

As can be seen from the literature, there is no significant problem associated with HRIS itself; problems related to HIRS are mostly related to the quality of the implementation process and the employees' training. What is important in this research is to identify the relationship between HRIS and staff turnover clearly, both at the managerial level and the strategic level.

2.5.4 Enterprise information portal

Access to electronic formats of information has become very popular recently (White, 2000). The most important platforms for the integration of knowledge management and information technology (IT) are Enterprise Information Portals (EIPs) (Chang and Wang, 2010).

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According to Fernandes *et al.* (2005), portals are entrances to knowledge areas. EIPs provide a single point web browser interface, which enables the enterprise to gather, share, and distribute information through the organisation (Detlor, 2000). There are various information portals available, for example, SAP with its MySAP portal product (<http://www.mysap.com>), PeopleSoft (<http://www.peoplesoft.com>), and Micros with its mylabor portal product, are commonly used portals among various organisations (White, 2000). There are many advantages for IPs in organisation, which increases the level of IP adoption by enterprises. According to Shilakes and Tylman (1998), there are three main factors for growth.

1. Competitive advantage: EIPs allow organisations to be more proactive and responsible as they can integrate and have access to internal and external information.
2. High return on investment: EIP applications software can be implemented quickly at a reasonable price, which can result in notable cost savings.
3. Minimum training and support: EIP systems are based on internet protocols to provide effective access to information.

In addition, scholars (Dellor, 2000; Surgency, 2001; Benbya *et al.*, 2004) identify six features for an EIP system; “personalisation, integration, searching, publishing, collaboration and taxonomy”.

There are numerous services and advantages offered by EIP in an organisation. For example, from a functional perspective, data storage, networks, and workstations enable employees to have immediate access to all or some organisational information, anytime and anywhere (Yang *et al.*, 2005). However, many EIP services have more or less similar content, such as management periodicals and industry statistics (White, 2000). Many enterprises need their information systems to integrate internal and external data (Chang and Wang, 2011), therefore they may expect the IS to be tailored according to their needs. EIP is a knowledge management tool, as it can provide the organisation with valuable information (Carroll, 2001); according to numerous studies, two main advantages of EIP for enterprises are:

1. Providing internal and external web-based access for employees, suppliers, customers and partners (Chang and Wang, 2011; Ma and Agarwad, 2007; Dias, 2001)
2. Personalisation of information according to need, in order to make business decisions (Surgency, 2001).

The adoption of IPs in organisations is unavoidable; even if the organisation has a very basic level of activities. In the next section, a sample HRIS portal will be discussed and studied in detail.

- **Sample HRIS portal**

The sample HRIS portal discussed here is an integrated human resources application designed to support the recurring, high-maintenance requirements of employee data management (www.micros.com, 2014). In efforts to streamline the task of labour management in the hospitality industry, a comprehensive product has been developed in this regard. This application is designed to reduce paperwork and increase the productivity of businesses, no matter the size. The system is an “all-in-one”, fully automated online labour management application (www.dcrs.com, 2014).

This powerful labour management tool supports typical day-to-day labour tasks via the convenience of a web based user interface. The system allows the centralisation of labour management, increasing visibility from store level to an enterprise-wide operation. Table 2.22 below provides a summary of the capabilities and features currently available in this sample system.

Applications and capabilities of the system	Description of the application
Human Resources	Manage employee information, including personal data, employees' documents, and other HR information.
Human Resource Administration	The rules and regulations that govern employment may be established on an enterprise-wide basis using the Human Resource Administration system. Setup and configuration may be managed in subject areas such as Store Work Hours, Payroll Banks, Wage and Tip Laws, etc.
Human Resources Employee Configuration	Data such as an employee's social security number, assigned jobs and locations, emergency contact information, etc., may be entered into the Human Resource Employee Configuration system.
Upload Interface	Organisations with existing Human Resources information can quickly transfer the data over to the new system using the Upload Interface. Users will be able to enter HR information into a simple-to-use spreadsheet, and upload that data into the new system in one simple action.
Staffing Requirements	To meet the needs of the business, the system introduces the Staffing Application. By cross referencing forecast information with a location's current staffing potential, an accurate profile is generated, thereby reducing the stress that manual staffing requires. Staffing Requirements Administration covers all the necessary features and functionality to create an effectively staffed environment.
Scheduling	The Scheduling Application provides a quick and easy method of creating a schedule, fully capable of accurately staffing the correct people for the right day of the week. Based on information generated from the forecasting application, the Scheduling Application is able to compute the Staffing Requirements necessary to develop the most comprehensive method for determining future scheduling needs.
Employee Self-service	<ul style="list-style-type: none"> • Submit Time Off-Requests • Switch Shifts Requests • Shift Pool • Print Schedules
Reports	Comprehensive reporting is part of the HRIS application. This provides a specific application of information, like Human Resources data, Time Cards, and Payroll information.

Table 2.22: A summary of the capabilities and features currently available in a sample HRIS

Source: www.dcrs.com (2014)

2.5.5 Social media

One of the very recent popular platforms for organisations for recruitments, in addition to the use of organisation websites, is social media. Websites have a noteworthy impact on organisations and play a distinguished role within human resources when it comes to the recruitment process. However, social media also provides several advantages for organisations (Guedes, 2015). Recent information technology development has had a major impact on human resource activities. Social media (e.g. Twitter, LinkedIn and Facebook) are among the best recruitment channels for organisations (Pophal, 2009 cited in Guedes, 2015). These social media platforms let organisations and potential employees communicate more easily and faster. Traditional forms of communication are changing toward more strategic communication forms via social media (Guedes, 2015). This new communication channel enables organisations to attract, and select their employees in a different way (Guedes, 2015). Several studies (Leonardi et al., 2013 cited in Guedes, 2015) argue the advantages and disadvantages of social media and HR recruitment.

One of the main reasons that encouraged organisations toward adopting social media as a communication channel is the wide use of social media among their competitors. Many organisations approach social media because their competitors are already doing so. It is first necessary to identify if the target audience is using social media, and secondly which social media platforms are the most popular among them (Beagrie, 2015 cited in Guedes, 2015). Another factor in the social media argument concerns the accuracy of the information; it is very important that organisations provide truthful and useful information for any potential employees (Guedes, 2015). Social media is an important topic in recruitment and selection, which needs to be fully studied; however, this is not in the scope of this research.

2.6 Towards Developing a Framework

There is limited research and few conceptual and theoretical frameworks (i.e. wickramaratna, 2011) on information systems (IS) in respect of retention in hospitality industries that focus on the recruitment and selection stage and the identification of staff turnover factors. Most of the extant studies, frameworks and models developed are based on analysing HRIS' advantages and positive impact across all HR activities and not differentiating the staff retention activities and staff turnover factors as either internal or external factors. The strategic review of the

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existing literature indicates that most of extant research studies are based on discussing the HRIS application's impact on HR activities. The researcher therefore intends to use a combination of previous studies' outcomes and theories in developing the conceptual framework for HRIS' impact on staff retention at the recruitment and selection stage since there is currently no framework that maps these impacts and concept together, and it could be argued that it will be useful for organisations to have a better and more complete view of HRIS' role on staff retention. There is also the need for practitioners to have a step-by-step map in the form of a framework on how to improve retention with the aid of HRIS, which is not available at the moment.

There are different studies (wickramaratna, 2001; Hackman and Holdham, 1975; Obeidat, 2012; Bartol and Liu, 2002; Long et al., 2012; Muliawan et al., 2009) about HRIS role, staff retention, and recruitment and selection in hospitality industry. However, there is no framework or concept that provides an insight to the HRIS applications' abilities to improve staff retention within hospitality organisations at the recruitment and selection stage. In addition, to plan retention strategies, the HRIS is required to monitor staff turnover factors (internal and external) within the organisation. Although the review of the literature has revealed various staff turnover factors, this research completes the current list of staff turnover factors and distinguishes the factors that can be considered at the recruitment and selection stage. Researchers even suggest that the use of HRIS applications in HR activities will result in various advantages for both managers and employees, and that these will vary from organisation to organisation. Thus, the researcher aims to propose a framework in the next chapter to attempt to address this research gap by identifying and mapping the effect of HRIS on staff retention at the recruitment and selection stage. Although there have been research studies on HRIS' impacts on HR, most of the studies are based on general categorisation, and while there are some with special purpose categorisations, there is no research specifically looking at the effect of HRIS on retention at the recruitment and selection stage (in the hospitality industry). As a result of this gap in the literature, the researcher intends to develop a framework that will incorporate HRIS into staff retention at the recruitment and selection stage for hospitality organisations. This will serve as a frame of reference and practical

guide for practitioners and researchers in the identification and evaluation of HRIS' impact on staff retention.

This research study consists of developing a new theoretical framework based on the critical review of the literature, and using institutional theory and job characteristics theory perspectives. Institutional theory - regulative, normative, and cognitive or mimetic - has been successfully applied to information systems in general, and HRIS, in particular. In addition, most research studies tend to adopt an organisational sub-case and this is where institutional theory will be beneficial to this research study in developing a conceptual framework.

The researcher therefore categorises these issues into themes in the next chapter (Chapter 3), having reviewed most of the relevant literature and framework (section 3.3), with the aim of proposing an appropriate framework that can identify the effect of HRIS on staff retention within hospitality organisations at the recruitment and selection stage. The proposed framework will be divided into the following: staff turnover factors (external and internal), recruitment and selection activities (HRM and ITS); and HRIS applications. Previous studies have not focused extensively on these concepts, as most of the factors vary from industry to industry and from activity to activity. This study focuses on the effect of HRIS on staff retention with a particular focus on recruitment and selection activities.

2.7 Summary

This chapter has centred upon the idea of how Human Resource Information Systems (HRIS) could enhance staff retention in the organisations. The employees are key resources in the hospitality industry and Information Systems (IS) is a tool to enhance the staff retention in the organisation by monitoring staff turnover factors among employees.

Fundamental to this research was the ability of HRIS to monitor staff turnover factors and provide the right information at recruitment and selection stage, and improve HRIS usage by managers in order to reduce staff turnover among their employees. There are staff turnover factors within organisation (internal) and from outside the organisation (external), which requires to fully consider by managers to enhance the recruitment and selection and therefore improve their staff retention. Recruitment and selection process activities could be categorised into Human Resource Management (HRM) activities and Information Technology Systems (ITS)

activities. In fact HRIS should communicate with both categories in order to create beneficiary data for managers on their decision making.

It is evident that the collaboration of knowledge across the application of HRIS within recruitment and selection would benefit the successful understanding and improvement of employee retention, in the hospitality industry. The institutional theory and Job characteristics theory provide a foundation in the construction of a framework that is both logical and flexible for the problem situation. With the institutional theory the staff turnover factors analysis within the internal and external perspective in the organisation and the human resource activities are evaluated within the scope of job characteristics theory. Translating these ideas into the design of staff retention framework will ensure that the managers are able to enhance the retention in their organisation within the human resource information systems, incorporate of recruitment and selection activities more thoroughly from the start, and hence increase retention within organisation and make users employees willing to stay longer with the organisation. This collaboration will enable the true essence of the problem to be understood better, alongside the managers and employees.

Collaborating HRIS throughout the recruitment and selection process should lead to monitoring staff turnover factors, positively affecting retention strategies, and enhance staff retention. However, there are some challenges for this collaboration which requires to be overcome for the successful outcome of HRIS. Finally, there is a need for the managers to personalise the HRIS application according to their needs, potentials, and abilities to collect most useful information to enhance staff retention. The next chapter looks to produce a conceptual framework which illustrates the process of staff retention improvement at early stage of recruitment and selection by merging the ideas present in the literature.

Chapter 3: Conceptual Framework and Theories

3.1 Introduction

In the previous chapter (Chapter 2) the literature review related to the effect of HRIS on staff retention in the recruitment and selection stage and its effectiveness were presented and discussed in detail. This chapter provides the conceptual framework developed for this study. The conceptual framework will show the relationships between the recruitment and selection process and HRIS in order to support staff retention within the context of the hospitality industry. The framework consists of three parts: recruitment and selection process including the combination of human resource management (HRM) and information technology systems (ITS); human resource information systems (HRIS) application areas; and staff turnover factors (external and internal). This framework is within the scope of institutional theory.

In this chapter institutional theory and the job characteristics theory are illustrated with an aim to provide support to the research aim, that is to:

Investigate and examine the relationship between HRIS and staff retention in an organisation in the hospitality industry, and develop a framework to assist managers to improve staff retention in their organisation

This chapter presents the conceptual framework and examines the effect of HRIS on staff retention, as well as external and internal staff turnover factors and the combination of HRM and IT/IS activities at the recruitment and selection stage, identified from the literature review, and the development of a theoretical framework to support the research aim. The researcher also presents taxonomies of staff turnover factors, IT/IS and HRM practices in the recruitment and selection process, and the key role of HRIS in HR activities. By mapping these components, the researcher is able to justify the adoption of institutional theory in combination with job characteristic theory and a HRIS application areas model.

In this chapter, the researcher provides a justification for the development of a conceptual framework, and explains the need for confirming and validating this framework, since there has been limited research in the adoption of HRIS in staff retention, especially in identifying key staff turnover factors at an early stage in the

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recruitment and selection process. Based on the identification of the gaps in the extant literature, this chapter reviews existing theories and models, and proposes a conceptual framework for identifying the effect of HRIS on staff retention by monitoring staff turnover factors at an early stage of recruitment and selection in the institutional context of the hospitality industry.

Thus the researcher presents job characteristic theory in relation to the recruitment and selection process, and a justification for the selection of institutional theory in determining the role of HRIS in staff retention, as well as a HRIS application model to visualise the effect of HRIS on monitoring staff turnover factors. This study takes advantage of the flexibility of institutional theory and applies it in conjunction with job characteristics theory and the HRIS applications model, which will assist in identifying the effect of HRIS on staff retention at the recruitment and selection stage in the hospitality industry. In this regard the following structure is applied to this chapter.

Section 3.2 explains the justification of theories and models for the conceptual framework, including: institutional theory (Section 3.2.1), job characteristics theory (Section 3.2.2), and HRIS application areas model (Section 3.2.3). Section 3.3 explains the nature of the conceptual framework in detail. It divides the framework into three main parts: the constructs of the recruitment and selection process (Section 3.3.1), the relationship between HRIS and the recruitment and selection process (Section 3.3.2), and the role of HRIS in monitoring staff turnover factors (Section 3.3.3). Section 3.4 explains the proposed conceptual framework in detail. Section 3.5 explains the proposed strategy for validating the conceptual framework, which is considered in detail in the methodology chapter.

It is expected that the conceptual framework presented in Figure 3.6 will be helpful to use by decision makers in HR departments or any department who are involved in the recruitment and selection process and concerned with staff turnover in the hospitality organisation. The framework will also allow HRIS users such as IT/HRM people and researchers to better analyse and explore the effect of HRIS on staff retention.

3.2 Justification of Theories and Models for the Conceptual Framework

Staff turnover often occurs when organisations are suffering from a lack of management and quality IT/IS to help in implementing proper retention strategies. Staff turnover occurs when organisational factors (internal factors) or environmental factors (external factors) lead employees to quit their job. Many of these external and internal factors can be monitored at an early stage of the recruitment and selection process in order to achieve better staff retention in the organisation. Recruitment and selection activities can be linked into two main departments: human resource management (HRM) and information technology systems (ITS). However, combining HRM and IT/IS in recruitment and selection activities has its pros and cons, which are discussed in Section 3.3.1. In addition, HRIS comprise an appropriate tool to achieve better retention of employees (Hussain *et al.*, 2007; Lepak *et al.*, 2007; Sanchez and Aguayo, 2007). The researcher therefore feels that the proposed conceptual framework will act as a good practice guide and frame of reference for decision makers of recruitment and selection strategies and staff retention in organisations.

There are limited studies with a theoretical and conceptual framework on the role of HRIS in analysing the recruitment and selection process in order to increase staff retention in hospitality industries. While, some models and frameworks have been developed in respect of staff retention (Katsikea *et al.*, 2015; Chen and Wang, 2014; Ellett *et al.*, 2007; Ramlall, 2004), only a small number of studies have focused on the relationship between HRIS and staff retention and specifically the consideration of retention at the early stage of recruitment and selection. Most of the developed models are based on staff turnover factors as a whole and do not categorise them into internal and external factors. The review of the existing literature indicates that some authors classify staff turnover factors into other categories (Beulen, 2009; Chi *et al.*, 2013; Sandhya and Kumar, 2011).

The conceptual framework is based on institutional theory and job characteristics theory. Institutional theory can be linked to HRM by its ability to describe different sources for organisational activities (i.e. source of motivation) (Najeeb, 2014). Institutional theory's mechanism has coercive, normative, and mimetic components

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in relation to human resource management, which is explained in detail in Section 3.2.1. These mechanisms may help organisations to identify staff turnover factors (Najeeb, 2014). As a result, the theory is a perfect fit in identifying external and internal staff turnover factors, including the various concepts influencing staff retention within the context of the hospitality industry (Mayer and Rowan, 1997; Paauwe and Boselie, 2003; Heikkilä, 2013). Since the review of the literature suggests that staff turnover factors in many hospitality organisations are not limited to purely organisational factors, it is necessary to categorise these factors as external or internal. However, this research concerns staff retention at the recruitment and selection stage.

All the activities in this stage are linked either to HRM and/or ITS. In this regard it is also important to consider a combination of IT/IS and HRM activities. In order to analyse HRM activities for the recruitment and selection process, job characteristics theory is applied. According to numerous studies (Ramlall, 2005; Pizam and Thornburg, 2000; Yang *et al.*, 2012), job characteristics theory is one of the suitable theories to link HRM activities and staff retention in organisations. It is also essential that managers in the hospitality industry understand the potential activities of the combination of HRM and IT/IS in their recruitment and selection processes.

The review of literature has highlighted some limitations, which call for the development of a framework to support decision makers and retention managers when using HRIS. Issues such as a high rate of staff turnover and high volume of recruitment and selection costs have an impact on the framework development process (Kim, 2014; Yang *et al.*, 2012). It is therefore essential to propose a framework that will highlight the key HR and IT/IS activities, as well as rank these features in order to give clear image of the use of HRIS in recruitment and selection (Laumer *et al.*, 2014; Awan and Sarwar, 2014).

Although there have been some research studies on the relationship between HRIS and HR activities, most of these studies are based on general categorisation (Nagendra and Deshpande, 2014; Jahan, 2014; Obeidat, 2012; Kundu and Kadian, 2012), and while some researches address specific categorisations (Kassim *et al.*, 2012; Alkhowaiter *et al.*, 2013; Benedikt, 2011; Aggarwal and Kapoor, 2012), there

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is no research specifically identifying the effect of HRIS on staff retention at recruitment and selection stage. As a result of this gap in the literature, this researcher has developed a framework that combines the recruitment and selection process into the HRIS application areas model presented by Fisher, Schoenfeldt, and Shaw (1996) in the context of the hospitality industry. This will enable the identification of the possible effect of HRIS on staff retention in the recruitment and selection process within the context of the hospitality industry.

This research study consists of developing a new theoretical framework based on the critical review and analysis of the relevant information collected from the studies examined in the literature review, using institutional theory and job characteristics theory in the framework structure. Institutional theory consists of three elements – regulative, normative, and cognitive –, which have been successfully applied to information systems in general, and HRIS, in particular. In addition, institutional theory will allow the researcher to adopt an organisational sub-case and combine different theories and models in developing a conceptual framework (Heikkilä, 2013; Scott, 2013).

In this chapter the researcher aims to propose an appropriate framework to integrate HRIS and the recruitment and selection process, and the effect of HRIS on staff retention. This chapter will look at HRIS in the recruitment and selection process, and the suggestion that the combination of job characteristics theory, institutional theory, and HRIS application model will support a well-structured framework with the aim of improving staff retention. This conceptual framework can be applied in the specific context (hospitality industry), and will be validated within the case study organisation in the hospitality industry.

There is limited literature that identifies the role of HRIS in staff retention in the recruitment and selection process. In the next sections the various theories, the model, and the proposed framework, which is divided into three main themes, will be explained.

3.2.1 Institutional Theory

Institutional theory attends to understanding organisational and management practices of social structure (Kessler, 2013). Institutional theory can challenge economic rationality, because of its ability to clarify organisational behaviours; this ability makes it very popular theory (Kessler, 2013). The basis of institutional theory includes six concepts: infusion of value, diffusion, rational myths, loose coupling, legitimacy, and isomorphism (Kessler, 2013).



Figure 3.1: Institutional mechanisms and HRM

Source: Paauwe and Boselie (2003)

According to Kostova's (1999) definition of institutional theory, the decisions of organisations and organisations are influenced by the institutional context and not only the outcome of a rational decision making process (Heikkila, 2013).

The positive impact of institutional theory has been studied in various fields (e.g. information systems, and human resource management) by numerous researches (Butler, 2011; Baptista *et al.*, 2010; Sumelius, 2009). Table 3.1 below gives the history of institutional theory growth.

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Beginning of institutional theory.	19th century, Scott (1995)
“Institutional theory evolved as an antidote to the overly rationalist and technocratic perspective of the 1960s.”	Greenwood <i>et al.</i> (2008)
Neo-institutionalists.	Meyer and Rowan (1977); Zucker (1977); DiMaggio and Powell (2000); Meyer and Scott, (1983).
Micro and macro perspectives.	Meyer and Rowan (1977); Zucker (1977).
Introducing isomorphism.	DiMaggio and Powell (2000)

Table 3.1: History of institutional theory growth

Researchers describe two institutionalisms, old and new. Table 3.2 and Table 3.3, below, detail old and new institutionalism growth across various published papers.

Old institutionalism	
Organisational goals influenced by issues and pressures that are not related to technical or productivity efficiency.	1950s and 1960s
Beginnings of old institutionalism .	Selznick (1949)
Publication of the organisational weapon.	Selznick (1952)

Table 3.2: Details of old institutionalism growth across published papers

New institutionalism	
Publication of “institutionalised organisations: formal structure as myth and ceremony.”	Meyer and Rowan (1977)
Publication of “The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organisational fields.”	DiMaggio and Powell (2000)

Table 3.3: Detail of new institutionalism growth across published papers

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The main distinction between old and new institutionalism is that old institutionalism considers the processes of one organisation, while new institutionalism considers the processes of a group of interacting organisations (Kessler, 2013). DiMaggio and Powell's (2000) comparison of old and new institutionalism resulted in linking institutional theory to other management studies (Njeeb, 2014).

Human resource management is one of the fields that started to apply institutional theory in the early 1990s (Njeeb, 2014). Organisational practices and activities are influenced by a larger environment, which includes rules, structures, and sanctions (Meyer and Rowan, 1977; Rosenzweig and Nohria, 1994). Weerakkody *et al.* (2009) conclude that institutional theory is widely in use in HRM studies although it is limited in IS fields. Table 3.4 gives more details of the history of applying institutional theory in the HRM field.

Institutional Theory in HRM	
First to note institutional theory in HRM.	Wright and McMahan (1992)
Incorporated elements of the institutional framework in relation to HRM in their research.	Oliver (1997)
Incorporated elements of the institutional framework in relation to HRM in their research.	Purcell (1999)
First to apply new institutionalism systematically in HRM.	Paauwe and Boselie (2003)

Table 3.4: History of applying institutional theory in the HRM field

Various fields (e.g. entrepreneurship and health care management) can connect to institutional theory; the information systems (IS) domain is another field to apply institutional theory. Turning to the IS domain, the use of institutional theory is not well developed in this field, and improvement is needed especially in strategic IS (Heikkila, 2013; Baptista *et al.*, 2010). Butler (2011) explains the importance of developing the use of institutional theory in strategic IS and its potential impact on IT manufacturers' strategic decisions (Heikkila, 2013).

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This research is based on the normative pillar of institutional theory, which considers values and norms (Table 3.5). According to Scott (2013), “*Values are conceptions of the preferred or the desirable, together with the construction of the standards to which existing structures or behaviours can be compared and assessed*”, and “*Norms specify how things should be done; they define legitimate means to pursue valued ends*”. In a normative system, the aim is to achieve goals and objectives and to define appropriate methods to approach these goals and objectives (Scott, 2013). Scott (2013) also discusses that the organisation’s values and norms can be applicable to all employees or to selected group of employees. As is discussed in Section 3.2, institutional theory is a perfect fit in this research.

Theory element	Regulative	Normative	Cognitive
Basis of compliance	Expedience	Social obligation	Taken for granted
Mechanisms	Coercive	Normative	Mimetic
Logic	Instrumentality	Appropriateness	Orthodoxy
Indicators	Rules, laws, sanctions	Certification, accreditation	Prevalence, isomorphism
Basis of legitimacy	Legally sanctioned	Morally governed	Culturally supported, conceptually correct

Table 3.5: Three pillars of institutions

Source: Scott (2013)

3.2.2 Job Characteristics Theory

Job characteristics theory aims to design a set of rules and principles in order to improve work in organisations (Oldham *et al.*, 2005). Originally job characteristics theory included five core job characteristics that influence five job outcomes, via three psychological states (Hackman and Oldham, 2010). Table 3.6 below shows the characteristics, outcomes and states of job characteristics theory (Hackman and Oldham, 2010).

Core job characteristics	Work related outcomes	Psychological states
Skill variety	Motivation	Experienced meaningfulness
Task identity	Satisfaction	Experienced responsibility
Task significance	Performance	
Autonomy	Absenteeism	Knowledge of results
Feedback	Turnover	

Table 3.6: Details of job characteristics theory

The original version of this theory concerns enriching jobs by motivating employees and improving satisfaction among them rather than just simplifying the work (Oldham and Hackman, 2010). The updated version of the theory describes that five core job characteristics encourage three psychological states, which may lead to different outcomes, for which three moderators moderate the link between these core job characteristics, outcomes and psychological states (Hackman and Oldham, 1980).

Core job characteristics:

Skill variety: the level of skills and talent the worker requires for the job (Hackman and Oldham, 2010).

Task identity: the level of visibility of the outcome of the work that has been identified and completed by the worker (Hackman and Oldham, 2010).

Task significance: the level of impacts of the job on workers’ lives (Hackman and Oldham, 2010).

Autonomy: the level of the workers’ freedom and independence to do their allocated tasks (Hackman and Oldham, 2010).

Feedback: the level of clear information provided to the employees regarding the effectiveness of their performance (Hackman and Oldham, 2010; Katz, 2013).

Moderators:

Growth need strength (GNS): GNS is about the required ability and strength of the person for their personal achievements, developments and learnings (Oldham *et al.*, 2005).

Knowledge and skill: the level of knowledge and skills the worker requires to moderate the relationship between outcomes, psychological states and core job characteristics (Kulik *et al.*, 1987).

Contest satisfaction: workers' experience also influenced by the context of the job (Kulik *et al.*, 1987).

As discussed earlier job characteristics theory can link HRM activities and staff retention in organisations. Therefore, the first part of the framework is based on this theory.

3.2.3 HRIS Application Areas Model

The Fisher, Schoenfeldt, and Shaw application model categorises all HR activities into nine main application areas (Figure 3.2). Staff turnover factors can be monitored in numerous application areas. However, the main application area, which could deal with staff retention, is the last application area (organisational exit) (McLeod and DeSanctis, 1995). The description of each application area is provided in Table 3.7.

Human Resource Information Systems (HRIS) Applications
<ul style="list-style-type: none">○ Planning○ Job Analysis/Design○ Equal Employment Opportunity○ Recruitment○ Selection○ Training and Development○ Performance Appraisal○ Compensation and Benefits○ Organisation Exit (Termination)

Figure 3.2: The Fisher, Schoenfeldt, and Shaw application modules

Source: McLeod and DeSanctis (1995)

The Nine Fisher, Schoenfeldt, and Shaw HRIS Application Areas	
Planning	Assists management in planning future human resource needs by identifying deficiencies in the current workforce so that hiring and training programs can be planned.
Job analysis	Analyses job data for the purpose of identifying common characteristics and job families. This information is used to develop and refine job titles, salary structure, and promotion paths.
Equal employment opportunity	Monitors workforce data in terms of age, race, and sex to identify adverse impacts on certain groups so that corrective action can be taken.
Recruitment	Scans both external and internal databases for the purpose of identifying candidates for particular job openings.
Selection	Conducts computer-aided interviews, and scores performance on personality and cognitive ability tests as a means of determining which applicants will be hired.
Training and development	Enables employees to use the computer to engage in interactive training that is tailored to particular needs.
Performance appraisal	Assist raters in focusing on important job-related criteria when conducting employee performance evaluations.
Compensation and benefits	Computes employee earnings by using attendance data, computes merit pay for performance-based jobs, and maintains and monitors benefits for both current and retired employees.
Organisational exit	Analyses factors that influence turnover.

Table 3.7: The nine Fisher, Schoenfeldt, and Shaw HRIS application areas

Source: Fisher *et al.* (2006)

In this research the HRIS application areas model is used in order to monitor and categorise staff turnover factors in different HR activities.

3.3 The Nature of the Conceptual Framework

In this chapter, empirical studies on the adoption of HRIS as well as the relevant theoretical literature on relevant theories to answer the research questions are reviewed to develop a conceptual framework. The proposed framework links the HRIS, which could monitor staff turnover factors, to staff retention in the recruitment and selection process. The staff turnover factors are considered from two

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broad dimensions: the organisation's internal and external environments. According to institutional theory, staff turnover factors are linked to the environment in which the turnover takes place; therefore, HRIS intends to monitor both the internal and external dimensions of staff turnover factors in the hospitality industry. However, the adoption of HRIS in this respect has not received sufficient attention to improve staff retention in a hospitality organisation.

The proposed framework considers previous studies in the field and clearly identifies the relationship between HRIS and staff retention. It also supports the usage of institutional theory and job characteristics theory in order to show this relationship.

3.3.1 The Constructs of the Recruitment and Selection Process

As can be seen from Figure 3.3, the recruitment and selection process includes two main departments: Human resource management (HRM) and Information Technology Systems (ITS). The HRM activities in this framework are studied based on job characteristics theory. In addition, the IT/IS activities are categorised into four main areas: software, hardware, databases, people, and portals.

In order to consider different aspects of a combination of HRM and IT/IS for recruitment and selection activities, the barriers to, and benefits of, this combination are considered in this part of framework. These barriers/benefits include the organisational barriers/benefits of adopting IT/IS in the recruitment and selection process. Tables 3.8 and 3.9 present the taxonomy of the possible barriers and benefits of IT/IS in the recruitment and selection process.

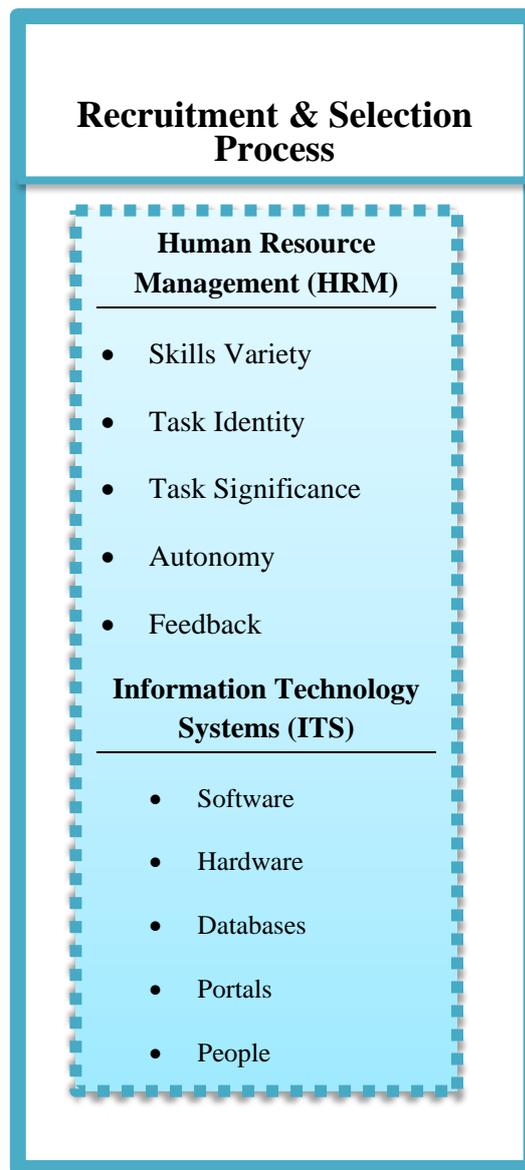


Figure 3.3: Recruitment and selection process.

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	Barriers	Authors
1	Perception of the Value of IT/IS	Cox <i>et al.</i> , 2001; Williamson, 2011; Anwar and Shamim, 2011; Hayajneh, 2012; Beekhuyzen, 2005; Akhavan and Hoorali, 2008
2	Financial resources and costs	Doole and Lowe, 1999; Thong, 2001; Fillis and Wagner, 2005; Veerawalli, 2008; Williamson, 2011; Anwar and Shamim, 2011; Hayajneh, 2012; Ghobakhloo <i>et al.</i> , 2012; Beekhuyzen, 2005; Darrell and Sellbom, 2002; Janes, 2005; Ghobakhloo, 2011
3	Technical maturing	Williamson, 2011; Anwar and Shamim, 2011; Karen, 2009; Janes, 2005; Eley <i>et al.</i> , 2009
4	Resistance from business partners	Williamson, 2011
5	Lack of infrastructure	Akkeren and Cavaye, 1999; Drew, 2002; Setyawati, 2008; Veerawalli, 2008; Bhattarai, 2008; Anwar and Shamim, 2011; Hayajneh, 2012
6	Lack of skills	Anwar and Shamim, 2011; Hayajneh, 2012; Ghobakhloo <i>et al.</i> , 2012; Beekhuyzen, 2005; Janes, 2005; Eley <i>et al.</i> , 2009; Ghobakhloo, 2011
7	National policies	Anwar and Shamim, 2011
8	Cultural issues	Anwar and Shamim, 2011; Hayajneh, 2012; Beekhuyzen, 2005; Darrell and Sellbom, 2002
9	Ethical issues	Anwar and Shamim, 2011
10	Organisational issues	Hayajneh, 2012; Anwar and Shamim, 2011; Beekhuyzen, 2005; Darrell and Sellbom, 2002
11	Mistrust of the IT/IS	Bhattarai, 2008; Beekhuyzen, 2005
12	Competitive pressures	Kapurubandara and Lawson, 2006; Kleindl, 2000; Beekhuyzen, 2005
13	Lack of time	Akkeren and Cavaye, 1999; Quayle, 2002; Anwar and Shamim, 2011; Darrell and Sellbom, 2002; Janes, 2005
14	Lack of research and support about the benefits of ITS	Scott Morton, 1991; Burgess, 2000; Quayle, 2002; Darrell and Sellbom, 2002

Table 3.8: Barriers to the adoption of IT/IS in the recruitment and selection process

	Benefits	Authors
1	Cost efficient	Murphy, 1999; Lee, 2011; Lang <i>et al.</i> , 2011, Shanu, 2013
2	Transaction speed	Murphy, 1999; Lang <i>et al.</i> , 2001; Coombs, 2013; Lee, 2011
3	Access to larger labour market	Taylor, 2001; Murphy, 1999; Lang <i>et al.</i> , 2011; Coombs, 2013; Lee, 2011
4	Recruit passive job candidates	Lee, 2011
5	Recruit more qualified employees	Coombs, 2013; Lee, 2011
6	Employees' benefits such as, wider job search because of easier and cheaper application.	Lee, 2011
7	Greater accessibility e.g. 24-hour service	Quelch and Klein, 1996; Hamill and Gregory, 1997; Lang <i>et al.</i> , 2011
8	Constant updates	Lang <i>et al.</i> , 2011
9	Ease of classification of data	Lee, 2011; Jahan, 2014; Shanu, 2013
10	Additional flexibility	Coombs, 2013
11	Contact with former employees	Lang <i>et al.</i> , 2011; Coombs, 2013
12	Higher accuracy of information	Jahan, 2014; Shanu, 2013
13	More transparency in the process	Jahan, 2014; Shanu, 2013

Table 3.9: Benefits of the adoption of IT/IS in the recruitment and selection process

3.3.2 The Relationship Between HRIS and the Recruitment and Selection Process

The important function of this part of the framework is to identify the interaction between the recruitment and selection process and HRIS. Recruitment and selection

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in HR organisations until recently has applied very low-tech methods (Shani and Tesone, 2010). The most popular recruitment methods in the hospitality industry can be illustrated as below (Lockyer and Scholarios, 2004; Shani and Tesone, 2010):

1. Referrals from current employees
2. Job agencies
3. Local ads
4. Online recruitment

However, recently there has been a considerable trend in the use of technology in the recruitment process (Kinder, 2000; Shani and Tesone, 2010). Recruitment and selection is an important function of HRM, with long term benefits from positive recruitment and selection. According to Huang (2001), recruitment and selection is the most important function of HRM in organisations to support them with their objectives. Improving the recruitment and selection process can help the organisation's development.

HRIS is an appropriate tool to support this improvement. For example, recruitment sources, including personal contacts, recruitment agencies, advertisers, may benefit from the IS (Beardwell and Claydon, 2010; Grobler *et al.*, 2006; Madia, 2011; Tucker, 2012). Information systems may facilitate in selection, and support the decision making process of both organisations and candidates in choosing the right skilled employee for the right roles.

According to the aim of this research, recruitment and selection is a very important process to consider in order to improve staff retention. The hospitality industry experiences a high rate of staff turnover in comparison to other industries (Baum, 2007; Bonn and Forbringer, 1992; Shani and Tesone, 2010). This challenge in the hospitality industry directly impacts on the quality and costs of the service delivery (Iverson and Deery, 1997; Shani and Tesone, 2010).

In this regard, the recruitment and selection process plays an important role by recruiting suitable employees for the organisation, who can adapt to hospitality industry culture. Employees in the hospitality industry must be capable to cope with

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hospitality job characteristics such as long shifts, a reduced number of days off, and low wages (Martin *et al.*, 2006; Raub and Streit, 2006; Shani and Tesone, 2010).

Brymer and Singh (2004), posit that the relationship between the recruitment and selection process and retention problems will attract the attention of HR managers in the near future (Shani and Tesone, 2010). The recruitment and selection process can be categorised in two main set of activities, “Recruitment” and “Selection”. The HR department creates a pool of applicants who are willing to work in the available position, and after completing the recruitment process the best candidates for the positions must be selected (Shani and Tesone, 2010).

Because of the nature of hospitality jobs (conditions such as long hours, hard work, etc.) the selection of employees is very critical in the hospitality industry. However, some researchers suggest that there is not a systematic selection process in this industry (Lockyer and Scholarios, 2004; Shani and Tesone, 2010), which could be the result of using low-tech methods in the recruitment and selection process (Shani and Tesone, 2010; Machatton *et al.*, 1997; Martin and Groves, 2002; Paraskevas, 2000).

Advanced technology positively impacts on recruitment and selection methods (Targowski and Deshpande, 2001; Shani and Tesone, 2010). For example, high-tech methods in selection could reduce possible errors due to manual processing (Targowski and Deshpande, 2001; Shani and Tesone, 2010). Hospitality organisations usually require background checks for a number of reasons (e.g. driving records, lawsuits, and drug screening) in their selection process (Kooser, 2007; Shani and Tesone, 2010). These background checks can easily be captured via high-tech methods (e.g. online application) and therefore the most suitable candidate can be more easily selected (DeCotiis, 2006; Waters, 2001; Shani and Tesone, 2010), thus potentially improving staff retention

Technology can also help in selection practices with regard to interviewing and testing (Kwiatkowski, 2003; Shani and Tesone, 2010). HRIS and e-HRM are both available to internet users for their HR activities (Shani and Tesone, 2010). Although

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HRIS and e-HRM both provide the benefit of technology in HR activities, they are different concepts.

e-HRM's mainly use regarding the internet is in order to let the managers, and other professionals with access, to retrieve employee information from anywhere at any time, via a connected computer (Shani and Tesone, 2010, Svoboda and Schroder, 2001). While HRIS is a HR software that connects human resources to information technology, and enables HR practices and processes to take place electronically (Kavanagh et al., 2012).

As we can see from the descriptions of e-HRM and HRIS, they are different but related to each other. However, the main difference between these two concepts is that HRIS' impact is limited to HR department personnel in the organisation and is an older concept, while e-HRM includes all employees within an organisation, with no consideration of their level or department (Ruel *et al.*, 2004; Marler and Fisher, 2013), therefore HRIS can be considered to be part of e-HRM (Marler and Fisher, 2013). HRIS is a support platform for many organisations to make their recruitment process easier (Rietsema, 2015). Although the importance of the human role in HR activities cannot be ignored, HRIS have many benefits with regard to HR activities (Shani and Tesone, 2010).

Advantages of HRIS in the recruitment and selection process

One of the main advantages of using HRIS in the recruitment and selection process is that of the nature of online application procedure, which provides a bigger pool of applicants (Rietsema, 2015). This feature allows speed and the possibility of filtering applications in the system and enables managers to consider more relevant applications (Rietsema, 2015). In this regard, it is also important to bear in mind that the online application process might attract more technology-savvy applicants (Rietsema, 2015).

Another advantage of HRIS in recruitment and selection is its ability to organise the employee information captured during the recruitment and selection process. This will help the organisation to keep their hiring process information better organised, which enables the managers to access and review information more easily. For

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example, all the application information can easily be transferred to a successful candidate's employee files (Rietsema, 2015).

All of these advantages provide the opportunity for the organisation to save costs and time and efficiency (e.g. no need to spending time on sorting applications) (Rietsema, 2015). However, HRIS can also play a more strategic role for the organisation, for instance it could provide information about recruitment and selection process expenses in order to allow a better and more accurate budget plan for future recruiting (Rietsema, 2015).

Last but not least important, another strategic advantage of HRIS is its support towards reducing discrimination in the recruitment and selection process by hiding minority–majority group differences (Shani and Tesone, 2010; Baum, 2007).

HRIS' challenges in the recruitment and selection process

Using HRIS in recruitment and selection has some challenges and limitations. The main challenge in using HRIS is that applicants who approach the organisation via the IT platforms to apply are usually job seekers, while the best person for the job might already have another job but could be interested if contacted (Pearce and Tuten, 2001; Shani and Tesone, 2010).

Another challenge concerns the design of the HRIS, as poor HRIS might discourage capable employees from applying to the organisation (Shani and Tesone, 2010), the candidates' ability to access the internet/system/computer along with their level of computer literacy is also a potential challenge (Singh and Finn, 2003; Shani and Tesone, 2010). Therefore, in order to avoid discrimination, organisations should be advised to combine traditional recruitment methods with modern HRIS recruitment methods (Shani and Tesone, 2010).

As can be seen from the discussion above, HRIS can bring many advantages to recruitment and selection process, among which its main role is to monitor and make accessible information. This information will be of benefit to hospitality organisations in order to increase staff retention.

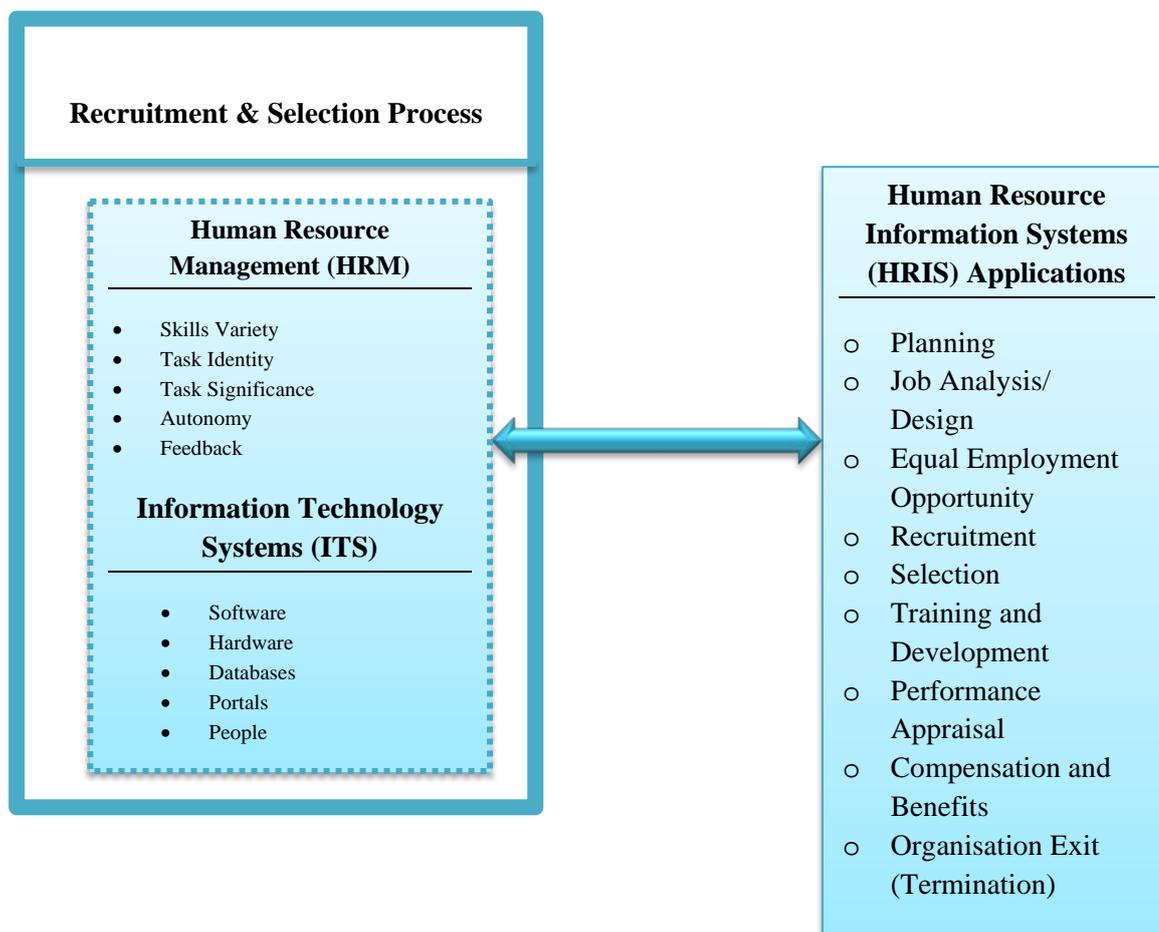


Figure 3.4: The relationship between HRIS and the recruitment and selection process

3.3.3 The Role of HRIS in Monitoring Staff Turnover Factors

As can be seen from Figure 3.5 below, the focus of this part of the framework is on staff turnover factors – both external and internal – and their relationship to the HRIS model. Staff turnover factors may encourage employees to leave the organisation; from a review of the literature, the internal factors include organisational, workplace, skills, and personal factors, while the external factors are described as globalisation, other external factors, opportunities, growth of other organisations, and levels of stress outside organisation.

Figure 3.5 illustrates the relationship between staff turnover factors – external and internal – and HRIS application areas; Table 3.10 presents the taxonomy of the staff turnover factors.

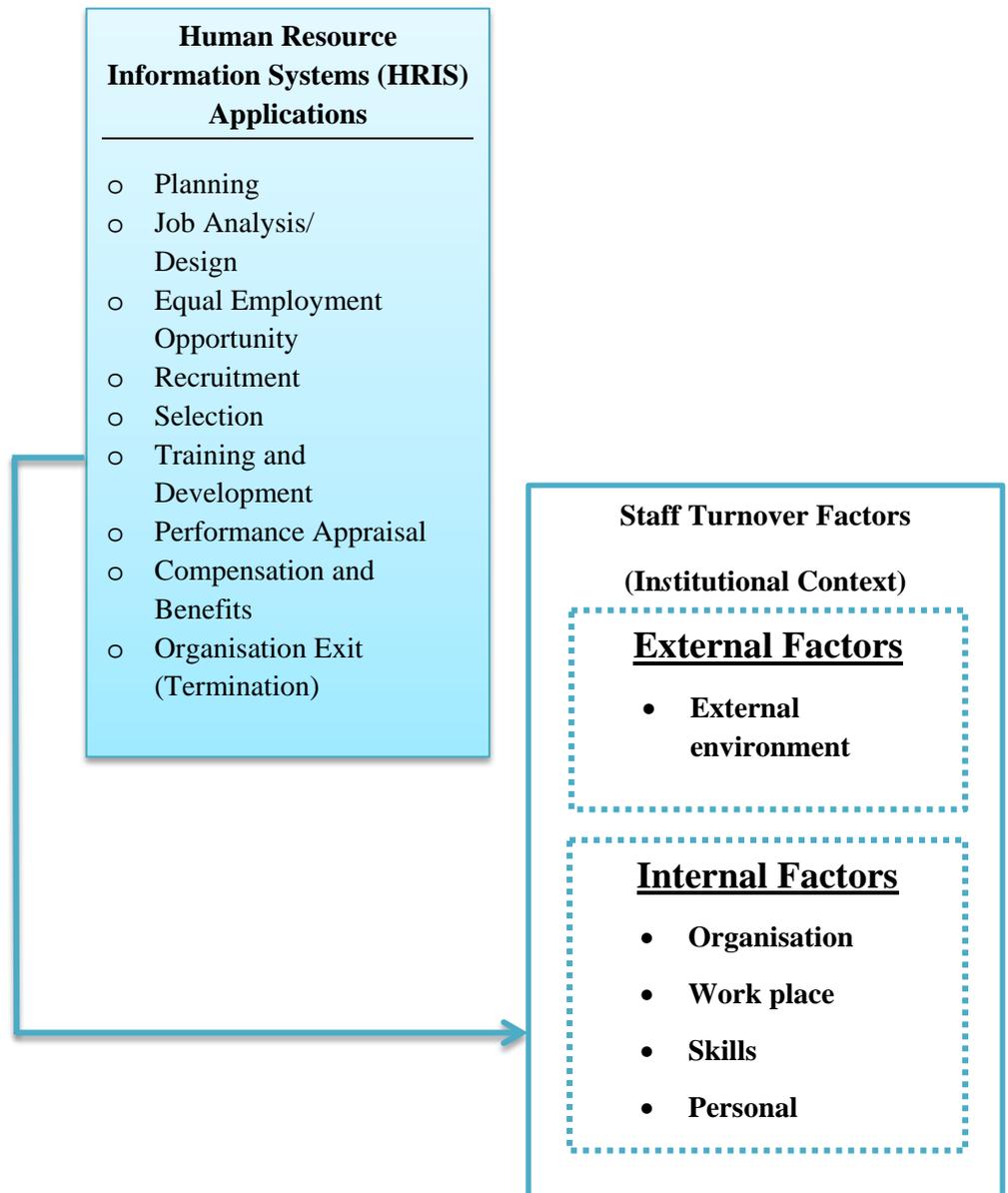


Figure 3.5: HRIS and staff turnover factors

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Themes	Factors	Description	References
Internal	Organisatio n	Organisational staff turnover factors consist of factors that are linked to the organisation, e.g. remuneration and training quality.	Luftman and Kempalah, 2007; Sandhya and Kumar, 2011; Beulen, 2009; Studer and Quint, 2004; Winterton, 2004; Davies <i>et al.</i> , 2001; Currie and Hill, 2012; Musah and Nkua, 2013; Kumar <i>et al.</i> , 2014; Terera, 2014; Yang <i>et al.</i> , 2012
	Personal	Personal staff turnover factors consist of the factors that are related to the employee and could vary from one employee to the other one, e.g. gender and personal characteristics.	Stephan and Levin, 2005; Chi <i>et al.</i> , 2013; Currie and Hill, 2012; Musah and Nkua, 2013; Kumar <i>et al.</i> , 2014; Basak, 2014; Kim, 2012.
	Skills	Employees' skills include level of education, knowledge background, and employee experience	Messersmith <i>et al.</i> , 2013; John, 1995; Long <i>et al.</i> , 2012; Sherman <i>et al.</i> , 1998; Mohsin <i>et al.</i> , 2015
	Workplace	Workplace factors consist of turnover culture, busy schedules, dissatisfaction, relationships with other staff, and levels of stress.	Beulen, 2009; Bartol and Liu, 2002; Mondy and Mondy, 2012; Currie and Hill, 2012; Musah and Nkua, 2013; Basak, 2014; Mohsin <i>et al.</i> , 2015
External	Globalisatio n	Globalisation has made skilled employees more mobile.	Beulen, 2009; Bose, 2006
	Other external factors	Other external factors that are not considered in other sections, e.g. government rules and regulations.	Chi <i>et al.</i> , 2013; Cascio, 2000; Basak, 2014
	Opportuniti es	Opportunities refer to any better job position as compared to the employee's current job, from different perspectives.	Basak, 2014; Beulen, 2009; Kaye and Evans 2000;
	Growth of Other Organisatio ns	The growth of other organisations factor refers to the success of competitors and the possible better future in other organisations.	Sandhya and Kumar, 2011; Yang <i>et al.</i> , 2012; Chi <i>et al.</i> , 2013.
	Levels of stress outside organisation	This factor refers to the pressure from outside organisations that could create stress for the employees, e.g. visa problem.	Sandhya and Kumar, 2011; Beulen, 2009.

Table 3.10: Taxonomy of staff turnover factors

3.4 The Conceptual Framework

As a result of the literature review in Chapter 2, there is an obvious need to develop a conceptual framework for identifying the relationship between HRIS and staff retention, as was discussed as a research gap. The proposed conceptual framework consists of three main parts that identify the relationship between HRIS and recruitment and selection, the HRIS application areas, and the key role of HRIS in monitoring staff retention factors. The proposed conceptual framework, illustrated in Figure 3.6 below, consists of following three parts:

I) Recruitment and selection process – HRM and IT/IS activities benefits, and barriers (job characteristics theory)

II) HRIS application areas (Nine Fisher, Schoenfieldt, and Shaw HRIS application areas)

III) Staff turnover factors – external and internal (Institutional theory)

The proposed conceptual framework is based on the normative nature of the institutional theory. As the researcher needs a combination of theories and models to focus on HRIS in staff retention, institutional theory been applied on the research. The researcher intends to validate the proposed conceptual framework model in regard to the effect of HRIS on staff retention to address the following research questions, which remain unanswered in the extant literature:

RQ1: How does HRIS help in reducing staff turnover in the hospitality company?

RQ2: Are the current HRIS efficient and effective to be adopted in the HR department to control staff turnover? And why?

The researcher expects that additional staff turnover factors can be identified through data collection and framework validation procedures. There is the potential that any new factors or information will require the framework to be amended and/or updated. According to the literature review no framework currently presents the relationship between HRIS and staff retention in the recruitment and selection process. The researcher has therefore combined two theories (job characteristics theory, institutional theory) and one model (Nine Fisher, Schoenfieldt, and Shaw

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HRIS application areas) to create the framework of the relationship between HRIS and staff retention. The conceptual framework includes staff turnover factors identified in previous studies as influencing staff retention, particularly in recruitment and selection processes. In addition, the concepts of the proposed framework can be used as a guide for the improvement of staff retention in hospitality organisations.

This research is a novel contribution to the body of knowledge because there is no study identifying the effect of HRIS on staff retention in a hospitality organisation in the recruitment and selection process. The researcher proposes to rank and validate staff turnover factors identified via exit interviews in order of priorities for the consideration of these factors by managers in the organisation. The staff turnover factors form part of the proposed conceptual framework (Section 3.3.3). The conceptual framework shown below identifies staff turnover factors monitored by HRIS and their impact on staff retention via the recruitment and selection procedure. The developed version of the conceptual framework will be presented in chapter 6 section 6.4.2 Figure 6.3, based on the research findings. Table 3.11 shows the propositions of this research, which are formulated based on the study's conceptual framework.

Research Propositions
PP1. All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage.
PP2. Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry.
PP3. The outcome of HRIS regarding monitoring staff retention factors can support the recruitment and selection process effectively.
PP4. Adequate HRIS positively impacts on staff retention at the recruitment and selection stage of a hospitality organisation.

Table 3.11: Research propositions

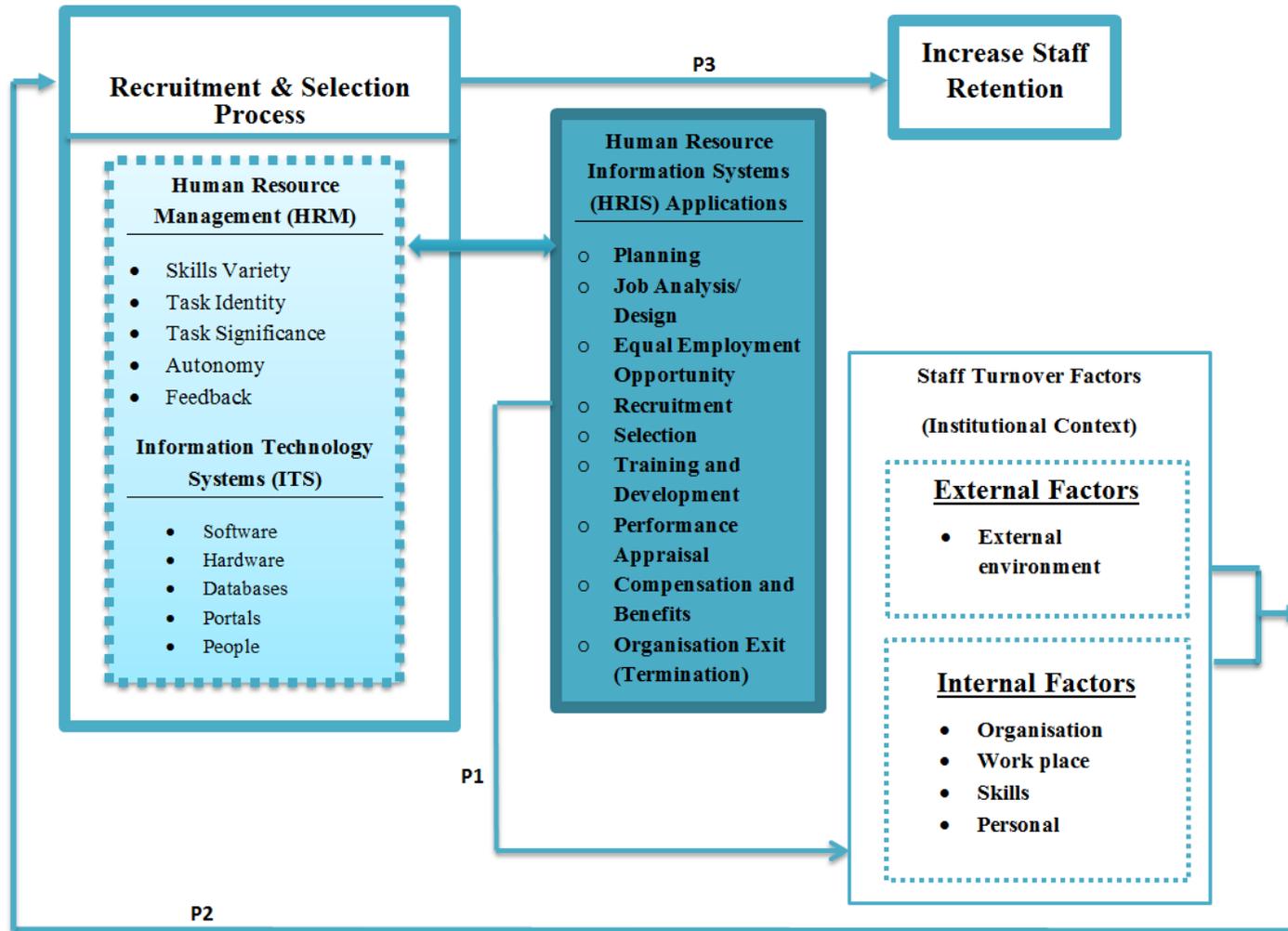


Figure 3.6: Conceptual framework of the relationship between HRIS and staff retention management

3.5 Relationships Between Research Objective, Propositions, and Proposed Framework

As shown in Table 3.12, the framework of this research aims to support the four research propositions, which are directly related to the research objectives.

	Research Objectives	Research Propositions	Framework
1	To critically explore and analyse the current literature of how HRIS contributes to monitoring staff turnover factors in an organisation, in order to identify the relevant factors in retaining employees in the hospitality industry and to identify the research gap.	1. All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage.	3.3.3 The role of HRIS in monitoring staff turnover factors
2	To analyse the relationship between HRIS and the recruitment and selection process in the hospitality organisation.	2. Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry.	3.3.2 The relationship between HRIS and the recruitment and selection process
3	To analyse the relationship between the capabilities of HRIS and staff retention requirements. This will require mapping information flows between staff retention factors and HRIS functions.	3. The outcome of HRIS regarding monitoring staff retention factors can support the recruitment and selection process effectively.	3.4 Proposed conceptual framework
4	To develop a framework using HRIS to retain and sustain employees in the hospitality industry based on appropriate theories.	4. Adequate HRIS positively impacts on staff retention at the recruitment and selection stage of a hospitality organisation.	
5	To validate the proposed framework by confirming in a real world environment.		

Table 3.12: Relationships between research aim and objective, research propositions, and proposed framework

3.6 Proposed Strategy for Validating Conceptual Framework

The proposed conceptual framework presented above combines three different parts that represent a comprehensive framework for the implementation of HRIS in any organisation within the hospitality industry (and possibly other similar industries) to improve staff retention quality. The next stage of this research (Chapters 4 and 5) will confirm the validity of the proposed framework and rank staff turnover factors in a real life case study from the hospitality industry. The three parts (recruitment and selection process, including HRM and IT/IS activities; HRIS application areas; and staff turnover factors, both external and internal will be confirmed and validated.

The research study highlights the importance of monitoring staff turnover factors both within and outside the organisation at the recruitment and selection stage, and linking these factors to HRIS applications in order to improve staff retention.

With regard to staff retention at the recruitment and selection level, the practices within the recruitment and selection process are explained in detail. The activities can be categorised as within HRM (Human Resource Management) and/or IT/IS (Information Technology Systems). The barriers to and benefits of a combination of HRM and IT/IS within recruitment and selection are also considered. Staff turnover factors within organisations are divided into internal factors (within the control of the organisation) and external factors (with no control from organisation) based on institutional theory. Then, information about the staff turnover factors is captured via HRIS and monitoring of employees at an early stage of their recruitment and selection. This information will help managers to improve their staff retention. For instance, HRIS can help the organisation to avoid non-urgent investment on training for those employees who show the potential to leave within a month, at the early stage of recruitment and selection.

This research study also intends to provide good practice guidelines for use as a frame of reference to academics and practitioners when employing HRIS in staff retention studies. The researcher, with collected data from a hospitality organisation (via interviews) in the UK will confirm and validate all the elements of the proposed framework and confirm the propositions set for this study. Furthermore, the complexity of the proposed framework will be fully explained, depending on

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resources and feasibility as well as the availability of required data, and other limitations such as time and cost.

3.7 Summary

In this chapter, the conceptual framework has been designed in order to support the aim and the research objectives. In this regard, the conceptual framework for this study has been developed to identify the relationship between HRIS and staff retention in hospitality organisations within the recruitment and selection process. The framework consists of three main parts, for which the constructs of each part and the possible relationships between these parts are fully discussed and presented. The main parts of the research framework are as below:

- The constructs of the recruitment and selection process (Section 3.3.1)
- The relationship between HRIS and the recruitment and selection process (Section 3.3.2)
- The role of HRIS in monitoring staff turnover factors (Section 3.3.3).

The three parts of the framework are based on institutional theory and job characteristics theory and the HRIS application areas model.

The main benefits of this framework is aimed at decision makers in HR departments, and other departments, who are involved in the recruitment and selection process and are concerned with staff turnover in the organisation. Improved analyses and exploration of the effect of HRIS on staff retention is another advantage of this framework. In the next chapter, the appropriate research methodology to validate the framework, and the research data collection process, are presented and discussed

Chapter 4: Research Methodology

4.1 Introduction

This chapter discusses the steps necessary in conducting this research in order to achieve the research objectives. The discussion commences with a description of the research perspective, explaining the ontological and epistemological stance of the research. Three research paradigms, positivism, critical, and constructivism are described in detail. A constructivist approach is adopted and justified as the best research paradigm for this research.

Following this epistemological role in four phases will be presented. These four phases are explained in detail in section 4.5 regarding the research design, but briefly comprise: phase (I) the required steps towards framework development; phases (II) and (III) all steps towards the framework evaluation; and finally phase (IV) the validation of the updated research framework and answering the research questions.

Qualitative and quantitative research approaches are investigated, and a qualitative approach is adopted and justified. Following the discussion of the research approach, the research strategy is explained. In order to evaluate the research framework, a case study strategy is designed and justified. The sub-cases to be analysed in the case study and the study protocols are fully discussed. Following this the data collection methods (Focus group, in-depth interviews, organisation documents) and data analysis methods are explained and justified. The final part of this chapter looks at the quality of the research through the principles of validity and reliability. This research applies Brunel University's ethical principles.

4.2 Research Perspective

This section will look at the researcher's philosophical point of view and the justification of the selected research approach.

4.2.1 Research Paradigms

A particular scientific research paradigm can support the researcher in selecting the best methodology for the research. Hearly and Perry (2000) discuss that a paradigm is a "world-view" and in fact research paradigms are the research frameworks that are being used by researchers. In other words, a paradigm forms the design of the theoretical overview, influences the data collection, and impacts on the selection of the research process (Lovelock and Gummesson, 2004).

There are three main paradigms, comprising positivism, critical, and constructivism, which are the core beliefs of the researchers. The research paradigm includes the assumptions on the nature of reality (ontology), and the methods used to collect knowledge about this reality (epistemology). The research paradigm taken for this research is constructivism, which describes that interactions between individuals and the world creates the knowledge (Gray, 2013). Constructivism is the most suitable paradigm for this research, as it allows for the HRIS users' thoughts and actions to be fully investigated and studied. Positivism is not suitable here, as it does not consider individuals' awareness of knowledge and considers that the social world is external to the researcher.

Ontology: Smith and Welty (2001) define ontology as the structure and varieties of research objects, properties, procedures, events, and relations in different area of reality. In other words, the ontology of a research paradigm refers to the overall beliefs and assumptions of the researcher regarding the nature of the world, and particularly the purpose of the study (Becker and Niehaves, 2007; Collis and Hussey, 2013; Oates, 2006).

Epistemology: According to Becker and Niehaves (2007) humans' understanding of analysis and science can be defined as epistemology. Epistemology is about how humans reach a true understanding of a phenomenon. The combination of ontology and epistemology makes the research paradigm. Three research paradigms are discussed below in order to clarify and justify the researcher's actions for this research before explaining the research design.

4.2.2 Positivism

A general positivist perspective is to confirm a theory and to increase the possible understanding of a phenomenon. Information systems research will be assigned to a positivist paradigm in the case of quantifiable measures of variables, the numerical outcome about the phenomenon on specific sample population, and hypothesis testing. Positivism uses general results to identify characteristic properties to clear assumptions, so it is quantitative and deductive. The deductive argument leads to a choice between possible results (i.e. accept or reject) about hypothesis (Gillham, 2000; Hoepfl, 1997; Saunders *et al.*, 2012).

According to the positivist perspective, reality is global and independent. In this

perspective the researcher's position is neutral in regard to the reality under investigation (Collis and Hussey, 2013; Easterby *et al.*, 2012; Robson, 2011). According to numerous scholars there are three scientific techniques – reductionism, repeatability and refutation – that could impact on a positivist perspective (Popper, 2014; Mintzberg, 1979; Lincoln and Guba, 1985; Lee, 1991; Orlikowski and Baroudi, 1991; Easterby *et al.*, 2012; Johnson and Onwuegbuzie, 2004; Oates, 2006; Saunders *et al.*, 2012). However, positivism has been criticised by many researchers (Popper, 2014; Mintzberg, 1979; Hirschheim, 1985; Klein and Lyytinen, 1985; Collis and Hussey, 2013) as they believe that some relevant findings could be ignored as a result of a positivist approach. This is because the research design structure is limited to results. The outcome of the results in positivism is in the form of figures and tables; and it is statistical and based on numbers. These results will be generalised to a population from the sample of the research (Bogdan and Biklen, 1998; Charles, 1995).

4.2.3 Critical

In the critical paradigm, researchers have an assumption that a reality is historically established and is shaped by people. Critical researchers discussed that people's efforts to change circumstances, both socially and economically, are controlled by different cultural, political and social factors (Myers and Avison; 2002). Although the critical paradigm and the constructivist paradigm have some common ideas, concentrating on contradictions and oppositions is the main philosophical approach of the critical paradigm.

Positivism and constructivism both explain the current status of the reality, while, according to numerous researchers (Orlikowski and Baroudi, 1991; Myers, 1997; Klein and Myer, 1999; Littlejohn, 2000; Myers and Avison, 2002; Oates, 2006), the critical paradigm aims to challenge, evaluate and analyse the current status of the reality.

However, positivist and critical paradigms are not suitable paradigms for this research, which aims to evaluate and investigate the effect of HRIS on staff retention. The objectives include developing a conceptual framework and recommending how decision makers are able to apply HRIS to improve retention issues at the recruitment and selection stage. Constructivism is the most appropriate

paradigm for this research as it is qualitative, inductive, and phenomenological. (Collis and Hussey, 2013).

4.2.4 Constructivism

In a constructivist paradigm, the research attempts to explore an understanding from people's views and interpretations. Typically, an appropriate approach for qualitative research is constructivism (often combined with interpretivism) (Creswell, 2013). The researcher in this approach believes that people, according to their views and value systems, create the subjective reality (Andrade, 2009). In a constructivist paradigm there is a value for the participants, contexts and individuals' understandings of reality (Gray, 2013). However, constructivism can support the researcher wherever the findings cannot be generalised, by allocating and applying the qualitative data to similar perspectives (Lee, 1991; Orlikowski and Baroudi, 1991; Walsham, 1993; Myers, 1997; Easterby et al., 2012; Myers and Avison, 2002; Oates, 2006; Ryan et al., 2007; Collis and Hussey, 2013).

In order to have an inductive argument about the project a constructivist paradigm prefers to use qualitative data, unlike positivist beliefs (Creswell, 2013; Creswell and Clark, 2011; Saunders *et al.*, 2012). In constructivism, the researcher attempts to understand the words and the meaning that participants use in order to explore the phenomenon.

This paradigm believes that meaning can be built by both the researchers' and the participants' sense about the phenomenon (Teddlie and Tashakkori, 2010). The constructivist paradigm's data collection methods (e.g. interviews, documents and observations) in the field of information systems attempts to create an understanding of the information systems context and its possible impact on the process, and vice versa (Walsham, 1995).

The constructivist also uses data analysis techniques (e.g. discourse analysis, qualitative content analysis) to shape theories. This research study attempts to identify and explore the effect of HRIS on staff retention, from the recruitment and selection perspective. Therefore, for this research a constructivist paradigm stance is considered the most suitable approach. The three different research paradigm stances are illustrated in Table 4.1.

Approaches	Description	References
Positivist	General positivist perspective is to test theory and to increase the possible understanding of phenomenon. Information Systems research will be assigned to a positivist paradigm in the case of quantifiable measures of variables, the numerical outcome regarding the phenomenon on a specific sample population, and hypothesis testing. Positivism uses general results to identify characteristic properties to clear assumptions, so it is quantitative and deductive. The deductive argument leads to a choice between possible results (i.e. accept or reject) about hypothesis.	Gillham, 2000; Hoepfl, 1997; Saunders <i>et al.</i> , 2012; Bryman and Bell, 2015
Critical	In a critical paradigm researches have an assumption that a reality is historically established and that is shaped by people. Critical researchers discuss that people's efforts to change circumstances, both socially and economically, are controlled by different cultural, political and social factors.	Myers and Avison, 2002; Bryman and Bell, 2015
Constructivist	In a constructivist paradigm, the research attempts to explore an understanding from people's views and interpretations. Typically, an appropriate approach for qualitative research is constructivism (often combined with interpretivism). The researcher in this approach believes that people, according to their views and values systems, create the subjective reality. In a constructivist paradigm there is a value for the participants, contexts and individuals' understandings of reality. However, constructivism can support the researcher wherever the findings cannot be generalised, by allocating and applying the qualitative data to similar perspectives.	Lee, 1991; Orlikowski and Baroudi, 1991; Walsham, 1993; Myers, 1997; Easterby <i>et al.</i> , 2012; Myers and Avison, 2002; Oates, 2006; Ryan <i>et al.</i> , 2007; Collis and Hussey, 2013; Gray, 2013; Creswell, 2013; Andrade, 2009; Bryman and Bell, 2015

Table 4.1: Taxonomy of Research Paradigms

4.2.5 Justification for Adopting Constructivism

Constructivism is selected for three reasons. Firstly, this research is of interest because of the problem, which is theoretically and practically important. The problem can be divided into a practical problem and a theoretical gap. HRIS are in use in different practices of the hospitality industry across different levels of activities (e.g. operational level, and strategic level). There are limited theoretical and practical studies, and limited knowledge about employing HRIS in staff retention at the recruitment and selection level. Therefore, as business research needs both practical and theoretical relevance, the aim of this research is to develop the knowledge regarding the adoption of HRIS in staff retention both practically and theoretically (Van-Aken, 2005).

Secondly, in this research inductive argumentation is required in order to reach the research objectives and develop theories. Institutional theory and job characteristics theory provide incomplete answers to the research questions, so there is a need to evaluate and approve theories within practical studies. However, theories require updating when new themes emerge. Choosing constructivism as an approach for this research supports Creswell's (2013) perspective that constructivism is an appropriate approach to focus on the research problem.

Thirdly, using HRIS in staff retention in general, and particularly in the recruitment and selection process, is a practical and new area of this research. Therefore, there is a need of research paradigm that allows the researcher to develop and establish more studies in this context. Currently researchers debate if HRIS is an appropriate tool to provide more accurate information for managers across all human resource activities, such as recruitment and selection, performance appraisal and compensation and rewards systems (Hussain *et al.*, 2007; Lepak *et al.*, 2007; Sanchez and Aguayo, 2007; Sherman *et al.*, 2016). However, in this research there is a need to focus on retention particularly. Constructivism allows the research to explore retention practically and theoretically. In addition, according to the literature, there is a trend of practical development in applying HRIS in staff retention among researchers (Section 2.3.2). Therefore, in order to answer the research questions, a constructivist approach has been adopted.

Philosophical stance of the research:

Figure 4.1 identifies a clear view of the research epistemology, theoretical perspectives, methodology, and research methods.

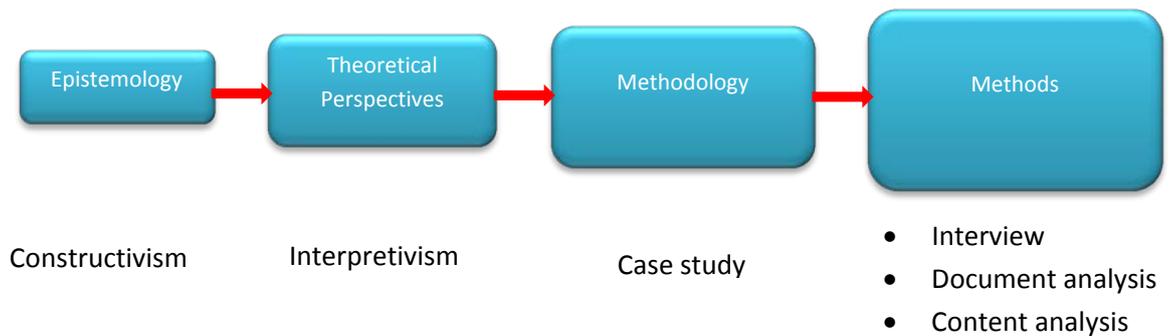


Figure 4.1: Relationship between epistemology, theoretical perspectives, methodology, and research methods.

Source: Crotty (1998)

4.3 Researcher's Epistemological Roles

The theory of gaining knowledge in research is known as epistemology (Healy and Perry, 2000). This research, via a constructivist approach, has three main epistemological roles in order to complete the research. The research paradigm can be defined as a research framework that plans how the study should be conducted (Collis and Hussey, 2013). Three research paradigms are popular among information systems researchers (Lee, 1991; Myers, 1997; Klein and Myers, 1999; Myers and Avison, 2002; Oates, 2006), as explained earlier in Section 4.2.

4.3.1 Develop a Framework – Literature Review and Conceptual Framework

With regard to this epistemological role, in order to determine the gaps in the extant research, a systematic literature review has been completed. The literature review in this study assesses three main areas: human resource management, information systems technology, and staff retention. Then according to the outcome of the literature review, and based on two suitable and related theories, the conceptual framework is designed. It is necessary to use an appropriate theory to shape conceptual framework before evaluating the proposed framework empirically, and to facilitate data collection and data analysis (Yin, 2013; Phillips and Pugh, 2010; Han, 2010). All this occurs in the first phase of the research (Section 4.4).

4.3.2 Evaluation of the Conceptual Framework – Data Collection and Data Analysis

With regard to this epistemological role, the proposed framework is, initially by conducting in-depth interviews via a case study strategy in a hospitality organisation, followed by the analysis of organisational documents. The two steps described above are listed within this research as Phases II and III and discussed in more detail in Sections 4.5 and 4.6.

4.3.3 Develop the Framework and Contribute to Theory and Practice – Discussions and Conclusion

With regard to this epistemological role, the findings of the case study and documentation analysis are discussed and linked back to the first phase (literature review and conceptual framework). Then via the outcome of the data analysis in Phase III, an updated framework is proposed and empirically confirmed. Finally, in conclusion, the theoretical and practical contributions of the research are summarised and any further research areas for additional study are proposed and discussed (Phase IV).

4.4 Research design

A suitable research design is necessary to identify theoretical issues and address the research problem; numerous scholars support the concept of research design (Hakim, 1987; Vogt, 1993; Straub et al., 2001; Cavana et al., 2001; Hamed, 2009; Alhujran, 2009) in order to provide an outline structure for the research in order to produce valid and reliable outcomes, to address research problem and answer research questions.

4.4.1 Phase I of Research Design

This phase consists of the study of the background theory and relevant literature. According to this literature, the research gap is identified and the research questions defined. The theoretical analysis and developing the conceptual framework are the next steps in this phase, which includes literature gathering, forming research questions, defining the research propositions, and designing the conceptual framework.

Literature gathering: Previous research in the area of HRIS role in staff retention requires in-depth analysis in this phase, capturing relevant information on HRIS use in staff retention in the hospitality industry within the recruitment and selection

process. The systematic literature review is conducted across a wide range of content of the research field.

Formulate the research questions: The literature review indicated a lack of empirical research about the impacts of HRIS on staff retention. This gap leads to the formulation of two research questions. Determining the answers to these questions is the purpose of this research; by answering these questions the researcher expects to be able to fill the research gap.

Define the research propositions: After forming the research questions, the researcher sets objectives for the research, and according to these research objectives defines the research propositions. In order to monitor the effect of HRIS in staff retention systems, several areas must be studied (e.g. HRM, IST, and retention). The propositions are defined so as to cover all these areas of study.

Design the conceptual framework: According to the research gap and the theories that this research is based on, a conceptual framework is proposed in this phase. The proposed framework identifies how HRIS can be employed by hospitality industry organisations in order to improve their staff retention at the early stage of the recruitment and selection process. The proposed framework in this phase consists of three parts, which are directly linked to the research propositions.

4.4.2 Phase II of Research Design

This phase includes the selection of a research methodology, and the data collection process. After proposing the conceptual framework in Phase I, the researcher must evaluate and validate the framework. In order to have an appropriate validation and outcome, a suitable research methodology is employed in the research. The entire data gathering for the empirical research is also undertaken in Phase II.

Select research methodology: All possible and appropriate research methods for conducting case study research are identified and explained in this phase, the research strategy is investigated and the most suitable research strategy for the purpose of this research is identified (case study).

Data collection: All the primary data for the research is collected in this phase. According to the research strategy, which is case study, the data for the empirical study are gathered through a hospitality organisation as a case study, in conjunction with collecting organisation documents for analysis. There are four cases under

study, which is explained in detail later in this chapter (Section 4.6). Gathering this data affords the researcher a better overview of the problem and area of study in a practical environment.

4.4.3 Phase III of Research Design

The outcomes of Phase II are analysed here. As a qualitative research, a qualitative method is applied to analyse the data. All appropriate analysis methods for this research are explored in this phase. The outcome of this analysis feeds into the evaluation of the proposed research framework, and research questions, research propositions and the conceptual framework are refined and updated according to the primary data results. The research questions are amended in this phase with regard to the results of the analysed data captured in Phase II. Possible missing information and perspectives are also added to the proposed framework. For example, any retention strategies that were not identified through the literature review, and are therefore missing from the framework, are added in this phase.

4.4.4 Phase IV of Research Design

This phase concerns the approval of the final framework proposal; the researcher approves the reliability and validity of the collected data, the tools used to collect this data, and the findings. This phase aims to give reliability and validity to the research results. In addition, the refined research questions are answered and the impacts of HRIS on staff retention with practical approval are revealed. Figure 4.2 overleaf shows the research design for this research.

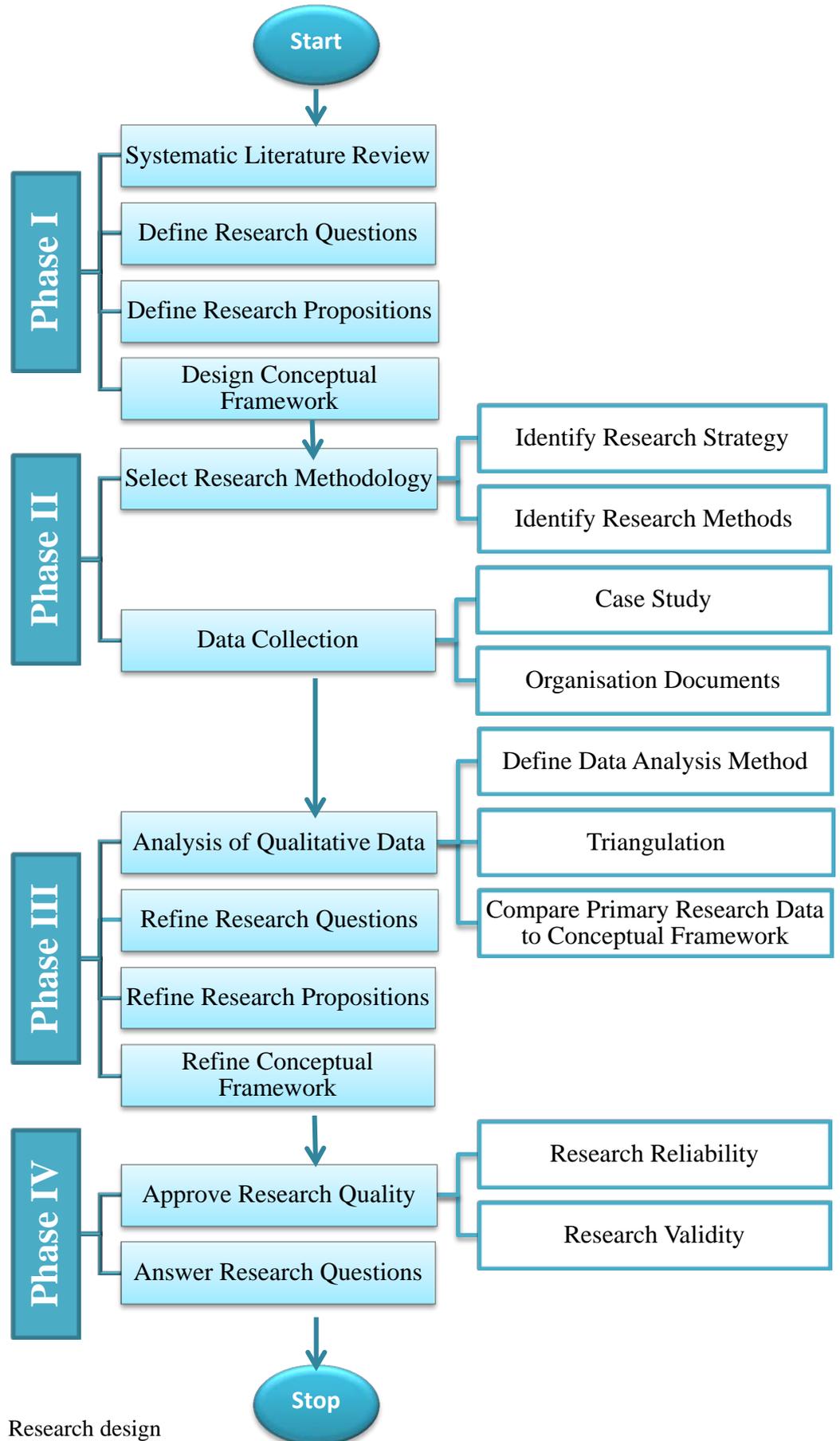


Figure 4.2: Research design

4.5 Research Approach

Following the research design, the research paradigm is defined, and the best approach in order to address the research gap is identified (Myers, 1997; Saunders *et al.*, 2012; Patton, 1990). However, as the information systems field is not limited to one theoretical perspective, the researcher must select between numerous approaches (Morgan and Smircich, 1980; Orlikowski and Baroudi, 1991; Myers and Avison, 2002; Saunders *et al.*, 2012), and, according to Galliers (1994), it is not easy to choose an appropriate approach in the information systems field.

This research study is mostly based on the participants' and researcher's ideas (Orlikowski and Baroudi, 1991; Stake, 1995; Harling, 2002; Creswell, 2013) in the area of study; as discussed earlier in Section 4.2, this is a constructivist research, which is therefore a qualitative research. Figure 4.3 shows the relationship between different research paradigms and research approaches. This section reviews both quantitative and qualitative approaches and justifies the researcher's decision to use a qualitative approach.

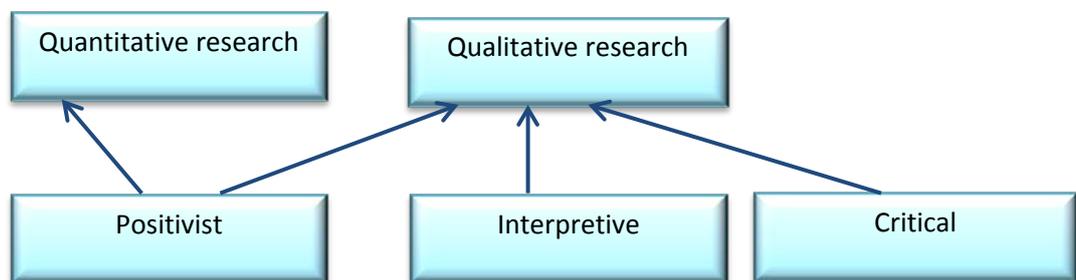


Figure 4.3: Research paradigms for qualitative and quantitative research Source: Straub *et al.* (2005)

4.5.1 Quantitative

A quantitative research approach is used when the priority is to produce numerical information, including collecting data, analysing, understanding and reporting (Teddle and Tashakkori, 2010). The main aim of this approach is to investigate the relationship among variables in order to validate neutral theories (Creswell, 2013). A quantitative approach is most often used in objective sciences and has been developed within the positivist paradigm (Saunders *et al.*, 2012). Usually hard quantitative measurements are used with a quantitative approach in order to accept or reject the researcher's assumptions/hypotheses (Atkinson and Hammersley, 1994;

Sarantakos, 2005). The result of research with a quantitative approach is in the form of numerical information that is the outcome of patterns (e.g. ratio) in numerical data (Teddlie and Tashakkori, 2010). The researcher in this approach adopts methods such as survey, questionnaire, results of laboratory and simulations (Myers, 2009; Saunders *et al.*, 2012; Teddlie and Tashakkori, 2010; Creswell, 2013; Bouma and Atkinson, 1999; Naoum, 1999; McClure, 2002; Ebrahim, 2005; Oates, 2006; Boeije, 2010). The numerical nature of the approach is an advantage in quantitative research, as it can be considered a multi-method approach, to understand human practices (Kaplan, 1964; Bryman, 1984; Creswell, 2013; Janesick, 1998; Lincoln and Guba, 2000; Corbetta, 2003; Oates, 2006; Collis and Hussey, 2013). This approach mainly focuses on large volumes of data as a sample in order to test the research hypothesis. However, the quantitative approach is based on the premise that reality is neutral and free of context, so it does not consider the context with any real weight.

4.5.2 Qualitative

Qualitative research is subjective and highlights the description and understanding of the subject under investigation. Qualitative approaches include the whole procedure to produce the descriptive and the narrative information, including data collection, analysis, and understanding and reporting (Teddlie and Tashakkori, 2010). The main aim of this approach is to understand and translate a subject via people understands (Creswell, 2013). Therefore, a qualitative approach is appropriate for the information systems field to ascertain people's understanding of HRIS and its impact on retention (Bogdan and Taylor, 1975; Nissen, 1985; Gaillers, 1992; Hussey and Hussey, 1997; Lee and Baskerville, 2003).

In this approach, the researcher develops an understanding of the phenomenon rather than generating numerical statistics about an object (Gibbs, 2002). Rich descriptive information about the subject is analysed in this approach (Teddlie and Tashakkori, 2010). A qualitative approach is helpful in the case of describing several realities and creating a theory based on a deep understanding of others' perspectives.

A qualitative approach is usually related to a constructivist paradigm, albeit a qualitative approach can also be associated with a constructivist paradigm (Myers and Avison, 2002; Yin, 2013; Kaplan and Duchon, 1988). In a constructivist paradigm, the approach of the research may differ according to the nature of the

research gap and the research aim (Creswell, 2013; Mason, 2006).

The nature of the collected data in a qualitative approach usually comprises sounds and pictures, which are reported in the form of text or images (Bogdan and Taylor, 1975; Nissen, 1985; Gaillers, 1992; Hussey and Hussey, 1997; Lee and Baskerville, 2003). An understanding of the phenomenon from the researcher or participants can be presented through any research purpose such as predictive, exploratory, and descriptive.

The most popular tools to collect qualitative data are interviews and observations. Therefore, this research adopted both interviews and document analysis to explore the effect of HRIS on staff retention using a single case study (Creswell, 2013; Naoum, 1999; Saunders *et al.*, 2012). Table 4.2, below, shows a comparison between qualitative and quantitative approaches.

No	Elements	Qualitative Analysis	Quantitative Analysis
1	Research Approach	Inductive	Deductive
2	Research Perspective	Interpretivist, Critical	Positivist
3	Research Strategy	Narratives, Phenomenology, Ethnography, Grounded theory, Case Studies	Experimental Designs, Non-Experimental Designs, such as Surveys
4	Research Methods	Action Research, Case Study, Ethnography,	Survey Methods, Laboratories, Mathematical Modelling
5	Data Collection Methods	Documents and Texts, Interviews, Observation	Questionnaire, Experiments
6	Quality of Data	Rich, Deep, Complex, Text based, and Small Sample Group	Hard, Severe, Measurable, Reliable, Numbers, and Large Sample Group
7	Data Analysis	Interpretive, Descriptive	Statistical, Quantitative

Table 4.2: Qualitative and Quantitative Research characteristics

4.5.3 Justification of the Adoption of Qualitative Research

The phenomenon of HRIS’ impact on staff retention is relatively new and there is not enough empirical research in this regard in the context of the hospitality industry, therefore this area should be investigated either quantitatively or qualitatively, whichever is the most appropriate method. Some researchers (Checkland, 1987;

Patton, 1990) argue that it is not possible to choose one approach as the best, and that it is always negotiable. This research adopts a qualitative approach to develop a conceptual framework that identifies the relationship between HRIS and staff retention. There are several reasons for employing a qualitative approach for this research.

Firstly, according to the qualitative approach aim (Collis and Hussey, 2013), the researcher in this approach will design and develop the framework to apply HRIS to improve staff retention in the recruitment and selection process. The research can garner more detailed information via a qualitative approach in comparison to a quantitative approach (Boyce and Neale, 2006).

The in-depth interviews will allow the researcher to develop and design a more accurate framework and enable the participants to share their practical experience about the phenomenon more deeply. According to Forrester (1992) understanding the people, and their interactions in the real world, provides the broadest and most comprehensive source of information. In fact, some information may be lost when converting data into a numerical format. Thus, qualitative data is more suitable to comprehensively and completely explore the phenomenon under investigation.

Researchers only access part of the knowledge about a phenomenon when they rely on numerical data (Randers, 1980), and a significant amount of information about the research problem exists only in the minds of the people in that environment (Forrester, 1992). Luna-Reyes and Anderson (2003) posit that interviews can identify the complexity of a research problem, by allowing the researcher to approach the subject area in greater detail. Therefore, this researcher collected data through in-depth interviews with experienced employees and managers, and supported the findings by reviewing organisational documents.

Secondly, a qualitative approach may enable the researcher to provide an explanation or clarification of any possible similarities and differences in the results (Easterby *et al.*, 2012). The qualitative approach in this research allows the researcher to recognise the relationship between HRIS and staff retention and how it can vary across various staff turnover factors. Monitoring these factors with an appropriate HRIS in order to minimise staff turnover and improve staff retention is the core objective of this research.

Thirdly, because of the nature of the required data for this research, a qualitative

approach has been selected to enable the researcher to examine the full context of the research and interact with the participants (Brewer and Hunter, 1989; Patton, 1990; Naoum, 1999; Johnson and Turner, 2002; Johnson and Christensen, 2004). Employing HRIS to monitor staff turnover factors to improve staff retention requires a deep understanding of the reasons behind employees' intentions to leave and to understand their interaction with the system in order to enable the system to obtain more accurate information promptly.

Fourthly, as discussed in the literature review (Section 2.3.2), while HRIS is not a new field, there is limited empirical research about the relationship between HRIS' role and staff retention in the hospitality industry within the recruitment and selection process. A qualitative approach will support the researcher by facilitating a deeper understanding of the problem and will enable the researcher to build a framework to address the whole process of improving retention. Also, this approach enables the researcher to have very close interaction with employees in the subject organisation, which will provide a deeper understanding for the researcher in the real environment.

Finally, the qualitative approach is the most suitable approach for an inductive research, which considers specific examples as the research sample and generalises it to the broader environment. In addition, this approach allows the development of a conceptual framework, which is not possible in quantitative approach.

While the qualitative approach is the most appropriate approach for this research study, it has some weaknesses that should be considered by the researcher in order to minimise any possible negative impact on research. Firstly, a qualitative approach requires greater time investment, as the methods of data collection and analysis, for example interviewing, transcribing, and in-depth analysis, take longer in comparison to quantitative methods (Boyce and Neale, 2006).

Secondly, a qualitative approach may provide some data that are not clear and confident (Luna-Reyes and Andersen, 2003). Qualitative data requires proper and detailed configuration with the research problem, in order to avoid the possible creation of an inaccurate model or framework regarding the research problem (Goldstein *et al.*, 2002). Thirdly, qualitative data may be subject to bias by the research participants, for example an organisation may want to indicate to its competitors that there are no problems in their current systems. The problems

described above may occur as a result of the nature of the research approach, which enables participants to provide clarification or explanations regarding their answers.

In addition, the researcher herself could also influence the qualitative argument because of any assumptions that she previously held about the topic (Boyce and Neale, 2006). However, the above weakness of the qualitative approach was considered and appropriate measures to minimise them were taken.

The computer analysis software package NVivo V.10 is used, which reduced the time of collecting and interpreting the qualitative data. The interview questions were also designed so as to be very neutral rather than introducing possible bias in the participant responses, in addition, the interviews were narrative and required an actual explanation about each subject.

In order to avoid such bias, a systematic analysis of organisational documents was undertaken, enabling the researcher to understand the current and past situation regarding the phenomenon within the organisation, and to consider the participants' responses and confirm relevant points through the documents.

This triangulation provides the researcher with a better understanding of the real HRIS within the subject organisation and avoids biased practice. According to the various aspects of both qualitative and quantitative approaches, and with regard to the advantages and weaknesses, the qualitative approach was selected as best suitable and relevant approach for this research.

4.6 Research Strategy

A variety of research strategies can be employed in research studies, e.g. case study, action research, grounded theory study, and critical qualitative research (Merriam, 2002; Orlikowski and Baroudi, 1991). Such strategies can be categorised into four main areas: case study, survey, historical, and experimental study (Denscombe, 2014; Galliers, 1991; Yin, 2013; Klein and Myers, 1999). This research adopts a single case study strategy and justifies this adoption. The research strategy provides direction guidance for the whole process of the research; it is the plan by which the research is conducted in order to answer the research questions (Remenyi et al., 2003; Bryman, 2008; Saunders et al., 2012).

4.6.1 Case Study

A case study strategy attempts to collect significant details from different sources

about a particular phenomenon in a real environment (Yin, 2013). Case study strategy is usually used in research that requires of significant amount of detailed contextual analysis in order to develop and explore a theory based on the individuals’ or groups’ understanding.

- **Single or multiple case study**

Case studies can be categorised into four main categories: single holistic, single embedded, multiple holistic, and multiple embedded (Yin, 2013; Wilson, 2011). In a single case study strategy, one case is sufficient to collect the required data for the research, whereas in a multiple case study strategy, two or more case studies are required to investigated the research phenomenon. The number of the cases required can vary according to the nature of the research and the required data about the research phenomenon, nevertheless researchers typically suggest one to three cases for an appropriate research (Yin, 2013; Stuart *et al.*, 2002; Dul and Hak, 2008; Dyer and Wilkins, 1991).

This research uses a single case embedded analysis to evaluate the possible effect of HRIS on staff retention. A notable point about the case study method is the consideration of individuals, action, decisions, projects, principals, organisations, and any other system (Thomas, 2011). The case study focuses on a particular context to evaluate the primary proposed framework (Stake, 2006). Figure 4.4, below, shows four case study analysis designs.

Case design - scope

	Narrow	Broad
Narrow	Single case designs (holistic analysis)	Multiple case designs (holistic analysis)
Broad	Single case designs (embedded analysis)	Multiple case designs (embedded analysis)

Figure 4.4: Case study designs.
Source: Wilson (2011, p 108).

As can be seen in Figure 4.5 a single case in an embedded analysis includes multiple sub-cases and the researcher investigates through these sub-cases (Gilgun, 2010). This research is an instrumental case study as the case study is used to support and validate a concept in order to develop the framework.

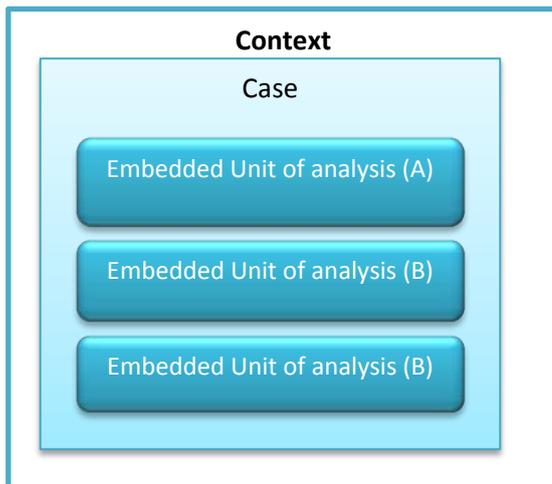


Figure 4.5: Single embedded case study design.

Source: Yin (2013, p. 8).

This research employs a single embedded case in order to evaluate and develop the concept of staff retention improvement by HRIS. Table 4.3 provides the pros and cons of using a case study strategy in this particular research. According to Table 4.3 there are some weaknesses in adopting a case study strategy. However, the researcher has taken actions in order to minimise the impact of such weaknesses on this research.

Advantages	Disadvantages
Focused on specifics of complex social phenomenon.	The credibility of generalisations made from its findings.
Encourages the use of multiple methods in order to capture the complex reality under study.	Often perceived as producing soft data. Gets accused of lacking the degree of rigour expected of social science research.
Fosters the use of multiple sources of data. Enhances the validation of the data through triangulation.	Boundaries of the case can prove difficult to define in an absolute and clear- cut fashion.
Studies the phenomenon in a natural	Negotiating access to case study setting

environment.	can be a demanding part of the research process.
No pressure on the researcher to impose controls or to change circumstances.	The presence of the researcher can lead to the observer effect.
Fits in well with the needs of small-scale research through concentrating effort on the research site (or just few sites).	
Theory-building and theory-testing research can both use the case study approach.	

Table 4.3: Advantages and disadvantages of using case study

Source: Denscombe (2014, p. 62)

Although, the first weakness is the credibility of generalisations made from the research findings, the case study is quite strong in naturalistic generalisation (Stake, 2006; Yin, 2013). According to the aim of this research, which is to develop a framework, the context analysis and naturalistic generalisation is more important than statistical generalisation. However, choosing sub sub-cases of the case in different environments (cities) enhances the validity of the findings and therefore improves the generalisability of the results. Secondly, in regard to the data in the case study, there is a general criticism regarding a potential lack of rigour; however, the embedded analysis design in comparison to holistic designs is more rigorous (Yin, 2013). Thirdly a narrative interview conducted among employees and managers that covers both internal and external opinions about retention enables the research to decrease any research bias. Fourthly, in order to access the case and the sub-cases of research, one of the managers (head of delivery manager) from headquarters supported the research in order to provide access to participants and arrange for data collection.

4.6.2 Justification of Adopting a Case Study Strategy

There are four main reasons to select a case study strategy for this research. Firstly, single embedded case studies are suitable because the research area concerns a rather extreme example of staff turnover. Bryman and Bell (2015) argue that a single case

study “may be regarded as an extreme example or possibly a unique case.” Secondly according to Bryman and Bell (2015) the adoption of a single case study enables the researcher to conduct an in-depth study. The researcher may need to investigate several sub-cases in order to reach in- depth information. Thirdly, this researcher selected a single case study strategy because of her expertise in this research strategy. Fourthly, “the case study approach is a very popular and widely used research design in business research” (Eisenhards and Graebier, 2007; cited by Bryman and Bell, 2015).

Case study has been used by several researchers in different areas. The research aims at producing an understanding of the HRIS context and the process by which it impacts on staff retention. Finally, case study is the best research strategy to adopt in order to answer research question based on “what” and “why” (Yin, 2013): thus according to the research questions for this research, case study is the most appropriate approach.

4.7 Case Study Design

In order to identify the research steps in this research, the details of the case study and sub-cases structure are discussed in this section.

4.7.1 Selecting the Single Case Study Design: How it is started

After identifying the research case that requires investigation, the data about research phenomenon should be collected and analysed. Following this a sample in the case is selected. According to Thomas (2011), the sample can be defined as a portion that can present the characteristics of the whole population. As in a case study the results of the sample analysis are not generalised to the population, there is no need to go through a traditional sample selection (Yin, 2013). As mentioned earlier, a case study design aims to evaluate and develop the conceptual framework (Thomas, 2011), and this research study aims to develop a framework that evaluates the effect of HRIS on staff retention, thus it uses the most relevant case and embedded sub-cases in the context of the hospitality industry (Eisenhardt, 1989: Yin, 2013).

The number of sub-cases in the case study is negotiable. However, in order to improve the validity of the research, a higher number of embedded sub-cases is preferable to a lower number. While more case studies sounds better for the research, also of importance is how strong and relevant the cases are to the research

phenomenon (Gerring, 2007). In this study, one organisation in the hospitality industry has been selected as the case, which is called organisation S with four locations in the UK, in this thesis. Organisation S is a hospitality chain organisation that employs HRIS for numerous activities, and in particular in recruitment and selection. The organisation S suffering from more than usual rate of staff turnover in different branches and this rate is significant in compare to their competitors (see table 5.56 in section 5.4.1).

However, the organisation (S) suffers from a high rate of staff turnover generally, and specifically in one department (delivery). Before initiating the case study, the researcher arranged for a focus group with four main HR personnel, in order to confirm the research questions and familiar herself to the organisation (see section 4.7.1). The outcome of the focus group shaped the interview format (narrative), modifying the research questions, determining the sub-cases of the case, and selecting the possible participants from each sub-case. Figure 4.6 shows the detail of the focus group structure.

Case study as a broad research strategy must consider sub-cases of analysis (Creswell, 2013; Stoecker, 1991; Yin, 2013). The sub-cases of analysis can vary across different researches, for example a research sub-case could be a person or an event (Yin, 2013). Swanborn (2010), in addition the sub-cases of the case study can be categorised into various levels: micro level (individuals), meso level (departments), and macro level (large communities).

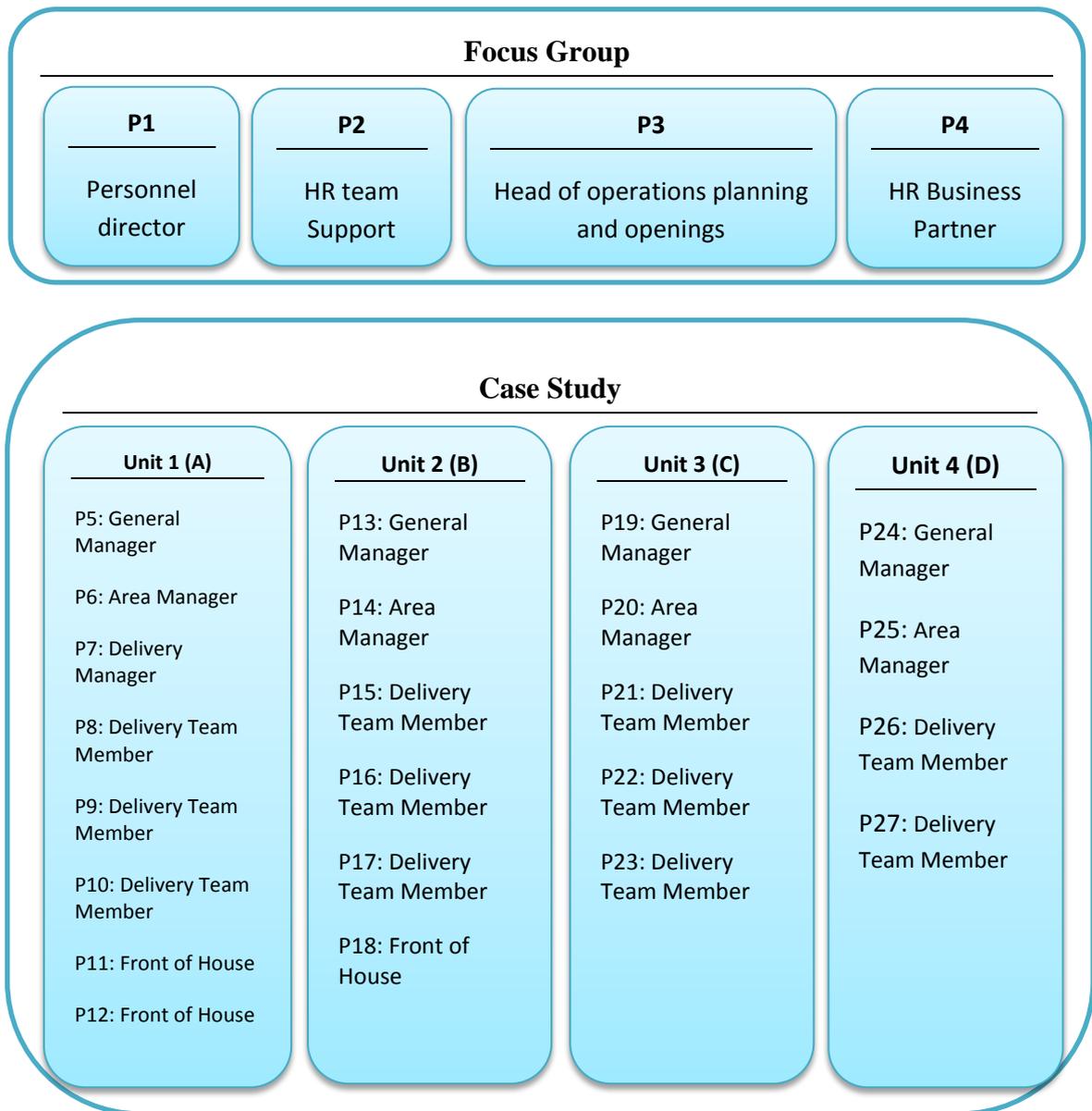


Figure 4.6: Focus group and case study sub-cases details

4.7.2 Sub-cases of Analysis

This research according to the results of the focus group and the nature of the research problem has four main sub-cases according to the location of the organisation branch.

To evaluate the conceptual framework of this research, one distinct hospitality organisation is selected as four meso level case sub-cases. The actual HRIS has been evaluated within the organisation for each sub-case. However, in each sub-case the individuals (managers and non-managers) have been analysed as a micro embedded level, for example: a manager as an embedded sub-case within organisation S. The

following three levels of classification are applied to propose the results from the micro embedded sub-cases. Individual employees within the sub-cases have been considered via narrative interview. The individuals are divided into two groups as managers and non-managers in each sub-case. Each sub-case is presented as a meso level sub-case and used to establish the required information and evidence (Yin, 2013)

The researcher on the request of the organisation collected data through two departments in organisation S: delivery department, and in house department. However, the researcher targeted the delivery department, as from the result of the focus group discussion the highest rate of staff turnover is from that department.

The findings are finally transferred into the developed initial conceptual framework (Phase III). According to Denscombe (2014), an appropriate case study requires a clear image of the sub-cases under study in relation to the research. This research has an intensive analysis approach (node, themes, etc) to determine the relationship between HRIS and staff retention. Bryman and Bell (2015) argue that in case study research with an intensive analysis approach, the generalisation of the findings to the wider environment is not as important as the quality of the findings to develop a theory. Thus this view makes case study the appropriate approach for an inductive research to create a relationship between theory and research (Bryman and Bell, 2015).

In addition, Wilson (2011) discusses that case study can be adapted to refine existing theory. Although the research strategies such as phenomenology (focused on individuals' experiences); ethnography (focused on cultural aspects); and grounded theory (developing, explanatory theory) are all established strategies, case study is more varied (Johnson and Christensen, 2004).

4.7.3 Case Study Protocol

After defining the case and sub-cases, the next step is to consider a detailed case study protocol (Eisenhardt, 1989; Johnston, Leach and Liu, 1999; Yin, 2012). The formal paperwork and documentation of the whole data collection process of the case study research comprises the case study protocol, which for this research involves the participants' information, interview guide and project brief, consent sheet, and ethical approval forms (Appendices 2, 3, 4, and 5). Thus the complete

protocol covers the range of actions of the researcher in order to collect relevant data.

The personnel director of organisation S invited participants, via email, to participate in this research. Then each participant was briefed both in writing and orally about the project aim and their contribution to the research. The researcher also provided them with her contact details, and explained the purpose of the research and how it might influence them and their organisations.

The participants were invited to take part in the research, and their participation was absolutely voluntary. Volunteering employees participated in the in-depth narrative interviews. All interviews, with the agreement of the participants, were recorded before being transcribed and classified for the investigation and analysis.

In general, this research study follows Yin's (2013) proposed protocol structure. He discusses that the research protocol should have the following stages: I) case study overview; II) research procedure; III) addressing research questions; IV) research outcome. The researcher, taking advantage of this outline, followed the suggested stages for this research in order to design and implement a very well-organised study.

4.7.4 Access to the Case organisation and Sub-cases

Case study research requires substantial amounts of time to be spent within the subject organisation and selected sub-cases to collect appropriate data (Yin, 2013). Therefore, it is important for the researcher to gain access to an appropriate and relevant organisation. The researcher made use of her personal contacts to gain access to organisation S, then, as briefly explained earlier (case study protocol), the personnel director arranged for access to the four sub-cases for analysis, which were: Earls Court (sub-case A), Leeds (sub-case B), Ealing (sub-case C), and Mansion House (Sub-case D). These four sub-cases experience the highest rate of staff turnover, a general manager was in place across these sub-cases, all sub-case staff - including the delivery department – were accessible for the purposes of the research. The researcher liaised with the general manager in advance to arrange for the data collection process, which involved the researcher spending time (weeks) in the organisational sub-cases in order to collect interview and document data. This

process offered the opportunity for the researcher to observe the organisation's work process in person for several days in each sub-case.

With regard to arrangements for the initial interview process (focus group), the researcher went through formal channels to arrange for a focus group meeting with the personnel director, head of operations planning and opening, HR support team, and the HR business partner. The focus group was very important in order to identify and introduce the potential participants for the research (Tsikriktsis and Frohlich, 2002); the focus group team and the managers of each sub-case were the primary participants and contacted the researcher with appropriate participants.

4.8 Data Collection

Following the research strategy design phase, the data collection procedure is described and planned. The data collection procedure includes data gathering and data classification based on the research area, so the researcher can answer the research question and accept or reject research propositions. Therefore, data collection plays an important role in qualitative research.

Data collection can influence research validity by empowering interpretation in the research (Parikh, 2002; Bachman and Schutt, 2008). According to Yin (2013), data collection approaches for qualitative research include: archival records (content analysis), observation, documents, focused/structured/open-ended interviews. Usually in a case study strategy, the researcher adopts several methods to collect data and develop the knowledge about the research phenomenon (Gillham, 2000; Yin, 2012). Employing multiple methods enables the researcher to perform triangulation and therefore improve the validity and reliability of the results (Yin, 2013). Figure 4.7 presents a combination of various collection methods applied to a single fact in research. This research adopted three of these methods in order to support the research and validate the framework, including; focus group discussion, in-depth narrative interviews, and document analysis. Applying these methods concurrently allows the researcher to collect more reliable and accurate data about the effect of HRIS on staff retention in the context of the hospitality industry at the recruitment and selection stage.

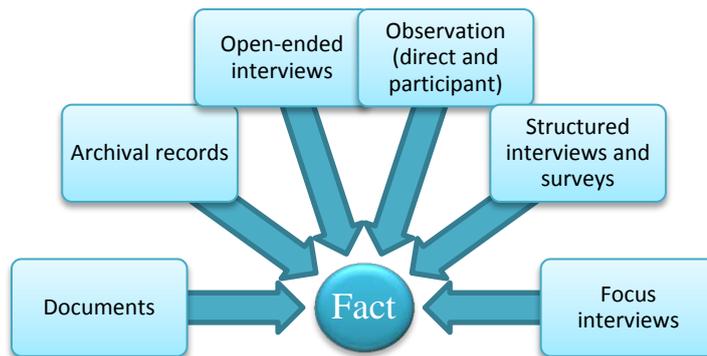


Figure 4.7: Convergence of evidence.

Source: Yin (2013, p.100).

4.8.1 Sampling Strategies

The researcher selected organisation S as a case study based on the size of the organisation. For this research, as discussed earlier, four sub-cases of analysis were chosen within one organisation. Sampling is a technique used to select a group among the case study in order to collect data (Saunders *et al.*, 2012).

The researcher aimed to select a wider sample of sub-cases in the organisation; however, because of some difficulties she was limited to four sub-cases. In some sub-cases (departments and branches) a new manager had been assigned and the organisation did not want the researcher to disturb them at their early stage of taking on the job. Organisation S discussed that conducting research in those sub-cases might damage their stability in that fairly early stage of improvement. Secondly, organisation S believed that conducting interviews among employees and managers in the business hours might influence the business and so they were worried about researcher disruption to the running of the business.

However organisation S understood the importance of the research and the possible advantages of any findings for their organisation, and so offered a tighter focus on one of the highest staff turnover elements of the business (delivery department), which operates out of Earls Court (London), Leeds (Leeds) and Ealing (Greater London).the researcher was advised they would have possible access to interview about 30 employees in each business sub-case, which enabled the researcher to have a sufficient sample size for the research.

4.8.2 Sample Size

The total number of participants in this research is 27, including 23 in-depth interviews and four focus group discussions. As can be seen in Section 4.7.1, the participants for both focus group and case interviews are coded as P1 to P23 (P stands for participant). Any quotation from or reference to a participant can be identified by these codes. In order to limit the number of participants in this research the saturation principle is applied, thus in each sub-case after noticing sufficient repeated data interviewing was stopped in that sub-case.

In addition, previous research studies played an important role in setting the number of interviews in HRIS and staff retention research: Testa and Sipe (2010) conducted 19 interviews with hotel employees in order to identify “service leadership competencies for hospitality and tourism management”; Louw (2013) conducted 19 interviews with recruitment and selection employees to gain more knowledge about the implementation of recruitment and selection procedures; Brookes and Becket (2011) conducted 11 interviews with programme managers of an organisation in order “to identify the extent to which hospitality management degree programmes are internationalised to develop graduates capable of working with in the global hospitality industry”; Hussain *et al.* (2007) conducted 11 interviews with senior executives in order to gain deeper insights into “the use and effect of HRIS on human resource management professionals”; and Alemu *et al.* (2011) conducted 7 interviews with CEOs to explore the competency gaps in HRM.

Rubin and Rubin (2012) and Yin (2013) describe that the interview is an important technique for data collection in a case study strategy. Therefore, the primary data collection for this research is based on interviews. The narrative interviews employed enabled the researcher to capture information regarding the HRIS and its relationship with retention in each particular sub-case. In addition, participants showed a tendency toward more narratives about the research phenomenon in the focus group discussion. Thus the researcher selected the narrative form of interviews.

Sub-cases	Number of Interviews		
	Managers	Non-managers	Total
Sub-case (A) Earls Court (London)	3	5	8
Sub-case (B) Leeds (Leeds)	2	4	6
Sub-case (C) Ealing (Greater London)	2	3	5
Sub-case (D) Mansion House (London)	2	2	4
Total	9	14	23

Table 4.4: Number of participants in each sub-case of the case study organisation

4.8.3 Focus Group Discussion

A focus group can be described as a “small group discussion that explores topics selected by the researcher and is typically timed to last no more than two hours” (Morgan and Spanish, 1984). The researcher in a moderator role usually conducts the focus group discussion (Morgan and Spanish, 1984). The purpose of the focus group in this research is to confirm the initial draft of the conceptual framework and modify the research question, interview structure, and interview questions.

In this research, a focus group discussion was conducted with four members from organisation S head office: personnel director, head of operations planning and openings, HR support team, and the HR business partner. The findings of the focus group are presented at the beginning of the analysis and findings chapter.

There are no clear restrictions in the extant literature regarding the number of participants in a focus group; however, numerous researchers (Denzin and Lincoln, 2000; Grudens-Schuck et al., 2004) support the use of focus group discussions in a research. For this research, a two-hour focus group session was conducted with four members of head office in attendance. The focus group session is important for the research due to its impact on the reliability of the collected data. As the focus group can enhance the reliability of the data it may also improve the validity of the results. The focus group discussion enables the researcher to identify any conclusions drawn or issues raised relevant to the research within the session and to consider them prior to the individual interviews. Focus group discussion is also called panel discussion

by some researches (Cook *et al.*, 2002).

It is very important to have knowledgeable participants in a focus group who have an awareness of the research topic and sufficient information about the research topic. The focus group discussion session occurs prior to the individual data collection process, and in this research endeavoured to have the highest level of organisation S employees who interact with HRIS and were in charge of retention attending. The researcher conducted the focus groups based on four main open-ended questions:

1. Which departments and sub-cases are suffering from staff turnover, and how is the organisation attempting to deal with this issue?
2. Who is involved in the retention strategy of the organisation?
3. What is the current HRIS in the organisation and who interacts with the system?
4. What are the benefits of retention for organisation S?

The researcher noticed that focus group participants were motivated to provide more explanation/stories, and to relate examples from their organisation. This encouraged the research to choose in-depth narrative interviews for the case study. According to the Grudens-Schuck *et al.* (2004), the presence of similar participants in a group provides better results, in comparison to diverse groups.

Considerable differences between members of the group can directly impact on the quality of the findings from the group, as some participants might edit and modify their ideas and opinions in accord with other participants (Grudens-Schuck *et al.*, 2004). In addition, it is more difficult in heterogeneous groups to concentrate on the issue and understand the views. While having similar participants can allow the researcher simpler data collection, it can also cause differing points of views about the research phenomenon to be lost.

This research has maintained the best level of similarity of participants for the focus group discussion. All four members of the group were from the head office, working with HRIS in the organisation and were involved in retention strategy. However, there are some differences regarding the nature of their jobs and their involvement to HRIS and retention. The focus group for this research provided respected opinions and raised several points of consideration, the outcome of which pointed to the other issues within the area of topic. The focus group was able to provoke novel discussion

regarding the research in comparison to other methods (Grudens-Schuck et al., 2004), due to the absence of limitations about their ideas and opinions in support of the research. It can be said that the focus group discussion outcomes comprise the most natural data about the phenomenon.

4.8.4 In-depth Narrative Interviews

After refining the framework, research questions, and interview questions within the focus group discussion, it is time to start the data collection from the case study. The primary data for the research are collected via in-depth narrative interviews. In total, 23 in-depth narrative interviews were conducted among managers and non-managers/employees (Table 4.4). In-depth interviewing is a technique used in a qualitative research study (Boyce and Neale, 2006) to collect a small number of individual points of view about a particular subject, or situation. The number of interviews conducted depends on the size of the organisation (Bowen, 2008). In this research, the interviews were conducted in four different sub-cases, and the number of interviews in each sub-case was based on the size of that particular sub-case. However, the four sub-cases of study were found to be similar in size. The researcher approached each sub-case manager before commencing the process. With regard to conducting interviews among the employees, the process starts with the first employee and stops when the data are repeated for each sub-case. The sub-cases were selected in four different areas in order to ensure the coverage of different areas' people's perspectives. It is important to consider differences in views from different locations, in order to enhance the validity of the results (Yin, 2013).

In order to answer the research question, this research requires contextual knowledge of the HRIS process and how it can interact with retention in a hospitality organisation at the recruitment and selection stage. The management of each sub-case were interviewed about the HRIS and their interaction with the system. In addition, they were questioned about their retention strategies. Following this, non-management employees were interviewed about their knowledge about HRIS in the organisation and their views regarding staff turnover factors. Each interview was particularly focused on the specific sub-case of the case study and the conditions within that sub-case.

The interview questions are classified into two groups, for managers and non-

managers. The interview questions, after an initial demographic information section, divided into four question groups: organisation background, recruitment and selection, HRIS, and staff turnover and staff retention processes. While these categories were identical for both managers and non-managers, the questions in each particular interview varied according to the role of the employees.

The narrative nature of the interview encourages participants to participate more fully (Han, 2010). The researcher provides simple and short questions focused on the research area, and provides the participants with sufficient time to consider the question relative to the research area. Moreover, in order to ensure complete knowledge and clear any doubt in the answer provided by the respondent, the researcher was able to ask additional probing questions (Lee, 1991; Kvale, 1996; Burns, 2000; Robson, 2002; Miller and Brewer, 2003; Gillham, 2005).

4.8.5 Document Analysis

Any research undertaken via a qualitative approach requires multiple sources of data to be able to validate the results; document reviews are among the data collection methods that provide better understanding about phenomena for the researcher (Bowen, 2009; Yin, 2013). There are two types of document in an organisation: i) found documents (any document previously existing in the organisation, e.g. organisation report); and ii) researcher created documents (any document generated by the researcher, e.g. image) (Oates, 2006). Document analysis is used in this research parallel to other qualitative data collection methods (e.g. in-depth narrative interview, and focus group discussions) to develop understanding and knowledge about the research area.

A document review can support the researcher in reaching a better understanding of the research content. It can also help the researcher by providing evidence for the research findings. This research triangulates the findings through two data collection techniques, in-depth interviews and focus group discussions. Documents are available via numerous sources, such as media, public records and paper documents (Jankowicz, 2000; Sekaran, 2000; Yin, 2013; 2009). The term document in this research refers to the different organisational documents and records for organisation S (e.g. talent review reports, organisation targets, exit interviews and organisation web page), which are used in order to confirm some critical results.

Most of these documents were available in head office and in each sub-case separately, and supported the researcher in understanding the current knowledge and situation of HRIS and its relationship within retention in organisation S. Some staff turnover factors were confirmed through the document review undertaken. Thus adopting the document review method in addition to the two other qualitative methods enhances the validity of the research findings via triangulation and conjunction of different techniques over the same research fact.

4.8.6 Reflection on Data Collection

This section focuses on the researcher's experiences and challenges in the data collection procedure. The first challenge that the researcher and participants faced was the unfamiliarity of the participants with some terms used in the research, for example "HRIS (human resource information system)" and "retention". This necessitated a greater depth of explanation for each question in order to improve the participants' understanding. The interview questions were reviewed in the focus group and any terms identified that might need additional explanation. In addition, the researcher was provided with some of the words in frequent use in the organisation. Thus the researcher was able to ensure that each participant would be comfortable with the interview questions prior to the interview.

The next considerable challenge was about in-depth narrative interviews. In order to be relaxed and honest, and therefore to allow the collection of more accurate and reliable data, the participants needed a level of trust and comfort. For instance, if an employee believes it might affect their job they are likely to avoid making any comment that could be perceived as criticism of the employer.

In order to create a relaxed and comfortable environment and to build a level of trust in the researcher, participants were provided with a written explanation about the research and clarification of from which institution and with what purpose the research was being conducted. In addition, the researcher provided an oral explanation for the participants, which helped create a suitable environment and develop trust between the researcher and the participants.

The third challenge in data collection was in respect of data protection. In this matter, the researcher filtered the data reported in Chapters 5 and 6. Any information that could lead to identification of the organisation and employees was removed

from the data and discussion. In addition, any details given that provided personal and private information about a participating employee or their colleagues in order to support the research questions were not revealed.

A final challenge in the research data collection was the bias position of the participants. Some participants attempt to show their confidence and authority in relation to the HRIS by praising themselves. Boyce and Neale (2006) note that participants who praise themselves may cause a bias problem in conducting research. However, the researcher dealt with this issue by challenging the participant with more questions, to reach more accurate data.

4.8.7 Data Triangulation

Triangulation is a method used in case study strategy to validate data. Triangulation can be used in order to ethically support the research, by validating the research findings and research process. Triangulation refers to the adoption of different data collection techniques about the same fact in order to verify the proposed framework. In this case study strategy, as discussed earlier in Section 4.8, three methods are combined.

However, some scholars discuss that triangulation could result in mixed method research, including a qualitative and quantitative approach within one single method. Mc Clure (2002) discusses that triangulation with a multi-collection technique is preferred in a qualitative study to substantiate the framework.

Mc Clure (2002) discusses the positive influence of employing different techniques – interviews, observation, and discussion – on the quality of the findings. Therefore, multiple techniques were employed for data collection in this research to provide and validate, creditable and reliable results. The methods, as discussed in Section 4.8, include focus group discussion, in-depth narrative interviews and document review (Patton, 1987; Flick, 2002; McClure, 2002; Yin, 2013, Johnson and Turner, 2003). As can be seen in Table 4.5 below, triangulation has been undertaken in all of the sub-cases of the case organisation.

Organisation Sub-Cases	Triangulation	Sources
Sub-Case (A)	Methodology	In-depth narrative interviews/ Focus group discussion/ Document analysis
Sub-Case (B)		
Sub-Case (C)	Participants' level	Managers
Sub-Case (D)		Non-managers

Table 4.5: Triangulation in case study

4.9 Data Analysis

Data collected via different methods (interviews, observation, and document analysis) must be presented in such a way as to reveal an understandable knowledge (Newcomer et al., 2015). The job of creating relationship between data from different sources in order to inform about the research topic is qualitative analysis (Newcomer et al., 2015). The data analysis process can be classified into three steps: data reduction, data presentation, and summarising and validation (Miles and Huberman, 1994). These data analysis steps commence in the data collection stage and involve collaborating with the data collection process (Yin, 2013).

In qualitative research, the first aim of data analysis is to gain a better understanding of the research phenomenon (Boeije, 2010). The aim of the analysis in this research is to form a better and wider understanding of the relationship between the adoption of HRIS at the recruitment and selection stage on retention in the hospitality industry, and to validate the framework proposed in Chapter three. Different analytical approaches can be adopted by researcher in qualitative research, such as content analysis, discourse analysis, and grounded theory (Creswell, 2013; Rubin and Rubin, 2012).

The findings from the data are revealed by the adoption of one of these approaches to shape and set the analysis procedure. This research has selected the content analysis approach in order to set the research analysis style and attitude and has justifies the selection of this method below.

4.9.1 Data Analysis Method (Content Analysis)

Content analysis classifies the data by defining categories in order to make

deductions from textual data (Gray, 2013). The content, which could be either an audio file or a written file, should be converted to a written format before analysis. Then the data is classified and prepared for analysis.

Content analysis can be separated into three main approaches rather than being counted as a single-approach method: the three main approaches are conventional, directed, and summative. These three approaches differ in their coding strategy (Hsieh and Shannon, 2005). In a conventional content analysis approach, the codes are originally captured from textual data (Hsieh and Shannon, 2005). In a directed content analysis approach, the research theory or any initial findings direct the researcher to define codes (Hsieh and Shannon, 2005). Finally, a summative approach is based on repetitive keywords among the content and follows this rule in order to define initial codes (Hsieh and Shannon, 2005). Table 4.6, below, presents the differences in these content analysis approaches.

Type of Content Analysis	Study Starts With	Timing of Defining Codes or Keywords	Source of Codes or Keywords
Conventional content analysis	Observation	Codes are defined during data analysis	Codes are derived from data
Directed content analysis	Theory	Codes are defined before and during data analysis	Codes are derived from theory or relevant research findings
Summative content analysis	Keywords	Keywords are identified before and during data analysis	Keywords are derived from interest of researchers or review of literature

Table 4.6: Content analysis approaches.

Source: Hsieh and Shannon (2005, p.1286).

This research starts with conventional analysis and then moves to a directed

Chapter 4: Methodology

approach after initial analysis. In content analysis, the data are categorised, clarified and described into categories. The first step of data analysis is data reduction, which process includes transcribing data, coding, adjustment, intensive reading, and reviewing codes (Gray, 2013). Coding includes creating themes and the initial codes. The content analysis can vary in each part of the research. However, this is a constructive stance research, so it is based on the employees' and managers' interactions with the HRIS systems to identify and analyse possible impacts of the system on retention according to their experiences and involvements.

This research is an exploratory research, and in order to explore the knowledge about the research topic conventional content analysis is required. As there is not any significant research in this particular research area, coding is based on the collected data in Phase II. However, the defined themes and categories for the research are not fixed and can change along with the analysis progress. In order to help this inductive method (content analysis) the researcher can use more open-ended questions in the data collection stage.

In a directed content analysis approach, each theme, code and category is fully discussed and analysed according to the data from the collection stage, and then linked to the research theory and relevant literature. Themes about employees' experiences are not clarified yet and there are no initial codes for them, so conventional analysis is a suitable approach in this stage. There are several advantages for the adoption of a content analysis approach, which provide justification for the researcher's adoption of this approach.

The first reason for content analysis adoption is its ability to present themes about the research phenomenon that could enable the research aim being more rapidly communicated with the reader. Secondly, content analysis has a high natural validity due to the people's willingness to talk about their experiences and stories. This offers the researcher an opportunity to garner deeper data about the phenomenon.

Although there are several benefits to content analysis discussed above, there is a disadvantage of the analysis in that the research relies on the researcher's interpretation (Marshall and Rossman, 1999). This weakness could bias the results, which necessitates more careful consideration and reviewing by the researcher.

4.9.2 The stages of Data Analysis Tool (Using NVivo V.10 software)

The qualitative computer software package NVivo V.10 was used to aid in the analysis of the qualitative data. NVivo V.10 qualitative computer software attempts to organise data by creating themes/nodes and assigns data to these nodes/themes. The conceptual framework in this research has three main constructs, which help the researcher to define the initial codes and themes, which of course might change as the analysis progresses.

All transcribed in-depth narrative interviews are transferred to the NVivo V.10 platform. The material is then ready to be coded, and themes defined as a result (Bryman, 2008). Next, the relevant and similar points and ideas (codes) from different employees' perspectives are classified together. In this stage, the possible differences and similarities between the interviews and sub-cases of the analysis are identified. The possible comparison of the themes and the framework, which is based on literature, will be completed (triangulation). This could enhance the research results' validity and provide greater confidence about the research findings (Bryman, 2008).

NVivo V.10 is a platform to help the researcher to refine the data (e.g. assign transcription into relevant narrative nodes). This refining process enables the researcher with a deeper understanding of the phenomenon. According to Flick (2009), there are three main benefits of using analysis software in qualitative research, including huge time savings, enhancing the quality of the research findings, and increasing the quality of the analysis presentation. These are due to the non-manual procedure of many tasks within the software platform (John and Johnson, 2000).

Although using software can provide great advantages for the researcher, there is always a downside that should be considered. The main disadvantage for using NVivo V.10 is the distraction that the software automatically creates in order to attracting the researcher's attention in creating nodes and patterns, and the time consumption it takes to learn the whole software package (John and Johnson, 2000). In order to minimise this disadvantage, the researcher concentrated on limited functions of NVivo V.10, including creating nodes, coding, managing and categorising sources, and building the required diagrams, and was therefore able to invest most of her time on the actual research. This process took 3 months to do.

4.9.3 Presenting the Findings

How the research findings and results are presented plays an important role in connecting the reader and the researcher's final report. In line with Clark and Creswell (2011), three mechanisms of presenting research findings are used in this research. First a written interpretation draft about findings is delivered. Explanations and clarification of the data and its interaction triangulation with research theory and literature review are provided and the framework is discussed and explained for each individual sub-case (see figure 5.1).

Secondly, the findings are summarised according to the participants' questions. The empirical evidence provided is used to enhance the theoretical statement from the literature review and the participant's quotations are applied. Finally, the findings are presented in the form of tables, and NVivo V.10 diagrams. This form of presentation provides a better and clearer understanding about the various elements of discussion. In addition, to allow a comparison between the sub-cases of analysis, the abstract outcomes from each sub cases are presented in the form of tables, which enables the researcher to understand the information more quickly. Figure 4.8 provides an insight into the data analysis steps for this research.

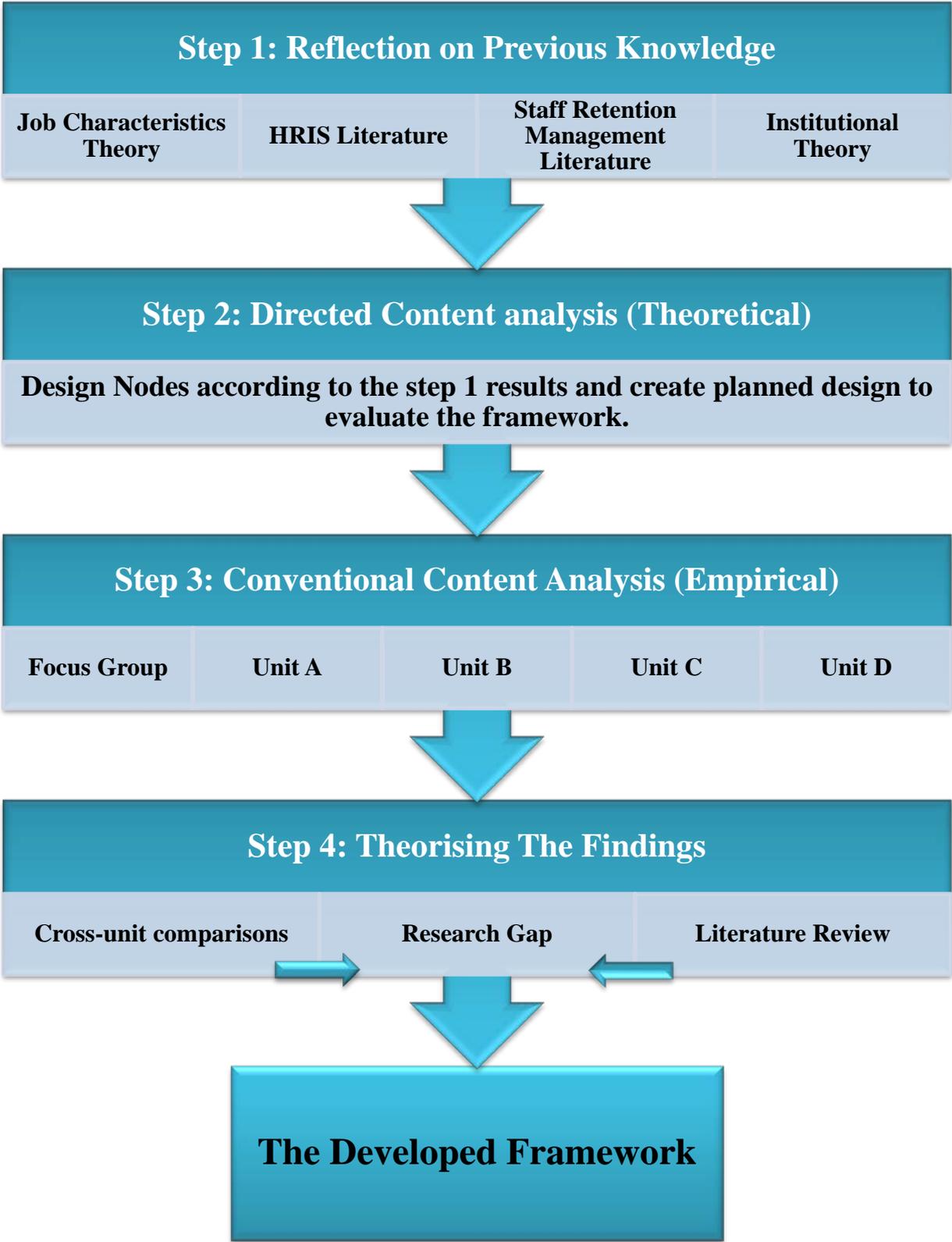


Figure 4.8: The stages of data analysis method.

Source: Yin (2013)

4.10 Research Quality

A scientific inquiry is carried out to ensure the research quality through executing a rigorous research process. The quality in case study research can be established and evaluated via numerous approaches. Conventionally, validity and reliability are the two core parameters for evaluating the quality of a scientific inquiry. Guba and Lincoln (1994) suggest the criteria of credibility, dependability, conformability and transferability for qualitative research, while Yin (2013) suggests validity, internal validity, external validity and reliability. Malterud (2001) proposes the criteria of relevance, validity and reflexivity. This present research implements validity and reliability as two-point criteria to establish quality in this inquiry (Bryman and Bell, 2015). These two points cover most of the quality issues captured in other terms, such as transferability, conformability and credibility.

4.10.1 Reliability

Reliability is another important parameter to evaluate and ensure the research's quality. A research inquiry is reliable if it is possible to repeat the study and achieve the same results (Gray, 2013). Internal reliability establishes that "*other researchers would arrive at essentially the same conclusions if they analysed and interpreted the same evidence ... external reliability shows that another independent researcher looking at the same cases or similar cases would arrive at essentially the same results*" (Gagnon, 2010, p. 6). Reliability is almost the same as conformability of the findings or that the results are possible to be confirmed by others. Based on Healy and Perry (2000) and Yin (2013), the following measures are taken to ensure the reliability in this research:

- a. The research design is explained in detail. A complete research path from the research paradigm to the actual reporting of the findings is explained. This detail enables independent researchers to follow the method to confirm the findings.
- b. The case studies' databases are developed, in which evidence such as interviews, and audio transcripts are stored. NVivo10 software is used, which helps to more reliably trace and link the data quoted within analysis.
- c. Relevant data quotes, matrices and data figures are displayed to directly link a reader with the participants' narratives or voiced reflecting their experiences. This process reduces potential researcher bias.

- d. Each participant quote in the data display is coded and linked with the participant's profile.
- e. External reliability is enhanced by using four meso sub-cases and two micro sub-sub-cases in the case study.

4.10.2 Validity

Oates (2006) defined validity as the level of accuracy of the data source, which the researcher intends to investigate or collected. Gagnon(2010) divided validity into internal validity and external validity. Internal validity refers to the statement which accurately defined the observed reality. However external validity refers to the comparable findings which enable researcher to contrast the results with other cases. According to Vin (2013) validity is directly refers to transferability of the results from one case to another case. One of the effective methods in qualitative research in order to improve validity is triangulation. In order to confirm the internal and external validity of the research three following steps are considered:

1. To confirm internal validity different data collection method (e.g. Focus group, in depth interviews, and documents analysis) are used for the same phenomenon (yin, 2013).the application of multiple methods allow the researcher to access and examine the data more confidently. In addition in depth narrative interviews enable the researcher to be able to reflect on participants' experiences. The participants' quotations are focused on description of real events.
2. In designing conceptual framework and interview questions the outcome of the focus group discussion enable the researcher to amend the question and evaluate the conceptual framework.
3. To confirm the external validity the conceptual framework evaluated in four sub cases .cross- case (sub cases) analysis is applied in order to evaluate and compare the findings of the research from different sub cases. The sub cases choose from diverse locations (triangulation) to increase the external validity or transferability of the result.

4.11 Ethical Consideration

It is important to gain participants' consents for the use of any data collected from or

about them. Furthermore, it is important to ensure ethical use by using such data for the purpose intended only, as there is concern for confidentiality, both by organisations and individuals. The Data Protection Act 1984 deals with protecting privacy in relation to the processing of personal information (Bott *et al.*, 2001), which is relevant when conducting participant interviews.

An ethical consideration refers to the ethical principles that are used when tackling a particular issue. Ethics are codes or rules that govern the practices of a profession. Ethical considerations occur when a researcher is required to use these rules to better serve the participants. Research ethics is significant as it relates to behaving in appropriate manner when embarking on a research study, bearing in mind the rights of those who become the subject of research work or are affected by the work.

The standards in ethics require that participants must be respected and given maximum protection, especially where a participant refuses to answer any part of the questions. For example, where a participant wishes to end the interview before the researcher has been able to ask all the relevant questions, their decision should be respected. In addition, the researcher should clearly explain to the participants the aim, purpose and objectives of the research study in order for them to decide whether or not they are willing to participate; transparency is often observed as a vital part of validating any collection of data from the respondents (Ghauri and Gronhaug, 2002; Saunders *et al.*, 2012; Yin, 2013).

4.12 Summary

This chapter provided a detailed account of the research methodology developed, justified and applied in this research. Three research paradigms of positivism, constructivism and pragmatism are discussed. The researcher took a constructivist stance to investigate the problem. This stance allowed the researcher to assume three roles for developing, evaluating and theorising the proposed conceptual framework through a qualitative research approach.

A single case study strategy is developed to conduct the empirical research. Four sub-cases within the hospitality case study organisation were purposely selected for evaluation and further development of the conceptual framework. Key research design parameters are explained and justified. These parameters include the case selection, the sub-cases of analysis, case protocol and accessing the case

organisation.

Twenty three in-depth narrative interviews are used as the core empirical source. The findings are also triangulated through four sub-cases' discussions, one focus group and some document reviews. The narrative discourse analysis method is justified and used to conceptualise the data through data reduction, interpretation and conclusion-drawing steps. The qualitative data-analysis software, NVivo V.10 10, is used to develop the theoretical and grounded nodes to evaluate and further develop the conceptual framework. The concepts of qualitative validity (internal, external, construct) and reliability (internal and external) are explained and their application within this research is discussed to ensure the research quality.

Chapter 5: Analysis and Findings

5.1 Introduction

This chapter presents the analysis and findings of focus group and case study investigations. The main aims of this analysis can be described as follows: I. Evaluate the proposed framework, II. Develop the proposed framework. The overview of this chapter is as follows: Section 5.1 is the introduction to the chapter; Section 5.2 presents the findings of focus group discussions and Section 5.3 reports the four sub-cases' analysis and findings with regard to the case study.

5.2 The Focus Group Analysis and Findings

5.2.1 Introduction

The focus group discussion was conducted with the aim of finalising the interview questions and improving the main constructs of the framework before undertaking a detailed evaluation of the case study findings. The initial findings from the focus group can be linked to three constructs of the framework, which are explained and discussed below.

5.2.2 Case Sample Selection

The first question in the focus group aimed to equip the researcher to select the best sample for her research. In fact, this question led to the selection of the sub-cases for detailed data collection via in-depth interviews.

Q1: Which departments and sub-cases are suffering from staff turnover, and how is the organisation attempting to deal with this issue?

“We would prefer you to carry out your study with a much tighter focus on one of our highest staff turnover parts of the business – home delivery. This operates out of different places such as Leeds and Earls Court.” P1

From above and this discussion the researcher was made aware that organisation S had been suffering more from staff turnover during last few years in the organisation as a whole, and in particular in the delivery section, and intended to improve its retention – as one of the participants explained:

Chapter 5: Analysis and findings

“It is very hard to apply the same strategies for different places, regions, areas, etc. as some branches have exceptional retention rates because of their good management. We offer strategies such as bonuses, a competitive rate of pay, and flexible hours.” P2

The strategy for staff retention in organisation S is explained in the narrative that follows:

“... two years ago we started a three-year plan that probably becomes a five-year plan because we've learnt more as we've gone along. Um, we started by looking at the recruitment, so the recruitment team refreshed and I kind of went out and said what do we want the organisation to be from an employment brand point of view? ..., and we launched that two years ago in April, May time and that linked with online recruitment, so we also launched that at the same time to help them to be able to advertise and also screen people and then we launched another system, so that was a complete refresh of all of our learning and development material ... and we also have a dedicated manager and training process through 18 centres of brilliance branches who are up and down the country who are our best examples of what we are and the guys go there to be trained for the first eight weeks of their employment with us. Um, so that was those bits...” P4

However, in the discussion a point raised by one of the participants limited the researcher to fewer sub-cases to conduct the research:

“It is not the right time to go into few branches at the moment, as we are starting a new project there that the team is not aware of.” P3

Finally, the organisation team agreed on the number of sub-cases and employees to participate in the research.

“... there will be 30 people per site [over 4sites] and I think you will need to agree how many you want an interview with area manager, but I would think you could interview a fair number of people for the study...”

P1

Further details of the number of sub-cases and participants is provided in Chapter 4, Section 4.8.5.

5.2.3 Retention

The second question in the focus group discussion was posed with the aim of understanding the personnel department's role in retention, to understand the positions and roles available in the organisation and to identify which roles are more related to the main aim of the research and to understand the role of each position in the research topic area.

Q2: Who is involved in the retention strategy of the organisation?

Although all staff retention strategies were discussed in the focus group, the main focus of the discussion was on the recruitment and selection stage strategies. With this regard, the HR support team believes:

“... We use a system for our recruitment called ‘Changeworks’... the site does not offer retention figures though.” P2

This discussion clearly indicates that there is not enough attention to the staff retention at an early stage of recruitment and selection at the moment.

“... so the recruitment and selection would look after I suppose the advertising, so it is not so much a database search, although it does not have the capacity to do that ...nothing about retention through the recruitment system...” P4

Staff retention is considered in organisation S, but not that seriously at the recruitment and selection stage. A number of employees are involved in the retention process, as the HR business partner explained:

“... Everybody really is involved, so regional directors, area managers, HR team. I mean we are all targeted on the same thing it is in everyone's bonus scheme, so even the general managers and ... are all targeted on making sure that people stay with us, so I think everybody is involved in the management of it in some way.” P4

However, the people director was more specific, as he discussed:

“... ultimately the people director and the operations director are in charge of staff retention” P1

However, the non-management employees’ perspectives were important, in terms of both the system and an evaluation of the strategies. Although non-management employees were not in charge of staff turnover in the organisation, they are involved in this process and play an important role. Therefore, the researcher concluded that both managers and non-managers were required in each Sub-Case sample and the interview questions should be tailored for both managers and non-managers according to their involvement and responsibility to retention.

5.2.4 HRIS

The third discussion point raised in the focus group concerned the current HRIS in organisation S and how the employees, both managers and non-managers, interact with the system. This part of the discussion aimed to understand the current HRIS and to identify gaps and possible solutions.

Q3: What is the current HRIS in the organisation and who interacts with the system?

Understanding the current system is essential in order to evaluate the system, it is also important to know how familiar the staff are with the system. The HR support team explains the current HRIS of organisation as below:

“We use a system called ‘Fourth’ that is used for everything except our online recruitment, and all line managers should update their employee’s details ... we use a system for our recruitment called ‘Changeworks’, all of our sub-cases also use this system to post their jobs onto our website.”

P2

The HRIS is also used to record, update and communicate employee information during their employment time. However, there is no single unique system for all HR activities. As explained above, the recruitment system ‘Changeworks’ is separate from other systems (e.g. Fourth) in organisation S. The HR business partner explains the applications of the ‘Fourth Hospitality’ system in their organisation as below:

“... we use a system called Fourth from hospitality, which is a hospitality designed system, so it can deal with most of the quirks of a hospitality business, but it is recorded the majority through that or through paper or through normal kind of I suppose Word and Excel tracking documents. Um, but the majority of things are maintained within the Fourth system...” P4

The HRIS in organisation S comprises different HR systems, mainly ‘Fourth Hospitality’ and ‘Changeworks’.

“... So within the business we have personnel statistics that would come from the same system as the payroll, um, which would come from the same system as personnel. It also does manpower, manpower planning. Um, it can record training information, but I believe we’re using a different system, but we do have one. Um, and recruitment is done through an online system also, so the only thing that isn’t monitored out of those would be appraisal...” P1

Organisation S also has another system [*Organisation training programme*], which is more personalised to the organisation and is used for training activities.

*“... Well so we have a name for it, but I don’t think it’s its business name to the outside world, but we call it [*Organisation training programme*]. Which can record training information,... so everybody does the same training, so it’s only, we would only monitor who’s completed the training.” P4*

This narration identifies that organisation S has various information systems for its HR activities and there is a system in particular for recruitment and selection, although it is mainly used for advertisement and most of the activities are recorded and communicated through the ‘Fourth’ system.

5.2.5 Retention Benefits

Improving retention in the organisation provides various benefits to both the organisation and the employees; the organisational benefits were discussed in the

focus group. The discussion started with a specification of the benefits according to the individuals and organisations.

Q4: What are the benefits of retention for organisation S?

“It is hard to know what the right thing is. You know we, for example, we’re talking about benefits at the moment. Now I can sit here in this office and come up with a million and one benefits that will mean absolutely nothing to the person at the other end who is receiving them because everyone is individual ...” P4

The discussion continued to the point that not all the benefits sound good or, to be more specific, not all the benefits sound interesting to everyone.

“... make everyone happy is almost impossible. Um, and in an environment where a large number of our workforce are not from the UK and are not intending to be here forever, that does have an impact on us as to what is the right thing, because there're so many different cultures, there're so many different motivational factors as to why people come to work...” P3

However, there were some benefits of retention raised with the HR people in the discussion that could be counted as general benefits of staff retention.

“Part of organisation knowledge and value will be lost in the process of turnover, which retention could help to keep these values for the organisation, for example, a team leader with 2 years of experience of working with organisation S could be very difficult to replace, plus the rest of the team might not be as happy as they were when they were working with him.” P4

Each individual carries part of the future of the organisation and information to be used in the organisation’s future projects. Therefore, it is important for an organisation to keep valued employees for a longer time.

5.3 Individual Sub-Case Analysis

5.3.1 Introduction

In this section, each individual Sub-Case of the study is presented as evidence to evaluate and explore the retention framework. All four propositions are examined for each case, from both managers and non-managers' perspectives. In each individual Sub-Case analysis, an equal weight is given to the managers' and non-managers' points of view (quotes).

In the next chapter, there is an in-depth cross case discussion with the support of the empirical evidence of the research sub-cases and the literature review in order to evaluate and update the current retention framework. The data from the interviews are categorised according to the research propositions. A number of relevant questions from both manager interviews and non-manager interviews have been selected in order to classify the data for analysis purposes. Table 5.1 shows the relevant questions of each interview, which were considered for the main purpose of the question.

Propositions	Managers			Non-managers		
	R and S	HRIS	Retention	R and S	HRIS	Retention
PP1	Q3, Q5	Q4	Q2, Q10	NA	Q1	Q1, Q5, Q7
PP2	Q1, Q6	Q3, Q5	NA	Q1, Q2, Q3	Q1, Q2	NA
PP3	Q4	Q2	Q5, Q6	NA	NA	Q4, Q5, Q6
PP4	Q2	Q3, Q5	Q10	Q2, Q3	Q2	NA

Table 5.1: Interview question classification according to an analysis of the research propositions

Some questions were considered as specific support due to the relevance of the participants' responses to the other subject area questions. "NA" stands for not applicable. At the end of this chapter of analysis of the findings and primary discussions, the quotes are confirmed and evidenced with reference to organisational documents. Figure 5.1 presents the pattern of analysis for each sub-case. "PP" stands for the proposition.

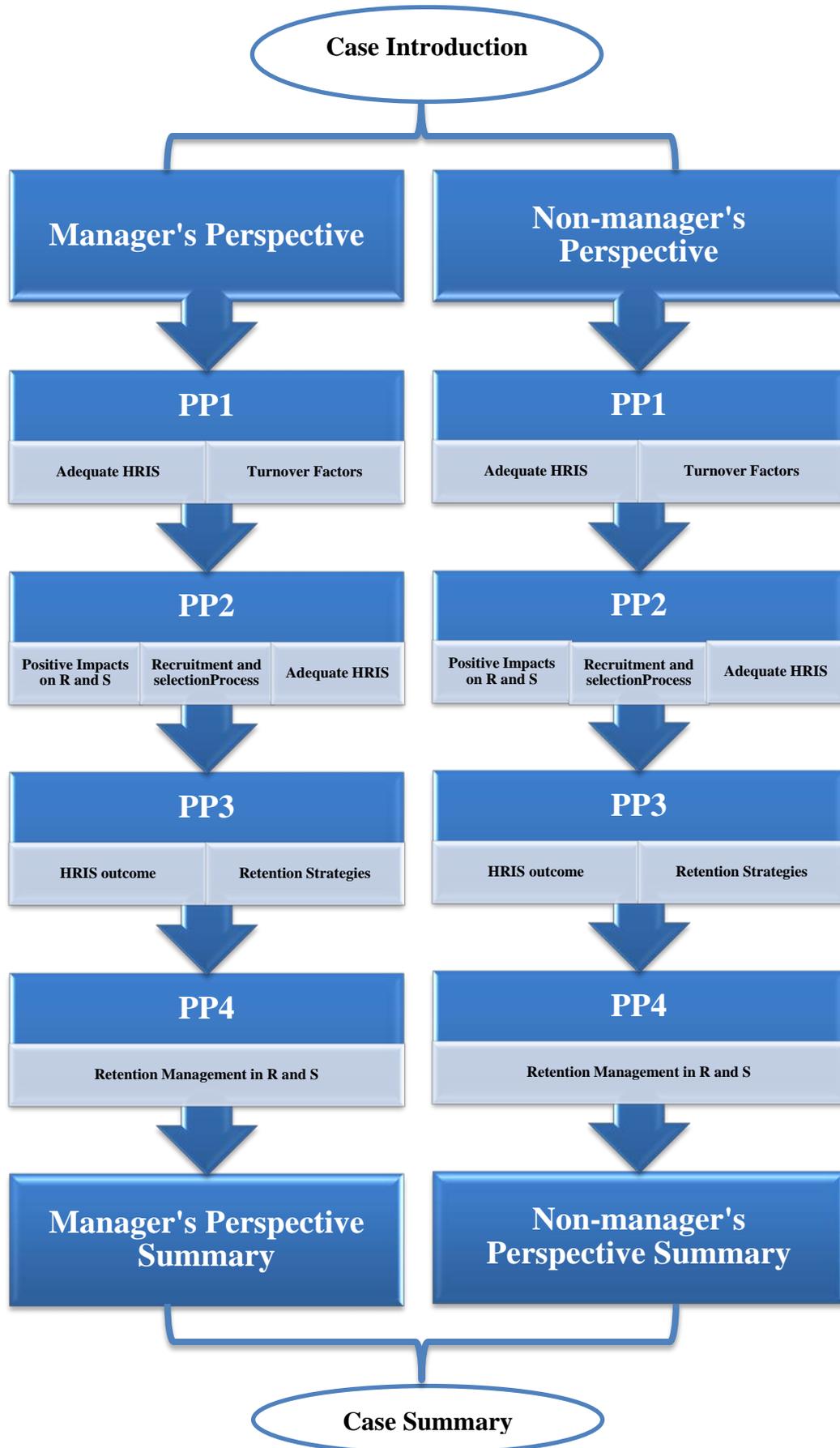


Figure 5.1 Sub-Case analysis reporting structure

5.3.2 Sub-Case I: London Area

This selected Sub-Case is one of the main sub-cases in the research case, which has had a delivery department for 11 years. This is the first Sub-Case to have started a delivery business. About 32 employees work in different sections of the Sub-Case as a whole, and 11 of these work in the delivery section. The delivery team works under the general manager of the branch and the area manager, with supervision by a delivery manager. However, the branch has communication with a number of head office employees and a number of people from the IT department outsourced by the organisation.

Employees in this branch either work as a floor team member, delivery team member or kitchen team member. The working hours are slightly different for each section: working hours for the delivery team members are 5pm until 11pm during weekdays and 12pm to 11pm during the weekend. The delivery section has had the highest rate of staff turnover compared to other sections over the last three years, according to the organisation reports. In addition, this Sub-Case is the only branch that has separate management for the delivery section. The employees in this branch are either recruited online, recruited with the reference of a friend, or have popped into the branch and applied in person. The delivery employees have their own file and communicate with the delivery manager for any HR issue. However, most of the forms and HR processes are similar for the delivery section as with other sections. Staff retention is one of the main concerns for the managers in the delivery section. The high rate of staff turnover in the delivery section has become an important issue for the organisation. In order to find a better understanding of turnover factors and retention strategies, a section in the interview questions has been dedicated to retention. Table 5.1 shows the focused questions in the in-depth interview.

The participants from the delivery section have a variety of experiences about both turnover consequences and retention strategies in their sub-case. Participants' experience and documents supported the retention process in their sub-case. Some participants had experience of working in different positions in this section. Participants shared their own experiences from the business Sub-Case from the time they were recruited until now (e.g. their recruitment process, their reasons to stay

with the organisation, and possible factors that encourage them to leave): a number of questions were asked during the interview in order to determine the participants' experience in more detail. All interviews were audio recorded, then transcribed, classified, coded, categorised, and concluded in order to validate and expand the retention framework. Qualitative data management software (NVivo V.10) is used in this regard. NVivo V.10 created different models based on the initial nodes (parent and child). Table 5.2 shows the number of participants, their IDs and positions in Sub-Case I.

Participant Position	Managers	Non-managers
Participant ID	P5, P6, P7	P8, P9, P10, P11, P12
Number of Participants	8	

Table 5.2 Participants statistic in Sub-Case I

a. Evaluate PP1 in Sub-Case I

PP1: "All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage"

The first proposition in retention framework is "All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage". This proposition is divided into two main parts including, adequate HRIS and turnover factors. Figure 5.2 below shows the managers' perspectives on PP1.

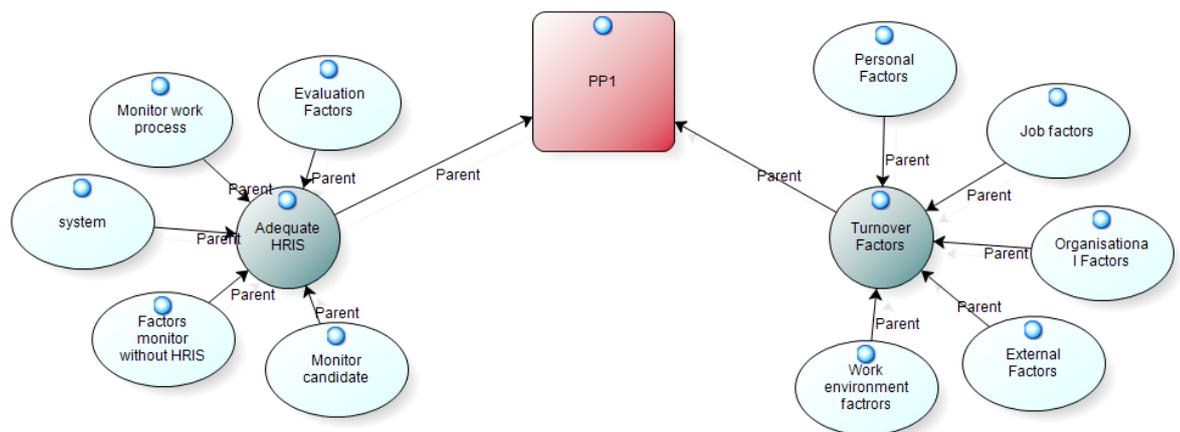


Figure 5.2 Managers' perspectives about PP1 in Sub-Case I

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As can be seen in Figure 5.2 the data generated by the NVivo V.10 package has been categorised into two areas in order to evaluate PP1. The data shows that adequate HRIS are considered in four activities, including evaluation factors, monitoring candidates, monitoring work process and system dimensions. This has been studied across a volume of data with a focus on HRIS' ability to monitor staff turnover factors. Table 5.3 shows the various dimensions of adequate HRIS in Sub-Case I of the study in detail. As can be seen, HRIS is mainly used to monitor candidates and to evaluate turnover factors, in the recruitment process. However, all factors in Table 5.3 are from employees' perspectives and may be either a positive or negative point on that specific issue. For example, the area manager of Sub-Case I believes that HRIS cannot assist in determining a skills gap.

"... Not HRIS would show a skill gap. We do other manual things, but it's not, there's no information system besides that." P6

Adequate HRIS									
Monitor Candidates		Monitor Work Process		Evaluation Factors		System		Factors monitored without HRIS support	
Job stability	P6	Exit interviews	P6	Skills gap	P5, P6	System limitation	P6	Mistry Dinner (Manual)	P6
Employees' talent and potential	P6			Relevant experience	P6	Fourth system	P5, P6	Grievance tracker (Manual)	P6
Skills consideration	P5, P6, P7			Ranking candidates	P6	Reports	P5, P6, P7	Talent review	P6
				Quality candidate	P5, P6	Online Recruitment	P6		
						Change work now system	P6		

Table 5.3 Adequate HRIS dimensions in Sub-Case I from managers' perspectives

The area manager discussed the ability of HRIS to monitor turnover factors by exit interviews, although she discussed that by this point it is too late to address the reason for the turnover of that particular employee.

"We do exit interviews because we feel it's the right thing to do because we want to give everyone a voice, but they've gone, so I can't change

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that. I can only change it for the people that are still here and if let's say one person in Portsmouth goes off to work for [competitor organisation name] and takes three other people with them, I can interrogate that and go oh okay system tell me where all these people went to, but that might not then have any relevance for London where it's much wider." P5

The HRIS is very important in order to capture information. The main support of the system in this Sub-Case is in providing reports for the managers, which is accessible for all managers. One of the participants discussed a new strategy of organisation S regarding communicating information.

"They can see by cross section. You know they can inter- ... they have the option to dive into it to see where the turnover is coming from, where, if it's a particular site, if ... they can then make a judgement on you know what's the reason for that and have a look at the exit interviews, so they get all of the information together. I guess it's down to them to communicate it and we don't necessarily communicate it beyond ... this time is the first time the report will go out to every site because we were concerned that it maybe wasn't getting through to everyone, so this time we've just decided to send it directly to everyone and see what happens." P7

There is also a system for online recruitment and selection, which operates separately for the recruitment process. Although the online recruitment system is not able to make a strong decision in terms of recruitment, it will consider the very basic parameters in order to accept or reject applications.

"Online recruitment system doesn't automatically right now reject candidates unless they said that they don't have the right to work, which would be a reason. Everybody else, it's still down to the manager, so they'll see all of the candidates and they are given a score or a rank and it's down to the managers." P6

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For any system, there are limitations such as accuracy and access. Although the HRIS provides more accurate information, there is a need to check the accuracy of any system. However, in this organisation accuracy has never been an issue.

“So we occasionally interrogate the data just to make sure that it's fine and most of the time it is, so we've not had that problem maybe.” P6

On the other hand, in order to analyse PP2 in Sub-Case I, the data was investigated for turnover factors in the organisation. As can be seen from the NVivo V.10 model, turnover factors in this Sub-Case of research can be grouped as: personal factors, job factors, organisational factors, external factors, and work environment factors. Table 5.4 overleaf, shows the detail of staff turnover factors for each of these groups.

There are some factors, such as gender, that are monitored by the system, but managers believe are not a factor of turnover or retention.

“Um, I suppose it [the online recruitment system] does measure it [age factor], but we don't, we've never, we don't really pull reporting like that.” P6

“...maybe once a year we might have a look [gender of employees who left their job], but historically it's never, it's [gender] never been a big difference. It's always been relatively even, so ...” P5

However, according to the data, there have been some factors that have been considered in the organisation but not within HRIS. These factors are presented in Table 5.4 It is important for the organisation to know these factors.

“So we have a talent review, which everyone has every six months and that information for anyone who has potential is then put into our [database] ... we do a talent pack, which identifies those people and again it's a completely manual process.” P6

Turnover Factors									
Organisational Factors		Job Factors		Personal Factors		External Factors		Work Environment Factors	
Training	P6	Busy schedules	P6	Employees' perception	P5	Globalisation	P6	Turnover cause turnover	P6
Salary and benefits	P6	Different from place to place	P5	Stress	P6	Competitors	P6		
Length of employment	P6			Skills and experiences	P6				
HR planning	P6			Gender	P6				
Growth opportunities	P6			Family commitment	P6				
Forced to leave	P6			Career change	P5, P6				
Culture	P6								
Organisation goodwill	P6								

Table 5.4 Staff turnover factors in Sub-Case I from managers' perspectives

It can be seen from the data that HRIS does not look at all staff turnover factors at the recruitment and selection stage. For example, family commitment and culture are not considered at the recruitment and selection stage; but, this does not mean the system does not consider these factors at all. As can be seen, the exit interviews play a key role in gathering information about turnover factors. Therefore, it is important to use the exit interview reports at the recruitment and selection stage.

To sum up briefly, the data from Sub-Case I support part of PP1, which can be modified as, "All staff turnover factors are monitored by HRIS in the organisation and a few of them at the recruitment and selection stage".

In contrast, there is the non-managers' perspectives about PP1. Figure 5.3 (Appendix 5) is the NVivo V.10 model for analysis of the non-managers' perspectives. It can be seen that PP1 is divided into two topic groups, as for managers: adequate HRIS and turnover factors.

Table 5.5 provides an insight into non-managers' perspectives about adequate HRIS ability to monitor activities related to turnover factors.

Participant P11 discussed the ability of HRIS in monitoring candidates and monitoring work process. He discussed that access to a staff history might enable the managers to have a better overview about possible staff turnover in the organisation in the future.

“Well, probably the doing information capture by managers could be a good start to predict possible leavers in the future ... I know there is an exit interview but I have no more information about the quality of the questions and so on.” P11

In addition, some non-management employees (P9, P11, and P12) discussed exit interviews as a source of information, but they confirmed they did not have much information as they were not involved in the process.

“Well I know when you are about to leave the organisation you have to do an exit interview ..., and then this information will be recorded and I don't know how they're going to use it and why they're going to use it, but they interview the people who're going to leave the organisation and keep their information. But I don't think they interview all the employees, just those who have been with the organisation I think at least one year. But those who are coming for a couple of months and leaving, I don't think they bother themselves to interview them. And yeah they just keep all the information. I don't know if they keep it on the system, or ... but I'm sure about the paper base which they have. ... I think in the system which they do the exit interviews then they can find out about why they left. But this is only for those who have been for the organisation for a while, and that's why they were important to do the exit interviews. But not for those who just joined for a couple of months – I think they could maybe ask them more questions when they recruit them to make sure they're going to stay with the organisation. I don't know how they collect the information in the system, but I know they do

... but I have no idea which information they're taking from the employees." P9

However, not all the information is provided within just one system in this organisation, which has different systems for different HR activities depending on the nature of the activity.

"... It depends on. Like for example all our timing, like our rota will be in the system and the casting off will be in the system. It depends on the activities that you mean. Like most of the HR activities here are in the system, but I'm not sure if they have the same system, it could be a couple of different systems that they're using for different HR activities. For example, I believe that they have a payroll system which should be quite different from the system on which they create the daily rota. And there is another system which they predict for the required employees for the next week. And there is another system ... I don't know if all these systems are the same or different systems, but there is another system which they keep employees' records." P9

Adequate HRIS					
Monitor Candidates		Monitor Work Process		System	
Staff history	P11	Exit interviews	P9, P11, P12	System limitation	P8
				Online Recruitment	P8, P9, P12

Table 5.5 Adequate HRIS dimensions in Sub-Case I from non-managers' perspectives.

It can be seen that exit interviews as a part of HRIS enable the organisation to monitor turnover factors, although at the end of the employment period a quick revision of exit interview questions clarifies that all turnover factors mentioned by the non-manager participants are monitored by HRIS. Table 5.6 summarises the turnover factors from non-managers' perspectives.

Turnover Factors									
Organisational Factors		Job Factors		Personal Factors		External Factors		Work Environment Factors	
Culture	P8, P11	Working hours	P9	University	P8, P11	Better offer	P9, P11	Environment	P8, P9

Salary and benefits	P9			Residency	P8, P9				
Growth opportunities	P12								

Table 5.6 Staff turnover factors in Sub-Case I from non-managers’ perspectives.

According to the data, organisational factors and personal factors are the most common reasons for employees to quit their job, for example, employees could have their own priority regarding changing or staying in their job. Participants P8 and P11 believe their studies are more important than their job.

“If my university course gets harder and I could not manage my time, I might also leave or at least reduce my working hours.” P8

“... Another reason is because I wanted to do further education, so I couldn’t manage my time to be there in the shop ...” P11

Some participants (P11, P8, and P9) mentioned organisational factors as a turnover factor. For example, P11 noted the work environment culture as a factor that could encourage employees to quit their job, and P8 confirmed the point.

“My friend left last month because she was not strong enough and was getting upset when others kept talking in different languages, which I know it is not nice to do so. But I am still here.” P11

“One of the main factors was the work ... my like very small work environment. I really didn’t like the environment. People were speaking in their own language, I was really hurt there, was isolated. Because um ... there were a couple of others who were speaking English, but most of them they were speaking in their own language so I was ... the time which I was on the job I was really upset.” P8

Participant P9 raised the working hours as a reason to leave the job. He discussed that the balance between workloads and working hours sometimes is not fair and might cause him to leave the job.

“However sometimes I’m struggling with my working hours and they’re all like ... yeah sometimes they recruit new people which they are not really for this job. So it’s very hard to work with them, you have to

almost cover all their duties – but you will get paid equally which is not fair. But um ... yeah apart from these I'm happy to work and I'm not going to leave them.” P9

To sum up briefly, the non-managers discussed a number of turnover factors, but not all, and confirmed the ability of HRIS to monitor these factors.

b. Evaluate PP2 in Sub-Case I

PP2: "Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry"

The second proposition in retention framework is "Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry". In order to analyse the data regarding this proposition, the data is divided into three main groups (Figure 5.4). Firstly, adequate HRIS, which has already been investigated in Section a; secondly recruitment and selection process activities, which are fully considered in this section; thirdly positive impacts of HRIS on the recruitment and selection stage. In the previous section (Section a) it was found that HRIS is not very involved with retention in recruitment and selection by monitoring turnover factors. However, in order to consider retention, it is important to consider the effect of HRIS on other HR activities in recruitment and selection.

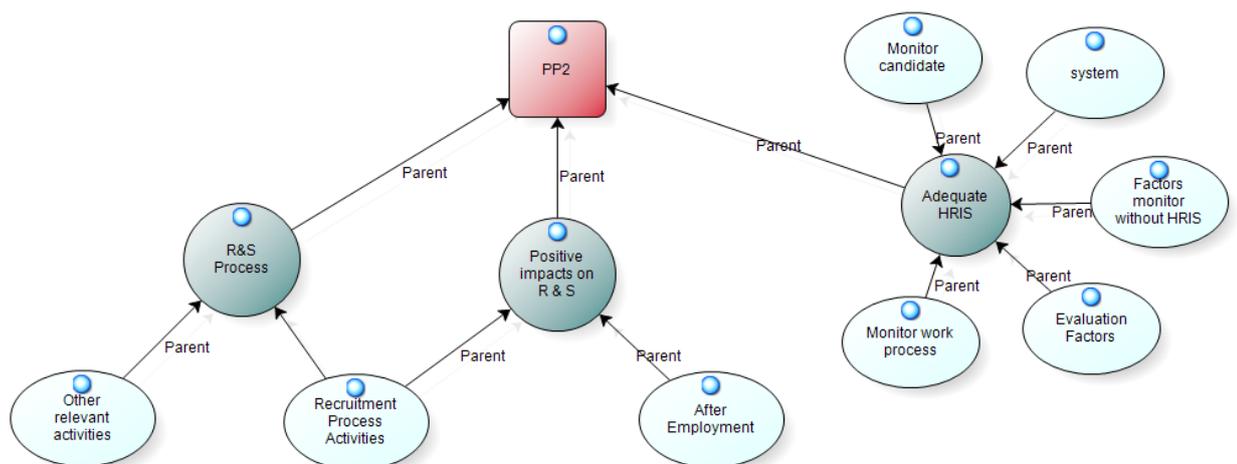


Figure 5.4: Managers’ perspectives about PP2 in Sub-Case I

Recruitment and selection process activities are grouped into two main types of activities, comprising main recruitment activities and other relevant activities. The

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recruitment and selection activities from the Sub-Case 1 discussion are summarised in Table 5.7, overleaf.

The system that is in use for online recruitment is called "Changeworks". All the business sub-cases are linked and use the same platform for their recruitment.

"We use a system for our recruitment called 'Changeworks'. All of our restaurants also use this system to post their jobs onto our website and from there they manage their own job adverts." P5

The system allows the managers to easily communicate information about the current status of their labour force in their unit.

"By using this system we can easily identify when, where and how much labour force is required in order to meet sales target and to control the labour according to given budget and forecast." P7

Most of the recruitment and selection activities are wholly or partly connected to the HRIS.

"... So for example, if I wanted to file a report and I needed to know the number of people in a specific role or whether everyone was in the right role or I'm looking for a specific group of people, then I can do that. I can pull a report and I can see those people yeah." P6

However, there are other activities that are not part of regular recruitment and selection process activities but are considered during the recruitment process (e.g. retention). The impact of the HRIS on these activities is the next dimension under consideration in this section.

Positive Impact on Recruitment and Selection		Recruitment and Selection Process			
Post-hiring		Recruitment process activities		Other relevant activities	
Training	P6, P7	Elimination factors	P6, P7	Retention	P6
HR targets	P7	Employees' analysis	P6, P7	Database	P5, P6
Retention impact	P5, P6, P7	Budget management	P7		
		Candidates' response analysis	P5, P6		

		Report and track of applicants	P5, P6		
		Identify unfilled position	P6, P7		
		Job analysis	P6, P7		
		Recruitment plan	P5, P6, P7		
		Advertising	P5		
		Selection	P6		
		Feedback	P6, P7		
		Interviews	P6		
		Process of application	P6, P7		

Table 5.7: Sub-Case I managers' perspectives of recruitment and selection activities and the positive effect of HRIS

As can be seen in Table 5.7, there is one column in common between the recruitment and selection process and positive impact on recruitment and selection. In fact, this is mainly focussed on the relationship between HRIS and recruitment and selection activities. According to the Sub-Case I managers' perspectives, there are several positive impacts from the current HRIS on recruitment and selection activities. For example, adequate HRIS allows the organisation to have an organised recruitment process beginning with online recruitment, automatic application evaluation for specific factors (e.g. work permit, and criminal record), and tracking an applicant and providing feedback. To sum up, an adequate HRIS positively impacts on most of the recruitment and selection activities. However, HRIS is not currently involved in some of the organisation S activities, such as training.

Although the managers' perspectives are very important, the non-managers' perspectives also need to be considered. Managers are working with the system directly, but non-managers are part of the recruitment and selection process, with limited access to the system. However, their limited access does not mean that their point of view is not important to study. The NVivo V.10 model in Figure 5.5 shows the categorisation of the data in order to evaluate PP2 from a non-manager's perspective.

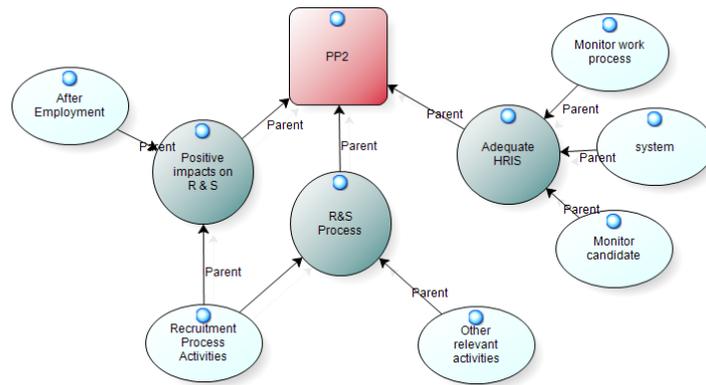


Figure 5.5: Non-managers’ perspectives about PP2 in Sub-Case I

Table 5.8 shows the detail of adequate HRIS dimensions from non-managers’ perspectives in Section b, while the recruitment and selection process activities and the positive effect of HRIS on recruitment and selection are illustrated in Table 5.9.

Adequate HRIS					
Monitor Candidates		Monitor Work Process		System	
Staff history	P11	Exit interviews	P9, P11, P12	System limitation	P8
				Online Recruitment	P8, P9, P12

Table 5.8: Adequate HRIS dimensions in Sub-Case I from non-managers’ perspectives

Positive Impact on Recruitment and Selection			Recruitment and Selection Process		
Post-hiring		Recruitment process activities		Other relevant activities	
Day-to-day activities	P8,	Skills inventory	P8, P9, P10, P11, P12	Communication	P11
Training	P8, P9, P12	Employees’ analysis	P9, P10	Database	P8, P9, P11
Pay roll	P8	Application submission	P8, P9, P11, P12		
Retention impact	P8, P9, P10, P11, P12	Feedback	P11, P12		
		Interviews	P8, P9, P10, P11, P12		
		Process of application	P12		
		Selection	P8, P12		

Table 5.9: Recruitment and selection activities and the positive effect of HRIS on them in Sub-Case I from non-managers’ perspectives

As can be seen, non-managers' main concerns are regarding those recruitment and selection activities that directly relate to them (e.g. application submission, interviews, and the process of application). However, the non-management employees believe the HRIS system can support recruitment and selection in the organisation by providing a skills inventory and employees analysis. Participant P9 discussed how the system could support the managers to be aware of employees' needs and therefore arrange for the requirements to be met either by order equipment or arranging training programmes.

“So and this all information [HR information] is through the system. And for example, it's like about ... equipment which we need, like if the delivery guys they need the new shirt, it's all recorded in the system that when they last time they got their shirt. So how long they kept it, so there are some which they keep it for longer, but some of them not really.” P9

In addition, some non-management employees discussed the important role of training, which activity is immediate after recruitment and selection. Participant 8 explained about the training quality in the organisation, and Participant 8 discussed that the system does not give any access to the non-management employees in order to update data.

“As I said earlier, there are some training which will be provided by the organisation for us, and we get paid. That's happy news that we get paid for that training. So they provide us with the training, sometimes it's two hours, sometimes it's two days, and sometimes it's like a few hours of the day, it depends on. And they plan it in a way which most of the employees will be able to attend. And then by the end of the session ... first, we sign that we are coming to attend, and then again at the end of the session we fill the form that we attended the session, and then we have like kind of the exam ... it's like a test more or less ... each individual should pass the test and then they provide you with a certificate, and this will be kept in your file as like ... as a skill which you have. But if you do any skills out of the organisation, it's you that you have to go to tell your manager that you did this. For example, one of

my colleagues she was a student, when she finished, she just talked to the managers and she said that now she has more time to work and now she has finished and she would like to have promotion after two years. So she becomes a team leader of the group which we were working in.” P9

“I think it’s that in my position they actually don’t care about my education and stuff, but the only thing that was important for them was about training, which they were providing us. But as I said before, it was all being kept like documented on paper base in the head office, I think so ... or in the branch. I don’t know, but I’m sure that I had a file there, that all my training was there. But it wasn’t something like they email me or I had an electronic file that I could check and see, or register for next training, there wasn’t such a thing.” P8

To briefly summarise, the non-managers have less information about HRIS’ impact on recruitment and selection. However, they believe that HRIS positively impacts on the activities in which they are involved (e.g. application submission and process).

c. Evaluate PP3 in Sub-Case I

PP3: "The outcome of HRIS regarding staff retention factors could support the recruitment and selection process effectively"

The third proposition of the research is "The outcome of HRIS regarding staff retention factors could support the recruitment and selection process effectively". In order to investigate this proposition among Sub-Case I from the managers’ perspectives, the coded data was categorised into two groups: retention strategies and HRIS outcome (Figure 5.6).

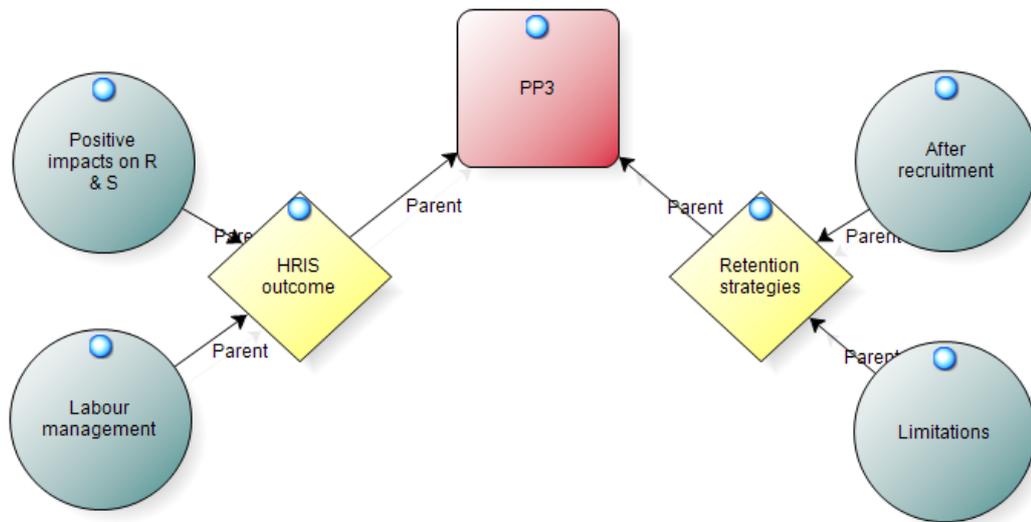


Figure 5.6: Managers’ perspectives about PP3 in Sub-Case I

Retention strategies can be used either before recruitment (or during recruitment) or after recruitment. According to the managers’ perspectives, all the retention strategies in Sub-Case I are applied after the recruitment process. Table 5.10 shows the retention strategies in detail.

Retention Strategies			
After recruitment		Limitations	
Bonuses and benefits	P5	Keep everyone happy	P6
Exit interviews	P6	Workloads	P7
Hear employees’ voices (employee engagement survey)	P6	Success rate of retention	P5, P6
Knowledge sharing (situational judgement testing)	P6	Working hours	P5
[Organisation training programme]	P6		
Performance reviews	P7		
Training	P6		

Table 5.10: Retention strategies from managers’ perspectives in Sub-Case I

Participant P6 discussed knowledge sharing in the recruitment process as a successful strategy to retain employees.

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“... so two years ago we started a three-year plan that’s probably become a five-year plan because we’ve learnt more as we’ve gone along. Um, we started by looking at the recruitment, so the recruitment team refreshed and I kind of went out and said what do we want the organisation to be from an employment brand point of view? Why people apply and let’s learn, so they went around to all the restaurants and found out all the best bits of what everyone was doing in the best sites of the recruitment, created the [Organisation name] toolkit if you like for recruitment and said to all the other sites this is what everyone else is doing. This will really help you. Um, and we launched that two years ago in April, May time and that linked with online recruitment, so we also launched that at the same time to help them to be able to advertise.” P6

The information collected through the knowledge sharing plan supported the organisation to launch a new online training package.

“Screen people and then we launched the [name of the training package of the company], so that was a complete refresh of all of our learning and development material.” P6

Within Table 5.10, there is a column for limitations. These refer to the organisation’s limitations in its ability to implement retention strategies. For example, keeping every single employee happy and retaining them in the organisation is not possible, although this could be an opportunity to have a diverse workforce.

“... Sometimes you feel a bit left in the dark. You don’t necessarily get to see it coming and it’s hard to know what the right thing is. ... for example, we’re talking about benefits at the moment. Now I can sit here in this office and come up with a million and one benefits that will mean absolutely nothing to the person at the other end who is receiving them because everyone is individual, and so to try and find a way to ...make everyone happy is almost impossible. Um, and in an environment where a large number of our workforce are not from the UK and are not intending to be here forever, that does have an impact on us as to what is

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the right thing, because there're so many different cultures, there're so many different motivational factors as to why people come to work and that is ... I wouldn't say it's an issue. It's an opportunity. ... probably the hardest thing is finding the unique way to recognise and reward and engage with each person, which, you know, no magical answer has yet been found." P6

However, the diverse workforce is not the only the limitation of the retention strategy. Participant P5 also discussed the importance of the Sub-Case location in the success rate of retention.

"It's very hard to say as it varies vastly across different restaurants, regions, areas etc. some restaurants have exceptional retention rates because of their good management." P5

In addition, one of the main concerns with regard to the staff turnover rate is in connection with hourly paid workers. Participant P6 believes the reason for a very high turnover rate in the organisation is because they are compared to the big organisations across the world.

"...because we use [name of the HRIS system], which is what a lot of the big organisations use, [name of the HRIS system] provided us with a figure last year which was 90% turnover in hourly paid roles ... I don't think it's good, um, because I can see the impact that it has on the teams where it's not good, but we have I would say half of our estate have an exceptionally low turnover rate, so they are brilliant at keeping people and then we've probably got one or two that are big sites that maybe have a much higher rate and so it skews the figures slightly and so yeah I would say ..." P6

In addition, Participant P5 discussed the matter of working hours as a staff turnover factor.

"The main issues for us are the hours that people have to work as it can sometimes be quite unsociable. That is very hard to combat because the hours our restaurants open will never change." P5

The next group of data that needs to be considered relate to HRIS outcomes. The positive effect of HRIS has been analysed in the previous section (Section b) and the main outcome of the HRIS in Sub-Case 1 has been identified as labour management. Table 5.11 summarises the results of HRIS outcome from managers’ perspectives. It can be seen that HRIS is in use in order to predict future demand for labour in Sub-Case I.

HRIS Outcome			
Labour management		Positive Impacts on Recruitment and Selection	
Future demand for labour	P7	Post-hiring	P5, P6, P7
		Recruitment process	P5, P6, P7

Table 5.11: HRIS outcome from managers’ perspectives in Sub-Case I

The NVivo V.10 model below in Figure 5.7 shows the non-managers’ perspectives about proposition 3.

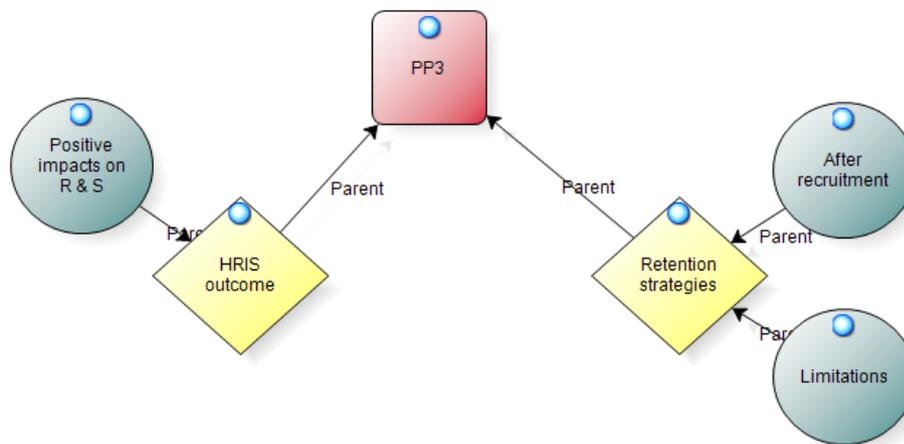


Figure 5.7 Non-managers’ perspectives about PP3 in Sub-Case I.

As can be seen from the model, the HRIS outcome is limited to a positive impact on recruitment and selection (Table 5.12).

HRIS Outcome	
Positive Impacts on Recruitment and Selection	
Post-hiring	P8, P9, P10, P11, P12
Recruitment process	P8, P9, P10, P11, P12

Table 5.12: HRIS outcome from non-managers’ perspectives in Sub-Case I.

In addition, retention strategies from non-managers’ perspectives are also divided into after recruitment strategies and limitations in implementing retention strategies (Table 5.13).

Retention Strategies			
After recruitment		Limitations	
Bonuses and benefits	P9	Dishonest employees	P12, P8
Create teams	912	External limitations	P10, P12
Participate in business	P10	Not participating in survey	P9
Quality work environment	P9, P11		

Table 5.13: Retention strategies from non-managers’ perspectives in Sub-Case I

Four main strategies that non-managers mentioned include bonuses, team working, participation in the business and work environment. Participant P9 discussed bonuses and benefits as an encouragement to retaining employees.

“I believe that they’re paying a better rate than others in the same sector. Like I have a friend working somewhere else, she’s getting paid less than me. A very good strategy that they have is about the tips, they collect the tips all together and it will be divided among employees only, so the organisation will divide it ... it’s like kind of make my salary two times more than the normal. So if I get paid let’s say £8 per hour, with the tips which I will get from everyone it will be about £12 to £14 per hour. So it’s quite a good strategy because not all organisations are doing the same. And in places which they’re getting the tips like individually you might not be that lucky to get it. Like here they collect it all together, so it encourages people to work really as a team.” P9

Another strategy from non-management employees’ perspective to retain employees is a high-quality work environment. Participant P11 believes organisation S creates a very nice working environment, as a result of which its employees do not feel the demands of working in hospitality industry.

“we have a very good working environment and although it is hospitality, the job is not as hard as it is in other hospitality businesses. I

think this happy and friendly environment make the employees stay.”

P11

The next strategy identified is the creation of a feeling of involvement in the business. This can be either by being active in a team or having a share in the business. Participant P10 suggests involving employees in the business in order to encourage them to stay with the organisation. However, as Participant P12 discussed, organisation S already has a teamwork strategy in order to motivate employees and to make them feel that they are involved in the business.

“I am not sure what the organisation’s strategy is, but I believe if we could recruit the right person at the beginning so we are in the right position. I think what they are doing about making teams in front of the house is a very good strategy. Everyone is friendly and happy to help and of course, they get paid.” P12

However, the implementation of retention strategies has some limitations; non-managers discussed employees’ dishonesty and non-participation in a regular survey of the organisation as the main limitations. Participant P9 believes it is the employees themselves who should be able to share their requests or suggestions via different communication channels.

“...maybe it’s better if they communicate with the employees more, or if they let them talk to each other more. Like for example ... because we have a briefing every day, and after the manager or the team leader provides the brief, they ask that if you have any issue. But not everyone is going to talk at that stage. So maybe if you do that individually and are asking individuals that if you have any problem or Or maybe provide them with more encouraging points. Like, for example, increase the bonus, or I’ve heard in somewhere else there was this system where they were getting points according to their performance. For example, if you work more hours a day you get higher points and you are able to like to get more foods for free. So it encouraged employees to work harder in the organisation and get more hours.” P9

Although it is important to hear the employees' voices, it is also very important that employees feed their managers with correct and honest information. This could help in avoiding misleading the managers' strategy. Participant P8 discussed that employee dishonesty could arise because of a fear of losing their jobs.

“One important factor is us as an employee, for example, we had an employee who lied about his experience, and it caused the manager to recruit him, and because he has very limited experience he could not catch up so they terminated him. It is important to be honest when you are in the interview.” P12

“... so the main issue could be maybe people don't give you the right information, so they start lying. For instance, if I know that, if I inform the organisation that I'm living far away, or I have a family issue now, or I had a baby recently, or whatever, which might affect my job – I'm trying to hide all this I think. Maybe this is the issue, like the employees start keeping everything as a secret ... not providing information ... like correct ... like not correct ...because they are worried to lose their job, or they are worried about not being recruited if it's at the stage of recruitment and selection.” P8

To sum up briefly, Sub-Case I personnel believe that HRIS' outcomes regarding retention and its positive impact on recruitment and selection process activities are mainly focused on the activities that occur after recruitment.

d. Evaluate PP4 in Sub-Case I

PP4: "Adequate HRIS positively impacts on staff retention at the recruitment and selection stage of a hospitality organisation"

The last proposition of the research refers to the relationship between HRIS and retention at the recruitment and selection stage. "Adequate HRIS positively impacts on staff retention at the recruitment and selection stage of a hospitality organisation". The NVivo V.10 model (Figure 5.8 in Appendix 5) shows that retention at the recruitment and selection stage is linked to three main discussion topics: recruitment and selection process, retention, and retention strategies. In order to analyse PP4,

there is a need for an understanding of the possible impacts of HRIS on staff retention and all retention strategies that are applicable.

It is important to monitor the recruitment and selection process to identify those activities that HRIS effects and if the impact is positive or negative. Table 5.14 summarises the participant discussions about retention within the recruitment and selection process. As can be seen from the analysis of the managers’ perspectives of adequate HRIS, adequate HRIS has the potential to monitor and evaluate different aspects of the organisation in detail (e.g. monitor candidates, monitor work processes, and evaluate abilities) (Table 5.3).

Retention in Recruitment and Selection				
Retention strategies		Retention management	Recruitment and selection process	
After recruitment	Limitations		Recruitment activities	Other relevant activities
Bonuses and benefits	Keep everyone happy	Retention level report	Advertising	Retention
Exit interviews	Workloads	Look for turnover factors in the selection process	Selection	Database
Hear employees’ voices (employee engagement survey)	Success rate of retention		Feedback	
Knowledge sharing (situational judgement testing)	Working hours		Interviews	
[Organisation training programme]			Process of application	
Performance reviews				
Training				

Table 5.14: Managers’ perspectives about retention at the recruitment and selection stage in Sub-Case I.

However, as can be seen, most of the recruitment and selection activities that are linked to the HRIS (e.g. recruitment plan, application submission, and tracking) are also linked to the retention strategies. For example, in retention, one of the activities is to look for turnover factors, while this is exactly what an adequate HRIS can do. In other words, HRIS can easily look for turnover factors (e.g. personal factors, organisational factors, and external factors) and provide a report for the managers in order to improve their retention at the recruitment and selection stage. Participant P5 also discussed the ability of HRIS in retention strategies.

“It [HRIS] does help in telling us the retention levels of our staff but it doesn’t help with developing the recruitment and selection process.” P5

Although the current HRIS in organisation S has the potential to be employed in this regard, there is still considerable room for them to improve their HRIS application. For example, Participant P6 discussed the organisation planning to evaluate employees’ perceptions about organisation goodwill and to use this information to improve retention.

“... This [Organisation goodwill] might be as part of our engagement survey if it goes ahead. We have a question in there which is effectively like the net promoter, so yeah I suppose we will maybe have that in the future, but we don’t have it right now.” P6

Non-managers discussed the importance of retention immediately after recruitment and selection. The NVivo V.10 model shows the retention in the recruitment and selection stage, discussed from three main dimensions between non-management employees (Figure 5.9 in Appendix 5).

Table 5.15 displays all the findings from the non-managers’ perspectives in this matter. It can be noticed that, while the non-managers believe in the effect of HRIS on recruitment and selection activities, Participants P9 and P12 mainly discussed the retention strategies after recruitment, in activities such as training plans and employee requirements.

Retention in Recruitment and Selection				
Recruitment and Selection Process		Retention Strategies		Just after Recruitment
Recruitment activities	Other relevant activities	After recruitment	Limitation	Employees' requirements
Application submission	Communication	Bonuses and benefits	Dishonest employees	Training plan
Feedback	Database	Create teams	External limitations	
Interviews		Participate in business	Not participating in survey	
Process of application		Quality works environment		
Selection				

Table 5.15: Non-managers' perspectives about retention at the recruitment and selection stage in Sub-Case I.

"... for example, like equipment which we need, like if the delivery guys they need the new shirt, it's all recorded in the system that when they last time they got their shirt. So how long they kept it, so there are some which they keep it for longer." P9

"The system is in use for recruitment, training, and performance management. For some promotions, you need to achieve some performance goals. The system is set to arrange for training you require in order to push you to reach the goals. For instance, they can see there are 10 employees who require specific training, so they arrange for one. I think it would be hard without a system to recognise this information among employees." P12

To conclude briefly, the main effect of HRIS on retention in Sub-Case I is immediately after recruitment and selection. However according to the effect of HRIS on recruitment and selection activities and the direct relationship between recruitment and selection activities and retention, there is a possibility to apply HRIS in the recruitment and selection process in order to retain employees. Table 5.16 provides an insight to the research findings from sub-case I.

Propositions	Findings
1. All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage.	All staff turnover factors are monitored by HRIS in the organisation and a few of them at the recruitment and selection stage.
2. Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry.	An adequate HRIS positively impacts on most of the recruitment and selection activities.
3. The effect of HRIS regarding monitoring staff retention factors can support the recruitment and selection process effectively.	HRIS' outcomes regarding retention and its positive impact on recruitment and selection process activities are mainly focused on the activities that occur after recruitment.
4. Adequate HRIS positively impacts on staff retention in the recruitment and selection stage of a hospitality organisation.	The main effect of HRIS on retention is immediately after recruitment and selection.

Table 5.16: Summary of the research findings from sub-case I

The NVivo V.10 models (Figures 5.10 and 5.11 in Appendix 5) show the four propositions and their relationships from both managers' and non-managers' perspectives.

5.3.3. Sub-Case II: Yorkshire Area

This selected Sub-Case has a delivery section in its Sub-Case and it is placed in north-west of England. There are 25–30 employees working in this sub-case, of which about 9 of them are purely in this Sub-Case for delivery and a few employees (about 3) are both part of the delivery and other sections. There are general manager and area manager positions in this branch, which are both in charge of the delivery department in addition to the rest of the sub-case. There is no delivery manager position in this sub-case.

The Leeds Sub-Case has take-out and delivery and restaurant departments and is placed in the heart of Leeds and able to take advantage of the main shopping district, which attracts many customers. The capacity of the Sub-Case is to serve 144 customers at a time. The delivery department also works under restaurant supervision. Leeds is one of four sub-cases in its region that has a delivery section, but it has a higher rate of staff turnover in comparison to the other delivery sub-cases.

This business Sub-Case recently commenced use of an online recruitment system. Most of the HR activities are managed in the store, and the general manager for all four business sub-cases in this area also has control over the activities. The old recruitment process was very basic and based on the manager's decision; however, with new online recruitment system, although it is the manager who is the ultimately decision maker, there are other factors involved in the recruitment process. This business Sub-Case has faced a high rate of staff turnover since last year, which has created some difficulties for managers, employees and customers. It is important to emphasise that this Sub-Case was not using online recruitment until very recently. Most of the employees and the managers involved in turnover issues in the organisation have been interviewed. It is crucial for this business Sub-Case to improve its retention.

The participants comprise experienced employees who all have knowledge about the work process and the organisational strategies. All participants were involved with delivery activities. The previous experience in the delivery section of those participants who are now working in other departments was confirmed by the Sub-

Case manager. Participants contributed to the discussion during the semi-structured interviews and provided real stories from their own experiences in the delivery section. They provided information about different sorts of activities (e.g. their experience with regard to their recruitment process), the researcher conducted the interviews so as to gather as much information as possible about the research question.

All the interviews were audio recorded and, as for other sub-cases, transcribed. The transcription was organised categorised and classified according to the research aim in order to evaluate the conceptual framework in this business sub-case. The interview data were classified based on the research propositions. Qualitative analysis software (NVivo V.10) was used in order to organise and analyse the data in this sub-case. Table 5.17 lists the type and number of participants for this sub-case, following which the findings and analyses of Sub-Case II for each proposition are presented.

Participant Position	Managers	Non-managers
Participant ID	P13, P14	P15, P16, P17, P18
Number of Participants	6	

Table 5.17: Participants statistic in Sub-Case II

a) Evaluate PP1 in Sub-Case II

PP1: "All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage"

With regard to the first proposition of the research, the data from Sub-Case II was categorised into two groups, comprising data about turnover factors and data related to HRIS' ability to monitor activities and factors in the organisation. The NVivo V.10 model shows the classification of perspectives about PP1 (Figure 5.12 in Appendix 5)

As can be seen, turnover factors in Sub-Case II according to managers' perspectives can be classified as: job factors, personal factors, work environment factors, and external factors.

Table 5.18 shows the participant detail of managers’ points of view about turnover factors.

Turnover Factors							
External Factors		Job Factors		Personal Factors		Work Environment Factors	
Competitors	P13	Working hours	P13	Satisfaction	P13	Relationship with manager and team	P13
				Residency	P13, P14		

Table 5.18: Staff turnover factors in Sub-Case II from managers’ perspectives

Although “*other organisations’ potential to attract employees*” could always be a staff turnover factor, this are not a big issue if the organisation is confident about itself.

“It’s never really happened where a big organisation has done it. They are aware, obviously, that some or a lot of people go and then come back. I know they’ve had that before, where they’ve had a big organisation open up the road or a new [Name of company] for example, but the staff go there but they generally come back again within a few months.” P13

Employee turnover does not always have a negative impact, and could be considered as an advantage in some cases in the organisation.

“Sometimes it’s good turnover, because we had the same thing with delivery, where you wanted some of them to leave, so we had four people that wanted to leave, but as soon as one person did leave the other three then were happy in their job and they wanted to stay, so sometimes turnover is good if it’s the right person that has been recruited wrong or they’ve been recruited by somebody else and they’re not right for us then sometimes it can work the other way as well, but I do think if somebody does want to leave they will often tell everybody in the workplace that they want to leave, why they want to leave and what’s so bad about

everything and everybody else then starts. Oh yes I never noticed that.”

P13

It can be seen how important it is to keep your employees happy and satisfied in their position. However, the ability of HRIS in order to monitor and record turnover factors within the organisation is very important. Table 5.19 shows a summary of the managers’ perspectives about adequate HRIS in Sub-Case II.

Adequate HRIS					
Monitor Candidates		Evaluation Factors		System	
Employees’ talent and potential	P13, P14	Relevant experience	P13	System limitation	P14
Consider age factor	P13, P14			Online recruitment system	P13
Consider experience	P13			Reports	P14
Distance factor	P13			Fourth system	P13
Skills consideration	P13, P14				

Table 5.19: Adequate HRIS dimensions in Sub-Case II from managers’ perspectives.

As can be seen, monitoring candidates is the main application of HRIS in order to identify staff turnover factors.

Employee age could lead to staff turnover in very limited situations, and Participants P13 and P14 discussed the ability of HRIS in monitoring age factors for certain job positions.

“If someone was under 18 for certain positions that would come into it, because for, to work certain equipment you have to be over 18 and to work certain hours you have to be over 18, so that’s the only thing you’d set.” P13

“Age could be a determining factor in some positions, HRIS goes by the minimum requirement, of each position and matches that against candidates applying for each job vacancy.” P14

Participants discussed HRIS’ ability to monitor other turnover factors, such as employees’ distances to the workplace, and employees’ talents.

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“It’s a factor that you might discuss on an interview, but it wouldn’t be taken into consideration at that point because they would be applying for the position and then you’d work ... some people apply for a job and then they’ll look to move once they get a job, so we have people that apply for jobs from Leicester, but then when you speak to them in an interview they’re trying to move up into Leeds.” P13

“All the appraisals and reports regarding employees are compiled and training abilities, and appraisals are recorded in the system against each employee file. Therefore, it will easily be accessible by the line and staff management to get up to date potential of employees.” P14

One of the main reasons given for staff turnover is the skills gap across employees. Participant P13 discussed the importance of HRIS’ ability to consider employees’ skills at the recruitment stage.

“...If we recruit for sous chefs, it’s one of the most common areas we recruit for, and it was also for delivery drivers for quite a while here, so they will be then looking into the skill set we’re looking for and what help we need to try to not, to progress from within a lot better for sous chefs for example, because trying to recruit externally for that position has been difficult. it would be HR looking at the job profile for a team leader and what the gap is between a team leader and a sous chef and then we brought in a team leader running the branch position that was like a middle ground between a team leader and a sous chef, so that helped for people to gain experience before getting the position that was above them ... I believe there are certain skills for certain job positions need to be considered in the recruitment process.” P13

However, participant P14 believes appropriate training could be a solution for skills gaps in the organisation.

“The skill gap would always be filled by training. Training is an investment for the organisation and not a ‘cost’. only. It brings more out of a person who is trained.” P14

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The monitoring process is mainly conducted through the Fourth Hospitality system, an online recruitment system that creates relevant reports.

“Fourth Hospitality wise, um, it’s only for the retention because we keep all of the information once they’ve been hired ... And there’re videos as well now, so you can log on to [the name of the organisation website] website. You can see our resources there, so you can use it as a training tool to have your training ... I would have thought a natural thing eventually will be to feedback. There’ll be like a feedback website for the staff I would’ve thought. I don’t know if that’s on the cards or not, but I would have thought so... In addition, we just get emailed every week as part of our restaurant packs, which has all our sales information, but also keeps a record of your labour turnover, so with Fourth Hospitality again it will log if there’re any leavers that have been logged on the system that week and then HR pull a report from Fourth Hospitality which would say how many staff have left, how many have joined or whatever.” P13

“HRIS would provide the data which management needs to study the trend and reasons of turnover in a certain position the post experience would be useful in adopting a policy which helps higher retention rate.” P14

Although these reports are very supportive for managers’ decision-making, there is a limited access for the employees to these reports from the system. However, Participant P14 discussed the possibility of individual requests for the reports.

“For those who do not have access to the system, they could make a special request and, if permitted, the person could be informed of the potential of the employee in question.” P14

As can be seen from both tables above, most turnover factors are able to be monitored via the current HRIS in the organisation, but not all factors (e.g. customer satisfaction consideration seems to be missing in the current system).

There is no doubt about the important role of the managers in this research, but it is also important to consider non-manager's perspectives. Figure 5.13 (Appendix 5) shows how the data from the non-manager's perspectives have been classified.

As can be seen, the non-managers' classification for turnover factors is the same as the managers' classification. Table 5.20 below provides an insight into turnover factors in detail. It can be noticed from the table that "personal factors" are the main reasons for turnover from the non-managers' perspectives.

Turnover Factors							
External Factors		Organisational Factors		Personal Factors		Work Environment Factors	
Better offer	P16, P18	Salary and benefits	P16, P18	University	P17	Turnover cause turnover	P16
		Job position elimination	P17	Stress	P18	Relationship with manager and team	P16
				Family commitment	P16		
				Residency	P15		
				Personal characteristics	P16		

Table 5.20: Staff turnover factors in Sub-Case II from non-management employees

Participants P18 and P16 discussed salary as the main encouragement for them to quit their jobs.

"...if I was going to get paid more for less hours or whatever like that I might think to leave. I think the wage here is quite competitive, so I don't think I could find something better. ... If I wasn't getting paid on time I also think not to stay here." P16

"A better job or a better-paid job might be a reason [for turnover] ..."

P18

Moreover, Participant P16 discussed other turnover factors, such as family commitments, personal characteristics, and work environment.

"... I've actually got a baby on the way, she's 8 months pregnant so I'll be going on paternity soon. But it was pretty straightforward to get that over to the organisation and to ... because the way you speak to the

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manager ... I asked [managers name] about it, and she said I'll sort it out for you, and she sorted it out within ... like within that day... so they did not let me leave my job because of the new baby... I need this job and thing like tips are not my motivations to stay. My motivation is the fact that I've got a girlfriend at home that's heavily pregnant and we've got a baby on the way. So ... me personally I'm not about to just up and leave just because someone's annoyed me or something like that. If I didn't have anything to lose ... if I didn't have a girlfriend I could have left a few times, just because of the way people have either spoke to me or ... because when I was younger I was a bit of a hot head, I'd just leave, just walk out. And there was nothing anybody could have said to me, I'd have just gone, because that's the way I was. But I've grown up a little bit now. ... Of course work environment is important, maybe if I had a really bad grievance with somebody working here. It'd have to be something quite major.” P16

In addition to these factors, Participants P17 and P18 discussed more turnover factors in the organisation, including group staff turnover, stress, further education, and organisation job elimination.

“... Once one jumps ship, the rest want to abandon ship too, because they think I'm not going down with it. I guess that's the kind of mentality – if one goes, everybody goes type of thing, especially if you're quite close friends. If you're close friends and you're friendly and then that person that you don't like is still here but your friend's gone – the person that still makes you want to come to work has gone, then you're like 'I don't want to be here either' you know... the problems in the kitchen might cause you to leave too, because of the stress. Yeah, it puts stress on every ... it wouldn't cause me to leave. It just puts stress on me, but I don't actually want to leave.” P18

However, non-managers did not provide much information with regard to HRIS' role in monitoring staff turnover factors. According to the participants' responses, most

of the non-managers are not aware of all the HRIS in the organisation and only have limited knowledge about the online recruitment system (Table 5.21).

Adequate HRIS			
Monitor Candidates		System	
Staff history	P17	System limitation	P15
		Social networking	P16

Table 5.21: Adequate HRIS dimensions in Sub-Case II from non-managers’ perspectives

“HRIS could be supportive possibly, because they might, I don’t know, they might forget or if you mention something in passing [so it could be recorded in the system], and then it’s sort of you know it’s written down and it can say oh we were told about this on such and such a date and it can be sort of logged maybe to retrieve in an employee’s history.” P17

The non-management employees discussed the system, which is like a social network for employees of the organisation that can also be linked to the employee’s Facebook account and enables them to share and communicate their experiences and feelings.

“Yeah we’re all on there – [name of organisation’s social networking system], which is a big [Organisation name] thing with everything on it. So if I put something on my Facebook, if anybody from [Organisation name] or friends that I’ve got that work in [Organisation name] could see that, and potentially they could see that I was going to leave or wasn’t going to leave.” P16

To sum up briefly, the current HRIS does not monitor all staff turnover factors, but it has the potential to monitor more turnover factors. This potential ability has regard to the adoption of an appropriate and adequate HRIS.

b) Evaluate PP2 in Sub-Case II

PP2: "Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry"

As mentioned earlier, in Section 5.3.2 (b), the data for the analysis of PP2 are classified as below (Figure 5.14).

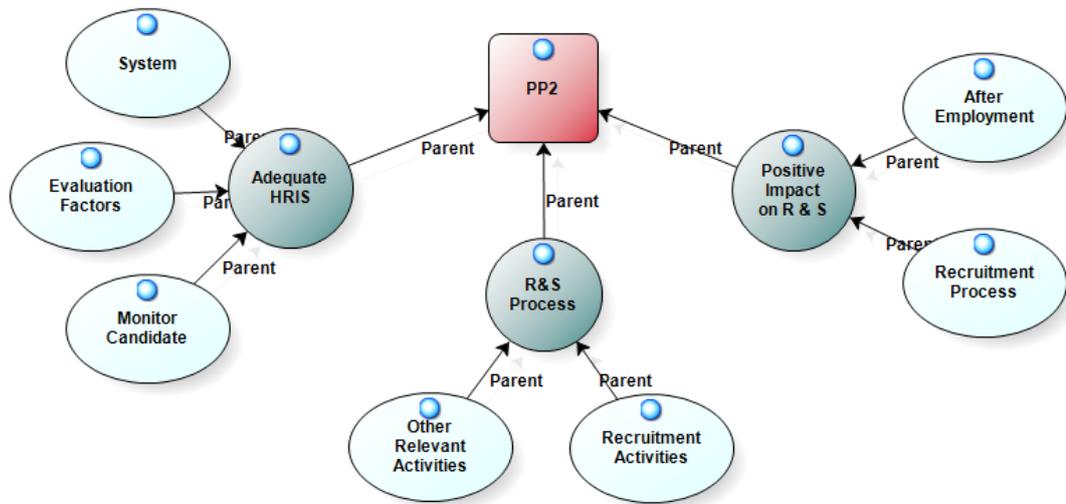


Figure 5.14: Managers’ perspectives about PP2 in Sub-Case II.

Table 5.22 summarises the participant detail regarding the positive impacts of HRIS on retention and recruitment and selection process activities. These data are categorised into impact post-hiring and impact during the recruitment process.

Positive Impact		Recruitment and Selection Process			
Post-hiring		Recruitment process activities		Other activities	
Retention impact	P13, P14	Elimination factors	P13, P14	Retention	P13
Training	P13	Employees’ analysis	P13	Internal recruitment	P13
		Budget management	P14	HRM	P13
		Candidates’ response analysis	P14		
		Identify unfilled position	P13, P14		
		Job analysis	P13, P14		
		Recruitment plan	P13		
		Report and track of applicants	P13		
		Contract condition	P13, P14		
		Feedback	P13		
		Interviews	P13, P14		
		Process of application	P14		
		Selection	P14		
		Recruitment plan	P13		

Table 5.22: Recruitment and selection activities and the positive effect of HRIS on them in Sub-Case II

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The main HRIS outcomes, as discussed by the managers in Sub-Case II, are retention impact and training impact. Both of these impacts are part of “post-hiring” activities.

“HR would take any feedback from talent reviews or any feedback from the interviews and then they can put into a place that will help to retain the staff, so HR will be used if needs be to help with disciplinary and things or any performance related issue of any kind, and they will help to retain the staff rather than losing them. ... They look into why people leave and then they try to put something in place to make sure that doesn't happen, so if there was feedback to say that there weren't enough one-to-ones or enough chats they would make sure, try and make sure, that everybody was having more one-to-ones and bring in a better way of feedback, and constant feedback and kind of on-the-go feedback are a priority now rather than a sit down discussion.” P13

“...HRIS could support in planning for promotion, and the promotion itself has a positive effect in increasing the retention rate as this is an incentive to work harder and learn more to qualify for the next position high in the system.” P14

However, moving towards more online training system means the organisation must involve HRIS more in the training process. Participants discussed the positive effect of HRIS on the quality of the training system.

“We're going online for a lot of things, so a lot of the training is now online, so I think it will come to a stage where feedback will come online as well. I think that's just a natural thing which is coming, because we're doing [name of the online training system] it's called, so basically a lot of the online training you can log on yourself on your phone or on the app and then you can go on and you do your food safety, your health and safety, any new menu training ...” P13

However, HRIS also has some impact on some recruitment and selection activities, such as employee analysis, budget management, and recruitment planning.

“There might be a recompany every now and then depending on the efficiency lost, market and competition. We try to run with the minimum required personnel to save cost.” P14

“There are certain criteria to each position and HRIS check if the specification of a candidate does not match those criteria, then the candidate would not go on to the interview stage, i.e. a person who does not drive could not be recruited as a delivery driver, a health check for certain positions is needed, language and the art of presenting service to customers may be a factor in certain cases. Age also could be a determining factor in some positions. HRIS goes by the minimum requirement, of each position and matches that against candidates applying for each job vacancy.” P14

As can be seen from the outcomes shown in the table, there is a considerable impact from HRIS on recruitment and selection process activities.

Also to be considered are the outcomes from the perspectives of non-managers (Figure 5.15).

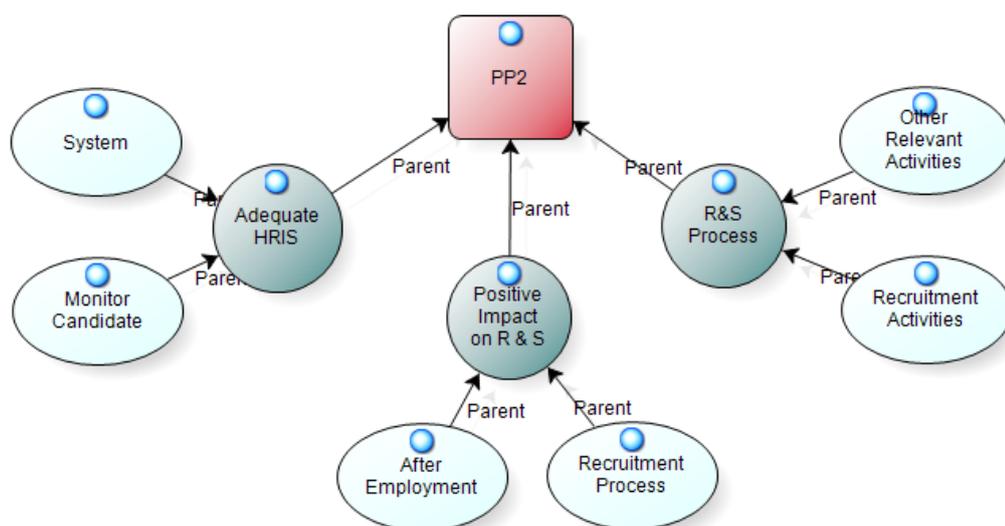


Figure 5.15: Non-managers’ perspectives about PP2 in Sub-Case II

Table 5.23 shows the positive impact and recruitment and selection process activities in detail from the perspective of non-managers.

Positive Impact		Recruitment and Selection Process			
Post-hiring		Recruitment process activities		Other relevant activities	
Retention impact	P16	Communication process	P16	Communication	P16
		Skills inventory	P17	Retention	P16
		Advertising	P16, P17	Social networks	P16
		Application submission	P16, P17		
		Feedback	P16, P17		
		Process of application	P16		

Table 5.23: Recruitment and selection activities and the positive effect of HRIS on them in Sub-Case II from non-managers’ perspectives

The main positive effect of HRIS is either in recruitment and selection activities or post-hiring activities. The notable impact after recruitment is HRIS’ impact on retention.

“... if you spend money and time training somebody you’re going to want to keep hold of that person because then the next person you get is going to need training. So, the system should provide quality training and keep updates about the employees’ requirements, to keep them happy... a happy working environment really can retain employees. That’s the only way you’re going to be able to do that.” P16

The main effect of HRIS on recruitment and selection processes is on communication processes and skills inventory.

“...I think it would be a lot easier to do things like that [via HRIS], because everyone’s human, everyone makes mistakes. So I could say to someone I want this holiday booking, they’ll say yeah I’ll get it booked, but then they get distracted with something else, forget to book it.” P16

As can be seen from Table 5.23, retention has been considered in “other relevant

activities” of recruitment and selection. Communication is also one of the activities that is not specifically a recruitment and selection activity, but it is relevant.

“It was a delivery team member [the advertised job], and then I ended up coming for the interview and they said that they want a driver. But I wasn’t available at that time because I didn’t have the licence required. So I ended up being recruited about two months later. I rang them back and said look have you still got this job, I’ve got my licence, and they said yeah, come in and it was all the matter of how to communicate with them...” P16

To sum up briefly, according to data from Sub-Case II, there is a considerable effect of HRIS on recruitment and selection process activities, and activities post-hiring. The main role of this impact on retention is mainly on post-hiring activities.

c) Evaluate PP3 in Sub-Case II

PP3: "The outcome of HRIS regarding staff retention factors could support the recruitment and selection process effectively"

The next proposition to be analysed is PP3. The details of the data classification for this proposition has been explained in Section 5.3.2. (c). Figure 5.16 below is the NVivo V.10 model for data classification from the perspective of the managers.

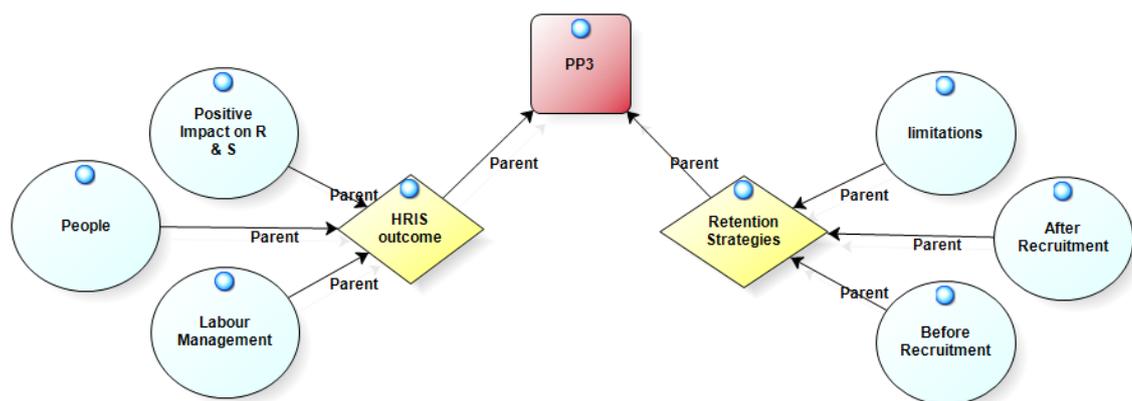


Figure 5.16: Managers’ perspectives about PP3 in Sub-Case II

As can be seen, the HRIS outcome comprises three main groups of data: positive impact, people, and labour management. According to the detail shown below in Table 5.24, the HRIS outcome impacts activities post-hiring and labour management

activities directly. Of course, there is an indirect effect of HRIS on retention from other activities.

HRIS Outcome							
Positive Impact				People Profile		Labour management	
Post-hiring		Recruitment process					
Retention impact	P13, P14	Elimination factors	P13, P14	Talent review	P13	Future demand for labour	P13
Training	P13	Employee analysis	P13	Progress and performance review		Position characteristics	P14
		Budget management	P14	People characteristics		Reason for turnover	P14
		Candidate response analysis	P14				
		Identify unfilled position	P13, P14				
		Job analysis	P13, P14				
		Recruitment plan	P13				
		Report and track of applicants	P13				

Table 5.24: HRIS outcome from managers’ perspectives in Sub-Case II

Part of HRIS’ outcome has been discussed earlier in Section 5.3.3 (b) (positive impact). However, there are two additional categories of HRIS’ outcome including the impact on people and on labour management. Participants discussed different systems, such as Fourth Hospitality and Changeworks, supporting HR activities. Participant P13 discussed the ability of HRIS in recruitment planning by arranging a talent review process.

“... We will obviously analyse what positions we need to recruit ... that’s generally just the recruitment team though that look into that at that stage. HR generally will only deal with it if there are any issues or anything gets brought up during that process. The information will be captured through the Fourth and also everything is on Changeworks. HR would take any feedback from talent reviews or any feedback from the interviews and then they can put into place what would help to retain the

staff, so HR will be used if needs be to help with disciplinaries and things or any performance related issue of any kind and they will help to retain the staff rather than losing them.” P13

“HRIS would monitor the reason for turnover; get feedback from staff for satisfaction with the job, payment, incentive, promotion, training and recognition.” P14

In addition to HRIS’ outcomes, the researcher analysed the current retention strategies of the organisation in order to have a better understanding about the relationship between HRIS’ outcomes and retention. As can be seen from Table 5.25, the exit interview is one of the retention strategies that confirms the ability and involvement of HRIS on retention after completion of the recruitment process.

Retention Strategies					
After recruitment		Before recruitment		Limitations	
Bonuses and benefits	P13, P14	Contract	P14	Success rate of retention	P13
Communication	P13				
Exit interviews	P13				
Hear employees’ voices (employee engagement survey)	P14				
Training	P13, P14				

Table 5.25: Retention strategies from managers’ perspectives in Sub-Case II

“Their wages [employees’ wages] would increase progressively with the length of service they stay with the organisation.” P14

“I think an online method would be good because I think it would, sometimes the issues are ... not necessarily can be resolved in the restaurant, and it’s having a forum where one restaurant might be able to communicate online or this, that, whichever to go to necessarily HR or something like that and it will keep it alive rather than having to wait for people to go through.” P13

“Also, frequent feedback from them to make sure they are happy in the workplace.” P14

However, some participants suggest that the organisation should have a retention strategy in its contract, which could be considered before recruitment strategy.

“Contract with the new staff that their wages would increase progressively with the length of service they stay with the organisation.”

P14

On the other hand, there are the non-managers’ perspectives about PP3 (Figure 5.17).

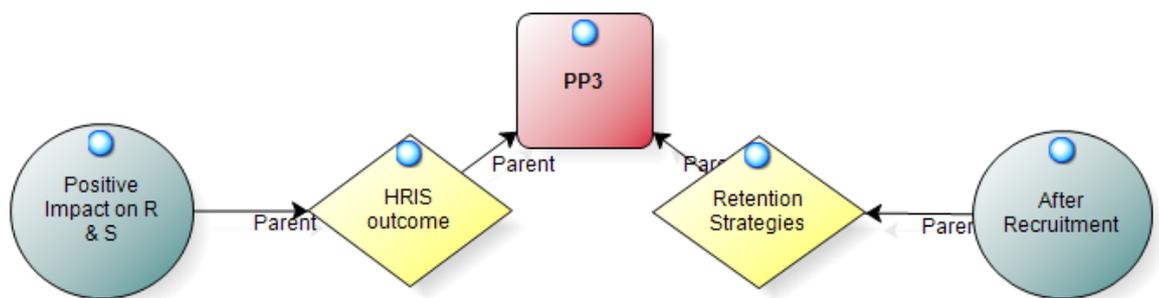


Figure 5.17: Non-managers’ perspectives about PP3 in Sub-Case II.

As can be understood from the NVivo V.10 model, the non-managers either have less knowledge about the contribution of HRIS to retention strategies, or they did not intend to share their information.

Table 5.26 is similar to part of Table 5.19, which was analysed in the previous section (b). The combination of Table 5.26 and Table 5.23 clearly supports the idea of HRIS’ positive impact on post-recruitment and selection activities.

HRIS Outcome			
Positive Impact			
Post-hiring		Recruitment process	
Retention impact	P16	Communication process	P16
		Skills inventory	P17
		Advertising	P16, P17
		Application submission	P16, P17
		Feedback	P16, P17
		Process of application	P16

Table 5.26: HRIS outcomes from non-managers’ perspectives in Sub-Case II

Retention Strategies	
After recruitment	
Bonuses and benefits	P17
Care	P18
Quality works environment	P17

Table 5.27: Retention strategies from non-managers' perspectives in Sub-Case II

It can be seen that all the mentioned retention strategies are applicable after recruitment and, according to Tables 5.19 and 5.21, these retention strategies are covered with an adequate HRIS. The HRIS has a positive impact on retention strategies.

"I'm not sure if they did anything specific, but everything that they do I think does encourage me to stay, like the rate of pay, the just the way they treat their staff, the things like that you get and you get a meal when you work, just the small things that are ... not a lot of other organisations do. Like the fact that you know you'll get a meal when you come to work that you don't have to pay anything extra for. Like the rate of pay is really good." P17

"We did have one driver who obviously he had some other job, so we were putting too many hours on him, so what we had ... because he was going to leave originally, so what [managers name] decided was they'd reduce his hours to two days a week in order so he could see his child and keep up his other job, so that kept him on and he's still working with us now, so that's how they deal with it. They'd work around something that could help you out as well." P18

To conclude briefly, there is a positive effect of HRIS' outcomes on the retention of the organisation but on post-recruitment activities.

d) Evaluate PP4 in Sub-Case II

PP4: "Adequate HRIS positively impacts on staff retention at the recruitment and selection stage of a hospitality organisation"

The last proposition is PP4. The classification of data for this proposition has been explained in Section 5.3.2 (d). The NVivo V.10 model (Figure 5.19 in Appendix 5) provides an overview of data classification for PP4.

In order to analyse retention in recruitment and selection, the organisation’s retention strategies, recruitment and selection processes, and retention perspectives have been analysed. In Section 5.3.3 (c) the retention strategies, and in Section 5.3.3 (b) the recruitment and selection processes, were discussed and analysed. Retention is another perspective to consider in PP4. Table 5.28 summarises the retention strategies revealed in the data from the perspective of the managers.

Retention in Recruitment and selection					
Retention Strategies			Retention management	Recruitment and Selection Process	
After recruitment	Before recruitment	Limitations		Recruitment activities	Other relevant activities
Bonuses and benefits	Contract	Success rate of retention	Short notice	Contract condition	Retention
Communication			Find turnover factors in RandS	Feedback	Internal recruitment
Exit interviews				Interviews	HRM
Hear employees’ voices (employee engagement survey)				Process of application	
Training				Selection	
				Recruitment plan	

Table 5.28: Managers’ perspectives about retention in recruitment and selection stage in Sub-Case II

Participant P13 discussed how managers could improve retention in their organisation by looking at turnover factors in the selection process.

“They look into why people leave and then they try to put something in place to make sure that doesn’t happen, so if there was feedback to say that there weren’t enough one-to-ones or enough chats they would make sure, try and make sure that everybody was having more one-to-ones and

bring in a better way of feedback and constant feedback and kind of on-the-go feedback are a priority now rather than a sit-down discussion.”

P13

One of the issues that managers should consider in their retention is short notice of leave from employees.

“In an event that an employee leaves the organisation for any reason, we either transfer from another branch for such a position or select and interview from a recruitment agency with which we have a good relationship. They usually send us a list of job seekers who have a proven track record from a previous employer, and we use this service if and when we have a shortage, which happens in a short notice and unplanned departure of a member of staff in a higher level.” P14

The perspectives from the non-managers can be classified in the same way as for managers; there was no data about retention, which it is sensible as non-managers are not involved with managerial activities and so there is no expectation of such data. The NVivo V.10 model below shows the data classification (Figure 5.19 in Appendix 5).

A summary of the data related to PP4 is illustrated in Table 5.29. Almost all the details of this table have been previously discussed in Sections 5.3.3 (b) and 5.3.3 (c).

Retention in Recruitment and Selection		
Recruitment and Selection Process		Retention Strategies
Recruitment activities	Other relevant activities	After recruitment
Advertising	Communication	Bonuses and benefits
Application submission	Retention	Care
Feedback	Social networks	Quality works environment
Process of application		

Table 5.29: Non-managers’ perspectives about retention at the recruitment and selection stage in Sub-Case II

However, this table shows the relationship between retention strategies and recruitment and selection process activities. If we look at Table 5.28 in detail it can be seen that retention strategies are applicable to post-recruitment, and the recruitment and selection process shows the consideration of retention is not part of the recruitment activities.

To sum up briefly, adequate HRIS positively impacts on staff retention mostly after the recruitment and selection process. However, according to the capability of HRIS, there is the possibility to expand retention towards the recruitment and selection stage. Table 5.30 provides an overview to the research findings from sub-case II.

Propositions	Findings
1. All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage.	The current HRIS does not monitor all staff turnover factors, but it has the potential to monitor more turnover factors.
2. Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry.	There is a considerable effect of HRIS on recruitment and selection process activities, and activities post-hiring.
3. The effect of HRIS regarding monitoring staff retention factors can support the recruitment and selection process effectively.	There is a positive effect of HRIS' outcomes on the retention of the organisation but on post-recruitment activities.
4. Adequate HRIS positively impacts on staff retention in the recruitment and selection stage of a hospitality organisation.	Adequate HRIS positively impacts on staff retention mostly after the recruitment and selection process.

Table 5.30: Summary of the research findings from sub-case II

Figures 5.20 and 5.21 (Appendix 5) show the managers' and non-managers' data classification for all four propositions. In these figures, the relationship between propositions is more understandable.

5.3.4 Sub-Case III: Greater London Area

The third Sub-Case analysed is located in Greater London and is one of 35 sub-cases in the region. This business sub-Case has 32 employees, with 12 employees in the delivery section. There is a general manager and an area manager, who are in charge of HR activities in sub-case; however, there is also a delivery supervisor who handles some of the HR activities related to delivery personnel, although the delivery supervisor does not have equal authority to the managers.

Business sub-Case III has a delivery section, take-out and restaurant section. Although these sections operate separately, there is strong cooperation between the departments. Delivery, with 12 employees, operates seven days a week in the afternoons (from 5pm to 10:30pm) and during the weekends from 12pm to 10:30pm: There is limited communication between employees in this section with other employees. However, the recruitment process is the same for all the employees.

All the HR activities are the manager's responsibility. In addition, head office has control over all the activities. Different activities are performed through different systems and at different levels, for example, the sub-Case manager (general manager or area manager) only has the responsibility to report working hours, but not with regard to the employee's salary, which is controlled through a payroll system from head office; all activities related to recruitment are reported via the sub-Case managers using Fourth Hospitality. This business sub-Case started its delivery section 6 years ago and for about the last 12 months they have been experiencing a very high rate of staff turnover. It is notable that delivery employees are permanent in this sub-case, but sometimes in an emergency, staff from other business sub-cases will be sent to help out.

The recent issue of staff turnover caused this sub-Case to hesitate to send its employees to other sub-cases. There may be a number of reasons for this increase in staff turnover. Five experienced employees participated in an in-depth semi-structured interview; they shared their stories, experiences, and ideas about retention

in the organisation. They also provided documents in some cases to support their discussions. The interviews were conducted in the same way as for other sub-cases. During the interviews, the participants provided narrative discussion about their real experiences with regard to staff turnover (e.g. why their colleagues left previously and what were the consequences of this turnover). A variety of questions were asked in order to collect enough information to be able to answer the research questions.

The data were recorded in the interviews, then transcribed, classified and coded in order to analyse the research propositions. Managers’ and non-managers’ perspectives were considered separately. In order to manage and analyse the data, NVivo V.10 was used and a separate NVivo V.10 project created for this sub-case’s data in order to consider and evaluate all propositions, which will be the subject of this section in the thesis.

Participant Position	Managers	Non-managers
Participant ID	P19, P20	P21, P22, P23
Number of Participants	5	

Table 5.31: Participant statistics in sub-Case III

a) Evaluate PP1 in sub-Case III

PP1: "All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage".

As for Sub-cases I and II, we start with an analysis of proposition 1 (PP1) from the perspective of the managers. The NVivo V.10 model (Figure 5.22 in Appendix 5) shows the analysis classification for this section. The managers’ perspectives indicate two main topics related to PP1, comprising turnover factors and adequate HRIS.

Table 5.32 below summarises the participant detail relating to staff turnover factors from the managers’ perspectives.

Turnover Factors									
External Factors		Job Factors		Personal Factors		Work Environment Factors		Organisational Factors	
Better offer	P20	Busy schedules	P19	Skills and experiences	P19	Turnover cause turnover	P19	Forced to leave	P20
Outside opportunities	P19	Different from place to place	P19	Career change	P19	Relationship with manager and team	P19 P20	Salary and benefits	P20
				Gender	P19			Recognition	P20
				Residency	P19				
				Part time job	P19				

Table 5.32: Staff turnover factors in sub-Case III from managers' perspectives

In staff turnover discussions, participant P20 mentioned that employees might intend to quit their job because they could not create a good relationship with their management team and were “*unhappy with management*”. Participant P19 also believed that the work environment could play a key role in employees' intentions to leave, and the organisation's efforts to create a happy environment.

“...if there're any problems with relationships with other employees we'll look into it and we'll try and resolve it as best as we can and try and get it all resolved, so it is a happier environment.so they have less chance to leave.” P19

Colleagues are part of the work environment and could directly impact on the other employees. For example, if of employees leave this could motivate others to leave too.

“... For example, in the kitchen, we had a couple where one senior chef left and a few others left.” P19

Participants P19 and P20 discussed various turnover factors, which can be categorised into five main groups comprising: external Factors, job factors, organisational factors, personal factors, and work environment factors.

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“... I’ve had quite a few young drivers that have done it [their job] as a part-time thing just to get some money while they’re at, while they’re studying. Um, I’ve had others leave due to injury.” P20

“... One [manager] left because he wanted a change of industry. I’m not too sure why the previous two left, but I was a driver back then, so I didn’t really get that kind of information for why they left, but yeah one left because he wanted a change of industry and he moved on to a different job. ... Um, the one driver that left recently went into construction because he had the qualifications, so it’s a different industry.” P19

The researcher investigated the ability of HRIS in order to monitor turnover factors. The table below shows a summary of manager's perspectives about HRIS in this respect (Table 5.33).

Adequate HRIS							
Monitor Candidates		Evaluation Factors		System		Factors monitored without HRIS support	
Staff history	P19	Quality candidate	P19, P20	System limitation	P20	Support employees	P19
Right to work	P19	Relevant experience	P19	Online recruitment system	P19, P20	Documents check	P19
Skills consideration	P19			Reports	P20		
				Fourth system	P19		

Table 5.33: Adequate HRIS dimensions in sub-Case III from managers’ perspectives

As can be seen from the table above, the HRIS in sub-Case III mainly monitors candidates. This monitoring process is either through the online recruitment system or from the managers’ daily feedback on the Fourth Hospitality system.

“... For example, if they’re on a visa or anything. It [online recruitment system] just lets us know so we can say. If it’s a 40-hour role we’re looking for and they’re on a visa for 20 hours, it means then if we did

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hire them we'd have to hire someone else as well to fill the extra 20 hours." P19

"This system cannot make decisions automatically and can help the manager to make decisions based on data." P20

"... We've got quite an in-depth online application process and at the end of each section of the application, you get a percentage and so if you don't actually qualify for the job you'll know straight away online." P19

The managers can get information from the Fourth Hospitality system in order to evaluate their personnel's performance by "*looking at comments*" on Fourth.

"With the comments, you can just look on, see what's been written, so for instance if you've been on holiday for a week you can just go through the comments and see what's been written on there." P19

To sum up briefly, the HRIS is able to monitor some of the staff turnover factors within the organisation. However, there are other ways that the organisation monitors turnover factors, for example, the organisation cares about their employees, but this is not evaluated through the system. Participant P19 discussed some points that could be considered and that they felt that using a system for it would complicate matters.

"Personally for me with the drivers it's availability and if they've got a CBT [motorbike licence], which is their basic bike entitlement, so they can actually legally ride on the roads.... I'm not sure about the actual system itself, but as an organisation we are, we do try and help all of our employees." P19

Also to consider, are the non-managers' perspectives. The data classification for PPI from the non-managers' perspectives can be seen in Figure 5.23 (Appendix 5). As was expected, non-managers have limited information about the adequacy of the HRIS system (Table 5.34).

Adequate HRIS	
System	
Online recruitment system	P23
System limitation	P23

Table 5.34: Adequate HRIS dimensions in sub-Case III from a non-manager's perspective

Non-management employees are only aware of the online recruitment system, and they believe their limited access to the system is one of the limitations of HRIS in terms of monitoring turnover factors. Table 5.35 summarises non-managers' ideas about reasons for staff turnover.

Turnover Factors			
External Factors		Personal Factors	
Better offer	P23	University	P23
		Residency	P23
		Part time job	P21
		Family commitment	P23

Table 5.35: Staff turnover factors in sub-Case III from non-managers' perspectives

Participant P21 discussed that having more than one job at the same time could cause employees to quit one after a while.

"...the hours conflict with each other [different jobs]. That would be a reason, so if you have a day job and you have this as an evening job example and you finish at 5 the other job, but you start at half 5, quarter to 6." P21

However, Participant P23 discussed other factors such as external factors or personal factors could also lead to quit.

"... actually, I'm studying to be an actress, or I could get a better job like become a manager or something like that ..." P23

"...I should leave maybe if I'm going too far away from here, so and because now I'm living just ten minutes from here" P23

b) Evaluate PP2 in sub-Case III

PP2: "Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry".

The next proposition to analyse is PP2, and the NVivo V.10 model below, Figure 5.24, shows the data classification for analysis from the perspective of the managers.

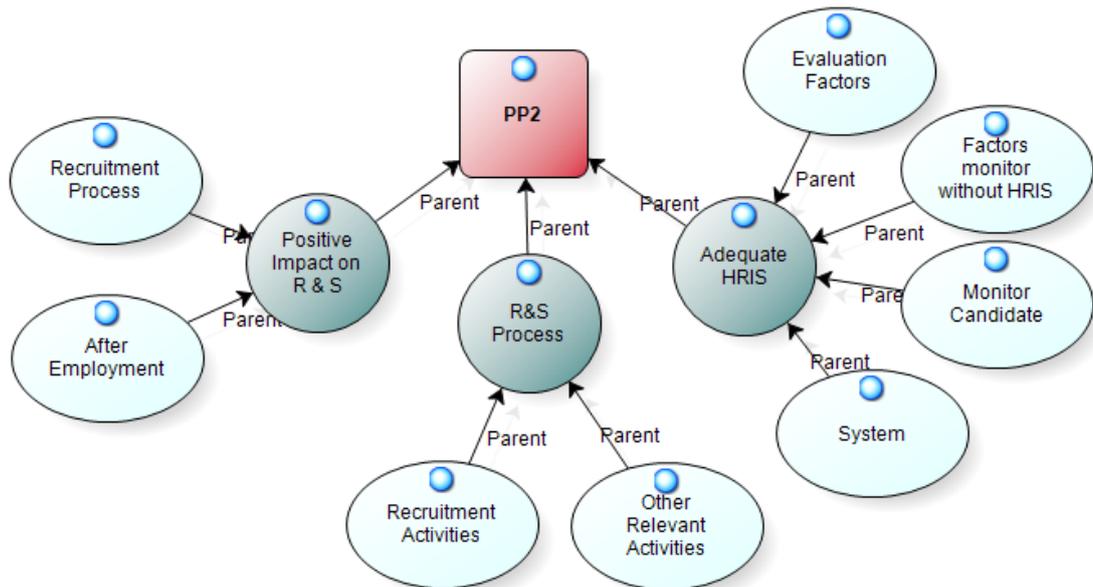


Figure 5.24: Managers’ perspectives about PP2 in sub-Case III

The researcher first looked at the activities within the recruitment and selection process and then at HRIS application area in detail, and finally investigated the positive impacts of HRIS on the recruitment and selection process. Table 5.34 provides the details of the managers’ discussion about the recruitment and selection process and the positive effect of HRIS on it. As can be seen from the table, HRIS has a positive impact on post-hiring activities. In addition, retention is not part of the recruitment activities.

“by leaving comments on Fourth we can track their progress, so we can leave positive, negative, training notes, anything, so if there're any improvements that need to be made that someone else can pick up on or if someone else is ... the easy way to put it is if someone’s hired and then they’ve got notes been put on Fourth saying they need improvement and

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training, maybe for whatever reason that manager or someone leaves, whoever takes over can look back at those notes and see okay this person needs development in this area, so Fourth is pretty much the hub of everything with us.... Retention also goes back to the comments on Fourth. Um, to help retain them we can work on ... we need to look at what's been documented about areas of improvement and we can work on that.” P19

Managers in sub-Case III discussed that HRIS can support them by aiding in employee analysis.

“...we monitor their progress just by working with them and watching them... We record it on Fourth.... They have appraisals every three to six months I believe.” P19

“...we have the record of employees’ day-to-day performance and this is going to help with analysing their performance. All the managers who have access to the system can pull out a report for any specific period of time.” P20

Positive Impact on R and S		Recruitment and selectionProcess			
Post-hiring		Recruitment process activities		Other relevant activities	
Retention impact	P19	Candidates’ response analysis	P19	Retention	P19, P20
Training	P20	Elimination factors	P19		
		Employee analysis	P19, P20		
		Identify unfilled position	P19, P20		
		Job analysis	P19, P20		
		Skills inventory	P19, P20		
		Report and track applicants	P19, P20		
		Recruitment plan	P20		
		Advertising	P19		
		Application submission	P19		
		Interviews	P19		
		Selection	P19		
		Shortlisting	P19		
		Track applicants	P19, P20		

Table 5.36: Recruitment and selection activities and the positive effect of HRIS on them in sub-Case III

In addition to recruitment and selection activities, there are other activities that are related to the recruitment and selection process but are not specific activities, such as retention.

“...we do quite in-depth interviews to find out if someone has got qualifications and their future plans. If they are looking to stay with the organisation, so if they are just trying to gain more skills and move on it’s a factor we’ll use, but generally, we’ll get the information from in-depth interviews in person and on the phone, um, and use their application and CV they’ve sent us.” P20

Participant P20 also discussed HRIS’ application in “retention” after recruitment and selection. Therefore, it can be said that HRIS has a positive impact on the organisation’s retention, if not exactly during the recruitment process.

The non-managers’ perspectives were also evaluated in order to identify the positive impacts of HRIS on the recruitment and selection process (Figure 5.25 in Appendix 5). The participant details from the non-managers’ perspectives are summarised in Table 5.37 below.

Positive Impact on R and S		Recruitment and selection Process			
Post-hiring		Recruitment process activities		Other relevant activities	
Retention impact	P23	Communication process	P21, P23	Communication	P21
Training	P23	Feedback	P23		
		Application submission	P21, P23		
		Interviews	P23		

Table 5.37: Recruitment and selection activities and the positive effect of HRIS on them in sub-Case III from non-managers’ perspectives

As can be seen, there is a positive impact on the communication process in recruitment and selection activities. However, it can be seen that retention is part of the post-hiring activities in the organisation, which HRIS is not perceived as being very involved in. In other words, the HRIS does not involve non-managers and is used by managers only. Participant P23 discussed the training and how helpful it is, but there is no system involvement for non-managers in this regard.

“... We have a book actually, not online. When I started to work here they gave me a book that I had to write everything about my training in. It was quite helpful actually because I had my book at home, so when I was unsure about something I can just check that, so yeah if there is something online like that it would be helpful yes.” P23

In the central column of Table 5.35, there is a list of recruitment process activities, some of which are influenced by HRIS. Participant P21 discussed that HRIS supports the communication process in recruitment activities.

“...For example, if you had a good day, do you want to write about it yourself in, on the computer [system] sort of thing? ... There should be a way that all delivery should be able to write good or bad things that have happened in a day, and then they should be able to review it maybe on a weekly basis sort of thing. ... Delivery times, for example, if you're late back from a delivery or you're too early for a delivery, maybe you work out the reasons why. ... I think it's important to have something to do online, because if you can come or you need to you know to change something like your address or everything it's important that you have the chance to do it online, but yeah like I said I don't really like it.” P21

However, participant P21 also mentioned that the staff saw the managers “in person” for any individual issues related to their job.

To sum up briefly, the managers and non-managers both support the idea of the positive effect of HRIS on some recruitment and selection processes, and in particular a positive impact on retention, but post-hiring.

c) Evaluate PP3 in sub-Case III

PP3: "The outcome of HRIS regarding staff retention factors could support the recruitment and selection process effectively"

The data next proposition to analyse in sub-Case III is classified as shown in Figure 5.26.

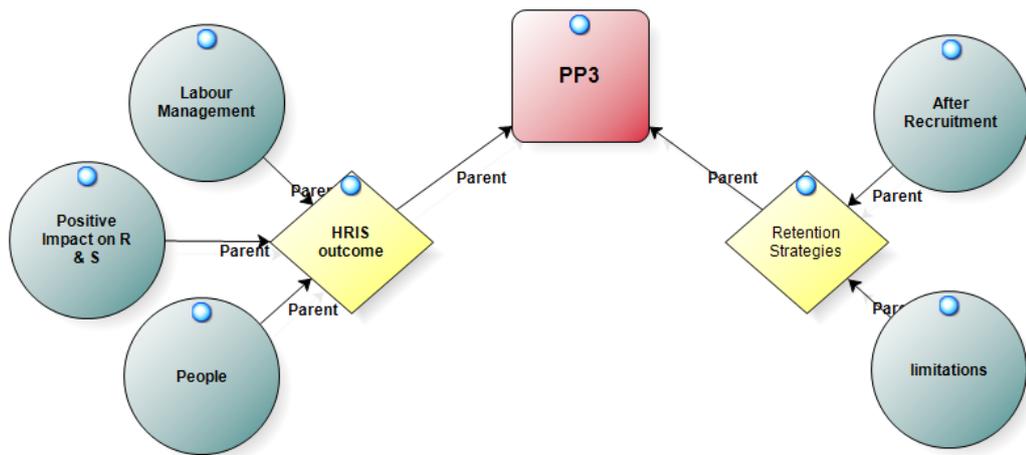


Figure 5.26: Managers’ perspectives about PP3 in sub-Case III

As for Sub-cases I and II, the data categorised into HRIS outcome data and retention strategies data. Table 5.38 shows the detail of HRIS outcome from managers’ perspectives.

HRIS Outcomes							
Positive Impact				People Profile		Labour management	
Post-hiring		Recruitment process					
Retention impact	P19	Candidates’ response analysis	P19	People characteristics	P20	Future number of required employees	P19, P20
Training	P20	Elimination factors	P19	Progress and performance review	P19	Reason for turnover	P19
		Employees’ analysis	P19, P20				
		Identify unfilled position	P19, P20				
		Job analysis	P19, P20				
		Recruitment plan	P20				
		Report and track of applicants	P19, P20				
		Skills inventory	P19, P20				

Table 5.38: HRIS outcomes from managers’ perspectives in sub-Case III

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As can be seen, in addition to the positive effect of HRIS on the recruitment and selection process, the HRIS has other outcomes after recruitment, for example, HRIS is able to monitor people characteristics, and enables the managers to review employee performance. Participant P20 discussed the ability of HRIS to “*offer an adequate, comprehensive and ongoing information system about the people and the job*”, and to “*supply up to date information at reasonable cost*”.

Participant P19 pointed about the critical role of Fourth Hospitality in order to keep employee records. P19 discussed the ability of Fourth to “*see how someone’s progressed*”. In addition, the HRIS could support the managers with respect to labour management in the future.

“... Using Fourth, because we use it to create our rotas, um, where we have who’s working that night. It also works out the percentage of the sales and how much the labour is and that and we’ve got our budgeted sales, that are put in by head office and that is based on what our sales were the previous year, so we’ve got last year’s sales, the budget they want, proposed for us for that particular week and then we input our forecast for the week.” P19

However, Participant P20 believes most of the labour management “*is done manually through the resource planning*”.

In order to study the retention strategies of the organisation, the data were classified into retention strategies after recruitment and during recruitment. However, there was not any notable data regarding retention strategies during recruitment (Table 5.39).

Retention Strategies			
After recruitment		Limitations	
Bonuses and benefits	P19	Budget limit	P19
Culture	P20		
Motivation	P19		
Promotion	P19		

Table 5.39: Retention strategies from managers’ perspectives in sub-Case III

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Participant P20 discussed the role of culture in order to improve retention in the organisation. He discussed that to “*Develop an employee-oriented culture*” is the initial step taken by the organisation in order to encourage staff retention. However, Participant P19 noted motivation and “promotion and pay rise” as other retention strategies.

“...if they [employees] need help in specific areas to try and motivate them if they did want to leave, to try and motivate them to stay.” P19

However, managers in sub-Case III believe that the budget limit is one of their issues with regard to building better retention strategies.

“The same thing everyone always looks at when they’re, um, looking to move jobs is the rate of pay probably, even though I’d say like the front of the house and the drivers they get quite good tips, um, like the front of the house have their tips weekly.” P19

The NVivo V.10 model (Figure 5.27 in Appendix 5) shows the non-managers’ perspectives on PPIII analysis. As the non-managers are not using HRIS after their recruitment they did not mention any outcome other than its positive impact on the recruitment and selection process (Table 5.40).

HRIS Outcomes			
Positive Impact			
Post-hiring		Recruitment process	
Retention impact	P23	Communication process	P21, P23
Training	P23		

Table 5.40: HRIS outcome from non-managers’ perspectives in sub-Case III

The retention strategies are also limited to after recruitment strategies in sub-Case III (Table 5.41).

Retention Strategies	
After recruitment	
Create teams	P23

Table 5.41: Retention strategies from non-managers’ perspectives in sub-Case III

“I don’t really like work with the [name of the manager] sometimes because she stresses me too much, so maybe if I want to leave because of that they can try to tell me okay, you’re not working with her. We try to do the rota when she is off...” P23

In conclusion, it can be said that the outcomes of HRIS regarding staff retention factors mainly support retention strategies after recruitment and selection.

d) Evaluate PP4 in sub-Case III

PP4: "Adequate HRIS positively impacts on staff retention at the recruitment and selection stage of a hospitality organisation"

The last proposition to analyse is PP4. The NVivo V.10 model shows the data classification from managers’ perspectives (Figure 5.28 in Appendix 5). Table 5.42 provides an insight to the managers’ discussion about retention during the recruitment and selection process.

Retention at the Recruitment and Selection Stage									
Retention Strategies				Retention management		Recruitment and Selection Process			
After recruitment		Limitations				Recruitment activities		Other relevant activities	
Bonuses and benefits	P19	Budget limit	P19	Look for turnover factors in selection process	P19	Advertising	P19	Retention	P19, P20
Culture	P20					Application submission	P19		
Motivation	P19					Interviews	P19		
Promotion	P19					Recruitment plan	P20		
						Selection	P19		
						Shortlisting	P19		
						Track applicants	P19, P20		

Table 5.42: Managers’ perspectives about retention at the recruitment and selection stage in sub-Case III

One of the strategies that managers could apply in order to improve retention in the organisation is to identify and avoid turnover factors in the organisation.

“... There are always opportunities elsewhere that the drivers may find or may think are a better opportunity, but we’ve never had anyone leave for that kind of thing, not within the same kind of industry. Um, the one driver that’s left recently went into construction because he had the qualifications, so it’s a different industry.” P19

However, the rest of the discussions support the idea of retention after recruitment, as discussed in section (c).

The non-managers’ perspectives (Figure 5.29 in Appendix 5) strongly support the idea of retention post-hiring.

Table 5.43 shows the summary of the discussion in detail.

Retention in Recruitment and Selection							
Retention Strategies				Recruitment and Selection Process			
After recruitment		Just after recruitment		Recruitment activities		Other relevant activities	
Create teams	P23	Training plan	P23	Feedback	P23	Communication	P21
				Application submission	P21, P23		
				Interviews	P23		

Table 5.43: Non-managers’ perspectives about retention at the recruitment and selection stage in sub-Case III.

As can be seen, the retention strategies in sub-Case III are only considered after recruitment and there is no sign of retention in any of the recruitment and selection activities from the non-managers' perspectives.

To briefly conclude, sub-Case III employees do not deny the positive effect of HRIS on retention, but perceive it only after the recruitment and selection process (Table 5.44).

Propositions	Findings
1. All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage.	HRIS is able to monitor some of the staff turnover factors within the organisation.
2. Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry.	The managers and non-managers both support the idea of the positive effect of HRIS on some recruitment and selection processes, and in particular a positive impact on retention, but post-hiring.
3. The effect of HRIS regarding monitoring staff retention factors can support the recruitment and selection process effectively.	The outcomes of HRIS regarding staff retention factors mainly support retention strategies after recruitment and selection.
4. Adequate HRIS positively impacts on staff retention in the recruitment and selection stage of a hospitality organisation.	There is positive effect of HRIS on retention, but perceive it only after the recruitment and selection process.

Table 5.44: Summary of the research findings from sub-case III

Figures 5.30 and 5.31 (Appendix 5) provide an overview of data classification and the relationship between propositions for

5.3.5 Sub-Case IV: London Area

The last sub-Case of analysis is another business sub-Case in Greater London, with 29 employees, of which 12 employees work in the delivery section. However, as the delivery section operates only during weekends and evenings some of the delivery staff are part of the restaurant too. The delivery section operates directly under the business sub-Case management. Therefore, all the HR activities are the responsibility of the area manager or general manager. The area manager is also

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known as the restaurant manager, and is in charge of all the activities in delivery section, despite this section operating independently to the restaurant.

The restaurant and take out sections mainly work together, and delivery operates separately. The business sub-Case is open from 12pm to 11pm, while delivery is only open from 5pm to 10:30pm. However, some employees and managers must start earlier in order to prepare the branch (e.g. kitchen personnel to make the kitchen ready, and delivery drivers to check their bikes). All the recruitment processes will be the managers' responsibility, with direct control from head office. All documents and employee files are saved in the sub-case, with a copy sent to the HR department in Head office. Most of the recently hired employees were recruited through an online recruitment system. All HR activities within the sub-Case are recorded both in paper-based files and electronically. Each employee has their own file. The managers and shift supervisors record all employees' daily activities. However, recently the organisation has started to experience a high rate of turnover in the sub-case, (within the last 6 months). The managers are finding it difficult to deal with the turnover issues in the sub-case. Therefore, the researcher was invited to this sub-Case in order to investigate the reasons for the high rate of turnover and to provide a possible alternative for organisation S to improve its retention. In addition, the researcher was interested in analysing this sub-Case to support the research.

Two managers and two non-managers (most experienced) employees participated in in-depth semi-structured interviews. The questions provided a good foundation for the discussion and allowed the participants to share their information with the researcher.

The participants related real stories about the research topic. In 45-minute interviews they were asked several question that generated discussion about the research topic.

All the data was recorded and transcribed for this sub-Case before being categorised according to the research propositions, as for other three sub-cases. The research used NVivo V.10 programme for this classification. Table 5.45 shows the number of participants, their ID and position in sub-Case IV.

Participant Position	Managers	Non-managers
Participant ID	P24, P25	P26, P27
Number of Participants	4	

Table 5.45 Participants statistic in sub-Case IV

a) Evaluate PP1 in sub-Case IV

PP1: "All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage".

The first proposition analysed is P1. The NVivo V.10 model (Figure 5.32 in Appendix 5) shows the data classifications. Table 5.46 below summarises the managers' discussions about staff turnover factors in this business sub-case. The managers in sub-Case IV discussed better job offers and competitors to the organisation as the main external turnover factors.

"The main factor of staff turnover in our organisation is outside opportunities and lack of opportunities to develop inside the organisation ... the system provides limited information for the managers' information about competitors and national and international changes to be considered in their decision making." P24

"... It [Staff turnover] is mainly because they find a better opportunity..." P25

Turnover Factors									
External Factors		Job Factors		Personal Factors		Work Environment Factors		Organisational Factors	
Better offer	P24 P25	Working hours	P25	Part time job	P24	Relationship with manager and team	P24	Training	P25
Rivals	P24	Different from place to place	P25	Skills and experiences	P24 P25			Salary and benefits	P25
								Length of employment	P24
								Culture	P25
								Organisation goodwill	P25

Table 5.46: Staff turnover factors in sub-case IV from managers' perspectives

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As can be seen from Table 5.46, there are some staff turnover factors that are grouped as job factors: working hours, and different from place to place. Participant P25 discussed the relationship between the job role and staff turnover in the organisation. He believes, *“The staff turnover reasons vary from employee to employee depending on their position.”*. Participant P25 also discussed that employees leave their job *“sometimes because of the working hours they get”*.

“... For instance, the system will provide a report about the employees’ working hours. So the manager could be fair to the employees with regard to their working hours in order to keep them happier in their workplace. As I said manager could use the system called Fourth to record all this information.” P25

Participant P25 also discussed the relationship between *“Organisation goodwill and organisation culture”* and staff turnover factors, and how HRIS could provide support by monitoring this relationship.

“... The system, of course, could have more accurate information about employees’ demands and fulfil their requests and therefore improve the productivity and increase the organisation goodwill. ... Any conflict among employees will be recorded through the system, so the manager could be aware of the organisation environment culture.” P25

Participant P24 also raised the issues of length of employment and working part time as the factors for the managers to consider to control staff turnover and improve retention in the organisation.

“The organisation does not recruit permanently someone immediately after their interview. There is always three months’ time for both sides to cancel the contract, and the system could monitor desirable factors in this three months and help manage their decisions.... another reason for employee turnover is hiring a student, as students might leave the city or might get busy with their coursework.” P24

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However, HRIS play an important role in monitoring turnover factor among employees. The Fourth system and the online recruitment system are the main systems in the organisation with regard to collecting data regarding staff turnover factors. Table 5.47 below provides an overview of the managers' discussion about HRIS' ability to monitor turnover factors.

Adequate HRIS									
Monitor Candidates		Monitor Work Process		Evaluation Factors		System		Factors monitored without HRIS support	
Consider experience	P24	Fault	P24	Skill gap	P25	System limitation	P24	Communication skills	P24
Right to work	P24, P25	Day-to-day tasks	P24, P25	Relevant experience	P24	Fourth system	P24		
Skills consideration	P24, P25			Quality candidate	P25	Online Recruitment System	P24		
Criminal record	P24								
Distance factor	P24								

Table 5.47: Adequate HRIS dimensions in sub-Case IV from managers' perspectives.

It can be seen that the main areas in which HRIS play a role is to monitor candidates and monitor work process. Participant P24 mentioned the ability of HRIS to monitor previous relevant work experience and some essential factors in the recruitment stage.

“HRIS also consider the number of previous jobs which they [the applicant] had. At the end of this stage, the applicants who are qualified will go for the further application process. However, there are not many more factors to consider after this.... there are different factors to consider for the elimination of unsuitable candidates, for example, right to work, criminal records, the location of the application, to see how convenient is for them to come for a job.” P24

Participant P25 discussed that although the system only evaluates the candidate based on very basic information, it has the potential to evaluate candidates in order to suggest an appropriate training package for them.

“In fact, the system is only considering the basic information to shortlist applications information such as visa and work permits. ... All the

employees' skills and training will be recorded in their file. So the system could provide the number of employees who require any training. For example, if we change the menu the employees should be trained about the new menu. Or if a new system is installed in the organisation, the employees who have less computer knowledge probably need more training."

In addition, the system has the ability to monitor the job process. For example, it could support the managers by diagnosing any faults in the system, and analyse the exit interview data.

"... The system could recognise the faults and problems and the manager could possibly guess there is a lack of skill. For example, if the branch fails the mystery feedback, they can see the reason and the system provides a report on that, so the manager could decide to improve the skill in that specific area or for that individual person or team." P24

"The managers will enter the employees' performance daily through the system. So the report on employees' performance could help to decide if there is a need for training, replacement, bonus, etc. So the system will leave the managers to decide more accurately about the employees, and this could increase the retention. For example, we had on an employee who was with us for more than 3 years but she moved recently to somewhere else. She was about to quit but after offering to transfer to the nearest branch, she changed her mind and stay with the organisation." P25

In addition, HRIS are involved in monitoring turnover factors by employee evaluations. This will facilitate the managers in better and more accurate decision making – to recruit someone, to promote someone or even to terminate somebody.

"However, the system could provide the information clear and transparent to the managers. Although the shortlisted applicants will go for an interview, the system will allow the candidates to provide more information through the system. ... the candidate could give us as much

information as they want through the system, but not much of it will be considered by the system to shortlist them, and almost everything will be passed to the manager to decide. I believe this will let the managers be fair and to hear every single candidate's voice who has right to work.”

P25

However, Participant P24 discussed the ability of HRIS in order to evaluate employees' previous experiences.

“We also consider the number of previous jobs which they had. At the end of this stage, the applicants who are qualified will go for the further application process. However, there are not much more factors to consider after this.” P24

The non-managers' perspectives must also be considered (Figure 5.33).

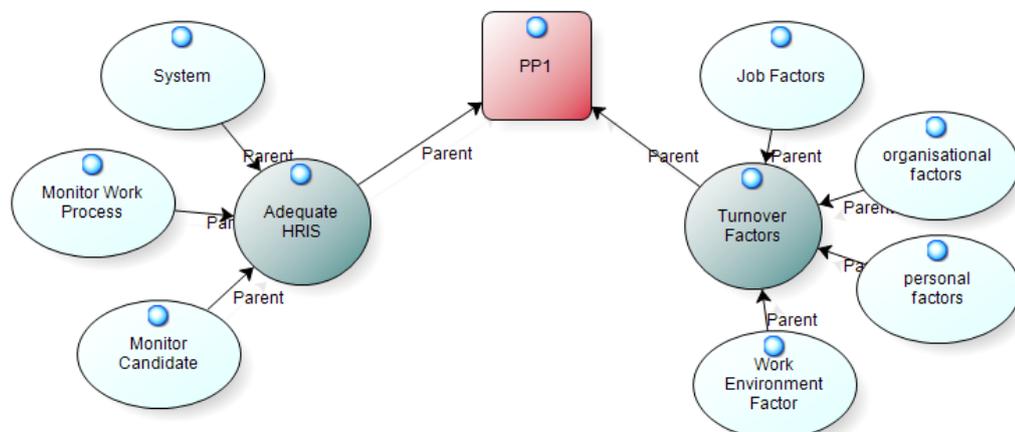


Figure 5.33: Non-managers' perspectives about PP1 in sub-Case IV.

According to the non-managers' perspectives, the turnover factors can be classified as, job factors, organisational factors, personal factors, and work environment factors (Table 5.48).

Participant P26 discussed working hours as a job factor that could cause employees to quit their job.

“... I used to work in another branch and I have heard a lot about the advantages of working in this branch, such as very flexible working hours. I mean in delivery as we did not have a delivery section in my previous branch. But, now which I am part of delivery I can feel the difficulties and the stress of working in here. In fact, the job is much different to my expectation. However, I do not have any plan to quit.”
P26

Turnover Factors							
Organisational Factors		Job Factors		Personal Factors		Work Environment Factors	
Growth opportunities	P26	Working hours	P26	Employees' perception	P26	Relationship with manager and team	P26
Salary and benefits	P27			Stress	P26, P27		
				Empowerment	P26, P27		

Table 5.48: Staff turnover factors in sub-Case IV from non-managers' perspectives

In organisational staff turnover factors, Participants P26 and P27 discussed the growth opportunities in the organisation and salary and benefits as staff turnover factors.

“On the other hand, there is not any opportunity for promotion in delivery. Basically, there is not any position in this section upper team member, so I Prefer to transfer to the floor again.” P26

“I am happy at the moment and do not have any plan to leave, but if I could get a job with higher pay rate will leave.” P27

In addition, there are some personal factors that could be considered as staff turnover factors, including employees' perceptions, stress, and empowerment. As Participant P26 described above, different perceptions of the job encouraged him to change his job position.

“One of the main things which are missing in the delivery section is a lack of empowerment for decision making. For example, if I want to change anything in the customer's order, I could do this with more

power when I was part of floor team. I believe this is because there is an assumption that floor people are always more experienced in comparison to delivery people, which is completely wrong.” P26

The non-managers also discussed the ability of HRIS in monitoring candidates and monitoring work process (Table 5.49).

Adequate HRIS					
Monitor Candidates		Monitor Work Process		System	
Staff history	P27	Exit interviews	P26, P27	System limitation improved	P27
				Online Recruitment System	P26, P27

Table 5.49: Adequate HRIS dimensions in sub-Case IV from non-managers’ perspectives

To sum up briefly, some staff turnover factors are able to be monitored by HRIS, and in sub-Case IV it seems that most of the factors are monitored by HRIS. Although the system seems to have potential to monitor turnover factors, the employees’ honesty plays an important role in this process. Participants P2 and P27 discussed the online recruitment system. Participant P27 believes the online system gave him freedom to apply for more than one job and in more than one branch at the same time.

“We have an online recruitment system, which is more convenient and efficient. I can take my time and fill in the form. I can provide more accurate information, and finally, I can make sure it will be delivered to the right person in the organisation.... In the online recruitment system, I can see all the available positions together, which is fantastic.” P26

“The online recruitment also did not limit me to a specific job, so I was able to apply for more than one position.” P27

b) Evaluate PP2 in sub-Case IV

PP2: "Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry"

The data for the evaluation of proposition 2 has been classified as below (Figure 5.34).

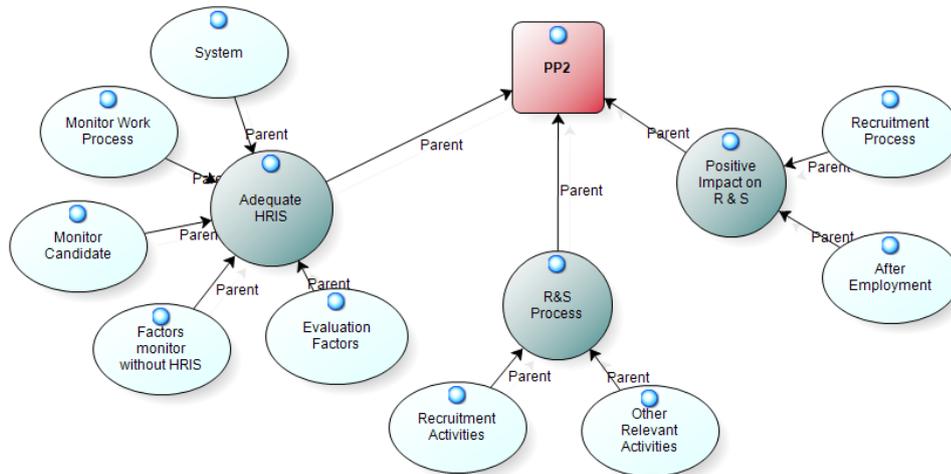


Figure 5.34: Managers’ perspectives about PP2 in sub-Case IV.

Table 5.50 summarises the recruitment and selection process activities on one side and the positive effect of HRIS on recruitment and selection activities on the other side. However, there is a column of recruitment processes in which activities with positive impact are highlighted. If the table is investigated in detail, it can be seen that there is a huge impact on recruitment process activities from HRIS.

Participant P24 discussed the ability of HRIS to improve the quality of applications.

“... The HRIS is very supportive for managers, for example, the system can improve the quality of applications and the tracking system. I believe it is very helpful if the system gives self-service access to employees in order to update their information. This could save much of the manager’s time.” P24

However, Participant P25 discussed HRIS’ ability to improve performance appraisals in the organisation by “providing very supportive information”. He also discussed the systems’ ability in analysing candidate responses.

“Although the shortlisted applicants will go for an interview, the system will allow the candidates to provide more information through the system. Let me be clearer, the candidate could give us as much information as they want through the system, but not much of it will be

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considered by the system to shortlist them, and almost everything will be passed to the manager to decide. I believe this will let the managers be fair and hear every single candidate's voice who has right to work.” P25

Positive Impact		Recruitment and Selection Process			
Post-hiring		Recruitment process activities		Other relevant activities	
Day-to-day activities	P24, P25	Applications quality	P24	Communication	P24
Training	P24, P25	Appraisal	P25	Database	P24 P25
Payroll	P25	Skills inventory	P25	Internal recruitment	P24
Retention impact	P24	Candidates' response analysis	P25		
		Communication process	P25		
		Transparency	P25		
		Elimination factors	P24, P25		
		Employee analysis	P24, P25		
		Fairness	P25		
		Identify unfilled position	P24, P25		
		Job analysis	P24, P25		
		Recruitment plan	P24, P25		
		Feedback	P25		
		Application submission	P24, P25		
		Interviews	P25		
		Process of application	P24, P25		
		Recruitment plan	P24		
		Selection	P24		
		Shortlisting	P24, P25		

Table 5.50: Recruitment and selection activities and the positive effect of HRIS on them in sub-Case IV

Participants P24 and P25 also discussed HRIS' role in eliminating turnover factors and therefore eliminating an unsuitable candidate.

“there are different factors to consider for the elimination of unsuitable candidates, for example, right to work, criminal records, the location of the application, to see how convenient is for them to come for job...

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Their English language skills, to see how good they are in communication... Previous relevant work experience: We also consider the number of previous jobs that they have had. At the end of this stage, the applicants who are qualified will go for the further application process. However, there are not many more factors to consider after this.” P24

“In fact, the system is only considering the basic information to shortlist applications’ information such as visa and work permit.” P25

The next recruitment activity noted by P24 and P25 that is influenced by HRIS is employee analysis.

“Regarding the analysis of each employee, I can say the daily information will be entered into the system (called Fourth Hospitality) and then the managers could request for a report for each individual employees.... In general, I could say HRIS could support retention with recruiting the right people for the right position.” P24

“There is also a system to record employees’ training. However, it is the direct manager or team leader who decides if the employee requires more training or not. In addition, new employees are kind of in trial work for three months and they will not get a permanent contract before. Their performance will be recorded by their direct manager and will let them decide to keep or terminate the new employee.” P25

HRIS’ ability to identify unfilled positions is the next point noted by P24 and P25.

“The system, as I said, is perfect in order to find unfilled positions. This is because the system is linked to the whole organisation.” P24

“There is a chart for each business sub-Case and all other sub-cases have access to it, so the managers could see the availability of the employees for each unit, for example if we need more drivers in one sub-Case and we could see there is one extra driver in another sub-Case we can transfer them to the new place. It is also good for the drivers as they

can get more hours. Plus, the organisation saves on the recruitment process.” P25

The next recruitment activity noted by P24 and P25 that is influenced by HRIS is recruitment planning.

“The system again provides useful information for the managers such as performance, working hours, productivity, and busy shifts ..., and managers could use this info for development of a recruiting plan or eliminating unnecessary job positions, for example, we used to have a delivery manager, and it has been decided to permanently remove this position from organisation chart.” P24

“However, the system for internal recruitment is much easier as all the managers could communicate their current status of their employees through the system.” P25

However, it is notable to see the effect of HRIS on retention post-hiring.

“... I can say it [HRIS] does have the potential to improve retention. There are some factors that could be considered in the recruitment stage so we can forecast the possible turnover of the candidate. For example, at the moment we ask about the number of jobs in the last three years, this question gives an idea about how easily the employee could leave the job also, to have a better understanding more factors should be considered. It is not possible to judge based on one factor.” P24

The non-managers also discussed the positive impact of adequate HRIS on recruitment and selection activities. The NVivo V.10 model below shows the classification of data analysis from the non-managers’ perspectives about PP2 (Figure 5.35 in Appendix 5). A number of points were discussed regarding the possible effect of HRIS on the recruitment process (Table 5.51).

Positive Impact		Recruitment and Selection Process			
Post-hiring		Recruitment process activities		Other relevant activities	
Day-to-day activities	P27	Applications quality	P26	Internal recruitment	P26
Update data	P26, P27	Budget management	P26	Database	P27
		Communication process	P26	HRM	P27
		Decision making	P26		
		Identify unfilled position	P26		
		Interviews	P26		
		Application submission	P26, P27		

Table 5.51: Recruitment and selection activities and the positive effect of HRIS on them in sub-Case IV from non-managers' perspectives

Participant P26 discussed the positive effect of HRIS on some recruitment activities, such as application quality, budget management, communication process, and decision making.

“I can provide more accurate information, and finally, I can make sure it will be delivered to the right person in the organisation [with HRIS support] It [online recruitment system] is also very convenient and cost efficient, as I do not need to travel to each individual sub-Case and submit my application in person.... we have an online recruitment system, which is more convenient and efficient. I can take my time and fill the form. I can provide more accurate information, and finally, I can make sure it will be delivered to the right person in the organisation.... In the online recruitment system, I can see the available positions together, which is fantastic.” P26

The HRIS provide an opportunity for current employees to change their position within the organisation more easily.

“Even now after four years working here, sometimes I look at the website to see if there is any position available which is better than my current position.” P26

In addition, the online recruitment system could ask for certain information from the

candidates in order to make a future plan for the organisation.

“An interesting point about the recruitment system is they asked me about my availability time. So they took that info after my recruitments to schedule the weekly rota. After selection, I was required to upload some documents to complete my file. However, I do not have access to my file anymore.” P27

In conclusion, it can be said that the HRIS have a notable positive impact on the recruitment and selection process in the organisation; however, there is still the possibility to improve the HRIS’ ability within this area.

c) Evaluate PP3 in sub-Case IV

PP3: "The outcome of HRIS regarding staff retention factors could support the recruitment and selection process effectively"

In this section Proposition 3 has been analysed from both managers’ and non-managers’ perspectives. The NVivo V.10 model below, Figure 5.36, shows how the data are classified for PP3 analysis (managers’ perspectives).

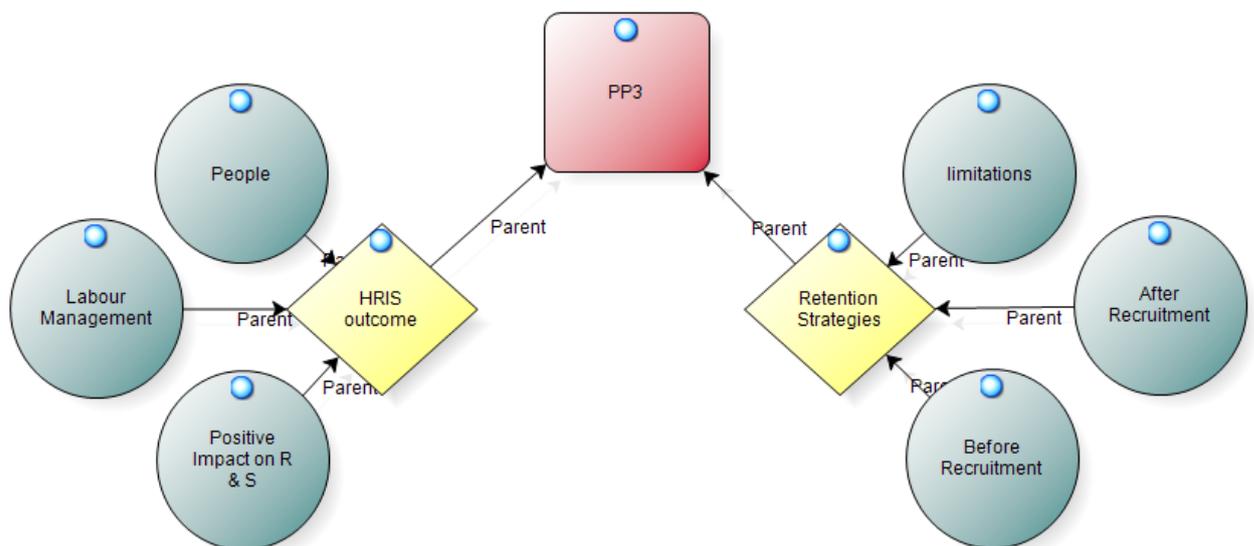


Figure 5.36: Managers’ perspectives about PP3 in sub-Case IV

Table 5.52 provides an overview of retention strategies. As can be seen, most of the retention strategies of the organisation are applied post-hiring.

Retention Strategies					
Post-hiring		Before recruitment		Limitations	
Bonuses and benefits	P25	Improve applications quality	P24	Budget limit	P25
Communication	P25			Success rate of retention	P24
Culture	P24			External limitations	P25
Exit interviews	P24, P25			Keep everyone happy	P24
Internal transfer	P24				
Performance reviews	P25				
Training	P25				

Table 5.52: Retention strategies from managers' perspectives in sub-Case IV

Participants P25 and P 24 discussed the bonuses and benefits and organisational culture as retention strategies in their organisation.

"... keep employees satisfied, such as bonus on a good performance, the system will also support the managers to identify better performing employees." P25

"... For our business, which is in the hospitality industry, and it is very human-capital centric, a high rate of staff turnover matters. There are a couple of factors that are challenging the retention strategies to work in all business sub-cases, even if they are doing the same. In fact, the culture of people is very important." P24

The next strategy to consider for retention, as raised by P24 and P25, in this business sub-Case is that of "exit interviews".

"...most of the information will be captured via exit interviews, and will be analysed by the system. The results of the exit interviews are the main source for the managers in terms of turnover factors." P24

“Well just the termination process will be recorded through the system and there is an exit interview in order to find out staff turnover factors.”

P25

However, Participant P25 discussed training as a retention strategy that HRIS could support for a better outcome.

“... Different factors should be considered in order to retain employees, and one of them is training. The system, I mean HRIS, could provide accurate information about any skills gap across the organisation and let the managers plan for new training in order to let the employees feel more comfortable. I have noticed employees with more training on the site have more intention to stay, compared to employees with no training. So the system could support this by eliminating of any skills gap and implementing the possible training program.” P25

The managers also discussed some difficulties in applying retention strategies in the organisation. For example, P25 believes *“it is not possible to increase the salary more than the norms.”* In addition, P25 discussed *“there are some external limitations, such as outside opportunities. In fact, competition with similar organisations is the main issue”*. Participant P24 also argued about the difficulty of keeping employees happy in the organisation.

“.... the organisation is not necessarily able to fulfil all employees’ expectations. For instance, if we assume all employees join as the front of house with the hope of becoming the manager of the sub-Case in the next 2 or 3 years, I can’t say it is not possible, but of course not for all employees. So there should be another factor, such as pay rate, to motivate the employees to stay with the organisation. However, it is not always possible and worth to keep an employee. For example, in some cases, it is cheaper to recruit and train a new employee rather than to keep increasing the current employee’s salary.” P24

The HRIS’ outcomes have also been discussed with the managers of sub-Case IV. Table 5.53 summarises this discussion. As can be seen, the effect of HRIS on retention is mainly for post-hiring activities.

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One of the positive impacts of HRIS is on retention in the organisation after recruitment. Participant P24 confirmed that HRIS has the potential to improve retention in the recruitment stage.

“There are some factors which could be considered in the recruitment stage so we can forecast the possible turnover of the candidate. For example, at the moment we ask about the number of jobs in the last three years, this question gives an idea about how easily the employee could leave the job also, to have a better understanding more factors should be considered. It is not possible to judge based on one factor.” P24

HRIS Outcomes					
Positive impact				Labour management	
Post-hiring		Recruitment process			
Day-to-day activities	P24, P25	Applications quality	P24	Future demand for labour	P24, P25
Training	P24, P25	Appraisal	P25		
Payroll	P25	Skills inventory	P25		
Retention impact	P24	Candidates' response analysis	P25		
		Communication process	P25		
		Transparency	P25		
		Elimination factors	P24, P25		
		Employees' analysis	P24, P25		
		Fairness	P25		
		Identify unfilled position	P24, P25		
		Job analysis	P24, P25		
		Recruitment plan	P24, P25		

Table 5.53: HRIS' outcomes from managers' perspectives in sub-Case IV

The non-managers' data was also classified for analysis of PP3, as below (Figure 5.37 in Appendix 5). The data has been investigated for both retention strategies and HRIS' outcomes.

Table 5.54 provides a summary of retention strategies from non-management employees.

Retention Strategies			
Post-hiring		Limitations	
Bonuses and benefits	P27	Keep everyone happy	P27
Motivation	P26		
Promotion	P27		
Quality work environment	P26		

Table 5.54: Retention strategies from non-managers' perspectives in sub-Case IV

The non-managers have also supported the idea of the effect of HRIS on retention strategies, which are all applicable to the recruitment process. Participants P26 and P27 posited that any form of reward (e.g. bonuses and benefits and promotion) is a good retention strategy in the organisation.

“...I believe they have a bonus strategy which allows employees to earn more and be motivated to stay with the organisation. We can also get 30% discount if we go to any branch with our family and friends and 50% if we want to have a delivery. I have heard a lot of employees are here because of free food. I believe these benefits and compensation strategies really support the retention.... I love the growth strategy in the floor. For example, I can start as a FOH [front of house employees] but there is a possibility to become a manager. There are different trainings which are not compulsory but everyone intends to attend as they are good for their possible future.” P27

The next retention strategy that has been discussed with non-management employees is that of a quality work environment to encourage employees

“The main strategy in this organisation is their working environment. We have very strong teams, with a briefing in every single shift. All the duties and values are clearly explained. I do not have any confusion and therefore any stress because of the job itself. Moreover, the organisation implements the relationship strategy. Creating a very close relationship with employees lets us work in busy times more happily. Sometimes, to be honest, I feel to complain about the job, but I can't because my manager is so good, in addition our managers try their best that we do not feel bored in our position and feel we are

important. The last point is about the benefits that they provide for us, like free food. We also have a chance to have a very big Xmas party with all employees of the organisation. I know an employee who works once a week and she says I am here because of these benefits and the Xmas party.” P26

The non-managers did not have anything more to add on the positive effect of HRIS, which was discussed in the previous section (b).

HRIS’ Outcomes			
Positive Impact			
Post-hiring		Recruitment process	
Day-to-day activities	P27	Applications quality	P26
Update data	P26, P27	Budget management	P26
		Communication process	P26
		Decision making	P26
		Identify unfilled position	P26

Table 5.55: HRIS outcomes from non-managers’ perspectives in sub-Case IV

To sum up briefly, the sub-Case IV participants believe that HRIS’ outcomes directly impact on some retention strategies (e.g. promotion), based on monitoring turnover factors during the employment period; meaning that the HRIS are not involved with retention in the recruitment and selection stage.

d) Evaluate PP4 in sub-Case IV

PP4: "Adequate HRIS positively impacts on staff retention at the recruitment and selection stage of a hospitality organisation"

The data for the last proposition to be analysed in sub-Case IV are classified as shown in the NVivo V.10 model below (Figure 5.38 in Appendix 5).

In this proposition, retention has been analysed in the recruitment and selection stage. Table 5.56 summarises the data analysis of managers’ discussions about retention in the recruitment and selection stage.

In the retention discussions among sub-Case IV managers, some points such as internal rotation and looking for turnover factors in the selection process were considered. Participant P25 believes the system is a good platform for internal

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recruitment “as all the managers could communicate their current status of their employees through the system”.

“In general, I could say HRIS could support retention with recruiting the right people for the right position.” P24

The HRIS could look for turnover factors in the selection process and therefore improve the retention among new recruitments.

“... Remuneration is completely supported by the payroll system; reports from HRIS aid the managers on their HR planning and training quality, HRIS or to be more specific the Fourth Hospitality system supports the managers to be aware of the organisation culture. The system also provides a more transparent culture. The system also provides more transparency on duties. So there should be less misunderstanding about the job and organisation expectations and facilities. The organisation does not recruit someone permanently immediately after their interview. There is always three months for both sides to cancel the contract, and the system could monitor desirable factors in this three-month period and help management with their decisions.” P24

Retention in Recruitment and Selection					
Retention Strategies			Retention management	Recruitment and Selection Process	
Post-hiring	Pre-hiring	Limitation		Recruitment activities	Other relevant activities
Bonuses and benefits	Improve application quality	Budget limit	Internal rotation	Identify turnover factors in selection process	Feedback Communication
Communication		Success rate of retention		Application submission	Database
Culture		External limitations		Interviews	Internal recruitment
Exit interviews		Keep everyone happy		Process of application	
Internal transfer				Recruitment plan	
Performance reviews				Selection	
Training				Shortlisting	

Table 5.56: Managers’ perspectives about retention in the recruitment and selection stage in sub-Case IV

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The system could analyse the information about employees such as age, gender, and marital status, and use this information in order to improve the recruitment quality.

“Factors such as gender, age, location, etc. will be considered by the online recruitment system, but not personal characteristics. ... These factors [personal characteristics] are fully considered and monitored by the Fourth Hospitality system on a daily basis.” P24

“all information regarding employees will be recorded via a system, such as gender, marital status, address and contact details ... the Fourth Hospitality plays a key role in this matter [retention], as all the information will be entered to the system daily, so the manager can easily become aware of what is going on in the business sub-case.... however, I am not sure if they [managers] consider any of these historical data [from Fourth Hospitality] when they are about to recruit new employees.” P25

Figure 5.39 (Appendix 5) shows the data classification from the non-managers’ perspectives to analyse PP4, and Table 5.54 summarise the overall discussion between non-management employees.

Retention in Recruitment and Selection							
Recruitment and Selection Process				Retention Strategies			
Recruitment activities		Other relevant activities		After recruitment		Limitations	
Interviews	P26	Internal recruitment	P26	Bonuses and benefits	P27	Keep everyone happy	P27
Application submission	P26, P27	Database	P27	Motivation	P26		
		HRM	P27	Promotion	P27		
				Quality work environment	P26		

Table 5.57: Non-managers’ perspectives about retention in the recruitment and selection stage in sub-Case IV

To sum up briefly, the HRIS support retention in the organisation for activities after recruitment and selection. Table 5.58 shows the summary of the research findings from sub-case IV.

Propositions	Findings
1. All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage.	Some staff turnover factors are able to be monitored by HRIS, and it seems that most of the factors are monitored by HRIS.
2. Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry.	HRIS have a notable positive impact on the recruitment and selection process in the organisation.
3. The effect of HRIS regarding monitoring staff retention factors can support the recruitment and selection process effectively.	HRIS' outcomes directly impact on some retention strategies (e.g. promotion), based on monitoring turnover factors during the employment period; meaning that the HRIS are not involved with retention in the recruitment and selection stage.
4. Adequate HRIS positively impacts on staff retention in the recruitment and selection stage of a hospitality organisation.	The HRIS support retention in the organisation for activities after recruitment and selection.

Table 5.58: Summary of the research findings from sub-case IV

Figures 5.40 and 5.41 (Appendix 5) provide an overview of data classification and the relationships between propositions for both managers and non-managers.

5.4 Document Analysis

Another source of data for this research is that of organisational documents, which have been investigated. The findings from this investigation of organisational documents have been categorised into two main sections: current situation and future plan of retention in the organisation; and the outcome of the exit interviews regarding the staff turnover factors among employees.

5.4.1 Current and future retention status

According to the organisational documents, there was a high rate of turnover noticed among employees in 2014. Organisation S has targeted staff turnover due to the high cost associated with this rate of turnover. From very simple calculations, it can be noted that a high rate of staff turnover is a huge cost for the organisation (Figure 5.42).

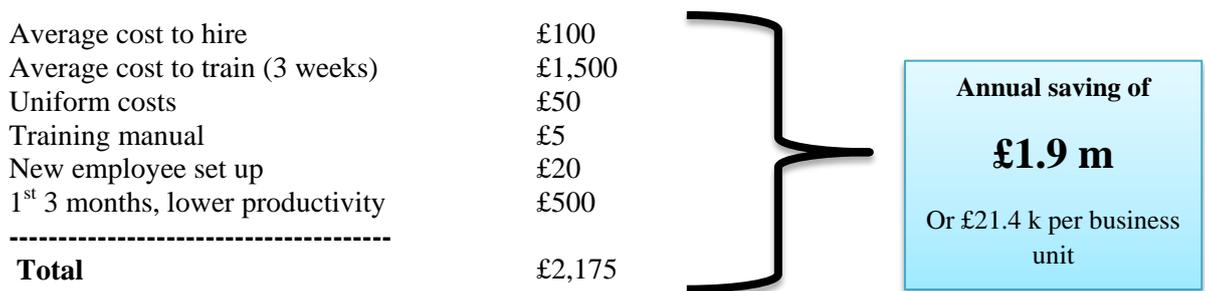


Figure 5.42: Turnover cost to the business (2014)

Table 5.59 provides an overview of the staff turnover rate across different organisational roles.

Role	Number of employees	Current turnover (%)	Number hired per year (2014)	Target turnover (%)	Expected number hired per year (2015)	Reduction in annual hires
Delivery team member	800	80	640	40	320	320
Other team member	800	100	800	50	400	400
Kitchen team member	230	130	290	65	145	145
Total			1,730			865

Table 5.59: Overview of the staff turnover rate across different organisational roles

As can be seen from the documents, organisation S has had:

- 1,725 leavers in 2014
- 64% turnover overall
- 782 employees who left with less than 90 days’ service (45%)
- 25% employees who left due to unsatisfactory probation or walking out

- Branch turnover ranging from 15% to 200%
- Turnover rate for other team members = 100%, delivery team members = 80%, and kitchen team members = 130%

Therefore, reducing turnover is a priority task for the organisation. Organisation S also has concerns about high staff turnover in a competitive market. Table 5.56 compares the staff turnover rate in other organisations with a similar nature of job (retail) and within the same industry (hospitality) as organisation S.

Hospitality				Retail	
Organisation 1	Organisation 2	Organisation 3	Organisation 4	Organisation A	Organisation B
31%	32%	4%	44%	18%	27%
		Was 96%	Was at 157% and took 6 years to reduce		

Table 5.60: Staff turnover rate in competitor organisations

Therefore, it can be noted that it is essential for the organisation to invest in staff retention to avoid the associated turnover cost and to be able to survive in a very competitive market. In the next section, the outcomes of the analysis of exit interviews regarding staff turnover factors are presented.

5.4.2 Exit interviews analysis

Exit interviews are a strategy employed by organisation S to identify staff turnover factors and to improve the retention. Although the exit interview may be too late for the organisation to gain awareness of a particular issue or cause for dissatisfaction, it could support the retention of other employees if the knowledge gained is considered in the recruitment process in order to improve retention. Across about 45 exit interviews in the organisation it has been noticed that:

- 82% left organisation with under 1 year’s service
- The highest turnover is in manager roles (e.g. in kitchen roles 33% of managers compared to that in non-manager in kitchen roles 16%)
- 71% felt that, from the recruitment process, they had been given enough information of what was expected to them

- 44% felt they had not been treated fairly by their manager, in comparison with 38% who felt they had been treated very fairly.
- 71% agreed that organisation S is a good place to work, in comparison with 29% who felt it was not a good place to work.
- When asked what would have persuaded them to stay, 33% said they would like more opportunities to be developed and promoted (highest response)

Figure 5.43 provides an overview of the employees' feedback about the organisational environment.

Is Organisation "S" a good place to work?

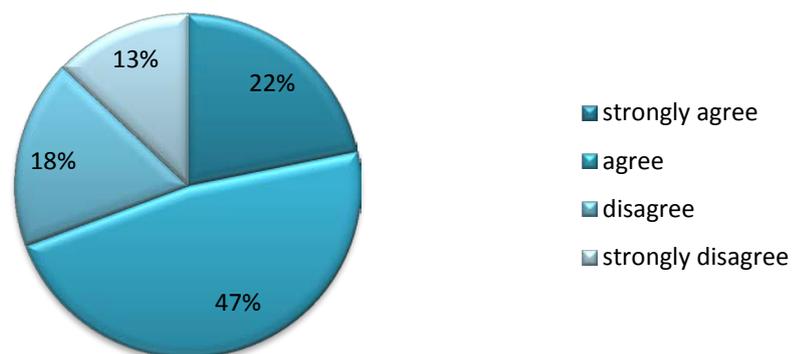


Figure 5.43: Employees' feedback about the organisational environment

As can be seen, about 70% of the employees who left the organisation believe that organisation S was a nice place to work. However, more than 20 percent of employees left the organisation despite strongly agreeing that the organisation was a nice place to work. Therefore, it is important to investigate all the reasons behind staff turnover.

Figure 5.44 shows more detail as to why employees leave the organisation. As can be noted from the pie chart, about one-third of the employees leave the organisation because they are looking for more opportunities to be developed. The next factor from the employees' points of view concerns the quality of the team in which they are working.

Why people leave Organisation "S"?

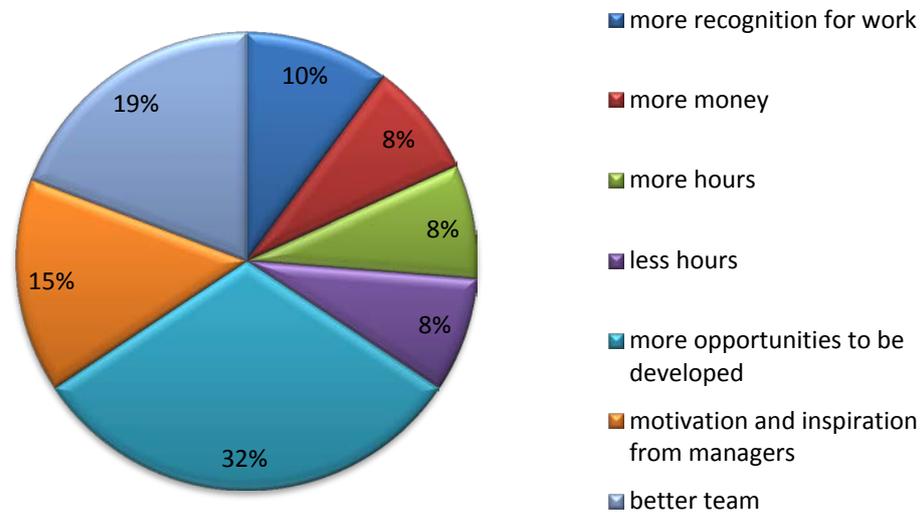


Figure 5.44: Why people leave organisation S?

According to the exit interviews, a new recruitment system is one of the successful strategies of the organisation that could improve recruitment quality. The new system could employ people with a greater possibility of retention by increasing the number of applications and the quality of the information in the applications. According to Figure 5.45, there was a notable change in the number of applications submitted after implementation of the online recruitment system as compared to the number of applications before implementation of this system.

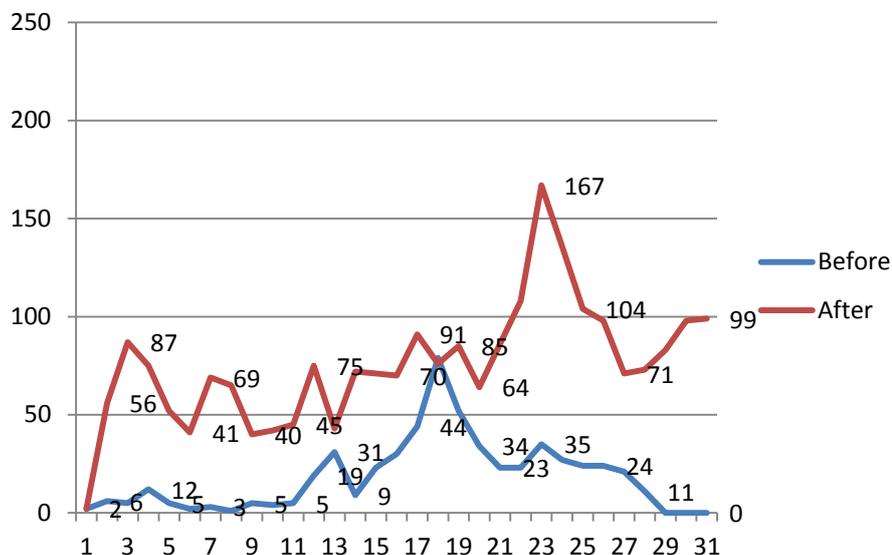


Figure 5.45: number of applications after and before implementation of the online recruitment system

Figures 5.46, 5.47, and 5.48 display the employees' feedback about the impact of the new online recruitment system on retention.

System has been beneficial

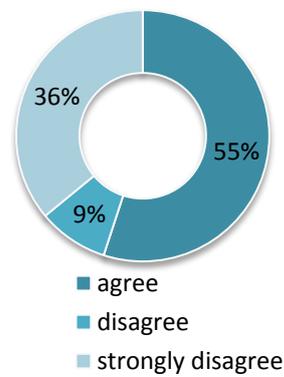


Figure 5.46: Employees' feedback about the system's beneficiary

Increased number of applicants

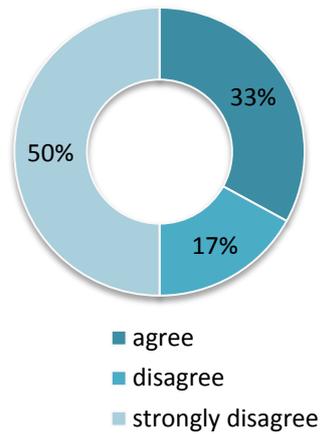


Figure 5.47: employees' feedback about the increases of number of applications

Improving quality

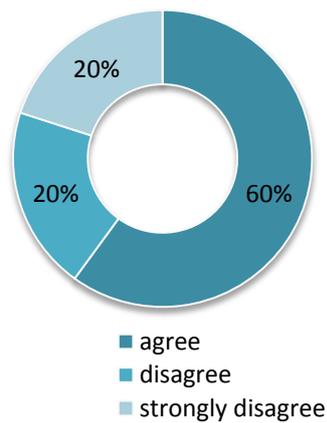


Figure 5.48: employees' feedback about the improvement of the quality of recruitment system

5.5 Summary

This chapter presents empirical data collected from focus group discussion, 23 in-depth interviews in 4 individual sub-cases to the prospect of the two groups; managers and non-managers employees, and organisation document analysis.

The focus group discussion was conducted with the aim of finalising the interview questions and improving the main constructs of the framework before undertaking a detailed evaluation of the case study findings. The initial findings from the focus group can be linked to three constructs of the framework, including the sample size, current HRIS in the organisation, and current retention strategies and benefits. In individual sub-cases' data analysis, each individual sub-Case of the study is presented as evidence to evaluate and explore the retention framework. All four propositions are examined for each case, from both managers and non-managers' perspectives. In each individual sub-Case analysis, an equal weight is given to the managers' and non-managers' points of view (quotes). However, it has been noted, managers are more knowledgeable in respect to the research area in compare to the non-manager employees. The final source of the data in this research is organisation documents, which have been investigated. The findings from this investigation of organisational documents have been categorised into two main sections: current situation and future plan of retention in the organisation; and the outcome of the exit interviews regarding the staff turnover factors among employees. It can be seen from the organisation documents that more than half of the employees (55%) are agreed that information system in recruitment and selection could be beneficiary to the organisation. However, although considerable number of employees (60%) believe the IS could improve the applications quality, half of the employees believe the IS could not increase the number of applications.

In doing so, the researcher attempts to identify the staff turnover factors, staff retention strategies, HRIS effect on the monitoring staff turnover factors and its support to enhance staff retention. The next Chapter is an in-depth cross case discussion with the support of the empirical evidence of the research sub-cases and the literature review in order to confirm and developed conceptual framework.

Chapter 6: Discussion and the Developed Framework

6.1 Introduction

In order to be able to generalise the strong and solid findings of the research to other cases, a multiple case study design is the best analytical standard (Yin, 2013). The summary of the empirical findings from Chapter 5 when compared and linked to the theoretical background of the study (Chapters 2 and 3) provide strong and clear debate on the research topic (Hartley, 2004; Yin, 2009); discussion and argument between the empirical outcomes and literature findings improves the validity, and generalizability, of the research findings (Eisenhardt, 1989).

In this chapter, each construct in the conceptual framework is separately discussed, with cross-case analysis and with regard to the current literature. In the last part of this chapter, all results are concluded into an updated framework with added constructs (through empirical findings). Next, the cross-case analysis, discussions and updated constructs are presented.

6.2 Monitor Staff Turnover Factors Through HRIS

This research has conceptualised the effect of HRIS on staff retention at the recruitment and selection stage of employment within the hospitality industry. This study considers both 9 managers' and 14 non-managers' perspectives, with a research focus on the organisational perspective.

The study investigates the process of monitoring staff turnover factors through HRIS in two main steps; first, the researcher studies employee turnover factors among the organisation, and second step HRIS' ability to monitor these factors directly or indirectly is determined. This work is novel because it collects all staff turnover factors from previous studies and complements them with new factors that arise from the data; therefore, it advances the knowledge of staff turnover factors and HRIS' ability to monitor these factors.

6.2.1 Staff Turnover Factors

The first construct of the conceptual framework (see section 3.3.3 in chapter 3) says that the organisation requires to monitor staff turnover factors divided into internal (e.g. organisational, job, and personal) and external (e.g. globalisation, competitors, and outside opportunities) factors. organisations require a good understanding of

Chapter 6: Discussion and developed framework

what is likely to engage employees to the organisation and what is likely to make them leave, in order to design better plans for the organisation in terms of recruitment, selection and retention (Mburu, 2015). The extant research Bansal (2014) classifies turnover factors as push and pull factors, and that organisation's should be fully aware of all staff turnover factors to be able to implement a successful retention strategy (M burn, 2015).

Table 6.1 summarises the staff turnover factors among organisations, according to the most recent staff retention and staff turnover studies.

Factors	Authors	Research Papers
Compensation	Trevor et al., 1997	Voluntary turnover and job performance: curvilinear and the moderating influences of salary growth and promotions.
	Davies et al., 2001	The role of appraisal, remuneration and training in improving staff relations in the Western Australian accommodation industry: A comparative study.
	Gardner et al., 2004	The effects of pay level on organisation-based self-esteem and performance: a field study.
	Moncraz et al., 2009	An exploratory study on US lodging properties, organisational practices and employee turnover and retention.
	Milkovich et al., 2013	Compensation (8th ed.).
Reward and Recognition	Agarwal, 1998	Reward systems: emerging trends and issues.
	Walker, 2001	"Perspectives" human resource planning
	Silbert, 2005	The effect of tangible rewards on perceived organisational support.
Promotion and opportunity for Growth	Pergamit and Veum, 1999	"What is a promotion?"
	Meyer et al., 2003	Best practices: employee retention
	Prince, 2005	Career-focused employee transfer processes.
	Eyster et al., 2008	Current strategies to employ and retain older workers.
Participation in Decision Making	Hewitt, 2002	High performance workplaces: the role of employee involvement in a modern economy
	Noah, 2008	A study of worker participation in management decision making within selected establishments in Lagos, Nigeria.
Work-Life	Hyman and Summers,	Lacking balance? Work-life employment

Chapter 6: Discussion and developed framework

balance	2004	practices in the modern economy
Work environment	Miller et al., 2001	Sense of place in the workplace: The relationship between personal objects and job satisfaction and motivation.
	Wells and Thelen, 2002	What does your workspace say about you? The influence of personality, status and workspace on personalisation.
	Ramlall, 2003	Managing employee retention as a strategy for increasing organisational competitiveness.
Training and development	Messmer, 2000	Orientations programs can be key to employee retention.
	Tomlinson, 2002	High technology workers want respect.
	Garg and Rastongi, 2006	New model of job design motivation employees Performance.
	Handy, 2008	The importance of the work environment variables on the transfer of training.
Leadership	Eisenberger et al., 1990	Perceived organisational support and employee diligence, commitment, and innovation.
	McNeese, 1995	Job satisfaction, productivity, and organisational commitment.
	Brunetto and Wharton, 2002	Using social identity theory to explain the job satisfaction of public sector employees.
	Chung et al., 2009	Applying structural equation model to study of the relationship model among leadership style, satisfaction, organisation commitment and performance in hospital industry.
Job-Security	Abegglen, 1958	The Japanese factory. Aspects of its social organisation
	Ashford et al., 1989	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test.
	Davy et al., 1991	Developing and testing a model of survivor responses to layoffs.
	Rosenblatt and Ruvio, 1996	A test of a multidimensional model of job insecurity. The case of Israeli teachers.

Table 6.1: Staff turnover factors among organisations

Source: Das and Baruah (2013)

In practice, staff turnover factors are investigated among employers and via exit interview documents, which are part of the organisation's HRIS. Tables 6.2 and 6.3 provide an overview of managers' and non-managers' feedback about reasons behind staff turnover.

Turnover Factors									
Organisational		Job		Personal		Work Environment		External	
Training	P6, P25	Busy schedules	P6, P19	Employees' perception	P5	Turnover	P6, P19	Globalisation	P6
Salary and benefits	P6, P20, P25	Different from place to place	P5, P19	Stress	P6	Relationship with manager and team	P13, P19, P20, P24	Competitors	P6, P13, P24
Length of employment	P6, P24	Working hours	P13, P25	Skills and experiences	P6, P19, P24, P25			Outside opportunities	P19
HR planning	P6	Different from place to place	P25	Gender	P6, P19			Better offer	P20, P24, P25
Growth opportunities	P6, P20			Family commitment	P6				
Forced to leave	P6			Career change	P5, P6				
Culture	P6, P25			Satisfaction	P13				
Organisation goodwill	P6, P25			Residency	P13, P14, P19				
Recognition	P20			Part time job	P19, P24				
				Career change	P19				

Table 6.2: Managers' feedback about reasons behind staff turnover

Turnover Factors									
Organisational		Job		Personal		Work Environment		External	
Culture	P8, P11	Working hours	P9, P26	University	P8, P11, P17, P23	Environment	P8, P9	Better offer	P9, P11, P23, P16, P18
Salary and benefits	P9, P16, P18, P27			Residency	P8, P9, P15, P23	Turnover cause turnover	P16		
Growth opportunities	P12, P26					Relationship with manager and team	P16, P26		
Job position elimination	P17			Stress	P18, P26, P27				
				Family commitment	P16, P23				
				Personal characteristics	P16				
				Part time job	P21				
				Employees' perception	P26				
				Empowerment	P26, P27				

Table 6.3: Non-managers' feedback about reasons behind staff turnover

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As it can be seen, both managers and non-managers believe that personal factors and organisational factors are the main reasons behind staff turnover. This may confirm Milman *et al.*'s (2014) notion, which discusses that employees are less likely to leave an organisation because of external opportunities, and they are most likely because of internal problems.

6.2.2 HRIS Function and Applications

Many studies discuss the issue, if HRIS is an appropriate tool/system to perform better retention of employees (Hussain *et al.*, 2007; Lepak *et al.*, 2007; Sanchez and Aguayo, 2007). HRIS is a system that provides accurate and up-to-date information about their employees to organisations in order to improve decision making and monitoring staff turnover factors among employees (Sherman *et al.*, 2016). To put it in another way, Kavanagh *et al.*, (1990) defines HRIS as a system that obtains and saves, manipulates, analyses, retrieves, and distributes relevant information about an organisation's HR. In order to link IS and IT with HR for the nature of this research, the background to IS and IT will be briefly outlined.

According to Siddique (2004), HRIS could provide quality information for the functions, such as job analysis, HR planning activities, and job descriptions. The findings of this research confirm Siddique's (2004) argument about HRIS functions; according to the empirical research, HRIS could support an organisation by monitoring candidates, monitoring work process, and evaluation factors. However, it is noted that not all turnover factors are monitored by HRIS, and, as discussed earlier, job factors such as working hours, and busy schedules may result in employee turnover; as a solution, HRIS could enable the organisation to improve their job analysis and speed up their decision-making and improve decision quality (Siddique, 2004).

Ongori (2007) points out that HRIS can examine the reasons of staff turnover and provide the best solutions to the managers. Troshani *et al.* (2011) also maintain that HRIS can support organisations in providing quality information about their employees' activities and performance to manage their HR effectively. These findings confirm the essential need of appropriate HRIS in an organisation to improve its retention of their staff. It is also argued by Pirzada *et al.* (2013) that a

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lack of HRIS in an organisation can directly influence retention. However, all these debates do not reveal the detail of HRIS' ability to monitor all employee turnover factors. Similarly, Karikari *et al.* (2015) argue that HRIS can impact on the quality of HR tasks and allow the managers to concentrate on talent management by providing opportunity for organisations to gather data.

This argument is found to be true to some extent, because automating most of the operational tasks enables managers to concentrate on more strategic tasks. Troshani *et al.* (2011) discuss the challenges in such automation, such as cost and risk of failure in HRIS adoption. Although HRIS usage might have some challenges, applications such as recruitment, performance evaluation, and retention provide huge advantages for the organisation in the long term (Troshani *et al.*, 2011). It is very important to employ appropriate HRIS, with relevant functions and applications for the organisation, in order to improve the retention quality (Karikari *et al.*, 2015). Table 6.4 provides a summary of various HRIS applications that could support the organisation to improve their retention and minimise turnover factors.

HRIS functions in relation to retention	Authors
Job analysis	(Siddique, 2004, Ongori, 2007)
HR planning	(Siddique, 2004, Pirzada <i>et al.</i> , 2013)
Talent management	(Karikari <i>et al.</i> , 2015)
HR administration	(Dery, Grant <i>et al.</i> , 2009, Chakravarthi, Suthar, 2013)
Knowledge sharing and strategic HR analysis	(Troshani <i>et al.</i> , 2011, Scott, 2016)
Performance management	(Chakravarthi, Suthar, 2013)

Table 6.4: HRIS applications to support the organisation retention

This research has empirically found that non-management employees are less aware of HRIS and its applications in the organisation in comparison to managers. This research's findings support the positive effect of HRIS on monitoring staff turnover factors. Table 6.5 illustrates the different systems within an organisation that are related to retention.

Recruitment system	Online recruitment platform, which aids managers with their recruitment and selection process. Managers and non-managers have access.
Performance system	Enables managers to record day-to-day feedback about their employees and record any changes in their statuses. Managers access only.
Exit interview system	Not purely computerised; however, the collected information will be stored in the system. Managers access only.
Payroll system	Linked to the working hours system (performance system). Selected managers access only.

Table 6.5: Systems within an organisation related to retention

The whole HRIS is analysed to discover and define the ability of the system to monitor turnover factors. As can be seen in Table 6.6, the HRIS systems in this research are able to mainly monitor job candidates and work process. This confirms Ongori's (2007) suggestions about the usage of HRIS to monitor turnover factors. However, as can be seen from Table 6.6, HRIS is not the only source of data collection in the subject organisation.

Going into more depth, organisation S seems to investigate staff turnover factors through other platforms rather than HRIS. These findings confirm Troshani et al.'s (2011) discussion about organisational challenges in the use of HRIS for all HR activities. According to the above discussion, the proposed framework can be expanded in Figure 6.1.

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Adequate HRIS									
Monitor Candidates		Monitor Work Process		Evaluation Factors		System		Factors monitored without HRIS support	
Job stability	P6, P19	Exit interviews	P6, P9, P11, P12, P26, P27	Skill gap	P5, P6, P25	System limitation	P6, P14, P20, P24, P8, P23, P15, P27	Mistry Dinner (Manual)	P6
Employees' talent and potential	P6, P13, P14	Fault	P24	Relevant experience	P6, P13, P19, P24	Fourth system	P5, P6, P13, P19, P24	Grievance tracker (Manual)	P6
Skills consideration	P5, P6, P7, P13, P14, P19, P24, P25	Day-to-day tasks	P24, P25	Ranking candidates	P6	Reports	P5, P6, P7, P14, P20	Talent review	P6
Right to work	P19, P24, P25			Quality candidate	P5, P6, P19, P20, P25	Online Recruitment	P6, P13, P19, P20, P24 P8, P9, P12, P23, P26, P27	Support employees	P19
Consider age factor	P13, P14					Change work now system	P6	Documents check	P19
Consider experience	P13, P24					social networking	P16	Communication skills	P24
Distance factor	P13, P24								
Criminal record	P24								
Staff history	P11, P17, P27								

Table 6.6: Adequate HRIS system functions

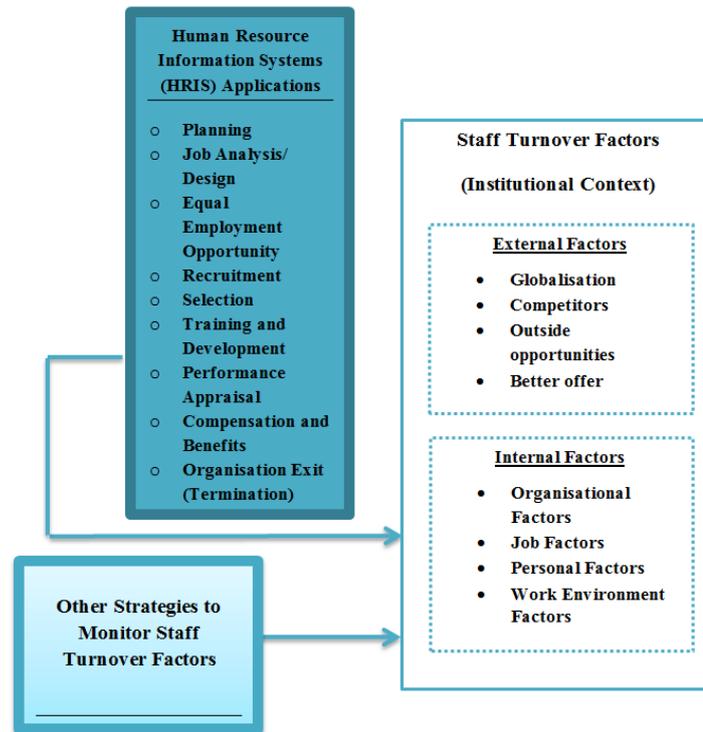


Figure 6.1: HRIS and staff turnover factors

6.3 HRIS in Recruitment and Selection

The next construct of the research concerns the relationship between HRIS and the recruitment and selection process. This construct is discussed below in three sub-sections considering recruitment and selection before, after, and during process.

6.3.1 Before Recruitment and Selection

Recruitment and selection is a critical issue for HR, because organisations are more likely to fail to perform accurately without skilled employees (Louw, 2013). However, recruitment and selection is not an isolated function in HRM and is linked to different activities (Rensburg, 2011). Numerous studies (Ballantine, 2009; Scolarios *et al.*, 2013) argue that the process of recruitment and selection starts by reviewing the need for staff and providing a clear job and applicant requirement. There are different tasks and activities that should be considered before the actual recruitment and selection process, and appropriate preparation at this stage can improve the quality of the recruitment and selection process. A possible solution to this could be the use of HRIS. For example, recruitment sources, including personal

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contacts, recruitment agencies and the use of advertising (Beardwell and Claydon, 2010; Grobler *et al.*, 2006; Madia, 2011; Tucker, 2012) could benefit from the IS. Chan and Kuok (2011) discuss the initial tasks that take place before the recruitment and selection activities, and confirm that less investment and more haste in the recruitment process can lead to a reduced focus on the quality of the employees. Conversely, employers who invest and care more about the recruitment process are more likely to recruit the right candidate (Chan and Kuok, 2011).

This argument is found to be true to some extent because the recruitment system in organisation S has several inputs, which include HR planning, job analysis and providing recruitment policy (Huda *et al.*, 2014), which are essential for the successful implementation of recruitment and selection. These findings confirm Bonn and Forbringer's (1992) discussion that preparation for the interview is a task that should be considered before a successful recruitment and selection process. The steps toward an effective interview have been discussed earlier in Section 2.2.5. Similarly, Rehman (2012) describes the three fundamental decisions in any recruitment development in an organisation as: defining the target population, determining the candidate source, and deciding how to attract candidates. To sum up briefly, numerous studies have argued about the importance of pre-recruitment activities. However, there are very limited studies with a focus on the improvement of these tasks with an aim of improving the recruitment and selection process with the aid of HRIS. In practice the current research reveals that HRIS participates in activities such as budget management, identifying vacant positions, and planning the recruitment process; this is similar to Huda *et al.*'s (2014) discussion. Table 6.7 provides the summary of the participants' perspectives about organisation S' recruitment activities and compares it to previous research.

Before Recruitment Activities	Managers' Perspective	Non-manager's perspective	Scholars
Budget management	P7, P14	P26	Beardwell and Claydon, 2010; Grobler <i>et al.</i> , 2006; Madia, 2011; Tucker, 2012
Identify unfilled position	P6, P7, P19, P20, P24, P25	P26	(Rehman, 2012)
Recruitment plan	P5, P6, P7, P13, P20		(Chan and Kuok, 2011)

Table 6.7: Comparison between participants' perspectives and extant research about recruitment activities

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According to the findings of this research, the recruitment and selection activities can be divided into two categories including direct activities (recruitment process activities, e.g. job analysis) and indirect activities (Other relevant activities, e.g. retention management) (Tables 6.8 and 6.9).

Positive Impact on Recruitment and Selection		Recruitment and Selection Process
Post-hiring	Recruitment process activities	Other relevant activities
Training	Elimination factors	Retention management
HR targets	Employees' analysis	Database
Retention impact	Budget management	HRM
Day-to-day activities	Candidates' response analysis	Internal recruitment
Payroll	Reporting and tracking of applicants	Communication
	Identify unfilled position	
	Job analysis	
	Recruitment plan	
	Skills inventory	
	Application quality	
	Appraisal	
	Communication process	
	Transparency	
	Fairness	
	Advertising	
	Selection	
	Feedback	
	Interviews	
	Process of application	
	Recruitment plan	
	Contract condition	
	Application submission	
	Shortlisting	
	Track applicants	

Table 6.8: Recruitment and selection activities and HRIS' impact from the managers' perspective

Table 6.9 provides an overview to no managers' perspective about all recruitment and selection process with identifying the positive impacts of HRIS on recruitment and selection.

Positive Impact on Recruitment and Selection		Recruitment and Selection Process	
Post-hiring	Recruitment process activities	Other relevant activities	
Day-to-day activities	Skills inventory	Communication	
Training	Employees' analysis	Database	
Retention impact	Communication process	Social networks	
Payroll	Budget management	Internal recruitment	
Retention impact	Application quality	Retention	
Update data	Decision making	HRM	
	Identify unfilled position		
	Application submission		
	Feedback		
	Interviews		
	Process of application		
	Selection		
	Advertising		

Table 6.9: Recruitment and selection activities and HRIS' impact from the non-managers' perspective

The first category is the post recruitment and selection activities that can be considered purely by HRIS, and the second is the Recruitment and selection activities that can be partly achieved by HRIS. However, this could confirm Chakravarthi and Suthar's (2013) position regarding the benefits of adequate HRIS, as the use of non-suitable HRIS for the recruitment process could be unsuccessful.

6.3.2 During Recruitment and Selection

The next item to be discussed is the consideration of HRIS *during* the recruitment and selection process; this study's findings suggest that HRIS is utilised in some of the recruitment and selection activities (see Tables 6.8 and 6.9, which provide an insight to managers' and non-managers' points of view about the usage of HRIS). It can be seen that there is considerable room for improvement in the application of HRIS in Recruitment and selection activities, for example participants P19, P24 and P25 confirm that they do not use HRIS for their shortlisting process. However, it has been argued by Wickromarana (2009) that HRIS can support an organisation in its

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selection of qualified and skilled employees. Information systems can facilitate, both for organisations and candidates, in candidate selection, and support the managers' decision making processes in respect of choosing a skilled employee.

6.3.3 After Recruitment and Selection

In practice, there are some activities that are closely linked to recruitment and selection activities but which take place immediately post-hiring commences. It is noted from the participant responses that HRIS has a direct impact on these activities (Tables 6.10 and 6.11).

After commencement of employment	
Day-to-day activities	<i>“An interesting point about the recruitment system is that they asked me about my availability time. So they took that info after my recruitment to schedule the weekly rota.” P27</i>
Training	<i>“We have a book that I had to write everything about my training. It was quite helpful actually because I had my book at home, so when I am unsure about something I can just check that, so yeah if there is something online like that it would be helpful yes.” P23</i>
Retention impact	<i>“If you spend money and time training somebody you’re going to want to keep hold of that person because then the next person you get is going to need training.” P16</i>
Payroll	<i>“We have different systems for payrolls, payments, and salaries” P8</i>
Update data	<i>“I need to tell them about any changes. Sometimes they ask me to fill in a form, for example if I change my address. But it is paper based, I don’t have to do anything with the system.” P26</i>

Table 6.10: HRIS' impact on activities after recruitment and selection from managers' perspectives

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After commencement of employment	
Training	<i>“A lot of the online training you can log on yourself, on your phone or on the app, and then you can go on and you do your food safety, your health and safety, any new menu training there’s ...” P13</i>
HR targets	<i>“By using this system we can easily identify when, where and how much labour force is required in order to meet sales target and to control the labour according to given budget and forecast.” P7</i>
Retention impact	<i>“Retention also goes back to the comments on [HRIS system name]. To help retain them we can work on (the information from the system) we need to look at what’s been documented about areas of improvement and we can work on that.” P19</i> <i>“... I can say it [HRIS] does have the potential to improve retention. There are some factors which could be considered in the recruitment stage so we can forecast the possible turnover of the candidate.” P24</i>
Day-to-day activities	<i>“...we have a record of employees’ day-to-day performance and this is going to help with analysing their performance. All the managers who have access to the system can pull out a report for any specific period of time.” P20</i>
Payroll	<i>“I could say it is very efficient in payroll, training (both organising and implementing) and appraisal, as it provides very supportive information.” P25</i>

Table 6.11: HRIS’ impact on activities after recruitment and selection from non-managers’ perspectives

Tables 6.10 and 6.11 present the managers’ and non-managers’ perspectives about various related activities just after Recruitment and selection that are influenced by HRIS. In addition to these activities, participants mention other relevant activities that are not part of HRIS but which interact with Recruitment and selection processes and should therefore be considered more by the managers in order to improve Recruitment and selection quality and retention.

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Other relevant activities	
Retention	<i>“...we do quite in-depth interviews to find out if someone has got qualifications and their future plans. If they are looking to stay with the organisation, so if they are just trying to gain more skills and move on it’s a factor we’ll use, but generally, we’ll get the information from in-depth interviews in person.” P20</i>
Database	<i>“In addition to these, the successful candidates’ information could easily be transferred from the application to employees file. So we can save time again.” P24</i> <i>“The managers always can search the database for the applications.” P25</i>
HRM	<i>“Because we have a separate recruitment team to our human resources team, so we have an HR team and a recruitment team... HR will link in with the recruitment team to what is required for a position, so if you’re looking for a head chef, a general manager or a sous chef they’ll have a skill set about what you should be looking for on an interview, so they’ll kind of work together for that one.” P13</i>
Internal recruitment	<i>“The HR looking at the job profile for one position and what the gap is between that position and the other position. Then we replace their positions for trial, so that helped for people to gain experience before getting the position that is available internally.” P13</i>
Communication	<i>“Another considerable factor is about communicating this information between different departments, for instance the entire department could get access to the employees’ information from the same database... we have a system but not for employees interaction. All the information will be added by managers.” P24</i>

Table 6.12: Managers’ perspectives on other relevant retention activities

Table 6.12 provides a summary of managers’ points of view with regard to other relevant activities that, while are not part of the Recruitment and selection process, influence this process. According to job characteristics theory (skills variety, task led entity, task significance, autonomy and feedback) and the findings described in this

section of the research, the Recruitment and selection construct of the framework can be amended as below (Figure 6.2).

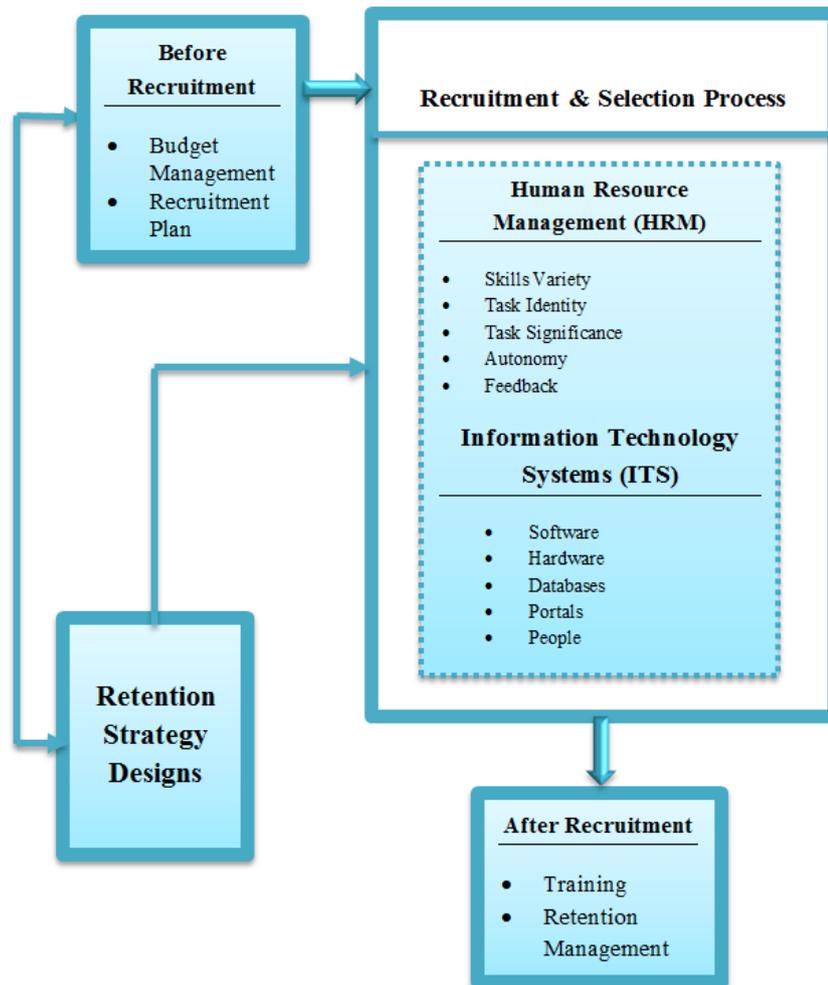


Figure 6.2: Amended recruitment and selection construct of the framework.

6.4 HRIS' Impact on Retention with the Enhancement of the Recruitment and Selection Process

The main aim of employee retention is to keep those valuable employees with the required skills or experience for a longer time within the organisation, and to avoid recruitment difficulties and additional costs (Bansal, 2014). Retention strategies can support organisations to avoid losing the employees in which they have already invested by recruitment and training costs, and therefore increase their retention and engagement to the organisation (Acton and Golden, 2003 cited in Mburu, 2015).

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6.4.1 Retention Strategies

Retention strategies are more critical in the hospitality industry as compared to most other industries. This is due to the nature of the job, which allows employees to transfer the knowledge and skills of the organisation to competitors in a very competitive market (Strom *et al.*, 2014 cited in Scott, 2016). If an employee faces a problem in the organisation, or feels that there are better opportunities outside the organisation, then there is a danger of that employee leaving (McClellan *et al.*, 2013 cited in Scott, 2016). There are various strategies for retention, according to numerous studies. However, this research is focussed on strategies that are applicable in the recruitment and selection stage and can be supported by HRIS.

Retention Strategies	Authors	Year
<ol style="list-style-type: none">1. Referrals: turnover is reduced when applicants are referred by friends or family2. Hiring of minorities, elderly and handicapped3. Realistic job previews4. Biodata: verifiable biodata (e.g. job experience) can be effective predictors of subsequent employee turnover.5. Weighted application blank (WAB)	Bonn and Forbringer	1992
<ol style="list-style-type: none">6. Changing policies towards recruitment, selection, induction, training, job design and wage payment	Ongori	2007
<ol style="list-style-type: none">7. Increase applicant assessment in recruitment process	Chan and Kuok	2011
<ol style="list-style-type: none">8. HRM strategies, including intrinsic rewards, training and career development, compensation policies and inter-departmental transfers	Yang <i>et al.</i>	2012
<ol style="list-style-type: none">9. Appropriate recruitment system	Asiedu-Appiah <i>et al.</i>	2013

Table 6.13: Summary of retention strategies applicable in the recruitment and selection stage

Table 6.13 summarises the retention strategies that are applicable in the recruitment and selection stage. In addition, according to the findings of this research the retention strategies for before and after the recruitment process from managers' and non-managers' perspectives can be summarised as shown in Tables 6.14 and 6.15.

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Retention Strategies	
After recruitment	
Bonuses and benefits	<p><i>“Their wages would increase progressively with the length of service they stay with the organisation.” P14</i></p> <p><i>“Keep employees satisfied, such as bonus on good performance, the system will also support the managers to identify better performing employees.” P25</i></p>
Communication	<i>“The organisation plans for different events in order to improve communication among employees.” P25</i>
Exit interviews	<p><i>“So at the moment we only do exit interviews, which is after someone’s left” P6</i></p> <p><i>“Most of the information will be captured via exit interviews, and will be analysed by the system. The results of the exit interviews are the main source for the managers in terms of turnover factors.” P24</i></p>
Hear employees’ voice (employee engagement survey)	<i>“It’s whether or not people think it’s the right thing to do to give the employees a voice to say what they want, or whether we just let them do that all the time anyway, because of the various methods that we have for them to do that.” P6</i>
Training	<i>“Training packs that we have, so the training books an employee has to start off with are quite thorough, so they ... it’s broken down into a book about an inch thick, so it’s built in over the first 6 to 8 to 13 weeks of their employment and then it kind of will continue on.” P13</i>
Knowledge sharing (situational judgement testing)	<i>“We started by looking at the recruitment issues with the branch managers and so they went around to all the branches and found out all the best bits of what everyone was doing in the best sites of the recruitment and said to all the other sites this is what everyone else is doing.” P6</i>
	<i>“Screen people and then we launched the [Organisation Online Training Platform], so that was a complete refresh of all of our learning and development material.” P6</i>
Performance reviews	<i>“Regular feedback about employees and have a weekly feedback meeting sessions.” P25</i>
Culture	<i>“There are couple of factors which are challenging the retention strategies work in all business sub-cases, even if they are doing the same. Infect the culture of people is very important.” P24</i>
Motivation	<i>“If they need help in specific areas to try and motivate them if they did want to leave, to try and motivate them to stay.” P19</i>
Promotion	<i>“Promotion and pay rise is one of the strategies” P19</i>
Internal transfer	<i>“However the system strongly supports internal transfers. It is a good saving for the organisation to use the current potential of the organisation rather than employing new employees.” P24</i>
Before recruitment	
Contract	<i>“Contract with the new staff that their wages would increase progressively with the length of service they stay with the organisation.” P14</i>
Improve applications quality	<i>“We have a system but not for employees interaction. All the information will be added by managers. However, this HRIS is very supportive for managers, for example the system can improve the applications quality and tracking system. I believe it was much helpful if the system was giving self-service access to employees in order to update their information. This could save much time of the managers.” P24</i>

Table 6.14: Summary of retention strategies for before and after the recruitment process from managers’ perspectives

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Retention Strategies	
After recruitment	
Bonuses and benefits	<i>“I believe that they’re paying the better rate than others in the same sector. A very good strategy which they have is about the tips, which they collect the tips all together and it will be divided between employees only” P9</i>
Create teams	<i>“I am not sure what the organisation’s strategy is but I believe if we could recruit the right person at the beginning so we are in a right position. I think what they are doing about making teams in front of house is very good strategy. Everyone is friendly and happy to help and, of course, they get paid.” P12</i>
Participate in business	<i>“Participating employees in business could be a strategy to motivate employees and engaging them to the organisation.” P10</i>
Quality works environment	<i>“It’s just that they go to more effort than a lot of organisations to employ a person that is nice to work with and that is good at their job, which makes it a nicer environment as well.” P17</i>
Care	<i>“We did have one driver who obviously he had some other job, so we were putting too many hours on him, so what we had ... because he was going to leave originally, so what manager decided was they’d reduce his hours to two days a week in order so he could see his child and keep up his other job, so that kept him on and he’s still working with us now, so that’s how they deal with it. They’d work around something that could help you out as well.” P18</i>
Motivation	<i>“In fact I can stay here for a reason, like I like free food, but I might not leave even if they do not provide the food or, for example I may not be unhappy with my pay rate, but I leave if I get better rate somewhere else.” P26</i>
Promotion	<i>“For example I can start as a non-management employee but there is a possibility to become a manager and this could encourage me to stay for a longer time in the organisation.” P27</i>

Table 6.15: Retention strategies for before and after the recruitment process from non-managers’ perspectives

As can be seen from Table 6.14 that, contract quality and terms and conditions are among the strategies that should be considered in order to improve retention strategies. Asiedu-Appiah *et al.* (2013) also argues that an appropriate recruitment system and appropriate contract could help managers to retain their employees. Similarly, Ongori (2007) discusses the crucial role of contracts in retention. However, this requires a fuller investigation of staff turnover factors and

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consideration of these factors in contract adjustment. Application form quality is another significant retention strategy, as discussed by participant P24.

This study extends the extant research by analysing organisational documents, and reveals that using the online recruitment system increases the quality of application forms and this leads to better retention. Chan and Kuok (2011) confirm that using improved application forms and better recruitment processes and assessment can increase retention. There are various staff turnover factors that can be considered prior to application form design or any other form of assessment (Bonn and Forbringer, 1992). Furthermore, there are some retention strategies that have been suggested by non-management employees, such as the creation of teams and ensuring a quality work environment.

6.4.2 HRIS Functions and Applications Outcome in Recruitment and Selection

Sandhya and Kumar (2011) argue that HRIS is one of the main tools to monitor processes and employees performance in the organisation and to enable the managers to improve the quality of work environment. In addition, this research has empirically found that HRIS is able to support the organisation by two main tasks, as outlined in Table 6.16.

HRIS Outcomes			
People Profile		Labour management	
People characteristics	P20, P13	Future demand for labour	P24, P25 P7 P13 P19, P20 P24, P25
Progress and performance review	P19, P14	Reason for turnover	P14 P19
Talent review	P13	Position characteristics	P14

Table 6.16: HRIS outcomes from managers' perspectives

The findings confirm that HRIS can support retention by focusing on the organisation's people profile, such as looking at people's characteristics and monitoring progress and performance. These factors can be considered as significant at an early stage of recruitment to improve retention. Troshani et al. (2011) and Scott (2016) also support the advantage of appropriate HRIS in retention by increasing the quality and quantity of the information about candidates' characteristics. This research finds that there are notable differences between

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retention strategies suggested by managers and non-managers (Table 6.17). It might be assumed that an organisation could use both managers' and non-managers' points of view when they are planning their retention strategies.

Retention Strategies	
Non-Managers	Managers
Bonuses and benefits	Bonuses and benefits
<u>Create teams</u>	Communication
<u>Participate in business</u>	Exit interviews
<u>Quality works environment</u>	Hear employee's voice (employee engagement survey)
<u>Care</u>	Training
Motivation	Knowledge sharing (situational judgement testing)
Promotion	Organisation online training platform
	Performance reviews
	Culture
	Motivation
	Promotion
	Internal transfer
	Contract
	Improve applications quality

Table 6.17: Differences between retention strategies suggested by managers and non-managers

Going into more depth, the retention strategies that this research has empirically found (Table 6.17) are also been confirmed in Scott's (2016) seven relevant focus areas of retention strategies (Table 6.18).

Relevant Focus Areas
Creating an employee-centred environment
Equating job performance to job outcomes
Developing a positive relationship exchange
Making the job more satisfactory
Compensation
Coaching opportunities
Developing retention strategies

Table 6.18: Relevant focus areas to employee retention strategies

Chapter 6: Discussion and developed framework

Source: Scott (2016).

In order to be able to improve retention there are two main focus areas, reasons for leaving jobs (which has been discussed in Section 6.2) and employee retention programs (Yang *et al.*, 2012b). Therefore, it can be concluded that it is essential for organisations to have proper retention strategies, and HRIS is one of the effective tools to provide the appropriate information to design the most suitable retention strategies. This research has empirically found that HRIS can support retention in recruitment and selection. Table 6.19 summarises the findings of the research about HRIS' support in retention at the Recruitment and selection stage. As can be seen, some of the HRIS supports are linked to the immediate activities after Recruitment and selection (shown in bold and underlined).

Retention in Recruitment and Selection
Look for turnover factors in selection process
<u>Employees' requirements</u>
<u>Training plan</u>
Short notice from employees
Internal rotation
<u>Retention level report</u>

Table 6.19: Findings of the research about HRIS' support in retention at the recruitment and selection stage

To sum up, it can be concluded that appropriate HRIS can positively impact on the recruitment and selection process, and allow the consideration of retention factors at that stage, thus enhancing the retention overall. The proposed framework is updated as shown in Figure 6.3 according to the empirical outcomes and discussions in this chapter.

6.5 Summary

This chapter compared and linked the summary of the empirical findings from Chapter 5, to the theoretical background of the study (Chapters 2 and 3) and provide strong and clear debate on the research topic (Hartley, 2004; Yin, 2009); discussion and argument between the empirical outcomes and literature findings improves the validity, and generalisability, of the research findings (Eisenhardt, 1989, p. 545).

Chapter 6: Discussion and developed framework

In this chapter, each proposed framework construct is separately discussed, with cross-case analysis and with regard to the current literature.

The first construct of the proposed framework says that the organisation requires to monitor staff turnover factors divided into internal (e.g. organisational, job, and personal) and external (e.g. globalisation, competitors, and outside opportunities) factors. It has been noted from the findings that both managers and non-managers believe that personal factors and organisational factors are the main reasons behind staff turnover. In addition, this research has empirically found that non-management employees are less aware of HRIS and its applications in the organisation in comparison to managers.

The next construct of the research concerns the relationship between HRIS and the recruitment and selection process. According to the findings of this research, the recruitment and selection activities can be divided into three categories (post hiring and during recruitment and selection, and just before recruitment and selection). It has been noted that there is considerable room for improvement in the application of HRIS in Recruitment and selection activities.

In conclusion, appropriate HRIS can positively impact on the recruitment and selection process, and allow the consideration of retention factors at that stage, thus enhancing the retention overall. All results are concluded into an updated framework with added constructs (through empirical findings).

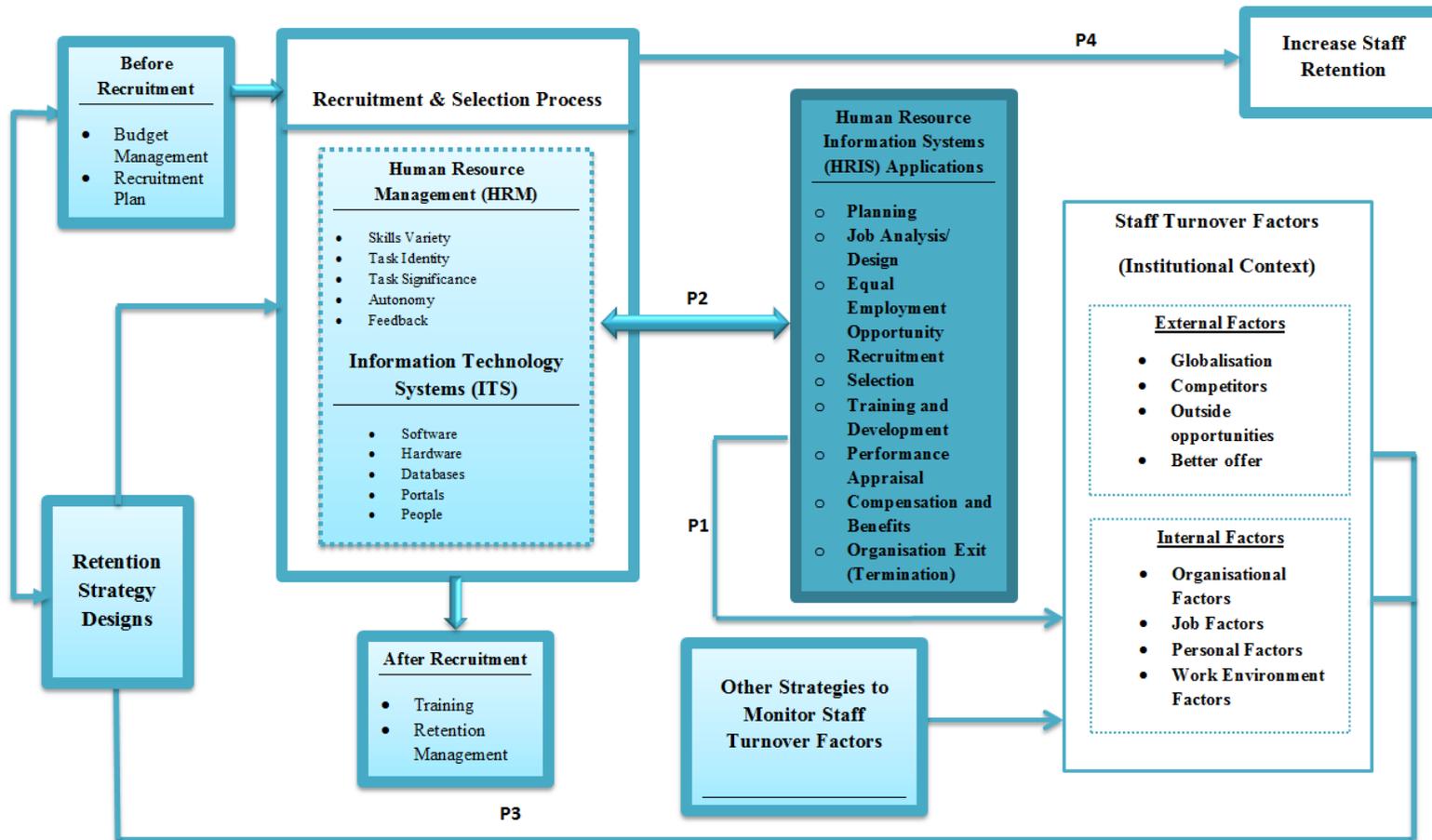


Figure 6.3: Updated framework of the relationship between HRIS and staff retention management

Chapter 7: Reflection, Conclusion, and Framework

7.1 Introduction

This chapter concludes the thesis by explaining the most important areas of the research. A summary of each stage of the research including literature review, methodology, and data analysis, is briefly discussed. Firstly, the research overview and outcomes are presented, with consideration of the research objectives and findings. Secondly, the research novelty is discussed, including the theoretical and practical contributions of this research to the current knowledge of HRIS' impact on retention in hospitality organisations. Finally, the research limitations and potential further research directions on the relationship between HRIS and retention is highlighted.

7.2 On Reflection Research Overview

The problem addressed in this research study is taken from the hospitality company requirement and current debate in the extant literature, which says that adequate HR systems could improve staff commitment to organisations and thus increase the quality and productivity of the services or products in the hospitality industry (Ongori, 2007; Chan and Kuok, 2011; Das and Baruah, 2013; AlBattat *et al.*, 2014; Mburu, 2015). However, there is little knowledge about the possible effect of HRIS on retention during the recruitment stage. These knowledge gaps are identified and justified in the discussion of the relationship between HRIS and staff retention in Chapter 2.

To address the research problem and to fill the knowledge gaps, the aim of the research is to develop a framework that empirically and theoretically considers the effect of HRIS on staff retention in the recruitment and selection stage, with a focus on the identification of staff turnover factors. This aim is achieved in the form of a novel framework, which is the final outcome of this research.

Chapter 1 of this thesis introduce the reader to the topic, explains the background of the research and furnishes the motivation for undertaking this research study on the effect of HRIS on staff retention in the hospitality industry. This chapter also presents the aim and objectives, research gap and research questions of the study, which is to develop a framework and evaluate it in a real world context in order to

improve retention in the hospitality industry. In order to achieve the aim of the research, the research concentrated on the following four research objectives.

- Critically explored and analysed the relevant literature on how HRIS contributes to monitoring staff turnover factors in an organisation, in order to identify both, the research gap and the relevant factors in retaining employees in the hospitality industry and the research gap.
- Identify and analyse the relationship between HRIS and recruitment and selection processes in hospitality organisations.
- Examine the relationship between the capabilities of HRIS and level of staff retention requirements; this will require mapping information flows between staff retention factors and HRIS functions.
- Develop a conceptual framework using HRIS to retain and sustain number of employees in the hospitality industry based on appropriate theories.
- Validate the conceptual framework by confirming it in a real environment.

Chapter 2 relates to the literature background. This is the literature background including a review of the existing literature in order to improve the current knowledge of the relationship between HRIS and staff retention in the hospitality industry. In addition, staff turnover factors and retention strategies are also summarised in this chapter. Furthermore, the researcher introduces some retention strategies and links them to HRIS. The literature review presented and discussed in this chapter relates to the effect of HRIS on staff retention in the recruitment and selection stage and its effectiveness, enabling the identification of gaps in the literature.

In the next chapter (Chapter 3), the conceptual framework for this study presented. The conceptual framework is developed to monitor the relationship between the recruitment and selection process and HRIS with the aim of supporting staff retention within the context of the hospitality industry. The proposed framework consists of three parts: the recruitment and selection process, including the combination of human resource management (HRM) and information technology systems (ITS) in the recruitment and selection stage; human resource information systems (HRIS) application areas; and staff turnover factors (external and internal). This framework is within the scope of institutional theory.

Chapter 7: Conclusion

In this chapter institutional theory and job characteristics theory are employed with an aim to provide support to the research aim, that is:

Investigate and analyse the relationship between HRIS and staff retention in an organisation in the hospitality industry, and develop a framework to help managers to improve staff retention in their organisation.

Thus a conceptual framework is proposed to encourage a better understanding of the HRIS role in retention. This proposed framework, which consists of different constructs, enables the researcher to use institutional theory in combination with other theories.

Chapter 4, regarding the research methodology, discusses in detail the steps and journey of the methodology involved in conducting this research in order to achieve the research objectives and satisfy the aim. Discussion starts with a description of the research perspective, explaining the ontology and epistemological stance of the research. A constructivist approach is adopted and justified as the best research paradigm for this research.

Following this, the researcher discusses the design of her epistemological role, which is in four phases. These four phases are explained in detail (Section 4.5, Chapter 4). Phase (I) includes all steps towards the framework development. Phases (II) and (III) include all steps towards the framework evaluation, and finally phase (IV) concerns the validation of the developed research framework and answers the two research questions, as detailed below:

RQ1: How does HRIS help in reducing staff turnover in the hospitality company?

RQ2: Are the current HRIS efficient and effective to be adopted in the HR department to control staff turnover? And why?

Chapter 5 comprises the analysis and findings. This chapter presents the analysis and findings with some significant findings of the focus group and case study investigations. The main aim of this analysis is to evaluate the conceptual framework, in order to revise and develop a framework according to the findings and

results. In this chapter the researcher presents the findings of focus group discussions and reports the four sub-cases' analysis and findings among the case studies.

Over all, the research data confirms the proposed conceptual framework (Chapter 3) identified from the review of literature (Chapter 2). It also enables the identification of additional factors to those considered in the proposed conceptual framework in Chapter 3. These analyses and finding discussions enable the researcher to employ the required modifications to the proposed framework.

Thus Chapter 6 presents the research findings, as analysed from the collection of data through the in depth interviews with managers and non-managers in four sub-cases of the research case studies. This is done in order to validate the proposed conceptual framework, in particular, and evaluate the role of HRIS on the improvement of retention in the hospitality industry.

The findings validate the framework, as most of the participants approve most constructs of the framework. However, the framework has been slightly modified accuracy to the research findings. The researcher provides a summary of knowledge development both in acceptance or rejection of the research propositions. The two research questions are answered and addressed appropriately.

Chapter 7, the final Chapter is the summary and reflection the novel contributions of this research to the body of knowledge. The researcher concludes the theoretical and practical findings with respect to a case study investigating the usage of HRIS to improve staff retention in the recruitment and selection stage for the hospitality industry. Although the model is based on one hospitality organisation, the researcher offers an action plan for the generalisation of the proposed framework to extend to the whole hospitality industry.

7.3 Research Findings and Outcome

The analysis of the research findings and reflection on the data analysis (see Chapters 5 and 6) has enabled the researcher to address the research questions that were presented in Chapter 1. Research question 1 (RQ1) was addressed by identifying the potential of HRIS to monitor staff turnover factors in the recruitment and selection stage, through the review of the literature undertaken in Chapter 2. The HRIS abilities were identified and classified in Chapter 3, before being validated

based on the data analysis of the research in Chapters 5 and 6. The data were collected through four sub-cases in the hospitality industry.

The researcher attempted to find answers to research question 2 (RQ2) by identifying and analysing different retention strategies in the case study organisations, and evaluating the role that HRIS has on those strategies from the literature review in Chapter 2. These concepts and factors were then mapped and ranked in order of importance before they were validated through the research findings from the data collected and analysed in Chapters 5. The research questions were then addressed and answered based on the research findings and reflection on data collection in Chapters 5 and 6 respectively. Table 7.1 summarises the research issues and questions, and how they were addressed.

Research Issues	Research Questions	Research Findings
Staff retention in hospitality industry, and HRIS' ability to monitor staff turnover factors	RQ1: How does HRIS help in reducing staff turnover in the hospitality company?	HRIS is able to monitor some staff turnover factors and improve retention in the organisation (Table 6.4)
Cover all retention strategies by HRIS	RQ2: Are the current HRIS efficient and effective to be adopted in the HR department to control staff turnover? And why?	Based on the findings of the research and literature review there are different strategies in addition to HRIS that will aid retention (Table 6.6)

Table 7.1: Summary of research issues and questions, and how they were addressed in this research

The main significant outcome of this research in terms of the findings and the innovative contribution according to the research propositions and objectives can be concluded as follows in Table 7.2:

Propositions	Findings
1. All staff turnover factors are monitored by HRIS in the organisation at the recruitment and selection stage.	Only some of the staff turnover factors are monitored by HRIS in the organisation in the recruitment and selection stage. There are additional strategies to monitor staff turnover factors without the employment of HRIS (Table 6.6)
2. Adequate HRIS positively impacts on the recruitment and selection process in the hospitality industry.	The research findings confirm the positive impact of adequate HRIS on the recruitment and selection process in the hospitality industry (Table 6.8 and Table 6.9)
3. The effect of HRIS regarding monitoring staff retention factors can support the recruitment and selection process effectively.	The research findings reveal that the effect of HRIS can effectively support the recruitment and selection process by monitoring staff retention factors, e.g. monitor staff turnover factors, and collect more information through recruitment application forms (Table 6.8 and Table 6.9)
4. Adequate HRIS positively impacts on staff retention in the recruitment and selection stage of a hospitality organisation.	Responses from participants' in-depth interviews confirm the ability of adequate HRIS to improve staff retention in the recruitment and selection stage of a hospitality organisation (Table 6.16)

Table 7.2: The outcome of this research in terms of the findings and the innovative contribution

The first objective was to explore and critically analyse the current literature of how HRIS contributes to staff retention in an organisation, and to gain an understanding

how HRIS can contribute to effective staffing for more sustainable human resources. For meeting this objective, the literature is reviewed in three sections of Chapter 2 (Section 2.2.6, Section 2.3.1, and Section 2.3.3). The second objective was to determine and identify the factors to retain employees in the hospitality industry, i.e. information that can be captured in HRIS to aid managerial decision making. The third objective concerns analysing the relationship between HRIS and staff retention requirements, and mapping information flows between staff retention factors and HRIS functions, enabling the conceptual models to be built. The fourth and final objective of this study was to develop a framework using HRIS to sustain and retain employment levels in the hospitality industry in general and in the target organisation specifically.

7.4 Research Novelty: Who Are the Beneficiaries

7.4.1 Contributions to Theory

Every academic research is expected to make knowledge contributions in terms of new theoretical and empirical insights (Phillips and Pugh, 2010). These contributions can be in the form of extending the background and focal theories, applying these theories into distinct and new fields and contexts, or applying them through new methodologies. This section provides an overview of this research's contribution to theory, with a discussion of each contribution afterwards.

- **New knowledge about the literature regarding the role of HRIS in improving retention at the recruitment and selection stage**

From the review of the literature, the researcher was able to establish staff turnover factors (internal and external), staff retention strategies, and HRIS support in order to improve retention within the hospitality industry. Based on an analysis of the research findings, the concepts were validated, with new findings identified from the case study. For instance, in addition to those staff turnover factors and retention strategies that could be supported by HRIS, there are further retention factors that are not considered by HRIS (e.g. manual retention strategies, manual talent review, manual document checks and validation, and communication skills).

The researcher was therefore able to contribute new knowledge to the literature regarding retention with information systems support, through identifying the

internal and external staff turnover factors and retention strategies. The new literature knowledge also links staff turnover factors with HRIS' ability to monitor these factors, and provides useful information at the recruitment and selection stage to improve retention within the organisation.

- **The framework of HRIS' effect on retention at the recruitment and selection stage**

Based on the research findings and discussions, the researcher was able to present the framework of HRIS' impact on retention at the recruitment and selection stage, which is a subset of the (revised) conceptual framework for HRIS' impact on retention at the recruitment and selection stage. This framework was developed based on the adoption and application of institutional theory and job characteristics theory.

The framework of HRIS' impact on retention at the recruitment and selection stage consists of three key constructs, including the recruitment and selection process (HRM and IT/IS activities); HRIS applications and contributions to retention; and staff turnover factors monitoring (internal and external factors). Although the framework is specifically designed for retention at the recruitment and selection stage in the subject hospitality industry organisation, it contains good information about retention improvement that enables the generalisation of the framework in order to extend it to other hospitality organisations and other industries.

- **Expansion of the framework of HRIS' impact on retention at the recruitment and selection stage for other industries**

The framework of HRIS' impact on retention at the recruitment and selection stage has been developed for organisation S in the hospitality industry; however, an expansion of the framework will enable decision makers of changes within other industries to utilise it.

- **Novel model for effect of HRIS on staff retention**

Based on the research findings, the innovative contributions towards the effect of HRIS on staff retention at the recruitment and selection stage can be classified in the following areas:

Contribution 1: The conceptual framework, which was revised in Chapter 6 after confirming and validating the original conceptual framework through research

survey and data collection, will enable deeper understanding of the staff turnover factors, retention strategies, and HRIS applications, and any potential relationships. Thus the research allows for the identification and evaluation of HRIS' role in retention in hospitality organisations and the linking of the external and internal factors within the institutional context. The drawing of the framework will allow decision makers to have a better understanding of HRIS' power in the identification of staff turnover factors and its influence on retention, which will allow the effective planning of recruitment and selection within their organisation.

Contribution 2: The revised conceptual framework presents sets of constructs, for which the researcher was able to identify and evaluate the relationship between the ability of HRIS functions and retention by mapping HRIS' ability to monitor staff turnover factors and provide accurate information for the recruitment and selection team.

The external employee turnover factors (e.g. better job offer, rivals) were themed under: globalisation, competitors, outside opportunities, better offers. The framework also examines the internal factors under the following themes: organisational factors, job factors, personal factors, and work environment factors. A more completed list of staff turnover factors – internal and external – is identified and confirmed, see tables 6.2 and 6.3.

In terms of using HRIS in retention at the recruitment and selection stage, four new notable perspectives were identified, in addition to the initial constructs discussed in literature, and presented in a proposed framework. The four new perspectives comprise: pre-recruitment activities, post-recruitment activities, manual monitoring of staff turnover factors, and designing retention strategies for recruitment and selection process.

Furthermore, the researcher was able to identify additional activities linked to recruitment and selection in relation to staff retention, that are not part of the recruitment and selection activities (i.e. post-hiring activities and pre-employment activities) after the validation of framework with the primary data of the research. Thus the researcher was able to present a revised conceptual framework that provides an insight into the HRIS' effect on retention, including identification of more complete list of staff turnover factors including 28 factors from managers and 17 factors from non-managers (tables 6.2 and 6.3), following a justification of the

proposed model through the research findings and data analysis. This revised constructs will help both managers and academics to understand the step-by-step process of using HRIS in the recruitment and selection stage and improve the retention of the organisation.

Contribution 3: A novel contribution of this research is the application of HRIS and other manual strategies within the conceptual framework, which will be useful particularly for decision makers to adopt at the recruitment and selection. This will allow managers to be able to understand the difference between theory and practice, and methods/tools available to them in terms of the effect of HRIS on retention.

Contribution 4: Although there has been limited research on HRIS' impact on retention, this study extends the extant research by concentrating on the recruitment and selection stage and identifying staff turnover factors that can be monitored by adequate HRIS within the institutional context. This will enable decision makers and scholars to determine which factors can be considered for candidates' evaluation at the recruitment and selection stage within the organisation, and which activities in this respect should be compulsory. The mapping of these factors and concepts has been confirmed through the case study research survey carried out in a hospitality organisation in the UK.

Contribution 5: The (novel) framework of HRIS' impact on retention at the recruitment and selection stage, as developed in this research, is intended to be used by decision makers and implementers of changes (and other scholars and practitioners) as a frame of reference for using HRIS more effectively at the recruitment and selection stage to improve retention (decision making quality) at the early stage of recruitment and selection. This framework presents the revised conceptual framework for better retention, which can be used by researchers in determining the crucial role and impacts of the HRIS at the early stage of the recruitment and selection.

Despite developing a (revised) conceptual framework, as presented in Chapter 6, the researcher also suggests the generalisation of the framework to extend its usage to other industries that intend to improve their retention. This may, however, be validated in future research studies, as there are differences between the theory and practice in the adoption of this framework in the hospitality industry by other industries. Based on the research analysis and findings, the researcher has been able

to present a reconceptualised framework, which consists of mapping of staff turnover factors (external and internal) and design retention strategies and the use of HRIS as a platform to provide this information for decision makers at the early stage of recruitment and selection.

In addition, the recruitment and selection activities have been studied through job characteristics theory and linked to the staff turnover factors within the organisation. This research has developed a novel framework that links the identified staff turnover factors and retention strategies to the five main core characteristics of the job, and this has been confirmed through the research findings. The research also indicates that there are some recruitment and selection activities (e.g. internal recruitment) that are not able to be monitored and supported by HRIS.

The researcher is therefore able to contribute new knowledge to the literature regarding HRIS' impact on retention through establishing HRIS' ability to monitor staff turnover factors and provide high quality and accurate information at the early stage of recruitment in the hospitality industry. The new knowledge also links staff turnover factors – external and internal – with job characteristic in terms of retention improvement within the institutional context.

7.4.2 Contributions to Practice

Based on the analysis and findings, the researcher has been able to aid organisations for the successful utilisation of HRIS with regard to the improvement of retention within an organisation. Generally, scholars and practitioners attempt to improve retention through HRIS applications such as online recruitment systems and online employee evaluation systems. Organisations for the most part are still using very limited HRIS in recruitment and selection activities and have gradually begun to adopt more online systems and paperless recruitment systems. This research is evidenced through the findings that using HRIS at the recruitment and selection stage provides transparent and efficient information for managers to improve retention of employees and , fit for purpose, in the hospitality organisation and provides a more comfortable and convenient environment for employees to communicate with the organisation and its managers. However, most of the impacts of the HRIS on staff retention highlighted in this research are not easily achievable

without concentrating on the usage of an adequate HRIS that is tailored for an individual organisation.

On a practical level, the adoption of the revised developed conceptual framework, which has been verified, confirmed and validated, will be helpful for decision makers in the recruitment and selection stage in the hospitality organisation, as well as other practitioners in order to understand the relationship between HRIS' abilities and staff retention in the hospitality industry. The useful information about staff turnover factors will support managers in their decision making and can improve retention within an organisation. The developed framework provides a categorised constructs of staff turnover factors that managers require to be aware while undertaking the recruitment and selection processes in the organisation. Monitoring these factors enables managers to take the right and appropriate action at three stages of the recruitment and selection process - before, during recruitment and after – for better and more efficient recruitment and therefore better retention.

The developed conceptual framework presented in Chapter 6 (Figure 6.3) consists of the external (e.g. globalisation and better job offer) and internal (e.g. residency condition and work place culture) staff turnover factors; the HRM and IT/IS recruitment and selection activities; before and after recruitment process activities; retention strategies; other strategies to monitor staff turnover factors; and HRIS applications. The framework, to the best of the researcher's knowledge, appears to be the first to screen and accommodate all such components together, which have been confirmed and validated. It has also been generalised to enable extension to other similar hospitality organisations.

Table 7.3 highlights the theoretical and practical research contributions (and innovations) to HRIS' impact on staff retention.

Research Area	Existing Research	Contribution of this research
Staff turnover factors (external and internal)	Different classifications of staff turnover factors (with no examination of these factors at the recruitment and selection stage)	Identification and classification of staff turnover factors (internal and external) based on institutional theory and linking the factors to HRIS' ability to monitor them. In addition, completion of the current list of staff turnover factors from the primary data collected in this research. Create classification of staff turnover factors that could help the managers at the recruitment and selection stage to improve their decision making and therefore improve the retention of the organisation in total.
HRIS applications	different HRIS applications with different categorisation in HR activities (no specific area of retention consideration)	Identify HRIS applications that are able to support retention in general, and specifically the applications that could monitor staff turnover factors and provide useful information at the recruitment and selection stage. Investigation of the ability of different HRIS applications to identify staff turnover factors at different stages, with a focus on the recruitment and selection stage. Identify that the HRIS can be customised according to the nature of the industry and the organisation's requirements in order to support the managers in improving their recruitment process and increase employee retention among their organisation.

Research Area	Existing Research	Contribution of this research
Retention strategies	There are different retention strategies applicable at different stages of employment (no specific strategies for recruitment and selection with HRIS support)	This research identifies the relevant retention strategies, which while applicable during the employment window, are very suitable for the recruitment stage and just after recruitment and selection. These strategies enable the organisation to improve retention at the very beginning of the employment window and to avoid the costs of staff turnover.
Recruitment and selection activities	Recruitment and selection activities are evaluated and studied in different researches, based on job characteristics theory factors with consideration of retention.	Recruitment and selection activities have been classified according to the aim of the research into HRM and IT/IS activities. Although the role of technology has been studied previously in various studies, this research focuses on identifying those activities linked to retention and the information technology systems that can support these activities to be more efficient in order to efficiently and effectively recruit employees and retain them in the organisation.

Research Area	Existing Research	Contribution of this research
HRM activities in recruitment and selection	HRM activities are studied under institutional theory and there is full consideration of all recruitment and selection activities with limited focus on retention.	HRM activities in this research are studied with the aim of retention and, in accord with job characteristics theory, different activities classification has been performed. The research identifies a number of HRM activities that are linked to retention at the recruitment and selection stage. In addition, according to the research findings, the immediate activities after recruitment linked to retention improvement are also identified.
Framework of HRIS effect on retention	The role of HRIS on retention has been studied variously previously and it has been identified that there is a positive effect of HRIS on most managerial activities, with a limited focus on retention.	This research provides a framework for managers to apply in their recruitment and selection processes in order to improve the retention of their organisation. The framework clearly identifies the role of HRIS on the improvement of retention by identifying staff turnover factors and designing retention strategies for recruitment and selection. The framework also considers and notes the role of other platforms and supports for managers to aid HRIS and improve the quality of information for managers' decision making at recruitment and thus better retention.

Table 7.3: Theoretical and practical research contributions

7.5 Limitations and Further Research

The researcher conducted this study in organisation S, being an organisation within the hospitality industry and one of the largest hospitality organisations in the UK. Despite this, organisation S has difficulties in terms of retention. The research faced some limitations in order to conduct the research. Firstly, there was a time limitation for the researcher. The planned timescale for completion of the research was 3 to 4 years, but there was some delay in obtaining approval from organisation S in order to carry out research in their organisation.

Further, there was a problem in obtaining relevant information and documentation from the case study organisation. The data collection consists of document analysis and in-depth interviews – for which all the participants were required to participate in person. Time slippage occurred as the interview sessions were repeatedly postponed by the organisation for various different reasons, including that organisation S wanted to avoid interruption during worktime. In addition, participants paused on occasion during their interview due to their job responsibilities. Despite this, the researcher managed to complete all interviews, although it took more time than usual.

There was also the issue of obtaining permission from organisation S in order to conduct the research in each individual sub-case. The researcher was to arrange permission to conduct the interviews with the managers of each sub-case; this was in addition to permission from head office. During the research visits, some of the scheduled interview appointments were cancelled at the last minute and had to be re-arranged. In some sub-cases this was more of a struggle in comparison to others, for instance Earls Court declined any arrangements for interviews for the first two months of the request. This was due to a new manager in the sub-case, who did not want to lose his power and authority by arranging these interviews.

Due to the organisation's principles the researcher was not allowed to take any documents outside of the organisation. Therefore, it was necessary for the researcher was to spend a lot of time in organisation S in order to analyse and evaluate the relevant documents.

In addition, there were some difficulties in terms of travelling to the research sub-cases. To overcome this difficulty, the researcher identified the most efficient plan in

order to collect the data in the shortest time. However, due to an incomplete interview in the Leeds sub-Case of the schedule, the researcher had to delay his stay in Leeds and make a slight modification to the planned trip (e.g. hotel accommodation had to be extended).

In addition, the researcher faced restrictions in analysing the research findings. Some information from the participants regarding the same subject matters was unpredictable and not relevant to the research aim and objectives. This required greater time dedication from the researcher to eliminate non-relevant data and analyse the relevant data. As the inclusion of all the findings from the interviews in this thesis was both unnecessary and inappropriate, the researcher focussed on the most relevant information and data that would meet the aims and objectives and answer the research questions. Although a revised conceptual framework has been presented based on validation through data collection and analysis in the hospitality industry, it might be difficult to generalise to other industries until appropriate tests and validation are undertaken in respect of other industries.

7.5.1 Recommendations for further work

The application of HRIS in retention is basically a wide concept that relates to management and information systems, there is the need for more research work from the organisational and management perspectives. Further, during the survey, cultural issues were observed as the norm in the hospitality industry. There is a lack of systems and computer knowledge among employees in this industry, and most of the employees were not familiar with the information systems application in their workplace. Therefore, it is important to study the culture of using HRIS in the organisation with greater concentration on retention.

Institutional theory enables decision makers to have more practical strategies for any change (Irani *et al.*, 2009). There is the need for researchers and academics to carry out extensive studies on a better understanding of organisational actions, in the context of institutional theory.

More research work is needed in relation to the role of culture and change management in the application of HRIS with the aim of retention. This is because of people's resistance to change and their beliefs about the usage of the system. The research findings indicate that staff and managers are resistant to change within their

Chapter 7: Conclusion

organisations, for different reasons. These include their concerns with cost of HRIS implementation in order to improve retention, fear of failure, and low tolerance to change. It was noted that the approach to retention differs from organisation to organisation. Obviously, the effect of HRIS on retention needs to be explored further.

Although the study was specific to the hospitality industry, the framework was generalised as a frame of reference that will enable application to a wider context as it was determined that staff turnover factors vary from organisation to organisation and from industry to industry. In order to evaluate staff turnover factors in order to plan appropriate retention strategies, it is worth conducting further research into the evaluation and ranking of the staff turnover factors.

Having analysed the research findings, it is evident that further works need to be carried out into using social networking as a platform for better recruitment, and therefore to improve retention. Although this study was looked at from the institutional viewpoint, there is need for further research on the management perspective since managerial performance and support is essential for successful usage of HRIS on retention.

Academics should identify potential risks and challenges to be faced before implementing HRIS, and should not just focus on the benefits. In addition, there are always differences between the theory and practice of any application, which requires further and fully consideration. Scholars and practitioners may benefit from further studies to confirm the implementation of the framework and confirm the results in a real environment.

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Appendix 1: Statement of Ethics Approval via Email

Proposer: Somayeh Pouransari

15th

May 2015

Title: The Impact of Quality Human Resource Information Systems (HRIS) on Staff Retention; a Study of Recruitment and Selection in a Hospitality Organization

The school's research ethics committee has considered the forms recently submitted by you. Acting under delegated authority, the committee is satisfied that there is no objection on ethical grounds to the proposed study. Approval is given on the understanding that you will adhere to the terms agreed with participants and to inform the committee of any change of plans in relations to the information provided in the application form.

Best regards

Natasha Slutskaya

Appendix 2: Participant Information and Consent Sheet



Brunel Business School

Research Ethics

Participant Information Sheet

1. Title of Research: The Impact of Quality Human Resource Information Systems (HRIS) on Staff Retention; a Study of Recruitment and Selection in a Hospitality Organization

2. Researcher: Somayeh Pouransari on PhD, Brunel Business School, Brunel University

3. Contact Email: cbpgssp@brunel.ac.uk

4. Purpose of the research: This research is aimed to understand the impact of human resource information systems on staff retention.

5. What is involved: participants will be asked to answer the interview questions.

6. Voluntary nature of participation and confidentiality.

This is an anonymous survey whereby all responses will remain confidential and analysed at an aggregate. The data collected will be used for academic purpose only and has been approved by the Brunel Business School ethics committee. Your participation is strictly voluntary. You can freely skip any question if you do not feel comfortable in answering. The estimated time to fill the questionnaire is about 20-45 minutes. Please be assured that the data collected from you and others are stored electronically at the university and are password protected.

Thank you for your participation in research

Somayeh Pouransari

Appendix 3: In-Depth Interviews Guide Questions (Managers)

**In-Depth Interviews Guide Questions
(Managers)**

I am a PhD student at Brunel Business School, Brunel University London, UK. My research is about “*The Impact of Human Resource Information Systems (HRIS) on Staff Retention in a Hospitality Organisation*”. The aim of this interview is to gain knowledge about further and analyse the relationship of direct and indirect effect of HRIS on staff turnover in an organisation in the hospitality industry, and to develop a model which aids managers in predicting staff turnover in their organisation. The questions are designed specifically to understand the participants’ view in using Human Resource Information Systems (HRIS) in their organisation and the impact of adopting such a system on staff retention. The answers should help in addressing the issues of staff retention and staff turnover problems. All interviews will be semi-structured and in-depth interviews. The duration of each interview will be 30 minutes. With your permission, I would like to record the interview so that I can concentrate on listening to you rather than having to write things down, please let me know if you are happy with that or not. All information will be confidential by the researcher, and none of the interviewees or the organisations will be identified by anyone outside the research team.

Somayeh Pouransari
Somayeh.pouransari@brunel.ac.uk

Please provide me the answer of the following demographical questions about yourself.

Demographic Information					
Age	Experience	Relevant Work Specialisation	Current Job Title and Description		Sector of Experience
18-25	Less than 2 year	Training/certificate	general manager	head chef	

26-35	3-5 years	Skills/task “The process of focusing one's occupational concentration on a specific area of expertise.”	restaurant manager	sous chef
36-45	6-10 years		front of house manager	kitchen porter
46-55	11-15 years		front of house team member	delivery driver
56-65	16-20 years		delivery team member	line chef
66>	More than 20 years		junior sous chef	
Organisation background				
Q1	How many employees do work in this branch of your company?			
Q2	Does the organisation have a separate HR and IT department? Which one?			
Q3	Does your organisation outsource any HR/IT functions? Please specify them? And why?			
Q4	Who is responsible for the HR activities in your company?			
Q5	How the information about employees recorded, updated and communicated during the employment period?			
Q6	Which type of HRIS is currently in use in your organisation such as Recruitment Information/Personnel Information/ Manpower Planning Information/ Training Information /Appraisal Information /Payroll System/ Personnel Statistics System? And for how long have you been using it?			
Q7	Who is responsible with the HRIS in order to access or update your data? HR managers, non-HR managers in functional areas, Employees. And How?			
Recruitment and Selection				
Q1	To which activities of Recruitment and Selection does HRIS apply and why? such as database search/selection/interview/processing of application/feedback and offer/and retention			
Q2	How does HRIS effect the following activities: Identifying unfilled positions accurately, Analyse each job position and job title in an organisation, Analyse the employees in each position, Development of recruiting plan, Maintain skill inventory, Perform comprehensive reporting and tracking of applicants			
Q3	How HRIS eliminates unsuitable applicants at the application stage and focuses on promising candidates? Which factor do you consider and why?			
Q4	How does HRIS provide insight into employees retention needs after recruitment and selection?			
Q5	Does HRIS support in identifying the skill gaps across the organisation? And How?			
Q6	How does HRIS ensure that the organisation has the right qualified number of employees, at the right place and at the right time?			
HRIS				
Q1	At what level does your organisation use HRIS? Operations, Management decision-making? (e.g. selection committees, interview panels, training needs), Strategic decision-making			
Q2	Does HRIS has a function to analysis and forecast future demand and the supply of labour? And How?			
Q3	Does HRIS help in identifying and develop in the recruitment and selection			

	process that helps in retaining employees? And how?
Q4	How does HRIS keep the managers up-to-date about the potentials of their employees?
Q5	How efficient is HRIS for HR activities? If it is not, in which activities HRIS is not efficient (or not used)?
Staff Turnover and Staff Retention Processes	
Q1	How frequent does staff turnover happen in your company? And how often, weekly, monthly, annually
Q2	What are the main factors of staff turnover in your company? In which factor or stage does HRIS get involve? From where this information can be captured?
Q3	As a manager what are your concerns when staff turnover takes place in your company?
Q4	Who is in charge for staff retention management process? And who else is involved in such process?
Q5	What are the initial steps taken by your organisation in order to encourage staff retention? And what strategies already exist for employee retention?
Q6	How does the responsible person get the information needed for staff retention and how does HRIS affect the staff retention in terms of accuracy and validation of the information?
Q7	How does HRIS have an impact on the creation, updating and communication of staff turnover information?
Q8	What is the success rate of staff retention in your company?
Q9	What are the main issues and problems to help in improving staff retention?
Q10	<p>How does HRIS effect on the managing of the following factors?</p> <p><input type="checkbox"/> Organisational factors e.g. Remuneration, Human resource planning, Training quality, Lack of growth opportunities, Length of employment, Organisational culture , and organisation goodwill</p> <p><input type="checkbox"/> Personal factors e.g. Travelling distance between work and home, Gender, Family commitment, Personal characteristics and aim, Employee’s perceptions, Levels of stress inside, and outside organisation</p> <p><input type="checkbox"/> Skills and experiences factors e.g. Level of education, Knowledge backgrounds, and Employee experience and knowledge</p> <p><input type="checkbox"/> External factors such as Globalization, External opportunities, Growth of other companies, and Levels of stress inside and outside organisation</p> <p><input type="checkbox"/> Work place factors e.g. turnover causes further turnovers, Busy schedules for employees, Employee dissatisfaction, Dissatisfaction about relationship with employees, and Levels of stress inside and outside organisation</p>

Thank you for your time and participating in the research.

Appendix 4: In-Depth Interviews Guide Questions (Non-management Employees)

**In-Depth Interviews Guide Questions
(Non-management Employees)**

I am a PhD student at Brunel Business School, Brunel University London, UK. My research is about “*The Impact of Human Resource Information Systems (HRIS) on Staff Retention in a Hospitality Organisation*”. The aim of this interview is to gain knowledge about further and analyse the relationship of direct and indirect effect of HRIS on staff turnover in an organisation in the hospitality industry, and to develop a model which aids managers in predicting staff turnover in their organisation. The questions are designed specifically to understand the participants’ view in using Human Resource Information Systems (HRIS) in their organisation and the impact of adopting such a system on staff retention. The answers should help in addressing the issues of staff retention and staff turnover problems. All interviews will be semi-structured and in-depth interviews. The duration of each interview will be 30 minutes. With your permission, I would like to record the interview so that I can concentrate on listening to you rather than having to write things down, please let me know if you are happy with that or not. All information will be confidential by the researcher, and none of the interviewees or the organisations will be identified by anyone outside the research team.

Somayeh Pouransari
Somayeh.pouransari@brunel.ac.uk

Please provide me the answer of the following demographical questions about yourself.

Demographic Information					
Age	Experience	Relevant Work Specialisation	Current Job Title and Description		Sector of Experience
18-25	Less than 2 year	Training/certificate Skills/task “The process of focusing one's	general manager	head chef	
26-35	3-5 years		restaurant manager	sous chef	
36-45	6-10 years		front of house manager	kitchen porter	
46-55	11-15 years		front of house team	delivery	

		occupational concentration on a specific area of expertise.”	member	driver
56-65	16-20 years		delivery team member	line chef
66>	More than 20 years		junior sous chef	
Organisation Background				
Q1	Who is responsible for the HR activities in your department?			
Q2	How the information about employees recorded, updated and communicated during the employment period?			
Q3	Do you use any type of HRIS for your interactions regarding your HR activities such as training and development/administration/compensation and benefits/recruitment/leave and absence/payroll /performance evaluation? If yes which type of HRIS is currently in use in your organisation and why? And for how long have you been using it? If no why?			
Q4	Who is responsible about making the HRIS in order to access or update your data? HR managers, non-HR managers in functional areas, Employees. And How?			
Recruitment and Selection				
Q1	Does HRIS help you with your recruitment and selection process? If yes, how? If no why?			
Q2	To which activities of Recruitment and Selection does HRIS apply and why? such as database search/selection/interview/processing of application/feedback and offer/and retention			
Q3	How HRIS helps in providing insight into employees retention needs after recruitment and selection?			
HRIS				
Q1	How does HRIS help you to keep your managers up-to-date about your skill development or any change in your employment condition?			
Q2	Does HRIS support HR activities? If it does not, which activities do not need to use HRIS?			
Staff Turnover and Staff Retention Processes				
Q1	What are the main factors which might cause you to leave this company? And from where this information will be captured?			
Q2	What are your concerns when staff turnover takes place in your company?			
Q3	Who is in charge for staff retention management process? And who else is involved in such process?			
Q4	What are the initial steps taken by your organisation in order to increase staff retention? And what strategies already exist for employee retention?			
Q5	How does HRIS has an impact on the creation, updating and communication of information about staff leaving the company?			
Q6	What are the main issues and problems to improve staff retention?			
Q7	Does HRIS support in eliminating the staff turnover factors across the organisation? And How?			

Thank you for your time and participating in the research.

Appendix 5: NVivo-10 Models

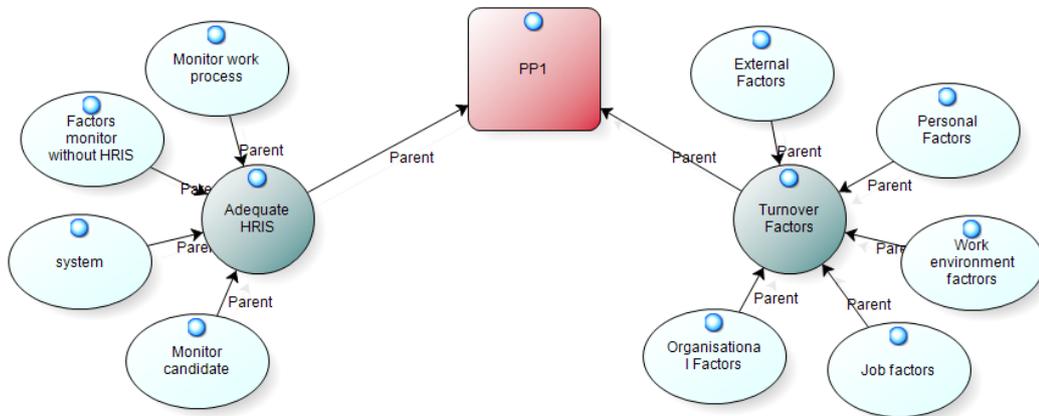


Figure 5.3: Non-managers’ perspectives about PP1 in Sub-Case I

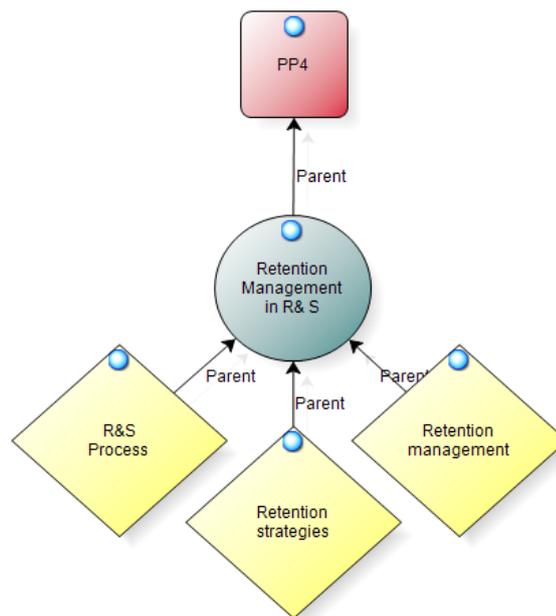


Figure 5.8: Managers’ perspectives about PP4 in Sub-Case I.

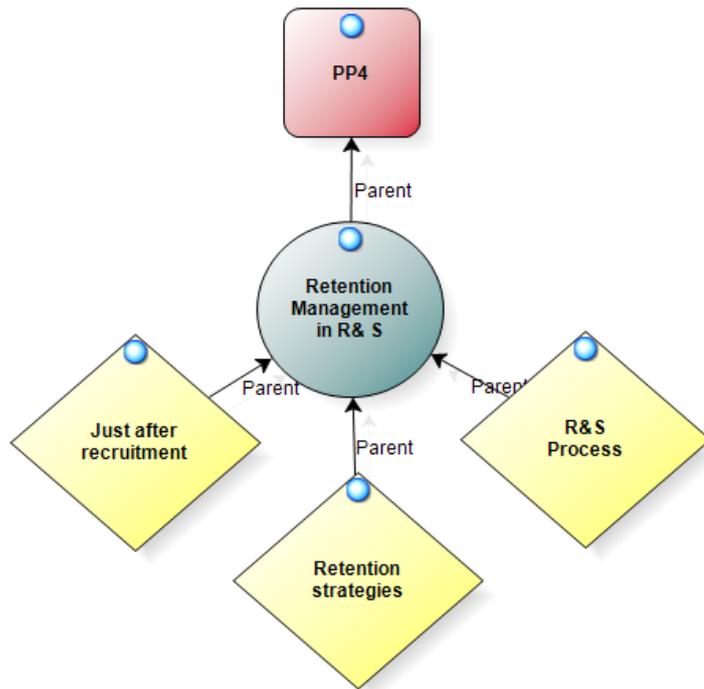


Figure 5.9: Non-managers' perspectives about PP4 in Sub-Case I.

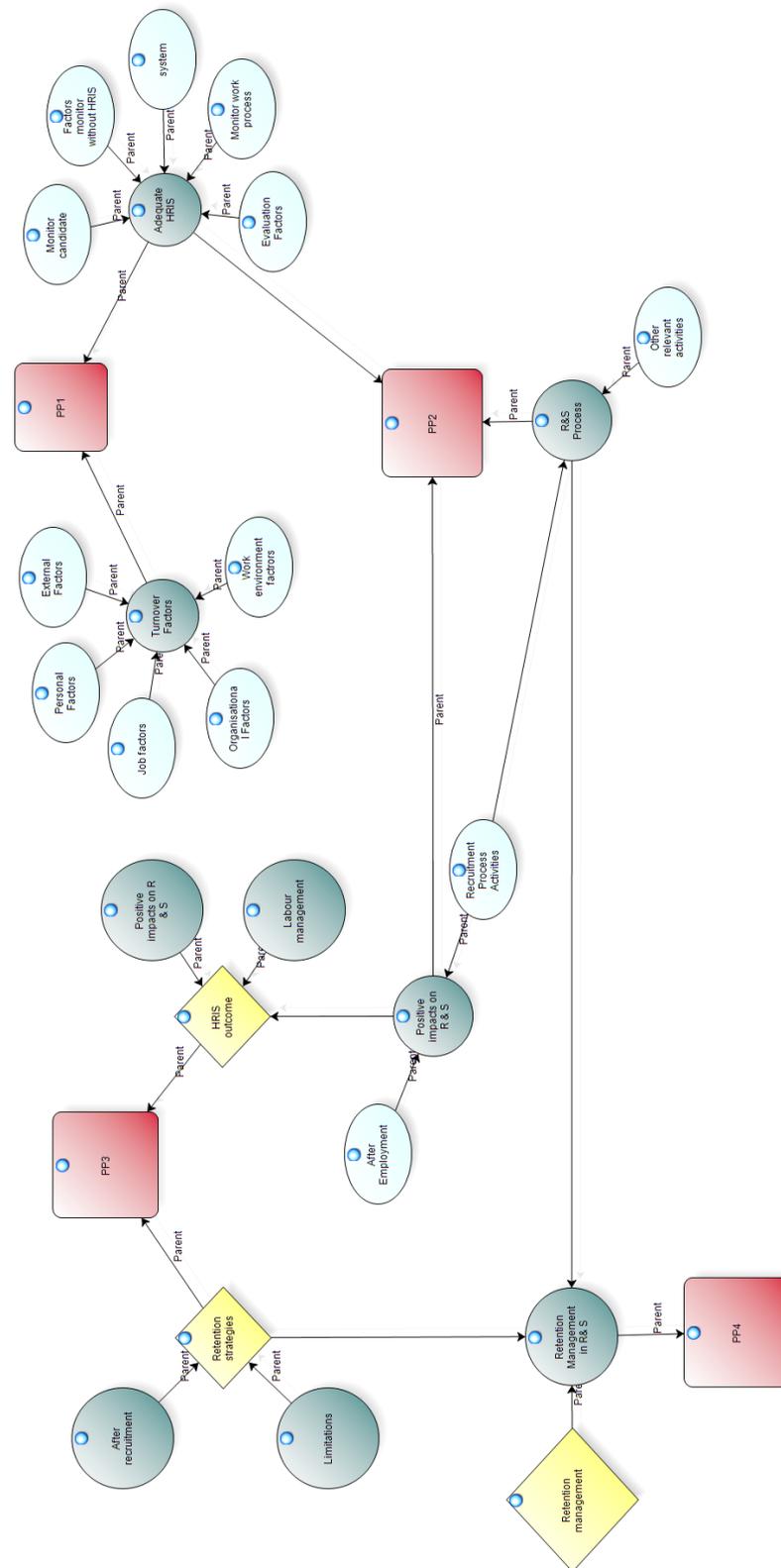


Figure 5.10: Managers' perspectives about research propositions in Sub-Case I.

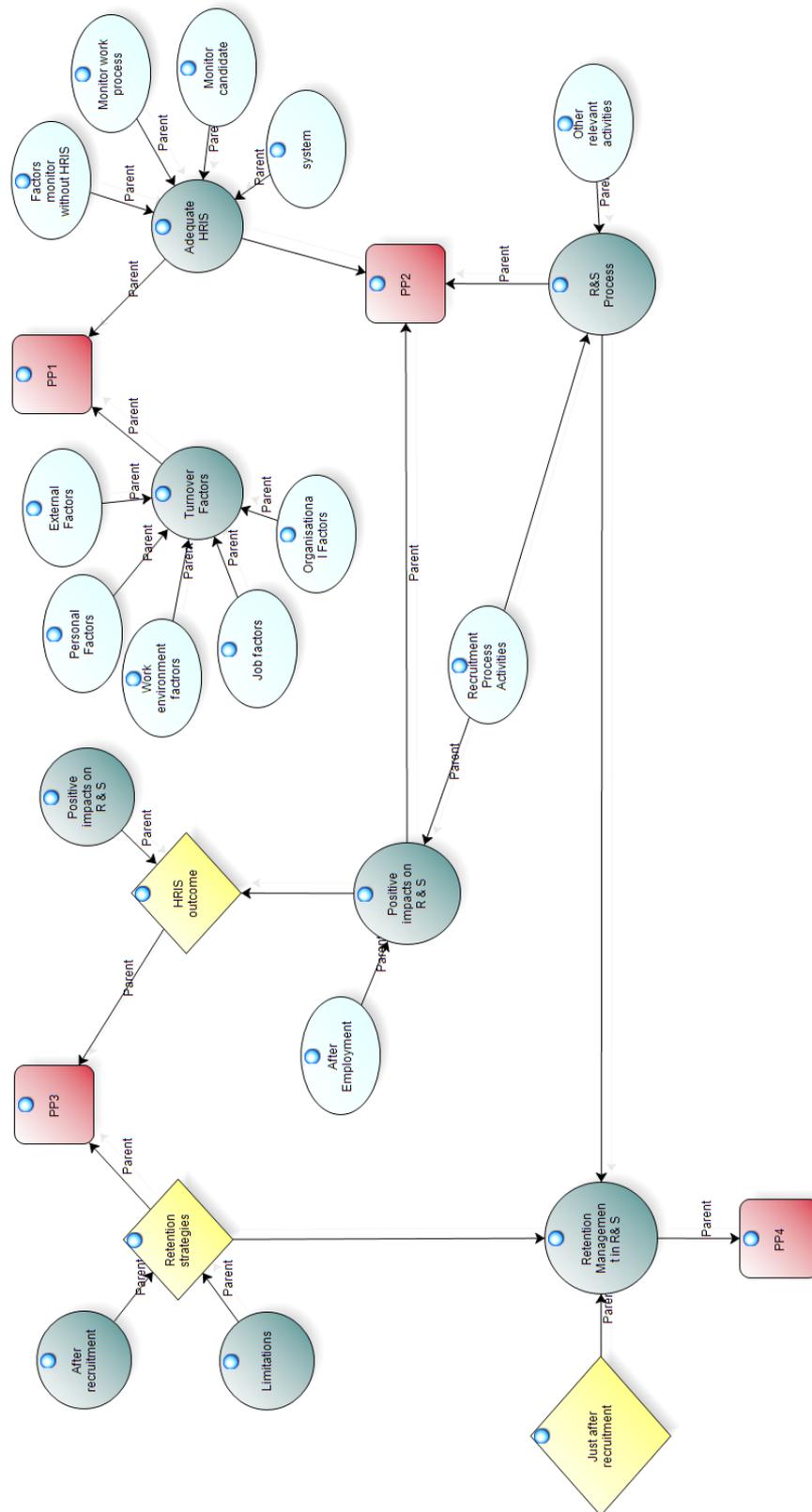


Figure 5.11: Non-managers' perspectives about research propositions in Sub-Case I.

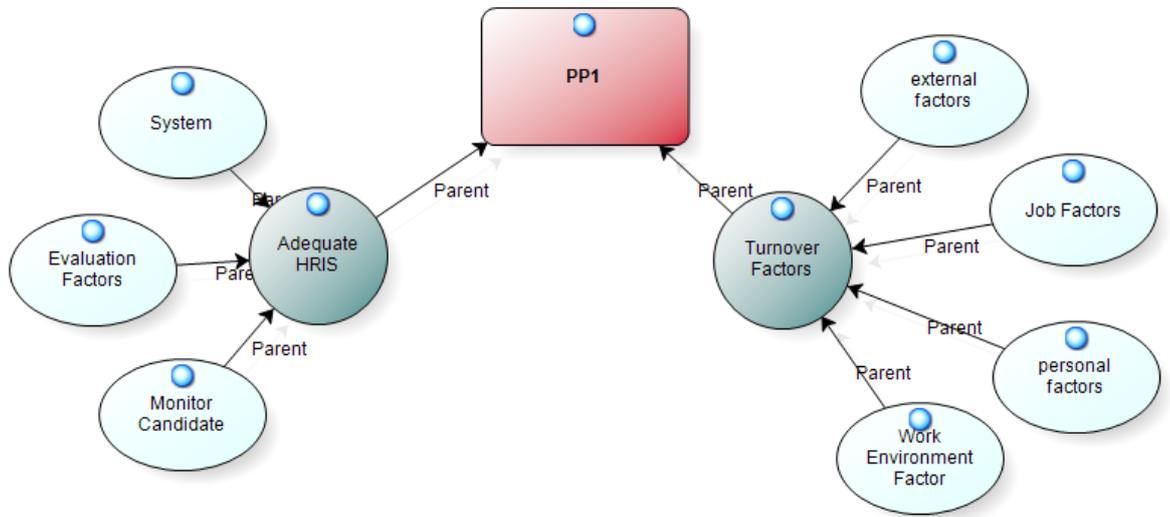


Figure 5.12: Managers' perspectives about PP1 in Sub-Case II

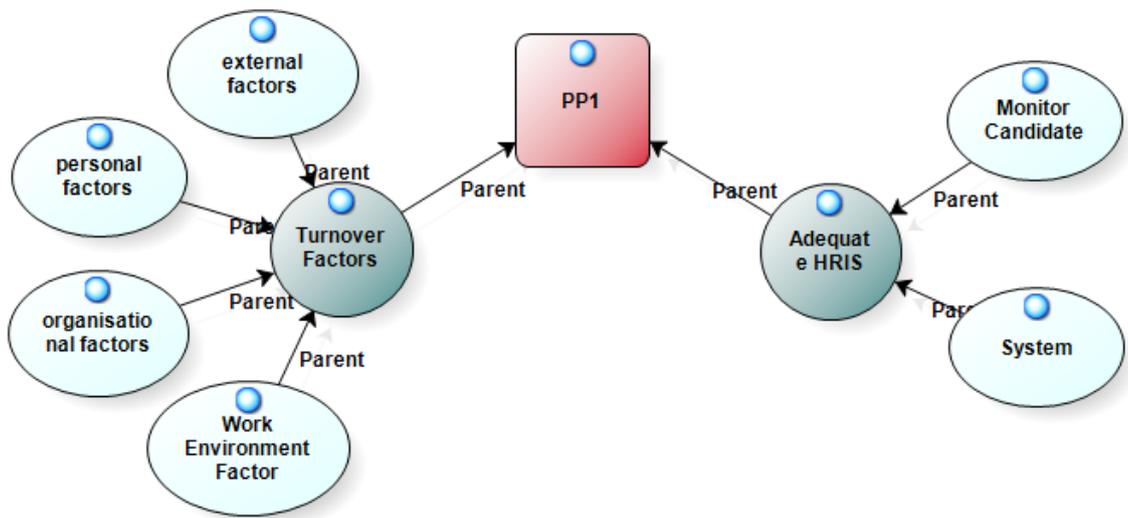


Figure 5.13: Non-managers' perspectives about PP1 in Sub-Case II

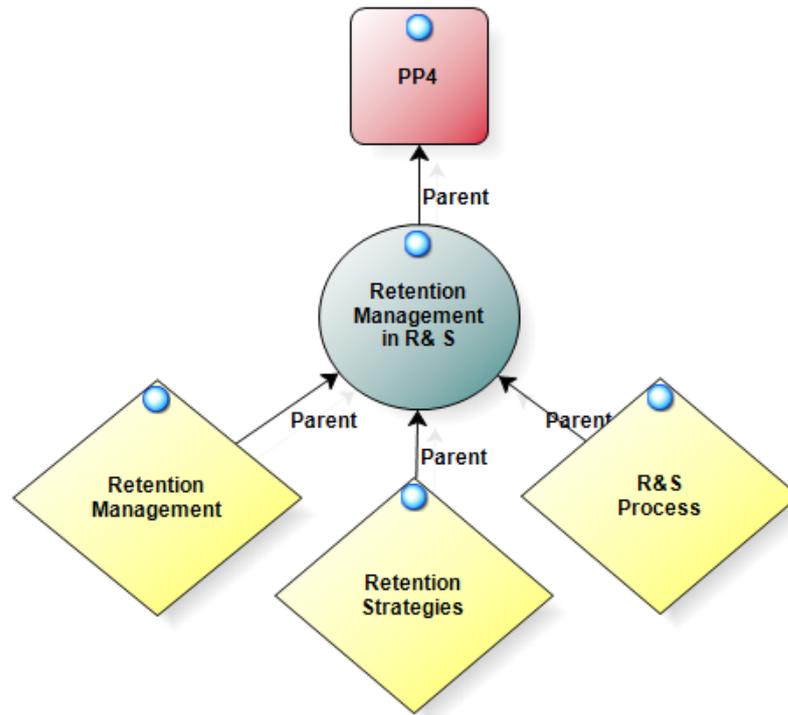


Figure 5.18: Managers' perspectives about PP4 in Sub-Case II.

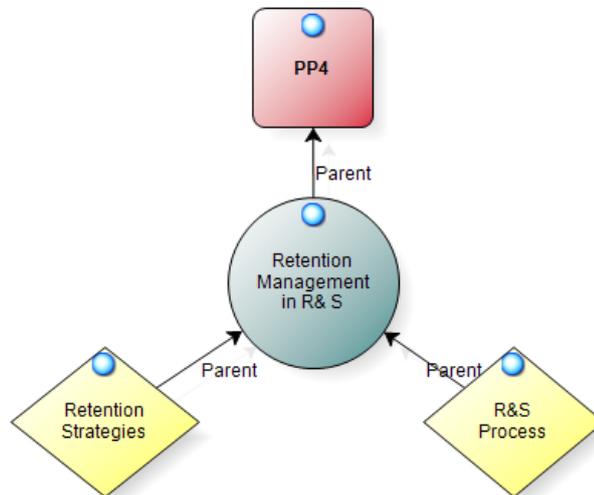


Figure 5.19: Non-managers' perspectives about PP4 in Sub-Case II.

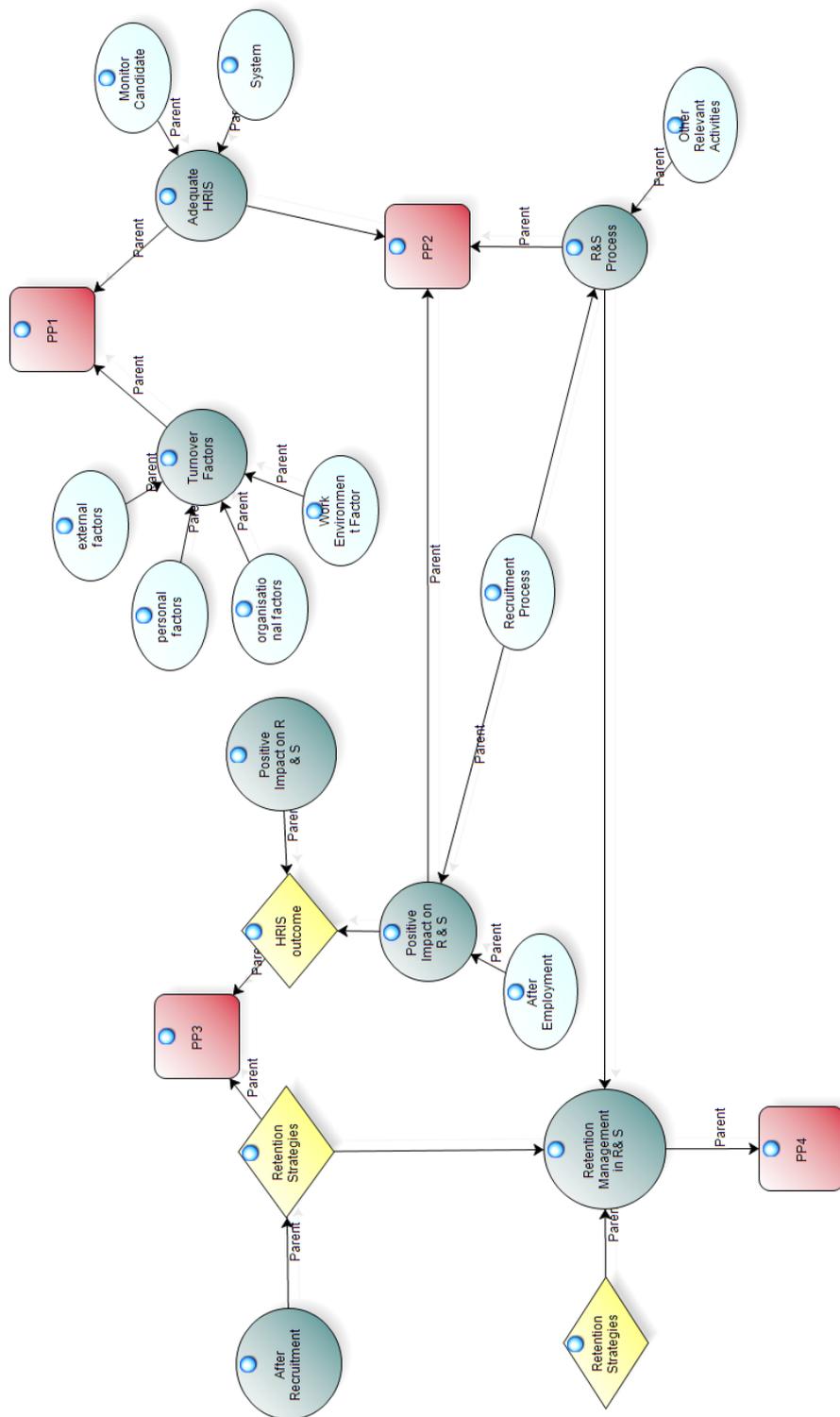


Figure 5.21: Non-managers' perspectives about the four research propositions in Sub-Case II.

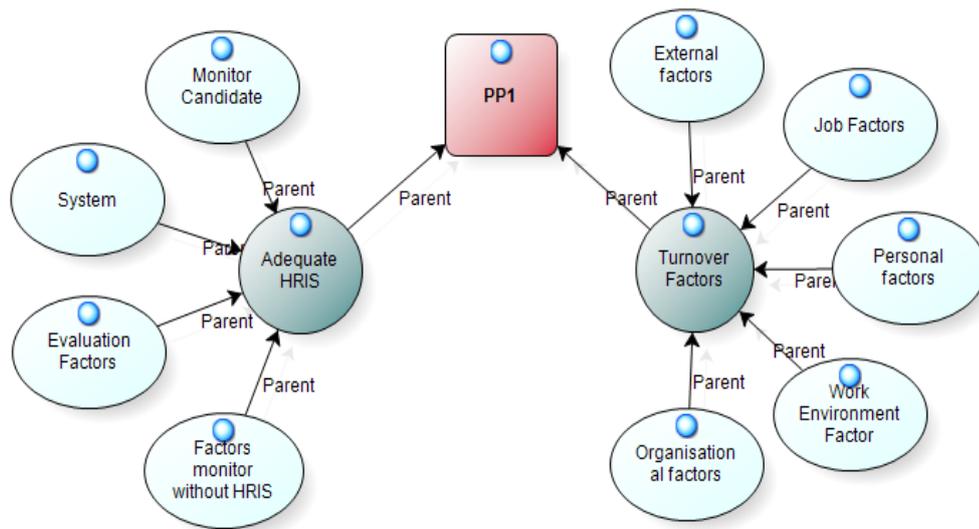


Figure 5.22: Managers’ perspectives about PP1 in sub-Case III

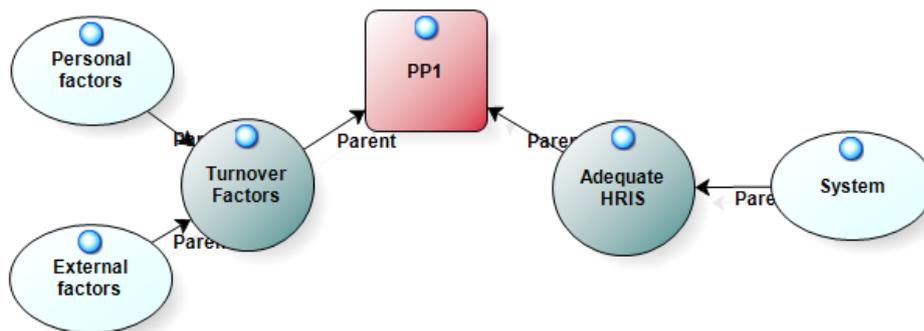


Figure 5.23: Non-manager’s perspectives about PP1 in sub-Case III

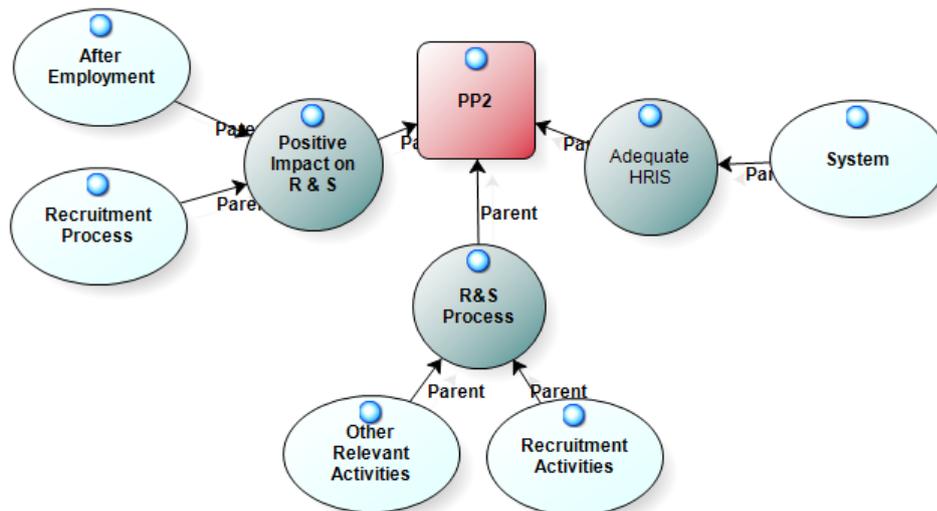


Figure 5.25: Non-managers’ perspectives about PP2 in sub-Case III

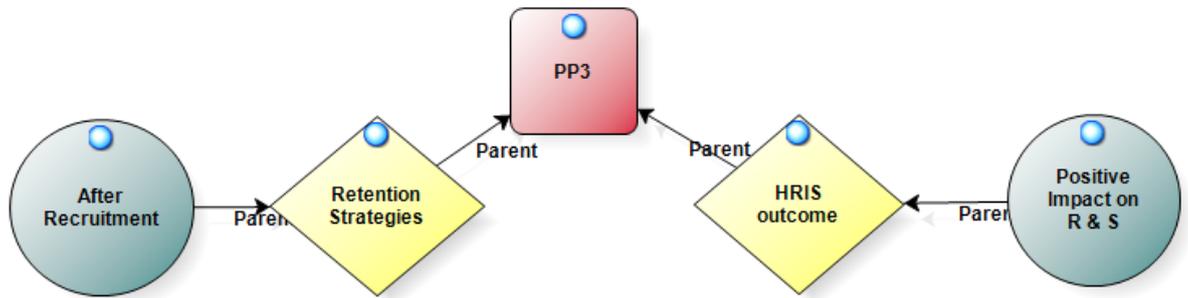


Figure 5.27: Non-managers' perspectives about PP3 in sub-Case III

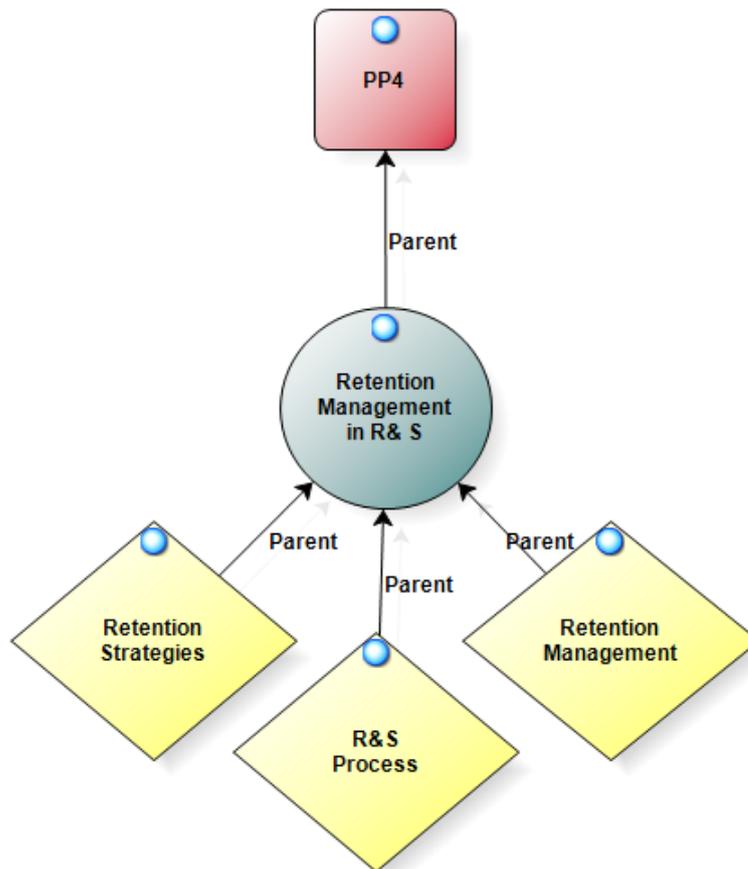


Figure 5.28: Managers' perspectives about PP4 in sub-Case III

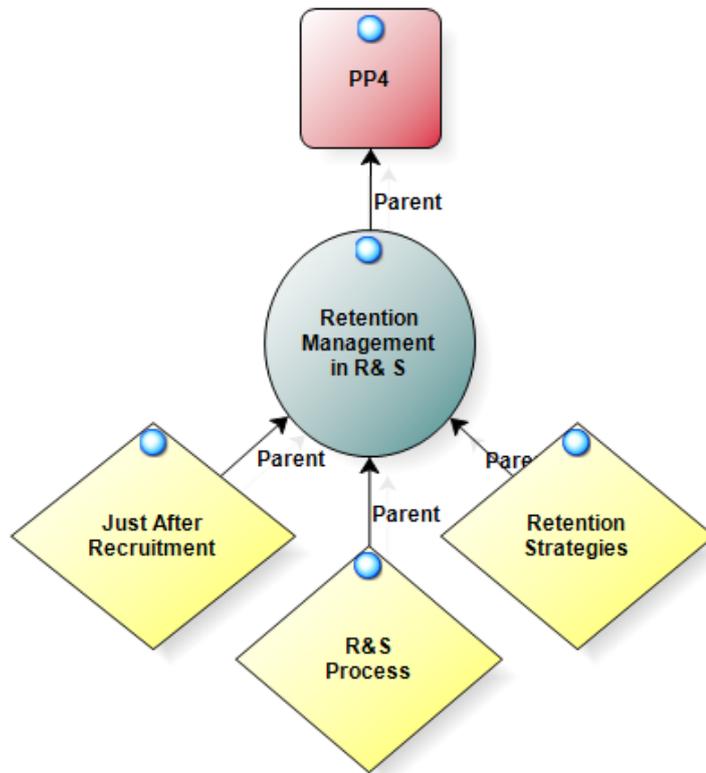


Figure 5.29: Non-managers' perspectives about PP4 in sub-Case III. both managers and non-managers.

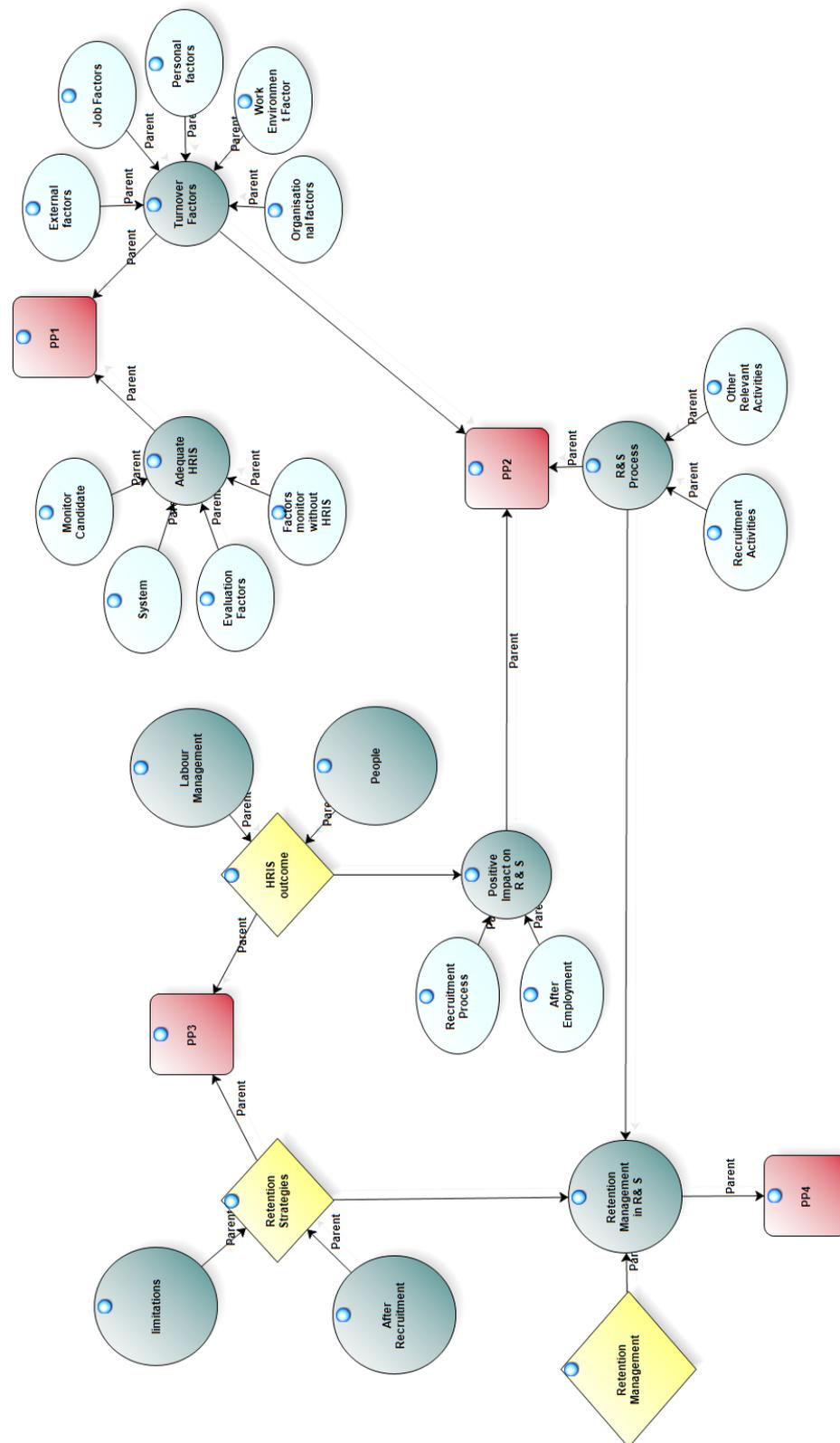


Figure 5.30: Managers' perspectives about research propositions in sub-Case III

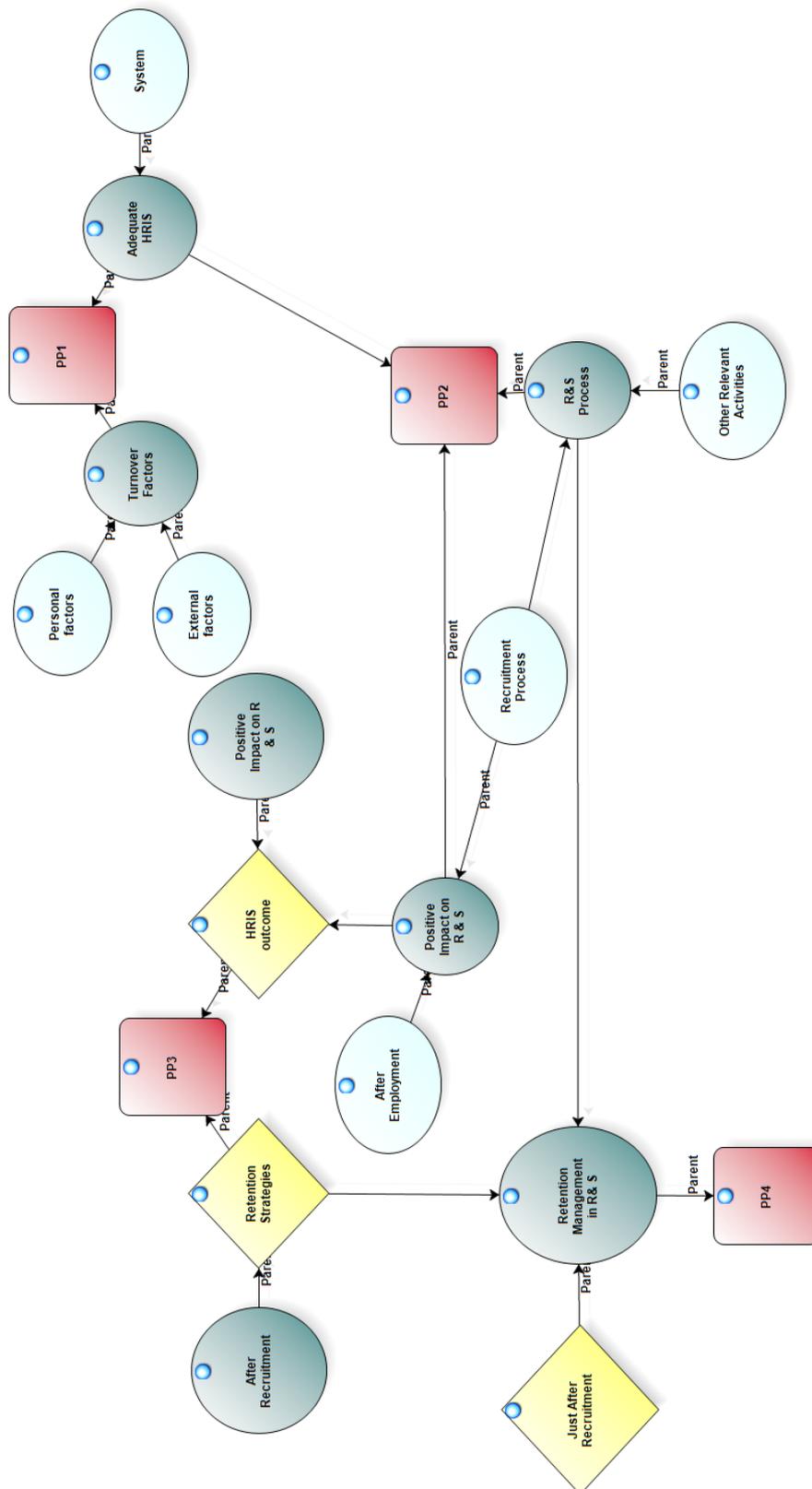


Figure 5.31: Non-managers’ perspectives about research propositions in sub-Case III

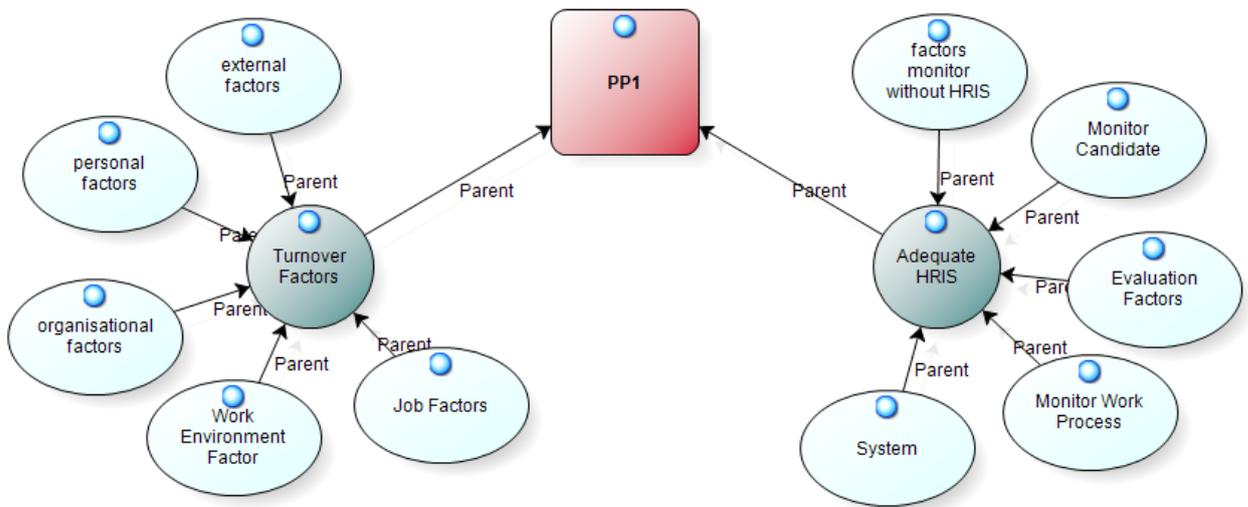


Figure 5.32: Managers' perspectives about PP1 in sub-Case IV

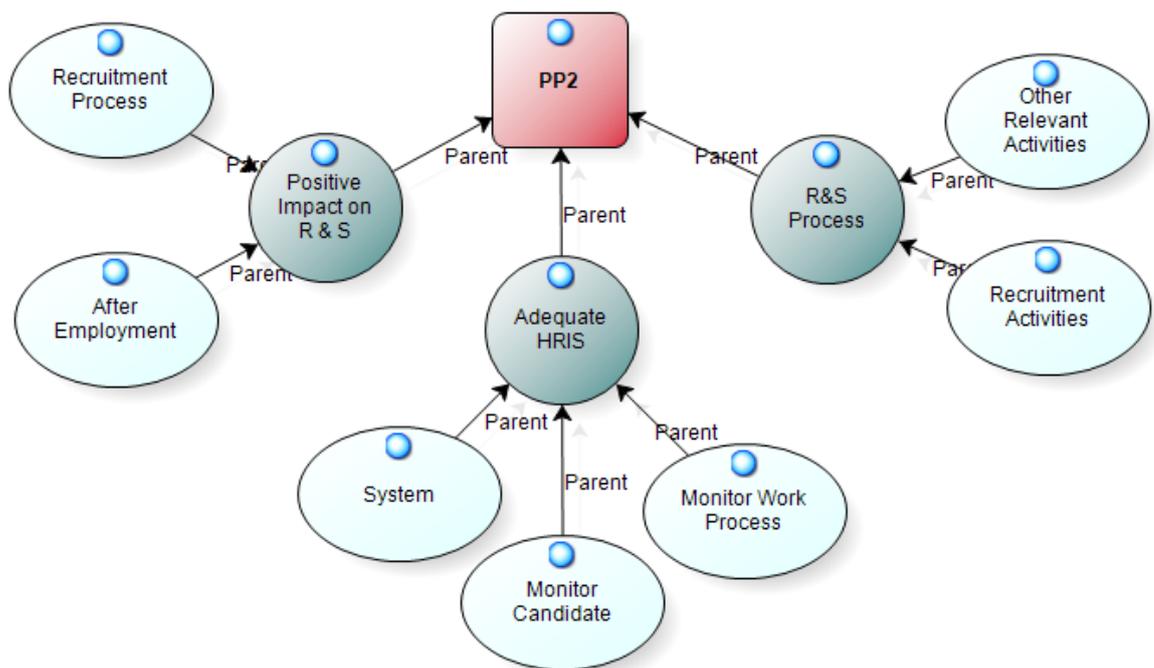


Figure 5.35: Non-managers' perspectives about PP2 in sub-Case IV.

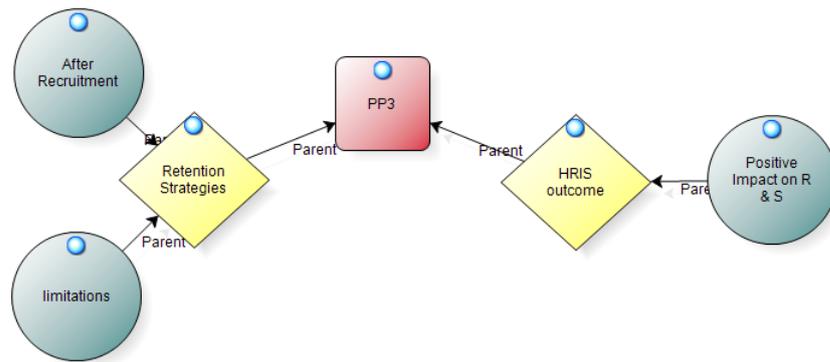


Figure 5.37: Non-managers' perspectives about PP3 in sub-Case I.

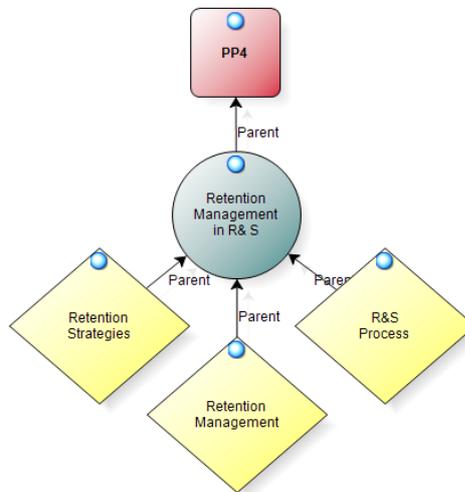


Figure 5.38: Managers' perspectives about PP4 in sub-Case IV.

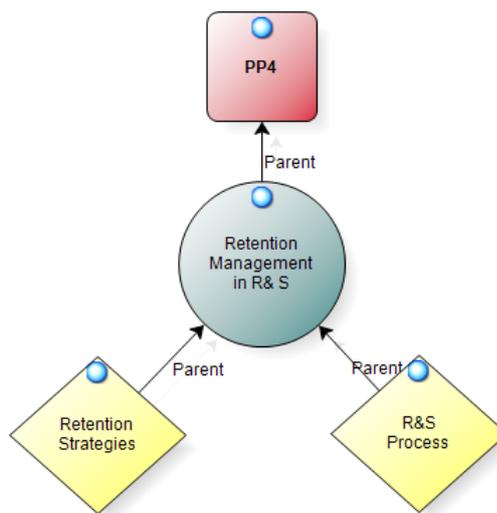


Figure 5.39: Non-managers' perspectives about PP4 in sub-Case IV

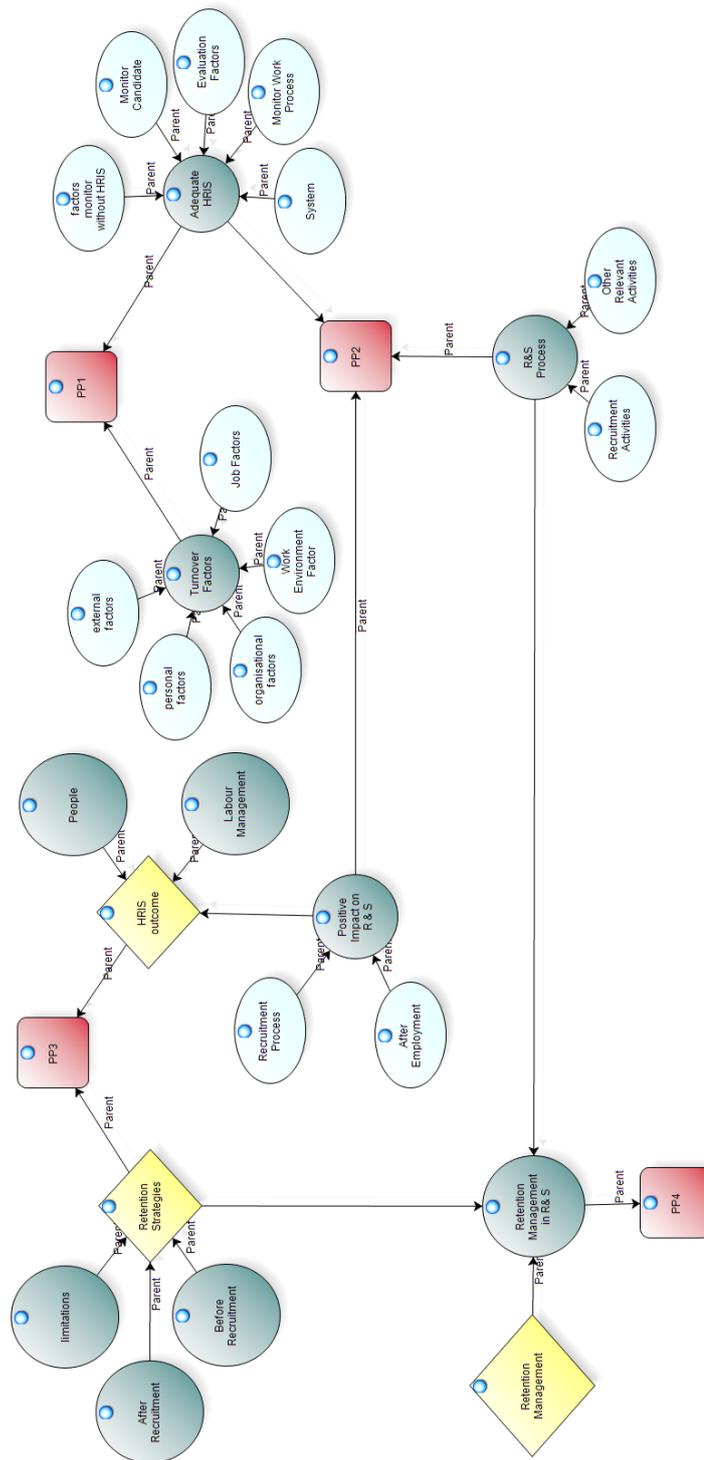


Figure 5.40: Managers' perspectives about research propositions in sub-Case IV

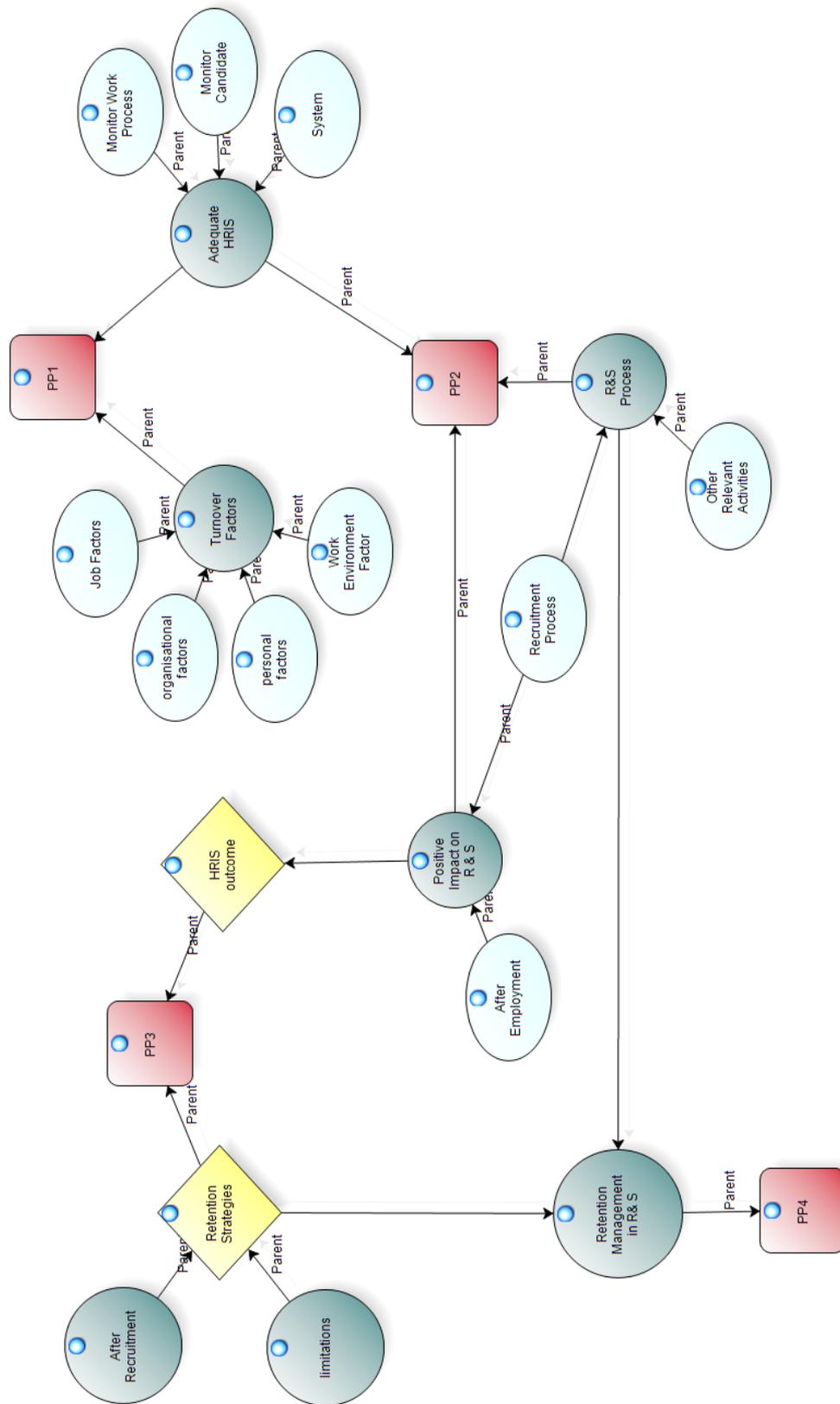


Figure 5.41: Non-managers' perspectives about research propositions in sub-Case IV

Appendix 6: Sample of NVivo-10 Coding Process

Nodes

Name	Sources	References	
P4	0	0	
Retention Management in R& S	0	0	02
Retention Strategies	0	0	06/
limitations	0	0	06/
working hours	1	1	06/
success rate of retention	4	5	06/
not participation in survey	1	1	06/
load works	1	1	06/
keep every one happy	3	5	06/
external limitations	3	3	06/
dishonest employees	2	2	06/
budget limit	2	2	06/
Before Recruitment	0	0	06/
improve applications quality	1	1	06/
contract	1	1	06/
After Recruitment	0	0	06/
training	4	4	06/
quality work environment	4	4	06/
promotion	2	2	06/
performance reviews	2	2	06/
participate in business	1	1	06/
noodleversity	1	1	06/
motivation	2	2	06/
knowledge sharing (situational judgement tes	1	1	06/
internal transfer	1	1	06/
hear employees voice (employee engagemen	2	3	06/
exit interviews	4	4	06/
culture	2	2	06/
create teams	2	2	06/
communication	2	2	06/
care	1	1	06/
bonuses and benefits	8	8	06/
Retention Management	0	0	06/
short notice	1	1	02/
retention level report	1	1	03/
look for turnover factors in selection process	2	2	03/
workplace	2	3	03/
skills and experiences	2	2	03/
personal factors	3	3	03/
organisational factors	2	2	03/
external factors	2	2	03/
internal rotaton	1	1	02/

Nodes

Name	Sources	References	
[-] R&S Process	1	1	08/
[-] Recruitment Activities	0	0	08/
track applicants	3	4	08/
shortlisting	5	8	08/
selection	6	9	08/
[-] Recruitment Plan	4	8	08/
eliminate unsuitable application	2	6	08/
analyse job position	3	3	08/
process of application	7	8	08/
[-] interviews	11	11	08/
quality interview	3	3	08/
feedback	9	11	08/
[-] contract condition	1	1	08/
contracts	1	1	08/
application submission	13	24	08/
advertising	5	6	08/
[-] Other Relevant Activities	0	0	08/
Social networks	1	1	08/
retention	6	14	08/
internal recruitment	3	3	08/
HRM	2	5	08/
Data base	7	8	08/
communication	4	5	08/
[-] Just After Recruitment	0	0	06/
training plan	2	2	03/
employees requirements	1	1	03/
[-] P3	0	0	
[-] Retention Strategies	0	0	01/
[-] limitations	0	0	01/
working hours	1	1	01/
success rate of retention	4	5	01/
not participation in survey	1	1	02/
load works	1	1	01/
keep every one happy	3	5	01/
external limitations	3	3	01/
dishonest employees	2	2	02/
budget limit	2	2	01/
[-] Before Recruitment	0	0	06/
improve applications quality	1	1	01/
contract	1	1	01/

Nodes

Name	Sources	References	
After Recruitment	0	0	06/
training	4	4	01/
quality work environment	4	4	02/
promotion	2	2	01/
performance reviews	2	2	01/
participate in business	1	1	02/
noodleversity	1	1	01/
motivation	2	2	01/
knowledge sharing (situational judgement testing)	1	1	01/
internal transfer	1	1	01/
hear employees voice (employee engagement su	2	3	01/
exit interviews	4	4	01/
culture	2	2	01/
create teams	2	2	02/
communication	2	2	01/
care	1	1	02/
bonuses and benefits	8	8	01/
HRIS outcome	0	0	01/
Positive Impact on R & S	0	0	06/
Recruitment Process	0	0	06/
transparency	1	1	06/
skills inventory	9	9	06/
report and track of applicants	5	6	06/
recruitment plan	7	14	06/
job analysis	8	12	06/
identify unfilled position	9	15	06/
fairness	1	1	06/
employees analysis	9	19	06/
elimination factors	7	14	06/
decision making	1	1	06/
communication process	5	9	06/
candidates response analysis	5	5	06/
budget management	3	3	06/
appraisal	1	1	06/
applications quality	2	2	06/
After Employment	0	0	06/
Update data	2	2	06/
training	10	12	06/
retention impact	14	19	06/
pay roll	2	2	06/
HR targets	1	1	06/
day to day activities	4	5	06/
People	0	0	06/

Nodes

Name	Sources	References	
talent review	1	1	01/
progress and performance review	1	1	01/
people characteristics	1	1	01/
Labour Management	0	0	06/
reason for turnover	2	2	01/
position characteristics	1	2	01/
future demand of labour	6	6	01/
P2	0	0	
R&S Process	1	1	07/
Recruitment Activities	0	0	06/
track applicants	3	4	02/
shortlisting	5	8	08/
selection	6	9	07/
Recruitment Plan	4	8	02/
eliminate unsuitable application	2	6	03/
analyse job position	3	3	02/
process of application	7	8	07/
interviews	11	11	07/
quality interview	3	3	03/
feedback	9	11	07/
contract condition	1	1	08/
contracts	1	1	02/
application submission	13	24	08/
advertising	5	6	07/
Other Relevant Activities	0	0	06/
Social networks	1	1	30/
retention	6	14	07/
internal recruitment	3	3	08/
HRM	2	5	08/
Data base	7	8	07/
communication	4	5	08/
Positive Impact on R & S	0	0	07/
Recruitment Process	0	0	06/
transparency	1	1	08/
skills inventory	9	9	08/
report and track of applicants	5	6	07/
recruitment plan	7	14	07/
job analysis	8	12	07/
identify unfilled position	9	15	07/
fairness	1	1	08/

Nodes

Name	Sources	References	
employees analysis	9	19	07/
elimination factors	7	14	08/
decision making	1	1	30/
communication process	5	9	08/
candidates response analysis	5	5	08/
budget management	3	3	09/
appraisal	1	1	10/
applications quality	2	2	08/
After Employment	0	0	06/
Update data	2	2	30/
training	10	12	10/
retention impact	14	19	08/
pay roll	2	2	10/
HR targets	1	1	10/
day to day activities	4	5	09/
Adequate HRIS	0	0	06/
System	0	0	06/
system limitation	1	2	06/
reports	0	0	06/
Fourth	0	0	06/
Monitor Work Process	0	0	06/
fault	1	1	06/
exit interviews	6	7	06/
day to day tasks	2	2	06/
monitor turnover factors	1	1	06/
Monitor Candidate	0	0	06/
staff history	4	5	06/
skills consideration	8	13	06/
right to work	3	4	06/
job stability	1	1	06/
employees talent and potential	3	3	06/
distance factor	2	2	06/
criminal record	1	1	06/
consider experience	2	2	06/
consider age factor	2	2	06/
health check	1	1	06/
factors monitor without HRIS	5	12	06/
Evaluation Factors	0	0	06/
skill gap	3	3	06/
relevant experience	4	5	06/
ranking candidates	1	1	06/
quality candidate	5	7	06/

Nodes

Name	Sources	References	
P1	0	0	
Turnover Factors	0	0	30
Work Environment Factor	0	0	06
turnover cause turnover	3	3	31/
relationship with manager and team	6	6	31/
environment	2	3	31/
personal factors	2	2	31/
university	4	5	31/
stress	4	6	31/
skills and experiences	4	4	31/
satisfaction	1	1	31/
residency	7	7	31/
personal characteristics	1	1	02/
part time job	3	3	31/
gender	2	3	31/
family commitment	3	4	31/
empowerment	2	2	31/
employees perception	2	2	31/
career change	3	4	31/
organisational factors	3	3	31/
training	2	2	31/
salary and benefits	7	8	31/
recognition	1	1	31/
length of employment	2	2	31/
job position elimination	1	2	31/
HR planning	1	1	31/
growth opportunities	3	4	31/
forced to leave	2	2	31/
culture	4	4	31/
company goodwill	2	2	31/
Job Factors	0	0	06
working hours	4	5	31/
different from place to place	3	3	31/
busy schedules	2	2	31/
external factors	2	3	31/
outside opportunities	1	1	31/
globalisation	1	1	31/
competitors	3	4	31/
better offer	8	8	31/
Adequate HRIS	0	0	30
System	0	0	06

Nodes

Name	Sources	References	
system limitation	1	2	31/
system limit	3	3	08/
system access	4	4	31/
accuracy	3	3	01/
reports	0	0	06/
reports of turnover	2	2	31/
reports	5	6	01/
Online Recruitment System	12	19	07/
Fourth	0	0	06/
fourth weekly pack	1	1	06/
fourth system	5	8	31/
fourth	1	1	06/
Change work now	1	1	02/
Monitor Work Process	0	0	06/
fault	1	1	31/
exit interviews	6	7	31/
day to day tasks	2	2	31/
monitor turnover factors	1	1	08/
Monitor Candidate	0	0	06/
staff history	4	5	31/
skills consideration	8	13	08/
right to work	3	4	31/
job stability	1	1	31/
health check	1	1	08/
employees talent and potential	3	3	31/
distance factor	2	2	08/
criminal record	1	1	31/
consider experience	2	2	08/
consider age factor	2	2	08/
factors monitor without HRIS	5	12	31/
Evaluation Factors	0	0	06/
skill gap	3	3	31/
relevant experience	4	5	31/
ranking candidates	1	1	31/
quality candidate	5	7	31/

Appendix 7: Sample of Online Recruitment Form

Equal Opportunities

Gender

- Male
- Female

Age

- Under 18 years
- 18-25 years
- 25-50 years
- Over 50

Ethnic origin

- White-British
- White- Irish
- White- Other background (Please specify below)
- Mixed- white and black Caribbean
- Mixed- white and black African
- Mixed –white and Asian
- Any other mixed background (Please specify below)
- Asian or Asian British –Indian
- Asian or Asian British- Pakistani
- Asian or Asian British- Bangladeshi
- Any other Asian Background (Please specify below)
- Black or black British- Caribbean
- Any other black background
- Chinese or Chines British
- Any other (Please specify below)

Please give details

Disability

Do you consider yourself to have a disability, and if yes, what is the nature of your disability?

- None

- Visual
- Co-ordination/dexterity/mobility
- Mental impairment
- Speech impairment
- Hearing
- Unseen
- Other physical

And Finally

Compared with other on-line application processes you have used, how quick was the process to complete?

- Very
- Fairly
- Not very

How easy did you find the process to complete?

- Very
- Fairly
- Not very

How easy was it to navigate around the recruitment website?

- Very
- Fairly
- Not very

How informative did you find the process?

- Very
- Fairly
- Not very

Please feel free to add any further feedback you feel is relevant (e.g. what you particularly like, or suggestions for improvement)

Appendix 8: Sample Transcripts

Manager P4

I: interviewer, R: respondent

- I Shall we start? Many thanks for your participation. Do you mind to show me the answer of these sections?
- R Er, yeah absolutely, so ...
- I If you just circle them there.
- R Okay, I can do that, so ...
- I Perfect, thank you so much. Um, probably you couldn't find your current job title.
- R No.
- I Yeah, if you just add it, thank you.
- R Yeah, is that okay?
- I Perfect, may I ask you that how many employees do work in your department, in HR department in [Organisation Name]?
- R In the HR department, do you mean just so I'm being specific HR or the people team? Because we have a wider people team that covers recruitment and learning and development.
- I The whole team.
- R The whole team. Er, so there are six recruitment, there are five learning and development and there are five HR. One is currently on maternity leave, so 16, about 16 type thing.
- I Does the organisation have a separate HR and IT department?
- R Er ...
- I They have ...
- R Combined HR and IT.
- I So you, no does it have a separate HR department and IT department or it's combined?
- R Yeah so our IT department is really outsourced to another organisation, One Store, who do all of our, manage all of our IT, but our for example our

personnel system is maintained through them, but it's maintained by payroll and us.

I Okay, you just jumped to the next question.

R Okay. (laughs)

I Does your organisation outsource any HR or IT functions?

R Yes, in IT we outsource our day to day IT function.

I Okay, why do you outsource this?

R Um, because I think it's only very recent actually in terms of our role, it's only happened as of today. Um, so the reason for that decision being taken is so that we can better meet the needs of the restaurants and the restaurants typically are open at different hours to this office and you know it's great if a site has a query between 9 and 5, but if the query is at 11 o'clock at night then most of the time that was going to our outsourced, our supplementary organisation, which was doing this for us and dealing with emergency queries, so in order that we can provide a better service for a growing business we just felt that perhaps it was the right thing to do to have a better cover. And I think also for those individuals it's also better development for them, because within an organisation this size there's only so many IT roles and you know there's not a huge amount of growth for them. Whereas within a bigger organisation they're able to you know work for different organisations. They're able to grow, so it felt like the right thing to do.

I Thank you, and who is responsible for the HR activities here? I mainly mean for the recruitment and selection stage.

R For this office?

I Yes.

R So that would be the people director and myself and then the recruitment, the head of recruitment would look after recruitment for here.

I Um, is the recruitment team separate from the HR or they're working, they are under HR?

R We're all in the people team yeah, so we all work within one team and but I suppose there are three separate strands if you like to the team.

I Thank you, and how the information about the employees recorded, updated and communicated during their employment time?

R So we have a, we use a system called Fourth Hospitality, which is a hospitality designed system, so it can deal with most of the quirks of a hospitality business, um, but it's recorded the majority through that or through paper or through normal kind of I suppose Word and Excel tracking

documents. Um, but the majority of things are maintained within the Fourth system.

I Yeah okay, thank you. And which type of HRIS is currently in use in your company? Such as I have some examples here, like recruitment information, personnel information, manpower planning information, training information and appraisal information, payroll system, personnel ... if you just tell me which one.

R Yeah, er, so within the business we have personnel statistics would come from the same system as the payroll, um, which would come from the same system as personnel. It also does manpower, manpower planning. Um, it can record training information, but I believe we're using a different system, but we do have one. Um, and recruitment is done through an online system also, so the only thing that isn't monitored out of those would be appraisal.

I Okay, and what is the system which is using for these? And the other one, what is the name of the system?

R Er, so this is still Fourth. It's all the same, so you've got Fourth, which is split into there's hospitality and there's Fourth analytics.

I And the one which was using for the training, which you said is different?

R Well so we have a name for it, but I don't think it's its business name to the outside world, but we call it [Organisation training programme].

I Okay, for how long are you using these two systems?

R Er, Fourth I couldn't tell you when we went to that. Um, that would've been long before my time, so more than two years. In fact I think probably much longer than that ...

I Okay.

R ... and this one's been in place for a year.

I A year.

R And before that we used a system called Elements (?00:05:40), so we had another system that we used. Recruitment uses Change Works as its base, um, which you might have heard of. It's quite a big one in the business, so ...

I And the Change Works is using for how long?

R Two years.

I Two years.

R Yeah.

- I Thank you so much, so I'm moving to recruitment and selection. To which activities of recruitment and selection does HRIS apply and why?
- R Ooh.
- I I'll provide you with some examples such as database search, selection, interview, processing of application, feedback and offer and retention.
- R Um, so the recruitment and selection would look after I suppose the advertising, so it's not so much a database search, although it does have the capacity to do that. Um, selection, so it gives a base level selection and we're just about to add situation and judgement testing, so it will also do more selection for us and interview is done either by telephone, in person or a trial shift, so it probably doesn't do interview. Um, processing of application, yeah I guess it does that. Um, and then feedback, we have historic- ... it does minimal feedback, so it would send an email to say you have or haven't been successful, an offer, but typically those things are done by the manager directly.
- I Okay, and anything about retention of your staff being done?
- R Not through the recruitment system.
- I And all these which you explained will be done with this system, which is a Change ...
- R Yeah, um, that probably doesn't apply specifically to this building. That's for restaurants.
- I Yeah.
- R For this building we don't really use Change Works. We would use LinkedIn or specialist job sites like Caterer for some sites, some jobs.
- I Thank you, and how does HRIS effect the following activities? Do you want me to go one by one? Identifying unfilled positions accurately.
- R No.
- I It doesn't impact on this?
- R No.
- I Analyse each job position and job title in an organisation?
- R Yeah, we can do that yeah.
- I Would you please tell me how?
- R Er yeah, so for example if I wanted to fill a report and I needed to know the number of people in a specific role or whether everyone was on the right role or I'm looking for a specific group of people, then I can do that. I can pull a report and I can see those people yeah.

- I Okay good, analyse the employees in each position?
- R Yeah, the same, the same way yeah.
- I The same, development of recruiting of recruiting plan?
- R No, we don't ... well I suppose we don't use it in that way to do a recruitment plan. We'd use it to get the turnover information, so just the statistics on our, on how many people are leaving us, so that we can forecast, but that's probably much more manual. Um, we do it in partnership with the area managers, that we go through their actual and their ...
- I So who's using this turnover report?
- R Er, so the HR team, the HR business partners typically use the report to guide our resource plan for the next 6 months.
- I Um, do you mind to give me more explanation on this? Like how roughly you will get this report and when often you use this report and how?
- R So the report comes from our finance team, so they are able to pull the report and do the clever Excel things that have to happen with it. It uses our Fourth database, so as the base data. Um, and it uses a data bank, so it doesn't take live data all the time. It has the bank data that builds up for 12 months and it's an Excel document that breaks it down by what the organisation's doing and then by area and then by restaurant and by region. Um, and also sometimes also includes things like average length of service in a particular role and it'll look at the number of leavers within their first 90 days, the number of leavers over a 12 month rolling period and this will also look at now leavers over a rolling three month, so that we can get a proxy indicator of whether the turnover is going in the right direction or not, because on a 12 month it's quite difficult sometimes to see the change and we want to give restaurants encouragement that they're going the right way and we get that once a month.
- I Thank you, maintain a skills inventory.
- R Sorry maintain ...
- I The effect of HRIS on maintaining the skill inventory. Does it have any impact on this?
- R Sorry, I feel like I'm not understanding that.
- I Er, perform comprehensive reporting and tracking of applicants?
- R The recruitment system can do that. Um, I wouldn't say it was very easy to do, but it can be done, but it doesn't ...
- I But do you use that at all?

- R The recruitment team would, but I don't.
- I They would.
- R Yeah.
- I Okay good, and how human resource information system eliminates unsuitable applicants at the application stage and focuses on promising candidates?
- R Okay, so the system itself will only give a guide to the manager. It doesn't automatically reject candidates.
- I It doesn't.
- R No, not at the moment. Whether that's a change we might bring in the situation of judgment testing I'm not sure, um, but it doesn't automatically right now reject candidates unless they said that they don't have the right to work, which would be a reason. Everybody else it's still down to the manager, so they'll see all of the candidates and they are given like a score or a rank and it's down to the managers to ...
- I And it's all been done manually the scores?
- R No, that's done through ...
- I Through the system.
- R Yeah, so for example if you've got experience working in hospitality or you've worked in another chain restaurant or it'll look for things which perhaps might be indicators of being able to be great in our environment. It'll rank the candidates according to that.
- I This is the second part of my question I believe. Which factors do you consider and why?
- R Um, well in terms of that screening and that ranking process, it looks at things like job stability, so has somebody hopped around lots, because we're looking for people who don't do that. Um, but it will look for chain experience, it'll look for restaurant experience. It'll look for you know anything which it considers to be something that might be suitable for the role.
- I For this position.
- R But it's not the, it doesn't make the decision, so all it does is provide a guide for the manager, but they may still look through the CVs and say actually do you know what, that person that's ranked I don't know tenth, you know that's the person I want to see, because there's something about the CV that I can see that the system can't and I think that's perhaps the limit of computers is that they can only go so far. (laughs)

- I Yeah, that's great thank you. How does HRIS provide insight into employees' retention needs after recruitment and selection?
- R I don't think there's any information system that would do that in terms of ... what do you mean employment needs?
- I Like, um, there should be some factors which force them to leave and cause the staff turnover in your organisation, so how you monitor those factors and try to fulfil their ambitions to like encourage them to stay longer with the organisation.
- R So at the moment we only do exit interviews, which is after someone's left, so I'm not sure that that would ...
- I No, this is after someone's left, but how those were ... like how you would find someone which is potential to leave?
- R Um, through manual, that would be through conversations with managers. There's no ...
- I So you don't have any system which you just investigate that through your employees?
- R No, because there would be no system that ... where an employee would say ...
- I No, but they can ... like one of the factors, for example one of the factors which one employee might leave the job is their place, their address, so if they move to the new address ...
- R Yeah.
- I ... and they have a long journey every day, so they might be like interested to move to another job nearer to their ...
- R We don't do any reporting like that.
- I But you don't.
- R No.
- I Thank you, and does HRIS support in indentifying the skill gaps across the organisation? If you see that, does your employees need more training in some point ...
- R Er, it doesn't ...
- I ... in their position?

- R It doesn't link up to ... we have other reports within the business that might show a skill gap, so a mystery diner for example would show if there was a skill gap in our chef's knowledge because a site might continually fail on food presentation and food quality, service.
- I Mystery diner is outsourced yes?
- R Yes, yeah, but it's not a HR system.
- I It's not the HR system.
- R No.
- I Is mystery diner ... is under which system?
- R Marketing.
- I Marketing.
- R Yeah, under guests' satisfaction.
- I But there is nothing specifically in HR.
- R No, not that would show a skill gap. We do other manual things, but it's not, there's no information system besides that.
- I Thank you, and how does HRIS ensure that the organisation has the right qualified number of employees at the right place and the right time?
- R Er, so the system that we're doing for manpower planning is a finance function in this business and so they provide a guide of how many people ... this provides the guide of how many people and then we have a lady who's on secondment who looks at the number of vacancies and the recruitment team will look at how many vacancies are being advertised and how many candidates are sitting there. Um, and then we will do the resource planning, but again there's no one system that does all of that for us. That's the pulling together of lots of information to give us the best guide that we can, yeah.
- I Thank you, human resource information system, at what level does your organisation use HRIS? Operations, management decision making, which one?
- R Er, I guess ...
- I Or strategic decision making?
- R I think it's all three of those things, because we use at operational level, we would use you know the turnover information and statistics to show where we think there is a problem in how the operation is being run. Whether that's like level, that'll probably be more specifically operational. Um,

management decision making, so when we're looking at our remuneration committee, if we've got a high number of people that have left us for competitors that pay more than we do or if we have a particular problem with you know the number of people leaving, their visa category has ended or things like that, that would be a management decision and strategic decision making I suppose is more of a long term ... for us that would be what we do about long service recognition, so we would use our HR information system to guide all of those.

I So you use HRIS on three stages.

R Yeah, probably not for the full extent that it's available to, but I think we do use ...

I Some.

R We don't make decisions without using the system information that we have to guide as best we can.

I Thank you, does HRIS have a function to analyse and forecast future demand and the supply of labour?

R Er, not within the HR system. That's done manually through the resource planning.

I Okay, does HRIS help in identifying and developing the recruitment and selection process that helps in training employees?

R Is that not the same as the question we had earlier? Yeah, only in the same way that it did earlier that it would screen just ...

I So it's monitoring yeah.

R Sorry I'm not sure. I don't understand this question.

I So does HRIS help in identifying and developing recruitment and selection process, that helps in training employees like, um, when you recruit people, with HRIS you would monitor them, so you would find out okay, in these ten new employees only four of them need this training and three of them need the other training, so ...

R No.

I You don't have such a thing which you categorise them according to the recruitment and selection stage for the training.

- R No, not for the training, so everybody does the same training, so it's only, we would only monitor who's completed the training.
- I Thank you, how does HRIS keep the managers up to date about the operational of the employ- ... about the potential of the employees?
- R Um, it doesn't because we don't manage ... all of that stuff is done through talent review. It doesn't measure their capacity or their ...
- I Not like for example I know that most of the general managers started from the, like from the floor and then they improved, so how you will monitor that? How you will see okay, these people, this employee's potential to improve?
- R So we have a talent review, which everyone has every six months and that information for anyone who has potential is then put into our ... we do a talent pack, which identifies those people and again it's a completely manual process.
- I It's not HRIS.
- R Nothing HRIS related yeah.
- I Okay, thank you. Um, sorry how efficient is HRIS for HR activities? If you believe it is not, in which activities HRIS is not efficient?
- R Um ...
- I Because I've heard that you said many activities are being done manually.
- R Yeah.
- I So it seems that you're not using it and you're happy.
- R Yeah, and I would say so for example in the talent review example, um, we could probably quite easily find a way to use Change Works or a section of Change Works to do something like that, to do planning and whatever and having been on the other side of it where I've worked in a business that did have it, you spend hours putting the data in to get the data out and actually if it just means I can sit down and have a conversation with my area manager and go these are all the people and I know those people by name and I know you know when it comes to managing talent I don't know that you can put it in an information system and say well that person is six months away from being ready for development and that be ... not need to have some flexibility in it, because either the person ... I think when you're dealing with humans you can become very focussed on systems and statistics and lose the essence of what people are about and I think that's why [Organisation name] is the way it is (laughs), because we don't get completely focussed on you know the bits where you lose some judgement within a system. Like with the manpower planning, there's only so far that can take you. You still need to have judgement that the weather is changing outside and you need to change your you know (inaudible 00:21:20)

- I Exactly yeah, thank you. How frequent does staff turnover happen?
- R Daily.
- I Daily.
- R Yeah.
- I You have a daily experience of staff turnover.
- R Yes, people leave every day of the week.
- I Thank you, and what are the main factors of staff turnover in your company?
- R Um, so from the statistics we have of what's recorded in Fourth, which is what people, managers put in when people leave. We have a split between those that are forced, so people that don't meet our standards or people who have by absence, we have, you know that is a problem for us and then we have a group of people who are on a time limited stay in the UK, so and that affects whether they can stay with us. Um, and then the next batch of people is change of career, which is what they say. When we do our exit interviews, which are done separately to that, so the manager fills in Fourth, we send out an exit interview. Um, the people that come back to us, which is only a small percentage ... typically the reason they say they've left is because they wanted better opportunities or better motivation from their manager.
- I Okay thank you, um, in which factor or stage does HRIS get involved?
- R Er, so we would get involved in the reporting of why people are leaving, so that would be on a weekly basis we do a quick check to see how we're trending for the month and then in the exit interviews, which are periodically, um, we would also provide that information and then at the six month point when we do the talent pack there is also an opportunity for us in there to look at turnover and do any analysis of you know what we might need to do differently.
- I And you probably answered the last part, which is from where you get the information?
- R Mm, mm.
- I Thank you, as a manager what are your concerns when staff turnover takes place in your company?
- R Er, well my main concern is that we can't serve the guests very well because we've got new people. Can you give me two seconds? Because they're just being really noisy and I figure it might be easier if ...
- I Okay.

- R Sorry, um, yes so then I suppose that's the first port of call is that how the guests are experiencing the business, because I think that's ... I suppose ultimately what we're aiming for. Um, my second fear is for the people that leave, because I think when people join a business they trust someone for a year or more of their lives and if you're going to commit to an organisation you want that organisation to look after you, so my fear is then for that person that left. Where did they go? And what's wrong? What do I need to fix? Er, and then I suppose lastly for the general manager or for the head chef who I then think has to work twice as hard because they've got to find somebody and train them and I know that that's an additional pressure on them, so that's probably my three things in order.
- I Okay, thank you. Who is in charge for staff retention process?
- R Um, ultimately the people director and the operations director.
- I Director of operations, and who else is involved in such a process apart from these two?
- R Um, everybody really, so regional directors, area managers, HR team. I mean we're all targeted on the same thing. It's in everyone's bonus scheme, so even the general managers and the head chefs and the sous chefs are all targeted on making sure that people stay with us, so I think everybody is involved in the management of it in some way.
- I (laughs) Thank you, what are the initial steps taken by [Organisation name] in order to encourage the staff retention?
- R Er, so two years ago we started a three year plan that's probably become a five year plan, because we've learnt more as we've gone along. Um, we started by looking at the recruitment, so the recruitment team refreshed and I kind of went out and said what do we want the organisation to be from an employment brand point of view? Why people apply and let's learn, so they went round to all the restaurants and found out all the best bits of what everyone was doing in the best sites of the recruitment, created the [Organisation name] toolkit if you like for recruitment and said to all the other sites this is what everyone else is doing. This will really help you. Um, and we launched that two years ago in April, May time and that linked with online recruitment, so we also launched that at the same time to help them to be able to advertise and also screen people and then we launched the [Organisation training programme], so that was a complete refresh of all of our learning and development material, so historically it had all been very tick box, like I have been trained to do this, tick. I have been trained to do that, tick, which is very boring for training, so we refreshed all of that, so now we have an online learning suite where people can do their learning on their phones, on their iPads, sitting in the restaurant you know at their pace with guidance. They're not, you know it's not just a case of oh well I've told you, tick it and sign this. It's much more, um, interactive than that and we have much better courses and we also have a dedicated manager and training process through 18 centre of brilliance restaurants who are up and down the

country who are our best examples of what a [Organisation name] is and the guys go there to be trained for the first eight weeks of their employment with us. Um, so that was those bits. This year the plan looks at situational judgement testing, which I've talked about. We are trialling an employee engagement survey for the first time to see if we can get value from it. We don't ever want to do anything we don't get a return or value on or that the area managers and restaurants don't believe is adding value and an engagement survey is always a difficult one, because to prove its return on investment is quite challenging, but it's whether or not people think it's the right thing to do to give the employees a voice to say what they want or whether we just let them do that all the time anyway, because of the various methods that we have for them to do that. Um, so that's kind of the three year plan. We have some targets within there of what we think the retention should be, but there will ultimately come a point where we don't want to keep changing things, so you know we want to put some things into the business over three years and then say right, now let's let it settle and let's get to where we need to get to and then we can look again and say right what do we need to do? Because the world moves quite quickly, so I'm sure in four years' time our online learning system won't look anywhere near as amazing as some of the online learning systems there will be in the future, so ...

I Thank you, so you already answered the second part, which is what strategies already exist? So ...

R Mm.

I Er, let's move to the next question. How does the responsible person get the information needed for staff retention and how does HRIS affect the staff retention in terms of accuracy and validation of the information?

R Er, so the responsible person gets it by email. I'm not sure if that's, if it's any more complicated than that. It's one person on that desk emails another person on that desk with the (inaudible 00:28:35). Um, and that's done through whatever clever mechanics the system does around uploads and CSV spreadsheets. Um, how does it factor in terms of accuracy and validation? Um, I'm not sure HRIS affects the accuracy other than that we check it, so we occasionally interrogate the data just to make sure that it's fine and most of the time it is, so we've not had that problem maybe.

I Okay thank you, how does HRIS have an impact on the creation, updating and communication of staff turnover information?

R Er, well I suppose the impact is that we can get data to the teams quickly, because they are able to get that report every month, so they know what the information is telling them. Um, and they can see by cross section. You know they can inter- ... they have the option to dive into it to see where the turnover is coming from, where, if it's a particular site, if ... they can then

make a judgement on you know what's the reason for that and have a look at the exit interviews, so they get all of the information together. It's, I guess it's down to them to communicate it and we don't necessarily communicate it beyond ... this time is the first time the report will go out to every site, because we were concerned that it maybe wasn't getting through to everyone, so this time we've just decided to send it directly to everyone and see what happens. Um, I guess there'll be a lot of questions for those who've not seen it before.

I Thank you, what is the success rate of staff retention in your company?

R Er, how would you like me to express that?

I Like you ca compare it with other organisations ...

R Mm.

I ... or you ca compare different branches. It's up to you.

R As a percentage though or you mean as in ...?

I I don't mind if you just give me the examples as well. Not really need the percentage.

R Okay, well I think the success rate of our organisation certainly seems to be better than other hospitality based organisations from the information that we have, so we don't get much benchmark data, so most organisations are not willing to declare what their turnover is because it's a very secretive industry in that sense. Um, but we, because we use Fourth Hospitality, which is what a lot of the big organisations use, Fourth Hospitality provided us with a figure last year which was 90% turnover in hourly paid roles in ... across you know various different roles, whether it was kitchen porter, line chef or whatever else anyone would call them in another organisation. Um, and so by that measure we are significantly better than that. Um, if we were to compare ourselves to probably the biggest competitor we have I would say we're not doing as well as them. (laughs) Um, so we get, we managed to get their data a little bit more sneakily, so I yeah ... we've bought into something this year where I think we might get more information. Often you have to pay a third party to get this information, which is a bit annoying. Um ...

I It is.

R Yeah, I mean I would say that for the industry our success is okay. I don't think it's good enough, um, because I can see the impact that it has on the teams where it's not good, but we have I would say half of our estate have an exceptionally low turnover rate, so they are brilliant at keeping people and then we've probably got one or two that are big sites that maybe have a much higher rate and so it skews the figures slightly and so yeah I would say ...

- I Make a balance.
- R Yeah, I would say the majority are doing a really good job and we've just got a couple of outriders that make it a bit higher.
- I Thank you, what are the main issues and problems to help in improving the staff retention?
- R Um, I guess not ... that we don't always know. Sometimes you feel a bit left in the dark. You don't necessarily get to see it coming and it's hard to know what the right thing is. You know we, for example we're talking about benefits at the moment. Now I can sit here in this office and come up with a million and one benefits that will mean absolutely nothing to the person at the other end who is receiving them, because everyone is individual and so to try and find a way to ...
- I Make everyone happy.
- R ... make everyone happy is almost impossible. Um, and in an environment where a large number of our workforce are not from the UK and are not intending to be here forever, that does have an impact on us as to what is the right thing, because there's so many different cultures, there's so many different motivational factors as to why people come to work and that is ... I wouldn't say it's an issue. It's an opportunity. It really is an opportunity because for me I've never worked in an environment that is so varied and has such a diverse workforce, so it's a real I suppose an opportunity for me and my colleagues to write a new rule book on it or to kind of set a standard, because I just think when I compare myself to retail, which is where I was before, you know in a retail environment you have fixed hours. You have, you're often working ... let's say you work for a big supermarket, you know they have very good benefits packages. People have been there for 25 years and that's what they do. You know they're happy to go in for their job that they've been in for 25 years, doing the same thing for 25 years and actually our workforce isn't happy to do that. Um, but I think we probably ... yeah, I would say those are the biggest things facing us, but I'm not sure I'd say they were problems, because as much as they are difficult sometimes they're also the things that make the organisation as wonderful as it is, so I can't say it's a problem.
- I Okay, so it's like kind of problem for retention, but many advantages from other points.
- R Yeah, yeah, and so you know where do you have the pay off? Um, you know if I can find the magic answer then I'll be a very rich lady I suspect as will most of us.
- R Um, but probably the hardest thing is finding the unique way to recognise and reward and engage with each person, which you know no magical answer has yet been found.

- I Thank you, I have some factors here. I would like to know how does HRIS effect on the managing of these factors? I'll provide you, in this section I'll provide you some examples.
- R Okay.
- I So if we start with organisational factors.
- R Yeah, so remuneration yeah. I mean it helps us to calculate our bonuses. It helps us to look at leavers in a particular area. Um, if we have a problem with salary, so yeah it does that.
- I Human resource planning.
- R I think I've ... no it's far more manual than that. I mean I think it impacts in as much as it might provide us with an insight of data that we apply to the work we're doing, but it's no ... it's not much more than that. Um ...
- I Training quality.
- R No, nothing that I can think of in ... I mean our, I suppose the training system will provide insight into how many people are taking a course, how many people are passing it first time, things like that. Um, I wouldn't know enough about that section.
- I Lack of growth opportunities.
- R Um, frustratingly that one I think the HRIS system shows where people are saying this is a problem, but it's counterintuitive for us, because we have so many opportunities, so what it doesn't tell us is it doesn't tell us why the person can't find the opportunity. It's not more detailed than that, so in that sense probably not helpful enough, um, because you know the opportunity might be if it's not, let's say it's a learning opportunity, there's lots of things that people can learn in this business, but it doesn't ask them okay, what was it that you would've liked to have learnt? You know ...
- I On a ...
- R Yeah, it's too easy to just tick the box and then that be the end of it, so you know if it's a growth opportunity, I mean we promoted hundreds of people last year. In fact 200 people went into a management position in this organisation last year. You know anyone who put no management opportunity I kind of ...
- I (inaudible 00:37:54) in some other industries maybe.
- R Yes, yeah, so ...
- I In something else.

- R Yeah, in which case I would like to know that, but I don't think it ... it probably just provides us with very basic information.
- I Length of employment.
- R Er, yeah I mean we use HRIS to manage long service and also to look at average length of employment, so yeah I would say that was quite ...
- I Organisational culture, which with this diverse employment which you have now I think.
- R No, there's never been a report that I've pulled to look at on organisational culture.
- I How about organisation goodwill?
- R Er, I guess maybe these two things might be as part of our engagement survey if it goes ahead. We would look at, um, we have a question in there which is effectively like the net promoter, the same as mystery diner, so yeah I suppose we will maybe have that in the future, but we don't have it right now.
- I Thank you, the personal factors. The effect of HRIS on personal factors. Travelling distance between work and home.
- R No, not mentioned.
- I And gender.
- R Um, I suppose it does measure it, but we don't, we've never, we don't really pull reporting like that.
- I So you never consider that ladies are leaving more, like there is more turnover between female and male.
- R Um, maybe once a year we might have a look, but historically it's never, it's not been a big, it's never been a big difference. It's always been relatively even, so ...
- I Family commitments.
- R Er, HRIS wouldn't manage that, no.
- I Okay, personal characteristics and employees' perceptions.
- R Er, not until the engagement survey comes.
- I Okay, level of stress inside.
- R No, I don't even know how a system would know that.
- I For example, because I worked for the delivery section in Earl's Court.

- R Mm, mm.
- I There are some rush hours which they might need more employees at that specific point of time, more drivers. The chef might have more pressure on that time, so ...
- R Yeah.
- I ... if they have this ... or there might be some conflicts between employees in a specific section. Like I will say delivery, because I used to work there.
- R Yeah.
- I So then is there any kind of monitoring this information?
- R Well there's monitoring of peak hours and of conflict, but I don't know that that would ... I don't think you could draw the link that that's a level of stress ...
- I To the stress.
- R ... inside and outside the organisation, because I don't think the system would look at that. What it ... so for example I see what you're saying about these are our peak hours, but if I look at Royal Festival Hall, that has some (inaudible 00:40:47)
- I It does.
- R Actually for a lot of the guys there, that's the best hours. They're the ones they're the most happy with because they're the ones that they get excited about, so I suppose it depends on what your definition of stress is or what, whether it's good stress or bad stress.
- I I just provide you with example which I felt could be an example of the stress, but anything as in stress inside or outside the organisation, you're not monitoring that.
- R No, we monitor absence levels occasionally, but we wouldn't, it wouldn't ... it's not like ... I don't know. I don't think that you would necessarily be able to say that one person having stress in this organisation would be because of the same or one restaurant be the same as another. Um, there's never been anything like that.
- I Basically through my research I found out that there are some employees who leave their job because of their colleagues.
- R Yeah.
- I So have you ever monitored this through HRIS?

- R There's not a leaver code that says I've left because of stress and it's never been something that I've kind of identified through the comments, so along with the code there's a comment. There are some people that in the exit survey would say that there was a stressful situation, but that might be for a variety of different reasons and I don't know that we've specifically looked at levels of stress. And if we had, it would only be inside. We certainly wouldn't have looked at outside the organisation.
- I Thank you, the next factor is skills and experiences factors. Level of education.
- R Not recorded.
- I Not recorded, knowledge background.
- R Not recorded.
- I Employee experience and knowledge.
- R Well only in as much as there's a career history, so when people move job it would maintain their stream within the organisation and the training system would keep a log of everything that they've been trained in, but no there's no reporting of anything outside of here.
- I Thank you, the next factor is external factors such as globalisation, external opportunities, growth of other companies.
- R Er, we occasionally might look at a competitor when we're doing competitor analysis, so for a restaurant that's opened near us we would look at the turnover to see ...
- I And put it onto HR department or not at all? (inaudible 00:43:18)
- R Probably no, so the financial element of is that restaurant taking any money off us? (inaudible 00:43:23) look out for them to do as part of their ...
- I Or from the employees' point?
- R From an employee, we would look to see if we felt we had lost a significant number of people to another organisation. Um, yeah and we've done that in Heathrow for example where we have many other food retailers. We always look to see if there are any patterns within where people are going, because in an airport environment more so than anywhere else people are willing to try and outbid because the labour is such a scarce thing in that environment because of the requirements to get a pass are quite high.
- I Thank you, and at the end workplace factors. The first thing is does turnover cause turnover? Have you ever experienced that? When one staff leave then next to them they will feel okay he left, he got the better opportunity

somewhere else, so I'm going to leave as well or they are friends, one of them leave, the other one wants to leave.

R Yeah, I mean again ...

I Are you monitoring this at all?

R Er, well it ... yes and no. I think we monitor if someone leaves that we think has the capacity to try and encourage people to leave with them. Um, I think often what we see is that sometimes when someone leaves it might be because they're not right for the organisation, so there might be a bit more relief from their team that they're maybe not working with that individual. Um, so I think it's really balanced. I'm not sure that we get into that level of detail on whether one person has then caused lots and lots of other people to leave, because I suppose I'd have to ask myself what the value of us doing that is, because if that person has left I can investigate the then five other people that go, but they're gone, so what have I proved? If I can't ...

I If (inaudible 00:45:25)

R Yeah, if I can't use the data to change anything, then why would I have it? And that's where I think the danger is with system information and with exit interviews in particular, so we do exit interviews because we feel it's the right thing to do because we want to give everyone a voice, but they've also they've gone, so I can't change that. I can only change it for the people that are still here and if let's say one person in Portsmouth goes off to work for Wahaca and takes three other people with them, me, I can interrogate that and go oh okay system tell me where all these people went to, but that might not then have any relevance for London where it's much wider. People go and work for a much wider range of competitors, so I suppose there's a small amount of it, but I don't think we look at it in that much detail.

I Er, the next factor is busy schedules for employees. Have you ever monitored that?

R Yeah, so I will pull a report that looks at average hours, so that I can see if someone is working too hard and flag it because I think it's not right.

I Employee dissatisfaction.

R Er, well through turnover or through exit survey or through when the engagement survey starts, so it'll be through that or through people who might make complaints in the variety of ways that they can. Er, we monitor grievances, but again it's a manual process. It's not done through HRIS.

I And are you (inaudible 00:46:53) or have you ever monitored dissatisfaction about relationship with employees?

R Only again manual, because it would be through grievances or through anecdotal things, so you know our role is to be out in the restaurants. That's

why it was quite difficult to find a time when I could come here, because this morning I've been in Putney you know trying to help resolve an issue there. Um, it's much easier for the manager to call me and say I have this problem than it is for the manager to enter it into a system for me to pull a report to say there's a problem in Putney. You need to go to Putney, so you know it's yeah in a business of this size I think it's trying not to overcomplicate things and not lose personal relationships.

I But does it been record somewhere, like for example after a year will you know that how many problems was created in all branches and how you solved them? Maybe it help in the future if you record that to HRIS.

R Yes, because we have a grievance tracker, but it is manual. It's an Excel spreadsheet yeah.

I Okay thank you, and level of stress inside and outside the organisation. This is for the workplace environment.

R No, also than the previous questions.

I Thank you so much for your time.

R That's all right. It's no problem.

I That is the end of the interview. Many thanks.

(End of interview)

Non-Manager P21

I: interviewer, R: respondent

I And can we start with your age, which range of age you are?

R Er ...

I 18-25?

R 18-25.

I 18-25, thank you, and how long you've been working for [Organisation name]?

R Er, one year.

I One year, so it's less than two years, thank you. And is there any relevant work specialisation for the job position that you have, like any certificate, any skills or training?

- R Er, the job that I have, was there any like requirements sort of thing?
- I Yeah.
- R Um, just to be able to ride a motorcycle.
- I Okay, that's it.
- R Yeah, and obviously know the area a bit.
- I But there is no certificate for that? You just said, um, familiar with the area, that's it.
- R Yeah, now they've put ... you have to have an assessment with the other, example the other riders.
- I So you've got to do some assessment?
- R You have to have an assessment to go out and see if you're capable enough to be able to deliver the food on time and ...
- I Before joining?
- R Yeah, like a well a trial sort of thing.
- I And what's your job title now? Are you a delivery driver?
- R A delivery driver.
- I Okay thank you, have you ever worked in other sectors?
- R No.
- I Just delivery driver.
- R Yeah.
- I Thank you, let's start with the questions about the organisation. Who is responsible for the HR activities in your department?
- R That would be the general manager.
- I General manager.
- R Yeah.
- I So any HR activities which you have you just contact your GM?
- R Or supervisor.
- I Or supervisor, thank you. How the information about your employment will be recorded, updated and communicated during your employment period?

- R So example?
- I For example if you have any problem with your hours, payment, training, certificate, anything about the HR?
- R Speak to the supervisor or the general manager.
- I Okay, so you just go and ...
- R Yeah.
- I ... like in person.
- R Yeah.
- I Okay.
- R Any problems or queries about hours or holidays or stuff like that ... you obviously holidays you fill out a request form and then request it, but, um ...
- I Oh if you're not able to turn up and you're not here you just need to come and see your supervisor?
- R Yeah, you ring them up and say I can't come in today.
- I Okay, do you use any of human resource information system for interactions regarding your HR activities? Such as training, development, administration, compensation, benefits, recruitment, leave and absence, payroll, performance evaluation, anything? For example are you sending in any email or going through any website to update your (inaudible 00:02:52)?
- R No.
- I No, just ring them or in person.
- R Yeah, tell the supervisor.
- I Okay, and who is responsible about making the human resource information system in order to access or update your data?
- R The supervisor or general manager.
- I But you know you don't have access. Are they the HR managers or non HR managers? Do you have any idea?
- R Say again, who are they?
- I Yeah, those people they are managers, but are they any managers or just human resource managers?
- R The general manager.
- I So it could be any manager, like the branch manager you mean?

- R Or the gen- ...
- I Um, and do you know how they do that?
- R Probably on the ...
- I Like for example if you tell them I'm not able to come or if you are eligible to get any bonus and you just speak to them.
- R Probably online or ...
- I You don't know how.
- R Probably ... don't know.
- I Thank you, um, does human resource information system help you with your recruitment and selection process? How did you recruit?
- R Er, through a reference, so example I ... excuse me. Er ...
- I Someone ...
- R Yeah.
- I Okay, someone introduced you to the organisation and you just came and you did an interview ...
- R Yeah.
- I ... and been recruited, so you didn't go through the application form online.
- R No.
- I Fill the form, you didn't. Okay thank you, and have you ever used any system to access to (inaudible 00:04:37) data into the information like database search or for your interview or processing of your application? But you didn't do that online.
- R No.
- I So probably you didn't, thank you. Mm, you don't have access to that system, but do you think that does the system could help you in your retention? You know what is retention? It's like for make you, for keep you stay with this organisation for a longer time and does ever happen that there is a reason which might encourage you or push you to leave or lead you to leave the company? And because your manager was ever, that they did something and you stayed here?
- R No.
- I No, thank you. Um, how you keep your manager up to date about your skills development or any change in your employment condition?

- R Um, see them in person.
- I See them in person, thank you. Is there any system which support your activities, which you use that system at all?
- R Probably the one that the supervisors use.
- I But not you.
- R No.
- I Thank you, do you think that there is a need of any system which you could use ...
- R So example
- I ... for any of the activities?
- R So example if you, example you had a good day, do you want to write about it yourself in, on the computer sort of thing? Er, there should be a way that all delivery should be able to write good or bad things that's happened in a day, then they should be able to review it maybe on a weekly basis sort of thing.
- I Okay, so you think that. Can you give me an example of some activities which you think that there is a need there to be recorded by the employees?
- R Delivery times, example if you're late back from a delivery or you're too early for a delivery, maybe you work out the reasons why.
- I Okay thank you, what are the main factors which might cause you leave the organisation, this company?
- R Um, what regards to ...?
- I Any, any, regarding any factor, like you got married recently, you want to leave, you change your like house, you're so far now or you find another job somewhere else, anything at all or you're ill.
- R Find another job or ...
- I So that could be a reason that you leave.
- R That the hours conflict with each other. That would be a reason, so if you have a day job and you have this as an evening job example and you finish at 5 the other job, but you start at half 5, quarter to 6.
- I So another job could be the reason that you leave this.
- R Yeah.
- I Any other reason?

- R No.
- I You're so quite happy with your job?
- R Yeah.
- I Okay thank you, and do you think that the managers should capture this information from where? Like how they should know that you have another job?
- R Er, verbally, you should tell them.
- I So you're going to tell them.
- R Yeah, if I have another job.
- I Okay, what are your concerns when someone leave the company? For example your colleague, another driver, leave the organisation, what is your concern about that?
- R Why did they leave? What were the circumstances that happened to make them leave? Example if they had an argument or if they found a better job or ...
- I No, what is your concern about that? What will happen to you or you don't care if they all leave or it's better for you? You get the opportunity to improve in this company? What do you think?
- R It'd just be more strain on us getting the deliveries out. There would be more strain on the rest of the team to be able to then ... because the guy's left, we'll have to take their slack as well, so we'll do more deliveries, more time.
- I Okay, and who is in charge for staff retention process? Who is caring about you like to stay here and be happy and not leaving?
- R Er the general manager.
- I General manager.
- R Or (slash) /supervisor.
- I And who else is involved in that process to be successful? Like does chef affect this process at all or colleagues?
- R Yeah, because if they don't make the food on time or if the food's late then it puts strain on us, because then the order's late, so in a way if everything's done on time then everything will go to plan, because if the food's made on time, it's bagged on time and it gets out on time and you get to the customer on time.
- I Okay, thank you.
- R And in a way it's a half and half situation.

- I Is there any steps which your organisation takes in order to increase the staff retention? Like to makes you more happy to stay with this organisation, did they do anything like bonus I give you an example or anything else? No.
- R No.
- I And what are the strategies already exist in the organisation for employer retention?
- R Can I have an example please?
- I Oh for example, um, in [Organisation name] they going to provide free food for their employees.
- R Okay.
- I So you're going to stay here rather than staying in ... I'm not going to say the X organisation, which they're not providing any food for the employees. They have even to pay when they want to eat in the restaurant which they're working, so it could be a strategy for you to be happy in your workplace.
- R Yeah.
- I Is there any kind of strategy here?
- R They obviously give the food to staff.
- I Anything else?
- R Um, no.
- I No, there is no bonus strategy here?
- R I don't think so.
- I Okay, thank you. How does human resource information system have an impact on the creation, updating and communicating of the information about staff who leaving the company? For example if you want to leave, how is the process?
- R Er, hand in your resignation, then you work two weeks' notice.
- I And you only need to write it with a pen and paper and just hand it to your manager?
- R Yeah, then have to work the two weeks' notice and then that's it.
- I Okay, what are the main issues and problems ...
- I Are you going ...? What are the main issues and problems to improve staff retention?
- R Um, to improve it?

I Yeah, what do you think that, what is the main problem which doesn't let to improve?

R Er, the pressure we get on the road to be able to deliver on time. There's a high amount of pressure, because the timeframe it's okay to get from here to example Acton in 20 minutes. It's sometimes doable, but it depends on the traffic.

I Okay.

R So if they gave us maybe longer periods of time ... and we have to find the house in the dark ... that struggle, I struggle with that.

I How does human resource information system support in eliminating the staff turnover factors across the organisation and how? Like is there such a system which would identify that ... you said your name is Richard yeah?

R Yeah.

I That Richard is a potential person to leave in next month?

R I don't think so.

I You don't think so. Do you think that is going to be helpful if they have such a system?

R Yeah, because then they can plan to get other people in to cover the people that are going to go.

I But they might plan to keep you stay here rather than thinking about others.

R Yeah, true.

I Okay, thank you very much for your time.

R All right.

I That's ...

(End of interview)

Appendix 9: Sample of organisation Exit Interview

1. If you would like to give us your name, that would be great. If not, that's also ok (optional)

2. Which organisation unit did you work in?

3. Which region did you work in?

4. How did you apply for the position at organisation S?

- Organisation S website
- A friend told me about the position at organisation S
- Advert in the restaurant before it opened
- I went into the restaurant to apply for the position
- I saw an advert on a website
- Other (please specify)

5. What made you want to work at organisation S?

- The food
- I'd heard great things about it
- It was new to the area and I wanted to be part of it
- A recommendation from a friend
- I'd been in and enjoyed my visit as a guest
- The people
- It fitted around my other commitments

6. What are your reasons for leaving organisation S?

- It didn't meet my expectations
- I didn't get on with the team
- I didn't get on with the manager
- Change of career
- I went back to study full-time
- I was dismissed
- I found it very difficult to get to work
- I did not like working shifts
- I did not feel that I was earning enough money
- I did not receive any training or development while I was working at organisation S
- I left to go traveling
- My immigration status had changed
- I was moving away and it would be too far to travel/length of commute
- Other (please specify)

7. How long did you work for organisation S?

- Under 3 months
- Under 6 months

- 6 months to 1 year
- 1 year to 2 years
- 2 years to 3 years
- 4 years to 5 years
- Over 5 years

8. What was your position at organisation S?

9. Did you complete your management training before 1 July 2014

- Yes
- No
- Not applicable

10. Which centre of brilliance did you train in?

11. How would you rate the quality of the training and support you received in the centre?

- Not good
- Ok
- Good
- Brilliant
- Comments

12. And how about the support you received in your own site after your centre of brilliance training?

- Not good
- Ok
- Good
- Brilliant
- Further comments

13. From the recruitment process, do you feel you were given enough information about what was expected of you?

- Given too much information
- Given enough information
- Not given enough information
- Other (please specify)

14. Overall, how would you rate the training you received while you were working at organisation S?

- It was not good
- It was ok
- It was good
- It was brilliant
- Is there anything else you would like to tell us about your training?
- Further comments

15. Part of organisation S commitment is to provide genuine opportunities for our people. Do you feel you were given the chance to learn and develop new skills?

- Often
- Sometimes
- Not at all
- Other (please specify)

16. Did you know where to find information about career opportunities in organisation S?

- Yes
- No

17. We aim to offer a fair and competitive salary. How well do you feel you were rewarded?

- Well rewarded
- Rewarded
- Not very well rewarded
- Further comments

18. organisation S aims to treat people fairly. How fairly do you feel you were treated by your manager?

- Very fair
- Fair
- Not very fair

19. Did you get regular feedback from the managers and team leaders?

- Yes all the time
- Yes occasionally
- Rarely
- No never

20. Did you trust the managers to make the right decisions, even if you didn't always agree?

- Often
- Sometimes
- Rarely
- Never

21. Were you recognized and valued when you had done a brilliant job?

- Often
- Sometimes
- Rarely
- Never

22. organisation S aims to maintain a good work, life balance. do you feel we * have achieved this?

- I strongly agree

- I agree
- I disagree
- I strongly disagree
- Further comments

23. Do you think organisation S is a good place to work?

- I strongly agree
- I agree
- I disagree
- I strongly disagree

24. Would you recommend organisation S as a place to work to your friends and family?

- Definitely no
- Probably no
- Probably yes
- Definitely yes
- Other (please specify)

25. What would have persuaded you to stay at organisation S?

- A organisation induction
- Better training
- More recognition for your work
- More money
- More hours
- Fewer hours
- More opportunities to be developed and promoted
- More motivation and inspiration from your manager
- Being given more time to adjust to organisation S style of working

26. If you left organisation S to join another restaurant group, please tell us who you went to work for and why

27. Is there anything that you would like to share with us, to help us make organisation S a brilliant place to work?