

An exploratory study in the motivation to stay versus the motivation to go for chefs employed in remote Tasmania

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Abstract

The Tasmanian tourism and hospitality (T&H) industry is the largest in the state's service sector. Worldwide, the industry is volatile, experiencing extreme levels of employee turnover. T&H organisations report significant difficulty with retention of chefs and this is heightened in regional locations. Chefs are a profession that is in short supply and a transferrable skill set means that they are a profession known for frequent job hopping, in an industry that is already fitted with a revolving door. This study used semi-structured interviews to understand the factors that contribute to the turnover of chefs employed in regional Tasmania from the perspective of the employee. The research analysed the factors that influence a chef's turnover intention. Turnover intentions were attributed to the perceived lack of career advancement and promotion opportunities, a willingness and ability to travel and a desire to develop new skills and further their training. The findings of this study will assist T&H organisations operating in remote locations to improve recruitment and selection processes and employee retention strategies, thereby minimising the costs and production losses caused by turnover.

AN EXPLORATORY STUDY IN THE MOTIVATION TO STAY VERSUS THE MOTIVATION TO GO FOR CHEFS EMPLOYED IN REMOTE TASMANIA

Introduction

The tourism and hospitality (T&H) sector employs up to ten percent of the global workforce (Baum, 2002) and it is an industry that is set to continue growing (World Travel and Tourism Council, 2009). The sector's economic contribution is significant, with one in every nine jobs is related to the hospitality industry, either directly or indirectly (Executive Handbook 2001 cited in Collins, 2007:78). In service industries such as tourism and hospitality, an organisation's human resources are essential to achieve sustainable competitive advantage in the marketplace as they determine the company's ability to deliver services to guests (Collins, 2007). Turnover in the T & H sector often exceeds 50% (Davidson & Timo, 2006); double that of other industries (Martin, Mactaggart & Bowden, 2006). Such high turnover causes disruption to the business and downtime resulting from constant change in personnel, weakening the economic performance of the sector. Turnover of chefs is particularly critical as chefs determine the organisation's reputation for high quality food and its ability to deliver excellent meals (Mariani, 2006). The turnover of chefs in the T&H industry is widespread (Rowley & Purcell, 2001) and results in lost productivity and profits for the organisation (Walsh & Taylor, 2007), making retention a significant issue for T & H organisations.

Retaining staff is additionally challenging for tourism and hospitality businesses located in remote and regional locations. Organisations operating in remote locations have a much smaller talent pool from which to recruit their staff and may have to provide additional services and incentives in order to attract and retain their human capital. In addition, unmet expectations, boredom and the isolation may result in considerably higher rates of turnover compared to those organisations operating in an urban location (Davidson & Timo, 2006).

In order to understand the issues affected the turnover of chefs employed in remote locations, this research utilised qualitative interviews with ten qualified chefs working within three remote Tasmanian locations. The research explored the competing factors which influence a chef's decision to stay with or leave their employment in remote Tasmania. As part of a larger investigation of retention and turnover of chefs in remote Tasmanian T&H organisations, this study sought to understand the reasons to go (turnover intention) and the reasons to stay (retention). Interestingly, De Vos and Meganck (2009) note that retention is often ignored in most turnover research.

The current study uses motivation theory to understand the influences of turnover intention. While motivation theory is typically concerned with work effort, the current study looks at the drivers to remain employed in a remote or rural location as compared to the drivers to leave employment. In a similar study that investigated the unmet hygiene factors of employees working in hospitality, Poulston (2009) proposed that Herzberg's dual factor theory of motivation has application in determining turnover intention. For example, staff who are dissatisfied are likely to take action by resigning. In an industry plagued by high turnover and a profession that is highly mobile, the imbalance of the motivation and hygiene factors as identified by Herzberg is expected to lead to higher levels of turnover.

Literature Review

Turnover in the hospitality industry

As noted earlier, the T&H industry experiences high levels of turnover. Turnover may be caused by a number of personal, organisational or industry factors. Personal factors can include changes in the family situation, a new job offer or the desire to learn new skills (Rowley & Purcell, 2001). Industry causes for the unusually high levels of turnover in the T

& H industry may include sexism, anti-social working hours, poor pay, pressure and high levels of stress (Pratten, 2003). The fluctuations in business activity caused by the seasonal nature of T&H in remote Tasmania means that employees may find that their working hours increase dramatically during the peak period (November through to April) and are reduced considerably during the off peak. During the off-peak season when visitor numbers are low, boredom may be one of many detrimental factors that lead to turnover. Overall, this fluctuation in demand contributes to the poor working conditions of T&H employees (Robinson & Barron, 2007; Cairncross & Kelly 2008).

Turnover and Retention in Remote Areas

Davidson and Timo (2006) found that T&H organisations operating in remote locations experience turnover rates more than twice the level of those businesses in metropolitan locations. For organisations operating in remote locations, attraction and retention of employees may be problematic because of limited social life, isolation and boredom (Davidson & Timo, 2006). As identified above, the seasonal nature of remote Tasmanian T&H organisations may also lead to the increased turnover of staff. Managerial respondents in the Tourism and Transport Australia Forum (2006) study commented on the difficulty of replacing talent in remote locations. Many acknowledged that the industry is already affected by high turnover and the difficulties that organisations operating in remote and rural locations have in attracting, motivating and retaining staff (Tourism and Transport Forum Australia, 2006).

Motivation, turnover and retention

Employee motivation has been found to have a significant impact on the job satisfaction and commitment of employees (Udechukwu, 2007). Herzberg's dual-factor theory of motivation

(Herzberg, Mausner & Snyderman, 1959; Herzberg, 2003) proposes the factors that produce job satisfaction and motivation are quite distinct from those, known as hygiene factors, which lead to job dissatisfaction (see Table 1). Herzberg also proposes that job satisfaction and job dissatisfaction are not opposite extremes of the same dimension but instead co-exist as two distinct phenomena which vary in strength from “no satisfaction” to “high satisfaction” and from “no dissatisfaction” to “high dissatisfaction” (Herzberg 2003).

Insert Table 1 here

Dual-motivation theory has three important implications for understanding turnover and retention. The first implication is that any particular employment characteristic could be operating either as motivator or as a hygiene factor and thereby influencing either job satisfaction or dissatisfaction. The T&H industry is characterised by poor pay and working conditions, constant staff shortages, long hours, shift work and difficult customer and colleague relationships (Poulston, 2009). Many of these factors are identified by Herzberg (2003) as hygiene factors that influence job dissatisfaction and would therefore influence the turnover intentions of staff working in these conditions.

The second implication is that an individual’s turnover intentions may be influenced by unmet expectations about motivators or hygiene factors. For example, chefs may be attracted to work in a remote or rural area for the hygiene factors such as remuneration, but their turnover intentions might be the result of unsatisfied motivational factors such as career and advancement opportunities and training and development opportunities. Poulston (2009) notes that the deficiency of hygiene factors (for example, pay and working conditions) will cause the motivational factors to be deficient. Research by Walsh and Taylor (2007) supports

Herzberg's theory, finding that the intrinsic aspects of hospitality professional's jobs are more important than the extrinsic rewards. The intrinsic or motivational factors include challenging work, interesting work, developing new skills, participation in making decisions, increased responsibilities, autonomy and control and the freedom to be creative (Walsh & Taylor, 2007). Similarly, Hytter (2007) identified several direct and indirect factors that have an impact on employee retention. While direct factors included remuneration; leadership style; career opportunities; training and development; physical working conditions; and work-life balance, the indirect factors were comprised of job satisfaction; loyalty, trust and, commitment; and, identification with and attachment to the company. According to Hytter (2007), a successful retention program will consider both direct and indirect factors and ensure that the motivators such as career and training opportunities, commitment and identification with the company are taken into account, in addition to the remuneration, working conditions and leadership (Herzberg's hygiene factors).

The third implication is that as motivators and hygiene factors co-exist they may exert competing influences on an employee's job commitment. Most research on turnover and retention has not considered the balancing or the competition between the factors and how such influential factors are understood by the employee. Therefore, studies that look at both the reasons to leave and the reasons to stay is required, as this is not always considered in scholarly literature on employee turnover or retention (Hausknecht, Rodda & Howard, 2009; De Vos & Meganck, 2009; Maertz & Griffith, 2004). To explore this issue, the study examined the following research question: *What factors influence the motivation to stay and the motivation to go of chefs employed in remote Tasmania?*

Method

This study explored the factors that influence a chef's decision to terminate the organisation-employee relationship. A qualitative approach was chosen as qualitative research typically produces a wealth of detailed information about a smaller group of people (Patton 1990 cited in Daly 2007). Ten semi-structured interviews were conducted with chefs that are currently working remote Tasmania. The semi-structured interviews were centred around five themes. Four themes were adapted from Min's (2007) study on employee turnover in the warehousing industry: *demographic variables* such as participant age and gender; *occupational variables* such as their skills and experience; *organisational variables* such as the working environment, organisation size and working relationships and *individual variables* such as pay scale and career advancement opportunities. The fifth variable was *location* and considered the environment, activities available and the cuisine (Gow, Warren, Anthony, & Hinschen, 2008).

Participants

Participants were ten qualified chefs employed by a private organisation that operates a number of properties in both metropolitan and regional Tasmanian locations (see Table 2). The participants were drawn from three remote Tasmanian locations. The minimum qualification obtained by all participants was a Certificate III in Commercial Cookery: apprentice chefs were not interviewed as they are tied to their employer by their apprenticeship and therefore have less discretion about leaving their employment. Each rank of the professional system for qualified chefs (Demi Chef > Chef De Partie > Sous Chef > Head Chef > Executive Chef) was represented. Most participants were male, employed with the organisation for less than six months and had a mean age of 33 years.

Data Collection

Data were collected through face-to-face interviews conducted at the chefs' places of employment during July and August 2009. Participants provide more detailed and accurate responses when interviews are conducted within the same time frame and context as that which the research is seeking to understand (Guba & Lincoln, 1989; Shuy, 2002). Therefore, despite being "a resource intensive strategy, the costs involved were balanced with the unique opportunities to interview participants in situ" (Daly, 2007:77).

Data Analysis

The interviews were digitally recorded and the data was transcribed shortly after the completion of the interview. QSR International's N-Vivo software program was used to code the data into categories ('nodes') representing topical areas discussed by participants. Coding data in N-Vivo is a two-step process visually resembling the Copy and Paste functions of Microsoft Word™. The first coding step entailed highlighting the relevant text in the source document, akin to selecting text for Copying in a Word™ document. The second step assigns the data to selected nodes or to newly created nodes which are titled to reflect the substance of the text.

Coding occurred through two stages. Stage one involved inductive coding of the data into nodes which were descriptively titled to reflect the topics raised by participants. Stage two entailed re-sorting the data categories developed through the inductive coding into three groupings: **Motivation to Stay**, **Motivation to Go**, and **Contextual and Other**. Sub-categories for each of the five variables (demographic, occupation, organisation, individual, location) discussed earlier were created in the **Motivation to Stay** and **Motivation to Go** groups. The descriptive nodes were then categorised into these groupings according to the

motivation and variable to which they related. Any relevant data that did not appear to fit the other predefined nodes was coded to the **Contextual and Other** category. The final node system incorporated six sub-categories into the **Motivation to Stay** and the **Motivation to Go** groupings. These were *Career Plans, Economic Crisis, Individual and Demographic, Location, Occupation and Organisation*. Within the Motivation to Go, an additional child node titled *Travel* was included.

Findings

This section presents the research findings about the motivations to go (turnover intention) and the motivations to stay (retention) identified by participants, drawing on selected quotes from the interviews. Motivation to go was attributed to the geographic location of the property, the occupation and demographic and individual factors which includes travel. The motivation to stay was attributed to the geographic location of the property, the employing organisation and the occupation.

Motivation to Go

Geographic location of the work

The geographic location of the work presented a motivation to go for some chefs. The remote locations provided limited, if any, recreational facilities, community and basic services. In some instances up to half an hour of travel was required for the nearest supermarket and over an hour of travelling for the nearest bank. As the quotes below illustrate, the educational consequences of geographic location also created a motivation to leave.

- Cooper *Now that I've got a little one, when she is ready to take on school...looking [in the future] to move somewhere that will suit her, a bit more family orientated for a change.*
- Lillith *I wanted to do some more education stuff... but I'm finding it hard to organise*
- Rohan *There isn't a lot of training down here. There's a TAFE that does hospitality*

*courses, but they do... a coffee course, a first aid course and something else.
You really have got to travel to do courses...almost go to Melbourne*

Ongoing professional development is important for chefs as it provides a chance to differentiate themselves and assist in their career advancement. However, Lillith and Rohan mentioned that the geographic isolation of the work meant that accessing further training was difficult. For Cooper, the educational consequences related to his family rather than his professional development. The location of the work meant that he will consider leaving the location in the future as his daughter requires schooling.

Occupation

The chef's profession is one that is physically taxing on the body and also highly stressful. A chef's work is anti-social, due to irregular and long hours. It was for this reason that many of the chefs indicated a desire to leave the profession in the future and pursue other opportunities. Leaving the profession was indicative of a motivation to go. Below six chefs discuss their dissatisfaction with or intention to leave the chef profession:

- Cooper *The physical demand of cheffing can sometimes bring you down... we would probably kick back and take a step down as we get older*
- Lillith *I eventually want to move into teaching*
- Megan *You are working when everyone else is having fun...You work Christmas Day, Boxing Day, New Years, Australia Day, Mothers Day*
- Rosemary *...the hours. It restricts pretty much everything. Most of them like to party or do things on the weekend. It's very restrictive.*
- Chase *It can be quite high pressure, it's not like other industries, say, where a mechanic can't fix someone's car and they say 'I'll do it tomorrow'.... I can't cook someone's dinner tomorrow!*
- Daniel *Keep me interested.... As we get bored, we leave. Everyone hires a chef because of the skills they bring to the kitchen...[the chef] is looking for a challenge...You'll find someone who needs a challenge and as soon as there is no challenge you say 'Why am I still here?'*
- Megan *I had been there for five years and I got bored...*

It was important to understand a chef's intention to remain in or leave the profession when seeking to understand their motivations to stay or leave their employment in a remote

Tasmanian location. The selected quotes above indicate some of the sources of dissatisfaction with the profession and in other cases a desire to leave the profession.

Individual and Travel

A range of individual factors were discussed as factors influencing a chef's decision to leave their employment in a remote Tasmanian location. These factors include the distance from family and friends and the profession providing a transferrable skill set which allows for travel.

- Lillith *My family ringing up and saying "When are you coming back to [home town] to live?"*
Rohan *Friends...Yeah, friends. There are no friends down here.*
Cooper *Now that we've got a family, is being away from the family*

Lillith, Rohan and Cooper all mentioned the distance from their families as reasons to leave their employment. Rohan mentioned that there are no friends in the location where he is working, and this was generally supported by the other chefs who mentioned that their irregular and antisocial work hours means that their peer group is generally their work colleagues.

A desire for travel was an issue for participants in relation to the profession. A shortage of qualified chefs and a skill set that is transferrable means that chefs can exit their employment and find further employment with relative little trouble. The hospitality industry in general is regarded as one fitted with a revolving door and chefs are certainly one group of hospitality professionals that are known for their job hopping and short tenure. As such, questions were included which asked specifically about travel and turnover intentions.

Christine *I'm a chef so I can go anywhere where I wanted to.*
 Cooper *You can go anywhere you like and always find work*
 Daniel *If I get itchy feet I can say 'Hey, look, I'm off'...[and then] I can walk into anywhere and say 'Hey man, guess what I do?...*

The responses from Christine, Cooper and Daniel are indicative of the majority of responses from chefs who participated in this study. That is, there is no perceived difficulty in finding work and they are not limited to any particular geographic location for their employment.

Conclusion of Motivation to Go

The motivation to leave a remote location appears to be influenced by the lack of facilities and services in the location, a desire to develop new skills or undertake further formal training, perceived barriers to career advancement or promotion, dissatisfaction with the chef profession, and the ability to travel and easily gain employment in many other locations.

Motivation to Stay

The motivation to remain in employment in a remote location was attributed to the geographic location of the work, the employing organisation the chef occupation. Each of these is discussed in turn.

Geographic Location

While the geographic location presented a motivation to go for some chefs, for others the remote location was a source of satisfaction and a motivation to stay.

Lillith *I applied for a lot of jobs, a lot of them in remote locations*
 Chase *Just the photographs. I have always lived...well always try and live, near the ocean... It has a nice beach!*
 Christine *You think of Tassie and you think of {location}*
 Daniel *[We] saw Tassie on a doco and thought 'Oooh, that looks nice', and down we came...*
 Jakob *It feels like home*
I don't like cities much... lifestyle... the best people

For the five chefs above, the geographic location of the work was both an attraction and a motivation to stay. This was attributed to the physical attractiveness of the area, the chefs' perception of and preference to work or live in remote locations and a chance to work in some world renowned locations.

Organisation

The employing organisation was also a factor influencing a chef's decision to stay employed in a remote Tasmanian location. The organisation operates a number of hotels and resorts in remote, rural and metropolitan Tasmanian locations and offers chefs the ability to work in other properties throughout Tasmania, if a vacancy arises. Chefs are also encouraged to move between the different outlets at a property and develop their skills in a multi-dimensional way. As an example of the task variety available, one property owned by the participating organisation included three restaurants; one of which featured a seafood buffet and also specialised in custom menus to cater for the conferences and incentives market; a bakery, a pizzeria and a bulk catering facility that prepares over 80,000 meals per year. As a consequence of its size, the organisation can providing benefits and incentives that competitors may find difficult to match and the organisation itself was mentioned as a motivation to stay by all ten study participants. Organisational factors that indicated a motivation to stay included the company's general management approach, size and stability of the employing organisation, the task variety, the remuneration package and the opportunity for career advancement.

Three chefs commented specifically upon the organisation's managerial approach as a positive influence on their job satisfaction and motivation to stay:

Chase *The actual company I couldn't say anything wrong about - They look after you really well! We have a nice house, just me and my partner in it!*
 Daniel *[the management] here are grouse! It's a well-oiled machine!*
 Rosemary *They were very helpful when I first come over here. Like, really, you ring them up and they actually answer the phone. And they call you back. You know, that's like a huge thing.*

Cooper and Lillith commented that the size and stability of the organisation also motivated them to stay with the organisation;

Cooper *A stable company, obviously one that is going to be around for a while... you know your pay is going to be there every fortnight and that the company is going to grow*
 Lillith *The other companies...seem a bit smaller. I don't think they'll offer us as good pay rates*

The range of outlets that were operated by the employing organisation offered the chefs greater variety and thus was indicative of a motivation to stay, as Lillith and Megan comment:

Lillith *[the] different outlets I can work in...if I get bored in one outlet I can ask the [executive] chef to be transferred to a different department*
 Megan *Working...for a large company means that you can move... I can move within the company, and they are building a couple of nice new resorts*

Finally, the remuneration package and the potential for career advancement was taken as being indicative of a motivation to stay, as Rohan and Daniel comment:

Rohan *Here offered good money, along with a new opportunity My pay is pretty good. It's up there with, equal to, most of the big capital cities*
 Daniel *I've managed to work for [participating organisation], and I think the thing was 'If you're going to work in hospitality, work for them!' and the progression is there, so like head chef, exec chef... is on the cards.*

Occupation

Specific aspects of the chef profession were mentioned as a motivation to stay and a source of satisfaction. The 'chef lifestyle' and creativity of work were frequently cited as sources of satisfaction. The selected quotes below are related to a chef's satisfaction with the profession:

- Christine *It's a lifestyle more than anything...It's the adrenalin of service and the build up to service. Then it's all happening... It's just good, it's like a family. The kitchen is a family*
- Cooper *I love the adrenalin*
- Lillith *The thrill of pumping out a good meal*
- Lillith *One of my friends is a pastry chef. She loves sweets. She loves to decorate beautiful cakes*
- Brock *I enjoy the creativity of it!*

Chefs work in highly stressful environments; working to meet multiple deadlines in environments that are prone to accidents, heat, stress, burnout, in addition to irregular and anti-social work hours. However, as indicated above, this lifestyle was an attraction. Creativity was also a motivator to stay, with the work of a chef has been described as being that of an artist. Chefs prepare meals for a diverse consumer market and get to demonstrate their skills in creating a piece of art that will be appreciated by the consumer.

Economic

Unexpectedly, none of the chefs interviewed mentioned the economic crisis or any perceived difficulty in finding work as a reason to stay in the current employment relationship. The timing of this study was at the heart of the Global Economic Crisis and was expected to discourage turnover intentions. However, in relation to the economic crisis, participants commented:

- Chase *from chefs - other chefs that I know, travelling around, nobody has had a problem getting a job. And chefs, we've been flat out. As much as we ever have. So people are still eating. Still spending money.*
- Cooper *It hasn't affected Tasmania for one; we have got bigger numbers coming through now than over the last few seasons, and being a chef we're in demand! So we don't really have to be worrying about that quite so much.*

Discussion

The study findings indicate that the motivation to remain in employment for a chef is influenced by both motivator and the hygiene factors. Participants identified five of the six motivators identified by Herzberg (2003) as relevant to their job satisfaction: achievement, the work itself, responsibility, advancement and growth. The sixth motivator, recognition, was mentioned by Cooper as an area in which the participating organisation is not doing well and which could therefore be reducing job satisfaction for chefs. Discussions of occupational factors such as the conditions associated with the profession were consistent with Herzberg's concept of working conditions and were the only hygiene factor mentioned by chefs in this study. Unexpectedly, remuneration and company policy and administration, which Herzberg (2003) treats as hygiene factors, were discussed by chefs as motivations to stay. This suggests that dual-motivation theory was more valuable for understanding the motivators which influenced chefs' motivations to stay than for understanding the hygiene factors which influenced their motivation to go.

An emergent finding of this research was the fit of the results with job-embeddedness theory (JET), which was introduced by Mitchell, Holtom and Lee (2001) as a method of understanding an employee's intention to leave the organisation. JET is described as *'a key mediating construct between specific on-the-job and off-the-job factors and employee retention'* (Mitchell et al., 2001:1108); and *'reflecting the totality of forces that constrain people from leaving their current employment. It captures those factors that embed and keep an employee in his or her present position'* (Mitchell et al., 2001:1115). The study's findings suggest that three components of JET, link, fit and sacrifice, are considered in the turnover intentions of the staff. For example, Rohan discussed the difficulty in making and maintaining friends in the remote location as a motivation to go. However, Jakob, who has

spent a number of years in the location, talked about the link and fit with the community as a motivation to stay. Sacrifice is interesting. When asked whether she would work for another organisation in the same location, Lillith mentioned that she would not consider that because of the benefits she would lose (e.g., discounted staff accommodation and other incentives provided by the organisation; in addition to the task variety). Chefs whose particular demographic and biographical information suggested that they had a mortgage, partner and or children would be sacrificing considerably more in terminating their employment relationship whereas a relatively young chef does not perceive the sacrificing of ties with colleagues and the organisation (for example) as a motivation to stay. JET certainly presents a new and exciting way of understanding the turnover intentions and the decision making process (i.e., the reasons to stay) of staff, particularly mobile staff such as chefs, in remote locations.

Conclusion

Theoretical Contribution

This study has contributed to theory about the competing motivations to leave and to stay which influence turnover decisions by indicating that particular employment characteristics can influence both motivations. The research found that the geographical location of the work and the working conditions associated with the occupation created motivations to go and motivations to stay for the chefs in this study. This suggests that future theorising and research about turnover and retention should consider the potential for employment characteristics to act on both motivations at once. It also suggests that dual-motivation theory should be reconceptualised to accommodate employment characteristics acting as motivators and hygiene factors rather than as one or the other.

Contribution to Practice

Rowley and Purcell (2001) believe that the key to reducing labour turnover and increasing retention lies with the management of organisations. They write "in terms of the causes of labour churn, we found that much of it was self-inflicted by employers, and unplanned turnover was the consequence of poor management practices, including weak HR strategies" (Rowley and Purcell, 2001:182). The study's finding that a number of the factors identified by chefs were both motivations to go and motivations to stay suggests that organisations can strengthen their HR strategies by determining which factors are being experienced by their employees and whether they are being experienced as a motivation to go or a motivation to stay. The research finding that participants' demographic characteristics (such as family situation and level of experience in the profession) affected motivations to stay or go suggests that organisations should also determine how employee characteristics might mediate the influences on these motivations.

Limitations and opportunities for future research

Three characteristics of this research establish limits or parameters to its value. Firstly, data was collected during the off-peak tourism season so only the 'core' staff of the participating organisation were available. The organisation operates on a core-periphery employment model by employing such staff on fixed term or casual contracts to cater for the changing demand. This meant that the departure of casual and contract staff at the end of the peak season may have biased the research findings. Future studies could also investigate casual or contract employees to determine how employment status might affect their motivations to stay or go.

Secondly, this study used participants from a single organisation in order to control for the effect of company policies on the chefs' motivations. Future studies may control for geographic location and intentionally increase the number of organisations that are invited to participate in an effort to focus the results specific to the geographic location, independent of the employing organisation.

Thirdly, this research, based in a constructivist and interpretive paradigm has deliberately sought to understand the lived experiences of the chefs who participated in the study. Consequently, it did not employ any quantitative measures of job satisfaction or dissatisfaction or actual turnover or turnover intentions. A quantitative measure may be introduced in further studies that examine the differences between the individual/personality and the level of job satisfaction as an indicator of turnover intention/actual turnover. A longitudinal study that incorporates both attraction, reasons to stay, reasons to go and finally actual turnover (with the possibility of using exit interviews) would provide rich and exciting information to further understand these issues.

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Table 1. Herzberg's Dual Factor Theory of Motivation with the motivator and hygiene factors listed the order of higher to lower importance. (Herzberg, 2003)

<i>Motivators (Satisfaction)</i>	<i>Hygiene (Dissatisfaction)</i>
Achievement	Company Policy and Administration
Recognition	Supervision
Work itself	Relationship with Supervisor
Responsibility	Work Conditions
Advancement	Salary
Growth	Relationship with peers

Table 2. Participants

Property	Name ¹	Gender	Age	Rank	Time in location	Time as chef
1	Lillith	Female	26	Demi-Chef	<6 Months	9 Years
1	Rohan	Male	26	Chef De Partie	<6 Months	9 Years
1	Daniel	Male	35	Sous Chef	<6 Months	10 Years
1	Cooper	Male	40	Executive Chef	>2 Years	24 Years
2	Jakob	Male	35	Sous Chef	>8 Years	12 Years
2	Chase	Male	27	Chef	<2 Years	6 Years
2	Brock	Male	46	Chef	15 Years	30 Years
3	Christine	Female	23	Sous Chef	8 Months	4 Years
3	Megan	Female	36	Head Chef	>1 Year	8 Years
3	Rosemary	Female	28	Demi-Chef	4 Months	5 Years

Figure 1: Tree Node Diagram

