



Universitetet
i Stavanger

**FACULTY OF SOCIAL SCIENCES,
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT**

MASTER'S THESIS

STUDY PROGRAM:

International Hospitality Management

THESIS IS WRITTEN IN THE FOLLOWING
SPECIALIZATION/SUBJECT:

Human Resource Management

IS THE ASSIGNMENT CONFIDENTIAL?

No

TITLE:

Retaining Qualified Chefs:
A Qualitative Study of Restaurant Managers' Strategies

AUTHOR

ADVISOR:

Åse Helene Bakkevig Dagsland

Student number:

235333

Name:

Synne Mydland Johansen

Acknowledgements

This thesis is written as the final project in the master's program International Hospitality Management at the Norwegian School of Hotel Management at the University of Stavanger. The last couple of years have been both very interesting and instructive. Based on personal interest and what has been a focus in media, I chose to write this thesis about how the restaurant industry is working on retaining qualified chefs.

I want to express my gratefulness towards Åse Helene Bakkevig Dagsland who has been my supervisor in this process. She has a lot of knowledge in the field, and she has given me constructive feedback and helpful tips along the way. I also want to thank the informants who participated in the interviews. Lastly, a thank you is directed to my family who has been very considerate and supportive the last couple of months.

Stavanger, June 15th, 2022

Synne Mydland Johansen

Table of contents

Abstract	I
Acknowledgements	II
Table of contents	III
List of tables	VI
1.0 Introduction.....	1
1.1. Aim of the thesis	2
2.0 Literature review	4
2.1. Employee turnover.....	4
2.1.1. Voluntary and involuntary employee turnover	4
2.1.2. Causes of voluntary employee turnover	6
2.1.3. Employee turnover in the hospitality industry	8
2.2. Employee retention	10
2.2.1. Employee retention strategies	12
2.3. Recruitment.....	15
2.3.1. Recruiting in the hospitality industry	15
2.4. Organizational culture and work environment	17
2.4.1. Organizational culture.....	17
2.4.2. Work environment	18
2.4.3. Work environment in the hospitality industry	19
3.0 Research questions.....	20
4.0 Methodology	20

- 4.1. Selecting a suitable method 20
 - 4.1.1. Research design 21
 - 4.1.2. Phenomenology..... 22
 - 4.1.3. Hermeneutics 22
 - 4.1.4. The qualitative interview 23
 - 4.1.5. Advantages and disadvantages of research interviews 24
 - 4.1.6. Sample..... 25
 - 4.1.7. Recruitment..... 26
 - 4.1.8. Interview guide 26
- 4.2. Data collection 28
 - 4.2.1. The sampling and recruitment process 28
 - 4.2.2. Interview guide 30
 - 4.2.3. Conducting the interviews 30
 - 4.2.4. Transcription..... 31
- 4.3. Data analysis 32
 - 4.3.1. Preparing for and doing the analysis..... 33
- 5.0 Reliability and validity..... 34
 - 5.1. Reliability..... 34
 - 5.2. Validity 36
- 6.0 Results..... 38
 - 6.1. Turnover..... 38
 - 6.1.1. Turnover in the restaurant industry 39
 - 6.1.2. Why chefs leave 40

- 6.1.3. When the employees leave..... 42
- 6.2. Retaining chefs..... 44
 - 6.2.1. Strategies to retain chefs 44
 - 6.2.2. Qualities in long-term chefs..... 47
- 6.3. Recruitment..... 48
 - 6.3.1. How the restaurants are recruiting new chefs 48
 - 6.3.2. Pandemic differences 50
 - 6.3.3. Socialization..... 51
 - 6.3.4. Training..... 52
- 6.4. Loyalty 53
- 6.5. Work environment 55
- 7.0 Discussion..... 57
 - 7.1. How are restaurant managers experiencing turnover in the industry?..... 57
 - 7.2. How are restaurant managers working with retaining qualified chefs?..... 60
 - 7.3. To what extent has the COVID-19 pandemic changed the recruiting process in the industry?..... 64
- 8.0 Conclusion 67
 - 8.1. Managerial impacts..... 68
 - 8.2. Limitations and future research 69
- 9.0 References..... 70
- 10.0 Appendix..... 76

10.1. Appendix 1: Consent form..... 76

10.2. Appendix 2: Notification form..... 78

10.3. Appendix 3: Interview guide 81

List of tables

Table 4.1 Achieved sample 29

Table 4.2 Categorization of the data 34

1.0 Introduction

The Norwegian restaurant industry has for some time had a shortage of chefs. According to the report by Gjerde (2020) for the Norwegian Labor and Welfare Administration (NAV), it was estimated that Norway is in the need of 1450 chefs. The same report shows that the restaurant- and hotel industry is one of the industries that has the most issues connected to recruitment and finding candidates with the right competencies (Gjerde, 2020). The research and data collection for this report ended the day before the Norwegian government introduced the first lockdown due to the COVID-19 pandemic on March 12th, 2020. The new report from 2021, shows that the estimated number of missing chefs in Norway is 500. However, it suggests that when the pandemic is over and the society is heading towards “normal” times, the numbers may raise again as restaurants are no longer under restrictions (Gjerde, 2021).

The Norwegian government has developed a strategy for Norway to become a food nation by the year 2030 (Matnasjonen Norge). The strategy includes the food and production aspects as well as the restaurant industry. The goal of the strategy is to offer knowledge about food production and sustainability, create room for growth and value in the industry and improving the reputation of the industry – leading to competencies and possibilities for recruiting future workers.

Norway is already considered a frontrunner when it comes to talented chefs; the number of Michelin star restaurants is growing, and the Norwegian chefs do well in international competitions such as Bocuse d'Or. One of the priorities of the government is to contribute to enhancing the reputation of the industry, and work towards building

competencies and recruitment. The strategy underlines the importance of recruiting the new generation, will be crucial for the further development of the food nation (Landbruks- og matdepartementet, Nærings- og fiskeridepartementet, & Helse- og omsorgsdepartementet, 2021). According to this report, the high schools that offers education for the restaurant and food industry are experiencing the lowest application numbers, and in 2019 fifty percent of the students dropped out before finishing the program (Landbruks- og matdepartementet et al., 2021).

The restaurant industry is known to often have a harsh work environment with high demands and low wages. This makes it hard industry less appealing to recruit and retain competent employees, as well as recruiting young people to the industry (Wellton, Jonsson, & Svingstedt, 2018). Many young workers often view the jobs within the hospitality industry as temporary and is seen more as *just a job* rather than a career, and therefore leading to an higher turnover rate (Mooney, 2016).

1.1. Aim of the thesis

The hotel and hospitality industry is an industry that has been known to have a high employee turnover rate (Yang, Wan, & Fu, 2012). This can be caused by different reasons, such as work environment, salary and a lot of pressure at work (Wellton et al., 2018). The process of recruiting and training new employees is costly in terms of both money and time (Beam, 2022). Over the years, turnover has been studied in three areas: cause, consequence and lastly, retention (Yang et al., 2012). The aim and focus of this thesis are therefore to explore how the restaurant industry is working with retaining competent chefs in their organization as a factor of reducing the turnover rate. Based on this, the following main research questions has been formulated:

- *What strategies are the restaurant managers using to retain qualified chefs?*

The research question will be explored and answered in accordance with previous research and an empirical data collection. By using a qualitative approach to explore this research question, it is possible to collect in-depth knowledge from managers who are working with this theme in their organizations. The data will be collected by conducting research interviews with central managers from different restaurants in the Stavanger area. The purpose of the thesis is to make other organizations aware of different views on retaining employees as well as contribute to the research related to employee retainment in the restaurant industry. To get a better understanding of what is asked from the research question, the following questions has been created:

- *How are restaurant managers experiencing turnover in the industry?*
- *How are restaurant managers working with retaining qualified chefs?*
- *To what extent has the COVID-19 pandemic changed the recruiting process in the industry?*

2.0 Literature review

In this chapter, definitions of the terminology and foregoing related research made in the field is presented. Turnover and retention strategies are central terms to answer the research question. Research on how the industry has been working on recruitment strategies to attract new employees is also relevant for the research question. Lastly, organizational culture, as well as work environment are explored, as these are important factors implicating retention and turnover degrees.

2.1. Employee turnover

Employee turnover has over the years been studied in three areas: cause of turnover, consequences of turnover, and lastly, retention strategies (Yang et al., 2012). Employee turnover can be defined as the process where an employee quits or leaves an organization and must to be replaced. The process of finding a replacement can be costly in both time and financial resources, and it is therefore, desirable for many organizations to have a low turnover rate (Beam, 2022). There are also indirect costs related to turnover as it can possibly result in lower efficiency, and resulting in lower customer satisfaction (DiPietro, Martin, & Pratt, 2019) However, according to Bauer, Erdogan, Caughlin, and Truxillo (2020), turnover is not always entirely unwanted as it can be seen as an opportunity to hire a new candidate that has a higher skill-set or is more suitable for the position than the employee who left, and is a better fit for the organization, and potentially at a lower cost.

2.1.1. Voluntary and involuntary employee turnover

Employee turnover has traditionally been studied in the following categories: employees who want to leave and do, employees who want to leave but cannot, employees who want to stay and do, and lastly, employees who want to stay but cannot (Hom, Lee,

Shaw, & Hausknecht, 2017). However, according to Bauer et al. (2020), the term turnover can be separated into the two categories voluntary and involuntary turnover. Voluntary turnover is defined as when the employees themselves decide to leave their job (Bauer et al., 2020), and can be an element causing the organization to lose human capital and employee expertise (Yang et al., 2012). There are often one or more of these factors influencing the employee's decision process; for example, dissatisfaction with salary, work environment, lacking the commitment to the organization, or not getting along with managers and/or other colleagues, or even retirement. Job offers from other organizations can also play a role in the employee's decision-making process (Bauer et al., 2020; Yang et al., 2012). This form of turnover is significantly costly for the organizations, both in direct cost and indirect cost. The direct costs occur in connection with the process of recruiting new employees or temporary employees to fill the vacant position, as well as time used by management to execute this process.

Voluntary turnover will also affect the indirect costs, as it can lead to higher workload or pressure on the remaining employees, which can lead to lower morale or work ethics (Morrell, Loan-Clarke, & Wilkinson, 2004). DiPietro et al. (2019) emphasizes that the indirect costs are tied to poorer employee performance due to a bigger workload, which over time can affect the customer satisfaction negatively. Moreover, Bauer et al. (2020) highlights that turnover often have a more significant adverse effect on the remaining employees in small and medium organizations than the bigger ones.

On the other hand, involuntary turnover is when employees themselves are not leaving the organization voluntarily but are being dismissed or laid off from their job by the employer itself. Dismissal can occur due to poor work performance or work ethic, behavioral problems, or poor fit in the position. When dismissing an employee, there can be direct costs tied to the process of replacing the employee as well as training the newcomer (Bauer et al., 2020).

The other form of involuntary turnover is layoffs or downsizing. These often happen as a result of trying to reduce the costs in the organization, in rearranging the organization, or for other strategic or economic reasons the organization may have. Major layoffs can be traumatizing for the employees losing their job, the managers delivering the message and the remaining employees may experience fear of losing their job (Bauer et al., 2020).

Downsizing can, for many employees, be experienced as a breach of the “psychological contract” between them and the organization. Grimsø (2005, p. 337) defines the psychological contract as “*the individual’s perceptions of the conditions of the working relationship*”. As employees over time have contributed with their knowledge, expertise and skills in the organization in exchange for a safe and stable workplace, as well as possibilities for further growth, downsizing can lead to major shocks and break the psychological contract (Grimsø, 2005).

2.1.2. Causes of voluntary employee turnover

Factors related to voluntary turnover, can also according to Lashley and Lincoln (2003) be divided into *push* and *pull* factors. The push factors are the ones the organization itself is responsible for, and in the end will lead the employee into making the decision to leave the organization. The push factors are associated with dissatisfaction towards the organization and are over time “pushing” the employees into the decision to leave. Specific push factors can be poor pay, terms and conditions, lack of training and/or lack of autonomy. As these factors are directly related to the organizations, they can also be described as avoidable factors (Lashley & Lincoln, 2003; Morrell et al., 2004). If the organization is

experiencing a high turnover rate, they should look at these factors and make necessary changes to prevent this (Lashley & Lincoln, 2003).

Findings from the study by Dysvik and Kuvaas (2010) show that motivation and employee turnover intention are strongly tied together. Employees with a higher degree of mastery-approach were more likely to take on additional tasks outside of their official job descriptions and aspires to learn and develop their skills. Moreover, if employees with a high degree of mastery-approach are not offered opportunities to grow further, they are more likely to leave the organization. Employees with a high degree of intrinsic motivation needs tasks or work that is perceived meaningful to the employee. The study also revealed that when the employee does not find the work meaningful, the probability to leave the organization grows. The interest and meaningfulness in the work for these employees can be more important than the degree of possible growth and learning aspects (Dysvik & Kuvaas, 2010). Organizational change is another significant factor that may lead to employee turnover, as major changes can lead to a “shock” for the employee. A shock in relation to employee turnover is a specific factor, event or change that is needed for the employee to start the decision-making process of leaving the organization (Morrell et al., 2004).

Tromp and Blomme (2014) stresses the significant effects concerning how the employees experience a negative work-home interference and how this also can be an important factor in motivating the employee's turnover intentions. The negative work-home interferences can be divided into three types: time-based conflict, strain-based conflict, and behavior-based conflict (Greenhaus & Beutell, 1985; Tromp & Blomme, 2014). The time-based conflicts often occur when the individual experiences time pressure that prevents them from fulfilling different roles, for example their work role and family role. Strain-based

conflicts may appear when strain or exhaustion from one particular role affect the performance when assuming another position. Lastly, behavior-based conflicts can arise if the individual has certain behaviors in one particular role that are conflicting or incompatible with the expectations within another role (Tromp & Blomme, 2014).

Yang et al. (2012) suggests, based on their study, that an insufficient understanding of the industry can be a major factor for turnover. An inadequate understanding of the work conditions, low salaries and benefits can be reasons for employees to leave the industry within one year. Skills and knowledge that are needed in the industry, are often developed over a longer period of time, and it is therefore important to reduce the turnover rate to keep the knowledge and skills within the organization (Yang et al., 2012)

Furthermore, pull factors are outside of the organization's control, as these are factors coming from competing organizations or other industries that are "pulling" the employees out of their current organizations and into their own. Pull factors can be better payment, possibilities for development and better terms and conditions. These factors cannot be changed by the organization the employees are leaving, however, the organization can study and understand how other organizations handle and offer their employees and adopt these factors into their own organizations, making them more attractive for the employees to stay with them (Lashley & Lincoln, 2003).

2.1.3. Employee turnover in the hospitality industry

Research shows that the hotel and hospitality industry has been known to have a high employee turnover rate (Yang et al., 2012). According to DiPietro et al. (2019) the turnover rate in this industry is fifty percent higher than other industries in the private sector. As

presented in the introduction, the restaurant industry is known to often have a harsh work environment with high demands and low wages. This makes the industry less appealing to recruit and retain competent employees, as well as recruiting young people to the industry and can be a reason for the high turnover rate (Wellton et al., 2018).

Blomme, Van Rheede, and Tromp (2009) claims that many of the reasons leading to turnover is linked to the work environment directly. Another reason for the high turnover rate, can be that the student's pre-existing expectations or views on the industry are not fulfilled or not matching the reality when they start working in the industry. Blomme et al. (2009) found significant differences between the pre-expectations and the post-entry expectations. One of the recommendations by Blomme et al. (2009), is for the schools to be assisting their students by creating realistic, but positive expectations on how it is to work in the hospitality industry. This can be helpful as it may reduce the chance of newcomers to leave the industry because their expectations are met to a higher degree (Blomme et al., 2009).

Mooney (2016) claims that the younger workers in the hospitality industry perceive these opportunities as temporary and unpredictable jobs rather than actual careers, which lead to the very high turnover rate. Findings from this study where older worker's views on younger workers in the hospitality industry were explored, showed that the younger generations were in fact expected to be transient employees (Mooney, 2016).

Pratten (2003) explored the high turnover degree and problems the staff experienced, such as working conditions, discipline, sexism, anti-social working hours, poor pay, and the pressure of the job itself. In this publication, it shows that many of the younger chefs aspire to one day be head chef or even run their own businesses. However, there few that live up to this

ambition. The qualifications needed to become head chefs are different from being a chef and are rarely offered in the training. It shows that many workers leave the industry after only a few years because they want jobs that are less demanding, the pay is poor and the working hours too long. Based on this, Pratten (2003) recommends sufficient and suitable training for the young entrants to be a factor for a lower turnover rate, or as a factor for retaining workers for a longer period of time (Pratten, 2003).

In the study by Dagsland, Mykletun, and Einarsen (2015), apprentices in the restaurant industry and their experiences and their socialization process was the focus. The findings suggest that apprentices' expectations were not met, but that with time the apprentices adjusted their expectations to match the actual reality. However, there were still important aspects that the apprentices experienced shortage in; being followed up and given individual supervision. Respect and inclusion in the businesses was also lacking for some of the apprentices. Negative experiences may increase the risk of employees leaving the industry and thereby enlarging the shortage of skilled workers in the industry. Despite the negatives, the apprentices mostly had a positive attitude on continuing in the trade after their training was over (Dagsland et al., 2015).

2.2. Employee retention

Recruiting and retaining skilled employees plays a significant role in the organizations abilities to gain competitive advantages and the functionality in the organization. The knowledge and skills of employees are considered key to becoming economically competitive, and it is therefore important to provide the employees with opportunities to learn and evolve in their roles within the organizations, consequently leading to a higher degree of retention (Kyndt, Dochy, Michielsen, & Moeyaert, 2009). According to Abbasi and Hollman

(2000) loyal employees is important to achieve the customer satisfaction this industry relies on. The loyal employees are more likely to create a good environment and keep up the quality.

Kyndt et al. (2009) indicates that a healthy balance between work and personal life is crucial for employee retention, and that a continuous high-pressure job does not support this balance. Both Abbasi and Hollman (2000) and Davidson and Wang (2011) highlight the importance for the organizations to understand the reasons for employee departures in order to form strategies for retaining the remaining employees. However, investigating what could make employees stay is also an important part of retaining good employees (Davidson, Timo, & Wang, 2010).

Furthermore, Mooney, Harris, and Ryan (2016) explored why some employees remain longer in their hospitality careers and challenged the portrayal of the sector being seen as temporary and unsatisfactory. The findings shows that the workers, in higher and lower positions, who was not seeking promotions but received and had respect stayed in their jobs long term and did not view it as a temporary job. In addition to respect from leaders and co-workers, autonomy, variety in tasks and good relationships with colleagues are important factors for retainment in the industry. Career progression is still an important feature for many employees in order to stay in the industry, however, this will vary from individual to individual. They also suggest that a strong sense of belonging and being socially included is a major contributor for employees to stay in this industry for a longer period of time (Mooney et al., 2016).

In relation to the COVID-19 pandemic, King et al. (2021) stresses the importance to change the perceptions of the hospitality industry held by both current and potential future employees for the better. This because it is expected to be more difficult to recruit and retain employees after the pandemic, either because hospitality workers have found new jobs in other industries, or the fact that people are not interested in working in this industry at all because of its reputation (King et al., 2021). There is expected to be a higher demand for qualified workers in both the hospitality industry and others after the pandemic, making it even more important to retain the employees in the industry (Filimonau, Derqui, & Matute, 2020; King et al., 2021).

2.2.1. Employee retention strategies

Retaining good and qualified employees in the hospitality industry has been a major concern for managers in the industry and is an important area to investigate further (Davidson & Wang, 2011; Gupta, 2019). The high turnover rate has been a substantial issue in the hospitality industry, making retention strategies and policies an important task for the industry to prioritize. Moreover, studies show that the industry has been working on this issue by creating strategies and policies, but the turnover rate remains high (Yang et al., 2012). Causes for this can be that the human resource managers are creating these policies without taking the employees' expectations into consideration. The organization must identify the reasons why the employees are deciding to leave the job in order to create strategies for retaining other employees (Yang et al., 2012).

Research shows that restaurant owners and managers should focus more on the employees' needs outside work, and the work-life balance in order to retain employees longer. Standardized training-routines for newly hired employees can be a tool for making

them feel more comfortable during the onboarding period (DiPietro et al., 2019). The onboarding period is referring to the period where the newly hired employees are adapting to the social demands, organizational culture and how to perform the job (Bauer et al., 2020). Moreover, when recruiting new employees, making sure they are a good match with the organization and the already existing employees can be another factor for longer retainment (DiPietro et al., 2019).

Tews, Michel, and Ellingson (2013) have in their study concluded that entry-level employees in the hospitality industry could benefit from emotional support from their colleagues and can be a factor to reduce the turnover rate. This underlines the importance of the onboarding period and socializing process for new employees to feel like they are a part of the organization. The managers should be responsible for working on efforts that can develop the employees as individuals and teams throughout the employment to secure that employees experience a safe environment (Tews et al., 2013). Furthermore, Tews et al. (2013) recommends the organizations letting veteran employees socialize with new employees, and have social gatherings outside of work to promote togetherness within the team or organization. To make this easier, it is recommended that new employees are selected based on qualities such as personality that can ease the transition, and can build relationships with colleagues easier (Tews et al., 2013).

Goh and Okumus (2020) have in their analysis based on previous research introduced ten different talent management strategies to both attract and retain Generation Z (born between 1995 and 2009) in the hospitality industry. Generation Z will be the next generation of hospitality workers and leaders and will in total take up over twenty percent of the total jobs. This analysis, however, focuses more on the future leaders, but can be adapted in a more

general sense (Goh & Okumus, 2020). The ten suggested talent management strategies by Goh and Okumus (2020) are the following:

1. Focusing on job functional attitudes: Generation Z views the hospitality industry as fun, exciting and fulfilling. Recruiters are encouraged to focus and emphasize on the fun aspects as it is considered to be an important factor for job satisfaction in the industry.
2. Providing a visual career pathway: Generation Z expects to climb the career ladder quickly and is more likely to leave if they do not see a clear pathway for future promotions. By providing a visual career pathway the industry and individual businesses can show their future employees what they might expect from working with them.
3. Flexible scheduling to allow travel: Having the freedom to travel and work can be attractive to this generation. However, not all businesses and industries have the possibility to offer this.
4. Providing sufficient training of the customer service skills and the up-and-coming industry technologies.
5. Organizing open days to offer a look into the everyday of hospitality work: inviting the possible future employees to visit the businesses can provide them an image on how it is to work there and what to expect of the industry.
6. Being transparent about the pay structure. The industry is well known for not having a very good payrate, and it is therefore suggested to implement bonus arrangements to make the industry more attractive.
7. Offering equal opportunities, fairness, and a sustainable work environment.

8. Getting family members and friends involved: Generation Z look up to family and friend's opinions and views when it comes to career. By including family and friends to the open days, it might change their perceptions of the industry.
9. Establishing a mentorship or buddy program, where newly hired employees are paired with a mentor who can promote a better understanding of the workplace.
10. Alumni sharing success stories and testimonials to the new generation as part of recruiting new employees.

2.3. Recruitment

Recruiting new employees is considered to be one of the most important undertakings in the organizations. Recruiting is the process of attracting qualified applicants or candidates for one specific position in the organization. The skills and knowledge of the employees are crucial aspects for regarding realizing the goals and visions the organizations aspires to fulfill (Grimsø, 2005). The candidates can appear from both external and internal labor markets (Bauer et al., 2020). Abbasi and Hollman (2000) stresses the importance for organizations and the managers to keep in mind that the employees are very important contributors to the organization's success and efficiency.

2.3.1. Recruiting in the hospitality industry

In Norway there has been a lack of professional chefs, and fewer students choose this career path every year (Reksnes, 2020). It has over the years been difficult to get a hold of and recruit chefs for the Norwegian restaurant industry, and the COVID-19 pandemic has made the situation worse. Uncertainties tied to the pandemic has made many leave the industry in favor of job security in other industries (Karlsen, Martinsen, Fredriksen, & Wold, 2022). There are also challenges related to students leaving the study program before finishing,

leading to fewer apprenticeships in the industry. Some students choose not to do the apprenticeships and decide to attend an extra year in high school in order to qualify to apply to universities. The lack of Norwegian chefs, has contributed to the recruiting from other countries (Mathisen, 2022).

As the jobs within the hospitality industry are considered to have a high degree of turnover, and losing workers to other industries, it is an increasingly difficult task to recruit qualified employees (Davidson & Wang, 2011). Grimsø (2005) points out the explosion of individuals taking higher education rather than choosing vocational training, leading to a lack of professionally trained workers. It is therefore recommended that the organizations make themselves more attractive for possible future employees. Physical aspects to be considered can be better equipment and a secure workspace. Other factors to make themselves attractive for future employees can be better salaries, possibilities for training and other goods (Grimsø, 2005).

Attributes that are valued by the industry regarding recruitment are, according to the study by Davidson and Wang (2011), the individual's attitude and personality, and service and selling skills. These attributes were considered to be more important than the individual's previous experiences and qualifications. The study also enlightened factors contributing to the difficulties of recruiting new employees: poor pay and working hours and lack of career opportunities. The same factors are also causing loss of labor to other industries (Davidson & Wang, 2011). Davidson and Wang (2011) did also look into how long it takes for new hires to become productive and proficient in the workplace, and results indicate between 1-3 months to be an average period to develop necessary attributes.

Furthermore, Goh and Lee (2018) emphasizes the importance of focusing on the future generation in the hospitality industry as a generational change will transpire eventually. Their study revealed that Generation Z possessed more positive than negative attitudes towards the hospitality industry. This generation is according to this study more motivated by job-functional attributes such as exciting or interesting work, fulfilling tasks and travel opportunities. Generation Z is in other words more interested in jobs that provides them with satisfaction and future job prospects in the industry. It is therefore recommended that the organizations are focusing on fulfilling job aspects, for example a stable career, exciting tasks and a dynamic work place to attract this generation (Goh & Lee, 2018).

2.4. Organizational culture and work environment

2.4.1. Organizational culture

Organizational culture has been defined by many researchers over the years, however, Jacobsen and Thorsvik (2019) have found some characteristics that often has been used to describe this term: “[...]in organizational culture there is an explicit focus on experiences, thought and opinions that are common for several individuals within the same organization” (Jacobsen & Thorsvik, 2019, p. 123). It can also be said to be a pattern of fundamental assumptions within a given group mastering problems together, and has worked sufficiently enough to be taught to new employees (Jacobsen & Thorsvik, 2019). Sheridan (1992) emphasizes that organizational culture can be as a factor to retain employees, and claims there are significant relationships between the organizational culture and voluntary turnover and retention. Alvesson and Sveningsson (2016) have written about the seven characteristics of culture based on the work by Hofstede, Neuijen, Daval Ohayv, and Sanders (1990):

1. Culture is holistic and refers to a larger group of individuals.
2. It is historically related though traditions and societies.

3. Individuals tend to hold on to their own ideas, values and traditions, culture is therefore difficult to change.
4. Culture is a social construct created in and for different groups of individuals.
5. Culture is difficult to measure, and can therefore be said to be qualitative
6. Symbols, rituals, and myths can be used to describe or characterize culture.
7. It can be referred to as values, ideas, and ways of thinking.

In other words, the term and concept of culture is referring to what is guiding or the reasoning for our behavior, not the behavior itself (Alvesson & Sveningsson, 2016).

2.4.2. Work environment

Work environment can be put into the two categories, the psychosocial environment, and the organizational work environment. In this study the psychosocial environment will be the focus. Kaufmann and Kaufmann (2015, p. 300) defined the psychosocial work environment as *“the quality of personal and interpersonal relationships at work”*. Having high-quality interpersonal relationships at work, can help ensuring that organizations keep their employees longer (Tews et al., 2013). In the Norwegian Working Environment Act (Arbeidsmiljøloven) there are requirements the organizations must follow to ensure a satisfactory work environment. The requirements are concerning several aspects of the organizations: the psychosocial working environment, physical working environment, and chemical and biological health hazards (Arbeidsmiljøloven, 2005).

In the requirements regarding the psychosocial working environment, the organizations must arrange the work in a way where the workers' integrity and dignity is being preserved. The employees shall not be harassed or experience inappropriate behavior. The organization shall make arrangements to ensure contact and communication with other

employees. The employees shall also be protected against violence, strains, and threats as a result of contact with others (Arbeidsmiljøloven, 2005, § 4-3).

2.4.3. Work environment in the hospitality industry

Bloisi and Hoel (2008) has focused in the bullying and abusive work practices among chefs, and this is considered to be a factor that is affecting the psychosocial environment in the organization. Bullying as a concept has been defined by Einarsen, Raknes, and Matthiesen (1994): *“A person is bullied or harassed when her or she feels repeatedly subjected to negative acts in the workplace, acts that the victim may find difficult to defend themselves against”*. Bullying can happen both direct and indirect, direct bullying can be aggressive actions and humiliation of individuals. Indirect bullying is when a person is being purposely excluded or isolated from a group, and not being given tasks to do. In a workplace or organization, bullying can affect the recipients' abilities to perform the expected work in a sufficient way. Research shows that there are clear links between bullying and mental health issues and can in worse cases lead to issues such as depression, fear, and difficulties to concentrate. The issues the person are experiencing can be either acute or be lingering late effects of the bullying (Grimsø, 2005).

Furthermore, Bloisi and Hoel (2008) stresses that if the restaurant industry wants to interest future workers, the industry needs to do something about the negative picture of the industry that we see in the media every day. It shows us that chefs are dealing with abusive work practices from their leaders. The literature implies that the abuse in this industry is something that might be something to be expected as a part of the culture in the workplace. With the high demands and speed that comes with the job, chefs often see their abusive behaviors as reflections of stress instead of bullying or abuse (Bloisi & Hoel, 2008).

3.0 Research questions

Based on previous research and the literature presented, the following research questions has been formulated:

- *How are restaurant managers experiencing turnover in the industry?*
- *How are restaurant managers working with retaining qualified chefs?*
- *To what extent has the COVID-19 pandemic changed the recruiting process in the industry?*

4.0 Methodology

According to Neuman (2014), social research is done in order to be able to learn something new, document guesses, theories or beliefs of the social world in order to understand how it works. Social research is about contributing with knowledge about how the reality is, and to do so, methodologies are used. In social research, the method is described to be the process that is used to answer the research question (Johannessen, Christoffersen, & Tuft, 2011). In this chapter the methodological process that is used to answer the research questions is explained.

4.1. Selecting a suitable method

Problems and research questions can be answered by using different methods, however, when deciding what method to use, Dalland (2020) highlights that these choices often include reflections between what is considered the ideal method and what is practically possible for the researcher. Moreover, the method or the researcher may not always be able to capture the essentials or conduct the study in an ideal way, and it is therefore important to

explain how this might have affected the results. The qualitative methods being used will in some ways be affected by the personality of the researcher, as the researcher itself is a tool of communication when interacting with the objects (Dalland, 2020).

To answer the research questions, a qualitative method is found to be most suitable. The goal of this research is to gain in-depth knowledge about what strategies restaurant managers use to retain qualified chefs. Qualitative methodologies are used when the researchers want to explore phenomena there is little knowledge about, phenomena there is done little research on, and when they want to acquire a deeper understanding of phenomena (Johannessen et al., 2011).

4.1.1. Research design

Descriptive research is according to Neuman (2013) research which is presenting a picture of specific details in a situation, relationship or social setting. This research design is used when the researcher has basic information about the phenomenon it wants to explore or describe more in-depth (Neuman, 2014). Descriptive research is different from exploratory and explanatory research designs; in exploratory research the researcher is researching new themes and phenomena there is no knowledge about, while explanatory research is often built on results from both previous research designs in order to test theories (Neuman, 2014).

The aim of this thesis is to explore and gain a deeper understanding on how the restaurants are working on retaining qualified chefs, as well as to what extent the recruitment process has changed over the past years in relations to the COVID-19 pandemic. In order to answer this, a phenomenological approach has been used to explore the theme.

4.1.2. Phenomenology

Phenomenology was established as a philosophy by Edmund Husserl in the 1900s and was later developed into a philosophy of existence (Kvale & Brinkmann, 2015).

Phenomenological philosophy is the study of “what appears”, and how different things or events are perceived by people (Johannessen et al., 2011). In qualitative social research, phenomenology is based on an “*interest in understanding social phenomena from the actors' own perspectives and describing the world as it is experienced by the informants, based on the understanding that the real reality is what people perceive*” (Kvale & Brinkmann, 2015, p. 45). By using a phenomenological approach, the researcher explores and describes people's experiences and understanding of a phenomenon. The goal when using this research design is to provide a deeper understanding, and gain insights from the informant's lifeworld (Johannessen et al., 2011; Merleau-Ponty & Smith, 1962). The lifeworld is the world as we face it in the daily life. How it is shown in the immediate and secondary experience, independent and without all explanations. (Kvale & Brinkmann, 2015). Phenomenology is suited when the researcher wants to express the informant's experiences from their situation (Kvale & Brinkmann, 2015). The goal in this thesis is to gain insights in the informants' understandings regarding retention of chefs and turnover.

4.1.3. Hermeneutics

The hermeneutic approach is telling us that we cannot disregard the preliminary knowledge we have about the phenomenon. This is due to the fact that the researcher can never face the world entirely, and the researcher will have an understanding of the phenomenon based on previous experiences that are brought in when analyzing and understanding (Kvale & Brinkmann, 2015). We understand the parts in light of a bigger picture, and all understanding is based on presumptions. In hermeneutics, meaningful

phenomena can be understood differently and must be interpreted to be understood. The hermeneutic circle illustrates that interpretation consists of constant movements between the whole and parts, between what is to be interpreted, the context in which it is interpreted, and between our preconception (Johannessen et al., 2011). By using a hermeneutic-phenomenological approach, it is possible to set aside the researchers own preconceptions and observe the informants' perceptions about the themes. While in the heuristic interpretation of the material, one can use the general understandings about the theme in order to get a greater understanding of the phenomenon.

4.1.4. The qualitative interview

In order to gather the informants' insights and understanding of the themes, the qualitative research interview was chosen to be the tool to gather data. Conversation is, according to Dalland (2020), one of the most important tools when we are working with other people. In conversation, personal and professional resources are being used in order to understand the situations. In addition to this, how you speak in order to be understood and avoid misunderstandings is important in the interview settings (Dalland, 2020). The qualitative research interview is about trying to understand the lifeworld from the informant's point of view and experiences (Dalland, 2020). In phenomenological research design, semi-structured interviews are often used to collect data. The goal is to gather insights from the informant's lifeworld and should be expressed qualitatively. Qualitative data are nuanced descriptions from the informant's lifeworld expressed in their own words (Kvale & Brinkmann, 2015). By using semi-structured interviews, the informants are able to share and speak of their perceptions and experiences related to the theme of the research project (Johannessen et al., 2011).

In interviews, the interviewer or researcher and the informant are together creating knowledge through conversation about specified themes (Kvale & Brinkmann, 2015). The semi-structured interview consists of an interview guide that has been created ahead of the interviews and consists of questions related to the research question. The characteristics of semi-structured interviews, is that the conversation is leading the interview, and the interviewer can change the order of the questions from the interview guide if needed during the actual interview (Johannessen et al., 2011).

An important factor to keep in mind when conducting research interviews, is to create an informal atmosphere where the informants feel they can express their meanings and understandings. At the same time, it is the interviewer's responsibility to establish the frame of the conversation in terms of the questions and the themes (Tjora, 2012). In order to collect as high-quality data as possible the interviewer should, according to Kvale and Brinkmann (2015), have sufficient knowledge about the themes the interview is based on, be structured within the frame of set themes and use of time. Using clear and easy to understand questions is important to avoid misunderstandings between the involved parts. Active listening is also important in order to be able to ask follow-up questions to the answers the informant has given. Other qualities the interviewer should possess are the ability to interpret the meanings, ask critical questions, being friendly towards the informants, being open-minded and sensitive, and being able to remember what and how things were said during the interviews (Kvale & Brinkmann, 2015).

4.1.5. Advantages and disadvantages of research interviews

Advantages of using research interviews are, according to Neuman (2014), the possibility to observe the surroundings and the non-verbal communication coming from the

informant. As the researcher and informant meet, there are also possibilities to introduce probes or tools in order to illustrate the theme, or for the informant to explain their insights. Face-to-face interviews do also have the highest response rate from informants willing to participate with their views (Neuman, 2014).

Neuman (2014) is also pointing out the disadvantages or limitations related to face-to-face interviews, for example the high cost of conducting these interviews. The cost can be high due to travel, training or personnel used to perform the interviews. When using face-to-face interviews, the researcher must be aware of its tone of voice and how the questions are formulated as this can affect the informant's response. This is referred to as interviewer bias. The location and social setting in the interview can also affect the informant's responses (Neuman, 2014).

4.1.6. Sample

The goal when using a phenomenological approach, is to explore and describe people's experiences and understandings of a phenomenon, not to look into quantitative statistics. Purposeful or strategic sampling is therefore used (Johannessen et al., 2011; Tjora, 2012). When using strategic sampling, the researcher is looking for informants with certain qualities that are appropriate and can contribute to the process of answering the research question (Johannessen et al., 2011). There are several ways to use strategic sampling, however, criteria-based sampling is the main way of sampling used in this thesis. This means that the informants are selected based on one or more criteria that are relevant in order to collect data for the research question (Johannessen et al., 2011).

4.1.7. Recruitment

When the criteria for the sample are set, recruiting the informants is the next step. In settings where the researcher wants a sample that is rather limited, direct inquiries to the potential informant can be used, for example by email or letter (Tjora, 2012). Johannessen et al. (2011) is referring to the recruitment as a strategic process that can be sectioned into a time perspective with three steps: (1) schedule the interview two weeks before, (2) send a reminder to the informant and let them know if there is anything they should prepare for one week before the interview, and (3) send a last reminder of the interview is sent to the informant the day before.

Determining the needed number of informants can be challenging, however, Kvale and Brinkmann (2015) recommends using as many informants as it takes to answer the research question. Furthermore, +/- 10-15 informants are considered to be common when using research interviews (Johannessen et al., 2011; Kvale & Brinkmann, 2015). Tjora (2012), on the other hand, says when the researcher experiences that no new information from the informants, there should be enough material to analyze.

4.1.8. Interview guide

When creating the interview guide, the researcher should have sufficient knowledge about the topics that are relevant for the research. The reason being that the interview guide is a tool throughout the conversation between the informant and the researcher. The purpose of the interview guide is to be able to remember the set of topics and offer some form of structure in the interview situation (Dalland, 2020). Dalland (2020) underlines the more open the interview questions are, the more spontaneous and unexpected answers will come from

the informants. However, structure in the interview guide, will help in further analysis of the collected data.

The interview guide is often built of three main parts, introduction questions, questions of reflection and lastly the closing questions (Tjora, 2012). Moreover, the researcher should firstly make a short presentation of themselves and the research project. Formalities such as consent form and anonymity is important to go through to ensure that the informant feels it is safe to go through with the interview and can feel comfortable (Johannessen et al., 2011).

The introduction questions are often simple, concrete questions such as questions about age and occupation. This part of the interview is normally short and provides the researcher with a few demographic illustrations. In this phase there is also created a connection with the informant that can set the tone for the rest of the interview (Tjora, 2012). Questions of reflection are considered to be the main part of the interview, where the main topics are explored in depth. There are more general questions where the informant is encouraged to explain their views on the topics. This part should also include some follow-up questions if the informant is losing track or needs help in expressing themselves (Tjora, 2012). Having been through the questions of reflection, closing questions is the next step, where the informant is encouraged to make concluding marks about the theme or if there is something they wanted to say, but did not have a chance previously (Johannessen et al., 2011).

4.2. Data collection

Before starting the collection of data, it was necessary to check the guidelines from the Norwegian centre for research data (NSD) whether there was a need for permission or not (NSD, 2022c). Since there is personal data involved in the collecting of data it falls under the personal data act from 2000 (Johannessen et al., 2011). As personal information such as name, phone number and email addresses from the informants are involved as well as recording, a notification form had to be sent to NSD for approval (NSD, 2022b). The approval from NSD is included in the appendix.

4.2.1. The sampling and recruitment process

As the goal in this thesis is to explore and describe whether restaurants have any strategies to retain qualified chefs, and how they are working on this, it is natural to use strategic sampling. In order to collect insights and views that are relevant to the research questions, a sample with first-hand knowledge and experience with the themes is therefore preferred (Johannessen et al., 2011). The selected informants were in this case either general managers or both owners and general managers in restaurants in the Stavanger area. No other criteria were set, such as age or gender, because it did not seem relevant for the research questions specifically.

Before the recruitment process started, the interview guide was developed and tested. In addition to this, NSD had to be notified and the notification form had to be approved. Once this was done, the recruiting could start. Informants were selected based on the researcher's own network in the industry and in addition, by using the snowball sampling method. Snowball sampling is when the informant is asking informants or others if they know someone with the set criteria who are willing to participate in the research project

(Johannessen et al., 2011). A person from the researcher's own network was asked if he knew any managers or owners who could be willing to participate, and so the researcher was introduced to three informants who wanted to be interviewed.

Recruiting the informants started when the approval came from NSD and was mostly done by email. The email addresses were found on the webpages of the restaurants, and some were contacted via social media. Information about the project was presented, as well as the informant's rights regarding anonymity and withdrawal, and contact information. The consent form from NSD was enclosed in the email and is also presented in appendix 11.1. Eight quality restaurants were contacted, seven responded positively to the project and invitation, the last one was never answered. The interviews were scheduled consecutively. The final sample consisted of both owners and general managers from restaurants with either one or more locations in the Stavanger area. Four of the informants were women and three were men, and most of the informants had worked in the restaurant for more than 4 years. A table of the achieved sample is presented below.

Informant	Position	Number of years in the current restaurant	Number of chefs in the organization
A	General manager	1-3	5-10
B	General manager/owner	4-6	15-20
C	General manager	4-6	5-10
D	General manager/owner	13-15	35-40
E	General manager	7-9	10-15
F	General manager/owner	4-6	5-10
G	General manager	7-9	10-15

Table 4.1 Achieved sample

4.2.2. Interview guide

Based on the literature review and the research question, the interview guide was created. The basis of the literature review in this thesis is peer-reviewed articles and textbooks. The interview guide was structured with different themes and main questions with suggestions for follow-up questions. The guide ended up with sixteen main questions, distributed over five different areas. It starts out with introduction questions such as how long have they worked in the organization and how many employees are there. The main questions are regarding their thoughts of turnover, retention, recruiting and training and when the employees decide to leave the organization. Since all the informants were Norwegian speaking, the guide was made in Norwegian. After the interview guide was finished, it was sent to the thesis supervisor for approval and helpful tips. The interview guide is included in the appendix.

4.2.3. Conducting the interviews

The interviews were conducted between May 3rd and May 24th, 2022. The time frame was broad due to travel time to the locations, and in order to have sufficient time between the interviews for them to be transcribed properly. Prior to the interviews, a pilot interview had been done with a friend with similar criteria in order to check that the questions were easy to understand and that the order of the questions was logical.

All the informants had received an email invitation and the consent form ahead of the interview to read. The consent form used, was retrieved from NSD (2022a). All the consent forms were signed by the informants right before the interviews started. Information was also given about anonymity, recording and the possibility to withdraw if they wanted. All of this

information was included in the invitation and consent form and did not come as a surprise for the informants. The interviews were all recorded using the phone app *Diktafon* and later uploaded to *Nettskjema*, recommended by Universitetet i Stavanger (2021) as a solution for secure data collection.

The informants themselves chose the location of the interview, and it was often in the restaurant area or a closed meeting room. As the interviews did not touch very sensitive or personal topics, but more general about their views, I felt it was reasonable for them to choose the location they felt most comfortable in. During the interviews, the informants were met with an open mind and focus on not leading them towards any directions but letting them talk freely within the themes set in the interview guide.

By listening actively to the informants, it made it easier to ask follow-up question and take essential notes during the interviews. If the informants got stuck, follow-up questions were used, such as why you think so, or what do you think the reason for this is. The order of the interview guide was not followed precisely the same way through all interviews, because some themes came up naturally tied to other questions. However, all informants were asked all the questions from the interview guide. At the end of the interviews the informants were asked if there was anything else they had to say, or if there was something that felt unsaid. The time of the interviews varied from 25-55 minutes. After each interview, there were made more notes of points that seemed important for the further analysis of the material.

4.2.4. Transcription

Transcription is to transform, to change from one form to another. When the oral conversation between the interviewer and informant is turned into written form, it is better

suited to perform the analysis of the collected data (Kvale & Brinkmann, 2015). The recordings were downloaded from *Nettskjema* to be able to do the transcription. The transcription was done using Microsoft Word for the writing, and to be able to listen to the recordings a free downloadable player was used. As there were conducted more than one interview the days appointments were made, the transcription was done the following days after the interviews were done. It took me approximately 4-6 hours to transcribe the interviews depending on the length of the recordings. The notes that were written during and straight after the interviews were helpful to look back on. The interviews were all transcribed word for word in Bokmål as a factor to ensure anonymity as the informants had different dialects. The total amount of pages after transcription was 75 using 1.5 in line spacing.

4.3. Data analysis

Once the material is collected and transcribed, the analysis of the data is the next step. In the phenomenological research design, the researcher is looking to analyze the meanings and the content from the material that is collected (Johannessen et al., 2011). Johannessen et al. (2011) is writing about the four main phases by Malterud (2003) to analyze the meaning in a phenomenological analysis: (1) the overall impression and summary of the meaning content, (2) the codes, categories and concepts, (3) condensation, and (4) a summary.

The first phase is for the researcher to get to know and get an overall impression of the material. The material is read, and central themes are being noted. Material that seems irrelevant is put away, in order to focus on the material that is relevant for the project. This will be the basis for the analysis, however, views may change over course of the next phases of the analysis (Johannessen et al., 2011). The second phase is the creation of codes and categories. Codes are being used to uncover and organize meaningful sections to make the

analysis simpler. The condensation is based on the codes and categories done in the previous phase, and the researcher is using the codes to extract the text that has meaning and making categories that are more abstract than the previous phase. The final step is about sorting the material according to the codes and categories and look for patterns and contexts to be described (Johannessen et al., 2011)

4.3.1. Preparing for and doing the analysis

All interviews had been completed and transcribed before the process of coding and analysis was started. Notes taken during and after the interviews were read again before looking at the transcripts. Based on the meaning content, codes and categories were created. The interview guide was helpful here, as it was already divided into different themes. The themes of the interview guide were used as main categories, and further into the reading of the interviews and analysis, sub-categories were created. Reading and studying the interviews transcripts, taking notes, and marking categories in different colors was helpful to create the categories. After the categories were made, the data was uploaded into an excel file where it was translated into English, and excess words were left out in order to create a “written language”, and then sorted under each category. When creating the layout for presenting the findings, the categories and sub-categories will be used. The findings and the literature will together be the basis for the discussion. A table of the different categories is presented on the following page.

Main categories	Turnover	Recruitment	Retaining	Loyalty	Work environment
Sub-category	Turnover in the industry	The recruitment process	To what extent are they working on this	What does loyalty mean to the informants	Factors for improving
Sub-category	Why chefs leave	Pandemic differences	Why chefs stay	To what extent are the employees loyal	
Sub-category	When the chefs leave	Socialization	Qualities in chefs		
Sub-category		Training			

Table 4.2 Categorization of the data

5.0 Reliability and validity

Reliable and valid studies or measures is something every researcher wants according to Neuman (2014), as it a tool to establish the truthfulness, credibility and believability of the findings. However, it is not possible to achieve a study with perfect reliability or validity, but it is seen as the ideal for studies. Reliability and validity have different meanings depending on whether the study has been quantitative or qualitative (Neuman, 2014).

5.1. Reliability

Reliability in a qualitative study is related to the dependability or consistency of the study (Neuman, 2014). Reliability often has to do with the possibilities other researchers to reproduce the study, and if the informants would have answered the questions differently if there was another interviewer present (Kvale & Brinkmann, 2015). To perform an interview the exact same way will be impossible, partly because the informant will not be able to

remember what was said in the previous interviews, and the gained insights the informants are left with after the interview situation (Postholm, 2010). The reliability is regularly tied to the interviewer's interview skills and if leading questions have come up during the interviews. The transcription and the analysis itself can also be tied to reliability (Kvale & Brinkmann, 2015). However, according to Postholm (2010), in phenomenological research, researchers often tend to switch the term reliability to dependability which is more appropriate. Here the researchers check that their research is stable and is consistently carried out. It is, according to Tjora (2012) and Johannessen et al. (2011), important to explicitly clarify how the study has been carried out as an element to improve the reliability of the study. An explanation of the collection and analysis of the data is provided in chapter 4.0.

The informants were given information about the research project and were informed that they and their answers would be kept anonymous throughout the project, and I feel the informants gave honest answers in the interviews. In order to catch all of the information from the interviews, the interviews were recorded and transcribed word for word. When transcribing the interviews, I noticed that I had asked a leading question to one of the informants about when an employee decides to quit the job and how they would describe this particular time, and if they felt the employee is lacking motivation during this period. This led to a simple "yes" answer instead of the informant elaborating more on this specific theme. As some of the informants were picked from my own professional network, it might, in some degree, have affected the answers and as a consequence also affected the reliability. As the goal is to present the views of the informants, I have put my own perceptions aside in order to critically evaluate the material and analysis.

5.2. Validity

Validity in qualitative research means truthful, however in qualitative research authenticity can be a more suitable term. This refers to giving a “fair, honest, and balanced account or social life from the viewpoint of someone who lives it.” (Neuman, 2014, p. 145). Validity also has to do with whether we are finding the answers to the questions we are asking or not (Tjora, 2012). By controlling every step of the research process, from the literature review, method and analysis, it can improve the validity of a project (Dalland, 2020). Postholm (2010) notes it is important to keep in mind during the analysis that the answers we get from the informants can be both true and untrue, which can affect the validity.

To answer the research questions, a phenomenological approach was used in order to get a deeper understanding of what the restaurant managers were thinking and experiencing in their jobs regarding turnover, retention, and recruitment. The interview guide was developed with the research questions in mind to ensure that the informants would provide answers in accordance with the research project. In order to get full answers, follow-up questions were asked. Looking at the interviews after they were transcribed, a lot of the answers were good and were relevant to the research project.

External validity is related to the generalization of the findings and if these can be transferred into other phenomena or areas of research (Johannessen et al., 2011). Others are using this in terms of transferability (Tjora, 2012). All seven informants either owned or were general managers in restaurants in the same geographical area and had experience with the themes that are investigated in this thesis. However, having a broader sample from different areas of Norway, could have strengthened the external validity. Investigating the themes from the views of other industries could also have resulted in a higher degree of possibilities to

generalize. Connections between the collected material and the literature review have appeared and comes forward in the discussion. Based on this, the data should have some value for transferability into other research.

6.0 Results

In this part the material from the interviews will be presented through the categories created during the data analysis. The categories were created in order to provide a deeper understanding of the theme and to answer the research questions:

- *How are restaurant managers experiencing turnover in the industry?*
- *How are restaurant managers working with retaining qualified chefs?*
- *To what extent has the COVID-19 pandemic changed the recruiting process in the industry?*

In the phenomenological methodology, the goal is to emphasize the meanings and statements coming from the informants. Therefore, citations from the interviews will be introduced in order to display and elaborate on the categories created. The main categories were in the end “turnover”, “recruiting”, “retaining”, “loyalty” and lastly, “work environment”. Each of these have their own sub-categories, which are presented in table 4.2. Some of the sub-categories could have been placed under several of the main categories, however, for the simplicity of the presentation, they will be presented as shown in the table of categories.

6.1. Turnover

The data from this category is based on the questions from the interview guide regarding turnover in the restaurant industry in general, and how the informants perceive turnover in their own organizations. They were also asked why they think their employees leave, and how they would describe the time between they have received the resignation until the employee has left the organization.

6.1.1. Turnover in the restaurant industry

It is clear that the informants are experiencing, and in some sense also expecting a high degree of turnover in the industry in general. Especially from the younger workers, as they are perceived to be more likely to change employers more often in order to learn as much as possible and enhance their resume. The younger generations of chefs are also said to be more restless and are therefore leading to more turnover:

There has always been a high degree of turnover in our industry, people are changing workplace often, and I believe it is because they want to gain new experiences and learn. In my impression chefs are genuinely interested in learning new things.

The turnover will always be there. And I think it is OK, at least with the younger chefs. It was like that for me, you want to learn as much as possible from different places.

I have heard chefs often are working at restaurants for less than two years. It is tiring for us who run the restaurants to keep looking for people to fill vacant positions. And it is challenging.

Moreover, despite the fact that there is a high degree of turnover in the industry, many of the informants are in fact encouraging their younger employees to take jobs in other restaurants. This is especially recommended for those who just got their trade certificate, in order to see what is done in other restaurants to learn new skills and cuisines.

Another possible reason for turnover in the industry that came to light, could be due to major variations between the individual chefs in terms of both professionalism and skills, but also in their personalities and attitudes towards their employers, colleagues, and the profession itself.

I think this is an industry that is somewhat tough to work in, and that there is a lot of “non-genuine” workers. The industry attracts both very professional and skilled workers, but at the same time it attracts the opposite.

For some it is “just a job”. I think this is because they are workers with a low sense of loyalty towards their employers and coworkers.

Moreover, the informants seem to be aware that this is a long-going issue throughout the industry, but most of them still feel that they are lucky to have chefs staying with them for periods of 3-5 years. The ones who often appear to stay longer are the chefs with higher positions, such as head chefs and sous chefs. The chefs who stay for a year, or even less are considered to be those who are more restless.

We have experienced a high degree of stability in our staff, our head chef has been here for three years, we have apprentices who have stayed with us for four years in total. I feel like we are doing something right.

Our team of managers have been extremely loyal, they have been with us for years.

6.1.2. Why chefs leave

There are many factors that affects the chefs' decisions to leave workplaces. Among them are being offered a higher salary, a better position or learning opportunities by other restaurants factors the informants are saying are important. After having worked in a quality establishment, the chefs are even more attractive for other restaurants, both because they have the knowledge, and that they might require less training in new working relationships.

We often experience that our chefs are being “stolen” from competing restaurants.

After having worked with us, we see that the chefs are becoming more attractive for future employers, because they know our chefs have the skills and knowledge.

Factors such as working hours, high demands, changes in personal life, health issues and salary level also came up as reasons for why chefs tend to leave the workplace in favor for either a new restaurant or even change their profession.

There is a high pressure, and that is demanding. We have had head chefs that has been under too much pressure and were therefore unkind in their ways of communicating with their colleagues. (...) Suddenly the executive chef comes and wants to taste everything. That is an element of stress for our chefs, definitely.

Some of the chefs who used to work here, left us due to health issues and are now working with our suppliers.

Unrealistic expectations from the chefs have also been considered to be a factor as to why chefs decide to leave the restaurants in favor of other restaurants. These are expectations in relations to what the job is really about and regarding their own skills and learning.

Some are not willing to acknowledge that it takes time and considerable amount of effort in order to develop.

A few employees choose to get involved but end up just cherry picking the tasks they find most enjoyable and reap the benefit of other employees' hard work.

We lost a chef last year to a competing establishment, he wanted more challenging work.

The informants also identified the COVID-19 pandemic as a major factor that has been causing employees to leave the past couple of years. It affected the degree of turnover in their respective restaurants, and in the industry in general. The pandemic ultimately caused the majority of restaurants to close for longer periods, leading temporary layoffs as a consequence. During the temporary layoffs, some chefs were looking for work in other places and industries and thus decided to leave the restaurants. Others waited to get back to work.

Some of our chefs went to work for the oil companies offshore. They offer salaries we cannot compete with.

They were struggling mentally. They did not want to be chefs anymore. I used to be totally convinced that this was a secure career path, but after the pandemic I felt that it is not that safe.

Travel restrictions due to the pandemic, caused some of the restaurants to lose foreign work force, as they left the country and were not able to come back. This led them to quit their jobs.

All kinds of nationalities have left, and maybe they have found more lucrative jobs in their home countries. I do not think it is likely that they will return.

6.1.3. When the employees leave

Questions about the time between the handing in of resignation until the employee leaves, were also asked the informants. The experience the majority of the informants have when they receive a resignation from their employees is that it is alright. There is an understanding that they want to leave, and it does not cause hard feelings.

When they have handed in their resignation, they have made up their minds. We just have to respect that.

We are not super happy that they want to leave us, but our relationship is not necessarily broken because of this. It might be time for them to move on.

We need to remember that every employee is an ambassador for us, no matter how it ends.

The informants mention that they often have dialogues with the employee who has decided to leave in order to get a sense of why they are leaving and what the restaurant itself can do to improve.

Just because they decide to leave, it does not always mean they are unhappy, but still it does not mean that there is nothing we could have done better. That is valuable learning for me.

It is incorporated in our routines that we have a conversation with the one who is leaving before their last day to talk about how they have experienced working here.

The overall impression is that most of the chefs are still doing their best, even if there is a new job waiting for them in a couple of months. However, some notice negative changes in a few of the employees' attitudes and behaviors during their notice period. They seem to be less motivated, affecting the work environment for the remaining employees. This leads to the restaurants wanting them to leave the organization as soon as possible in order to keep up the spirits in their teams.

Some are just losing their motivation. They work slower and this leads to consequences for the others in the team.

I feel that it is alright that they want to leave, but I want them to leave as soon as possible. They just get less and less motivated the more time that passes. (...) This is my general opinion, but I think it is natural in this process.

Many are thinking that they want to do their best in this period, because they want a good reference from us.

6.2. Retaining chefs

Questions about the extent to which the informants or restaurants are working to retain skilled chefs, and what measures they use to retain them are central in this category. What qualities the informants think the chefs who have been with them longer have, was also asked.

6.2.1. Strategies to retain chefs

It was challenging for the informants to concretely say something about the extent they are working on retaining chefs. However, once we started talking about what they are doing to retain them, it shows that they in various degrees are working on this. They were pointing out many factors they think are crucial when it comes to retaining chefs. One of them was providing their employees with proper working conditions. This includes proper work schedules, correct pay, and facilities.

I do not think there are any very thought-out strategies, but it is something I keep in mind.

I have been in the industry for many years, and have worked in places with bad conditions, for example I did not get paid correctly for my hours. Good and professional working conditions are important.

We put a big amount of effort into retaining chefs. It is important that they are paid properly. You can't get a hold of skilled chefs unless you pay over the tariffs.

In order not to inflict too much wear on our employees, we choose to close the restaurant a few weeks during summer, easter and Christmas. This is important for our employees, and it ensures that we can keep up the quality when we are open.

We are working with this every day. We give our employees opportunities to develop their skills. It is deeply embedded in our values.

Giving the chefs and other employees room come with suggestions for improvement and how they want to do things, is a factor informants think is important for the employees in order to keep them for longer. In addition to this, autonomy comes up as an important factor. By letting the chefs unfold themselves within the framework of the restaurant is something that is very appreciated. Once the chefs get responsibilities, they also seem to feel ownership in their jobs, which leads to higher performance and a better well-being.

They are participating in discussions regarding how they want their work to be. This participation is important for the overall comfort of our employees. I think employees who are happy, will stay longer.

Our chefs are given the freedom to come up with new ideas and how we should structure our days.

I can't imagine anything worse than being micro-managed at work.

The informants were pointing out the importance for the chefs to develop their skills, and also the possibility to use it at work. By offering continuous exciting learning and development opportunities will affect the chefs to stay longer in the restaurants. The chefs are

often learning from other chefs or their leaders, but sometimes the restaurants invite some of their suppliers to tell them about their products and inspire.

Skilled chefs often have a need to fulfill their creative and professional needs. They also have to be given freedom within the framework we have set for our concept.

We are working on giving our chefs the opportunities to develop their skills. We hope that if we provide opportunities to do this, they will not look for it in other places.

We have close relationships with our suppliers, and sometimes invite them to come to us and teach us.

The informants were also asked if they are using some kind of rewarding for their employee. Financial rewards, for example bonus, came up as a reward that has been used in the past, or is something they could have done if the financial situations of the restaurants were better.

Rewards, or bonuses, is not something we use that often, but it has been done. Good work is often recognized, and people get praise and attention either directly or through our internal communication channels.

I think we pay good salaries. We are paying for quality work. We have not been in position to be able to hand out bonuses. Maybe one day we can.

When we see our employees are working many hours and really making an effort, it will show on their pay slip.

Most of the informants are not using financial rewards as a factor to retain their chefs longer, however rewards in forms of events and gatherings outside workhours are often used.

On the other hand, one of the restaurants are distancing themselves from the financial rewards, and are focusing more on intangible rewards, such as a sense of achievement and growth in skills and personally.

We sometimes have small competitions where the winner gets a bottle of wine or something like that. We have also been on a few field trips; I feel they get a "boost" after this. People like to be appreciated.

We are trying to build up the work ethic and a mentality that it should be rewarding in itself to learn and develop their skills and improve the quality of their own work.

6.2.2. Qualities in long-term chefs

The informants were also asked what qualities they see in their long-term chefs. In this part of the interviews the informants provided several different thoughts, however some qualities or traits can be recognized by the majority of the informants. Many of the more mature chefs and head chefs appears to be seeking more stability in their work than younger ones who are more interested in working in many locations and develop their skills. The mature chefs are maybe settled with family, and it is therefore important to have this sense of stability and predictability in their lives.

Chefs, or employees, who have been with us for a while are humble, well reflected and they express an interest in our philosophy and makes it their own.

The chefs who have been with us for a few years have often gotten a higher position as a part of our management team.

A genuine interest in the craft is something we see our chefs have.

Hiring leaders and chefs who have families has been an important strategy for one of the informants, as they have other interests and responsibilities outside of works, which makes them more efficient while at work.

Having leaders with families has been an enormous resource for us. Because they want to go home. They have more than work in their lives, and that is important. If I hire leaders who don't have the same needs for structure, it will affect the whole organization.

6.3. Recruitment

The informants were asked about how they are working to recruit new chefs to their organizations and what they are looking for during this process. They were also asked whether they noticed differences in the recruitment process due to the pandemic. Training and socialization were also themes that came up in the interviews.

6.3.1. How the restaurants are recruiting new chefs

The restaurant industry in Stavanger is a small environment, where the recruiting of new chefs often happens by asking someone if they know anyone who is looking for a new job. As it is a small environment, the restaurants know or knows of the chefs who are currently working in the industry. For higher quality establishments, their status is a helpful element in order to get more applicants.

Our recruitment process is our reputation. We get inquiries from people who wants to work with us.

We do not spend any money on putting vacant positions out there. If our network doesn't get us any new chefs, we publish it on social media.

A strategy for recruiting new chefs, is to turn to students who are soon going to start their apprenticeships in the industry. This way the restaurants can secure themselves employees who will stay with them during their apprenticeships. However, with fewer students choosing this occupational route, there are less candidates the restaurants can choose from. Some apprentices are offered further employment in the restaurant as chefs after their apprenticeship has ended.

We have in the past few years worked with the schools to get to know the students on an early stage in order to secure ourselves apprentices. There are more apprenticeships available than actual apprentices.

We always offer at least one of our apprentices to continue to work with us after their apprenticeship is over.

When the informants were asked what qualities, they are looking for their chefs to have when recruiting, their personalities seem to be a more important aspect than what experience the chefs may have from previous jobs or education. A willingness to learn seems to be the personality trait that is one of the most important qualities when recruiting new chefs. However, most of the informants find it important to hire professional chefs with their trade certificate, or chefs that have the skills.

They have to show us they are willing to learn.

A good mood is important. It has to be someone with self-confidence. It is also important that they are open to learn. It has to be a person we want to be around.

It is important that new employees are a good fit with the existing team.

6.3.2. Pandemic differences

The informants have definitely noticed a major difference when it comes to recruiting chefs after the pandemic. As people have moved to their home countries, started in other industries, or left to work in other restaurants, there are fewer chefs to attract. The chefs looking for jobs now are according to the informants more demanding in terms of salary and what they want from their employers. Pandemic-restrictions hit the industry hard, forcing many restaurants to close. This created uncertainty for employees in the industry, and it might not feel safe to take on jobs in this industry.

It is a lot more difficult to get a hold of skilled chefs these days. (...) I think many are hesitating to come back to the industry, they are thinking "what if?"

It is definitely more difficult now. We are experiencing more demanding negotiations with new hires. I think it is because they know that they are sought-after.

Newly educated chefs are suddenly asking for 20-30% more salary now than what they did a year ago.

Some used the pandemic as an opportunity to hire new chefs who were out of jobs or were temporarily laid off by their employers. It was costly during the pandemic; however, they claim it has paid off as they now have full teams of chefs and are ready for the society to get back to normal.

We did actually hire some chefs during the pandemic. We were open, and the places where they worked were closed.

From our perspective, the recruiting of new chefs has changed in a way that we have become a more attractive employer. We have built new locations and are focusing on having good chefs that people want to work with.

6.3.3. Socialization

When a new chef comes into the organization, the restaurants have views on how much time it takes for the new chef to be able to handle the work as a full-fledged member of the team. However, the chefs themselves might see it differently. The average time it takes, is according to the informants somewhere between 1-6 months. This depending on the new chefs' personalities and skills they have gained through other experiences.

It really depends on person to person, and I think it has something to do with how much experience they have. But 2-3 months is what I have heard.

It takes 6 months for our chefs, sometimes 7 or even 8. They think 1 month themselves. But we see that they can't get the full overview before 6 months of work.

Some informants talked about what they do in order to make the new chefs as comfortable in their new role as soon as possible. Giving the new chefs small tasks in the beginning is providing the restaurant with a view of the skills and knowledge the new chefs have. It also gives the new chef a sense of belonging. One informant revealed that they had created an informal buddy program, where the new employee is paired with one who knows their way around and can take a little extra care of the new employee until they are able to work independently.

It is important for us that our new employees feel like they are a part of the team from their first day. They don't get the most important tasks on the first day, but it is important that they do something.

In our organization we have developed an unofficial "buddy program", where I am pairing the new person with another I can trust and who knows what they are doing.

In order to become fully included in the team, it is mentioned by some of the informants that the new employees themselves are also responsible for their own socialization and learning. However, employees in different stages of their lives or different personalities can also affect how long and how they are working on this.

It is up to the new chefs to involve themselves and play an active role in their training and development.

Older, more settled are often more likely to head home after their shift, single, young employees often tend to spend time with their coworkers after hours.

6.3.4. Training

When asked about training routines for new chefs, it appears that many have systems for the training, however, the variations from day to day makes it difficult to have it set in a concrete system. Routines such as cleaning and organization is often easily taught. However, it is common that the chefs are learning as they go through different things in the restaurants, such as sauces, desserts, and filleting. The restaurants are aware that they cannot expect everyone to know everything, so the training is a continuous process.

We like to think we have very good routines when training new chefs. But we really don't. We are actually trying to create a digital platform that can be used in training, and it will be accessible for everyone in the organization.

I feel there is no typical day here, so to give new employees a form for them to fill out is not sufficient.

Training is for some a higher focus when it comes to apprentices, as they are completely new in the industry and does not have much experience they can rely on. The difference between school and actually working in the restaurants is major. Thus, it is important for the restaurants to take extra care of the apprentices. Some put the new apprentices next to a chef, to function as some sort of assistant until they can master being on their own. Others are giving the apprentices tasks with increasing difficulty and responsibility with time.

We see that the first 6 months in the apprenticeship is about preparing them for coming to work, actually doing work. They are following skilled chefs and are taught everything.

Becoming an apprentice in this industry is an extreme change in lifestyle. They tend to feel a bit low after 6-months' time. It is then our responsibility to help them and encourage them

6.4. Loyalty

Loyalty was a term that often came up naturally during the interviews before it was asked. It came up when talking about turnover and retention. They were also asked what loyalty means to them, and to what extent they experience their employees and mainly chefs as loyal. Communication and openness or transparency were the main descriptions of the term. When employees are not waiting until last minute to hand in their resignations, but instead talk with their leader and informs them that they have received and offer or are debating if they should leave and try something else, they are considered to be very loyal.

There seem to be an understanding that they will not be able to retain their chefs eternally, but they expect them to be open and honest about their future plans.

To me, loyalty is communication. If any of our employees have received an offer or for any other reason want to leave, and there is an openness around it, I consider it to be very loyal. (...) Loyalty is not that they are going to work here forever.

Loyalty is primarily open communication, at least to me.

Other factors the informants are connecting to loyalty is ownership in their jobs and how long they are working in the restaurants. Some have also welcomed back employees who at some point left the organization, and at a later stage wanted to come back. This also applies for part time workers who are coming back. The informants were also asked to what extent they experience their employees as loyal, and the general opinion was that they in fact perceive to have very loyal employees.

It is important to me that they speak nicely about us outside of work, and maybe adopt our values as their own.

I think our employees are very loyal, our employees who are here now have been with us for a long time. Part time employees who are studying in other cities are coming back to work here during their breaks.

To a very big extent, of course not 100%, but right now I think our employees are very loyal to us.

Statements were also made about an experienced lower degree of loyalty and can be tied to turnover as there is an impression that chefs are changing workplaces often and are therefore not fully committing themselves to the organizations. Some have also experienced

I think this industry, compared to others, have a lower degree of loyalty. People are jumping from place to place.

One of our employees called in sick to work somewhere else. If he had been honest with me, we could have come up with a solution.

6.5. Work environment

Literature shows that the work environment has had a big impact on the degree of turnover in the restaurant industry, the informants were therefore asked how they are working with the work environment in the respective restaurants. Annual employee interviews are for some of the informants an important source of information regarding how their employees are experiencing their everyday work life. The information gathered from these interviews is being used to improve the overall work environment. In addition to this, having conversations with employees who are leaving is an important feedback-mechanism. One of the restaurants had created a work survey and based on the responses from their employees made changes accordingly.

We found out it is important for our chefs to have some predictability in their work. Therefore, we started having weekly meetings where we go through our orders two weeks away.

I try to talk with everyone every day, or at least weekly. It gives me a sense of how they are doing.

We have created a way for our employees to give us anonymous messages if they need to.

Staff meetings and social gatherings outside of work is something the informants consider to be improving their work environment. However, the restaurant industry has been known to have a high alcohol consumption, and as a consequence some of the restaurants are trying to leave alcohol out of social settings arranged by them to protect their employees.

In my experience, alcohol is bad in a work setting. They can do what they want after the "official" program is over.

It is an industry where alcohol is very much in focus, definitely. Some of our employees are more deeply troubled by this issue, so we are trying not to make it more difficult.

Directing more focus on more on the work environment itself in a physical way, is something the informants think their employees appreciate. Health, safety, and environment seems to get more focus from the informants. By working closely with external occupational health services, they are looking into risk analysis and how to improve the working conditions for their employees. Having healthy employees is important.

We have for example made noise measurements, and I think we have really gotten better the last few years.

We renovated our employees' wardrobes; we want them to have a nice area to step into before and after their shift.

7.0 Discussion

In this thesis, the focus is targeting the opinions and experiences of the informants, and in this chapter the results that were presented, will be discussed in context with the literature review presented in chapter 2.0. The purpose of the discussion is to describe the findings in association to the presented literature, and in this way be able to answer the research questions:

- *How are restaurant managers experiencing turnover in the industry?*
- *How are restaurant managers working with retaining qualified chefs?*
- *To what extent has the COVID-19 pandemic changed the recruiting process in the industry?*

The research questions will be the basis for the layout of this discussion, and the categories from the results will be included in these.

7.1. How are restaurant managers experiencing turnover in the industry?

Each of the informants agreed that there is a high degree of turnover in the industry, especially among the younger chefs. One of the reasons that come forward is a genuine wish from the chefs to develop their skills and abilities through learning from other restaurants and chefs. This leads to a higher degree of turnover because the chefs are frequently switching jobs when they feel they have learned enough from the current workplace. These are factors that can be considered to be pull factors affecting the degree of turnover. Opportunities from competing restaurants can offer possibilities to learn new things and is thereby a pull factor, as it cannot be controlled (Lashley & Lincoln, 2003). When employees with a high motivation for learning are not offered enough opportunities, they are more likely to leave the restaurant.

In addition to this, an interest and a sense of meaningfulness in the job itself is also tied to the probability of chefs to leave (Dysvik & Kuvaas, 2010). It turns out that chefs with higher positions, for example head chef or sous chef, seem to stay longer more often than chefs. This can be tied to the findings of Dysvik and Kuvaas (2010), as the employees in higher positions might experience a higher degree of meaning in their jobs as they are given more responsibility. This is also addressed by Pratten (2003); many of the younger chefs have a goal to one day become head chef., and when they see that the restaurant that they are in is not offering these opportunities, they are more likely to leave.

However, high demands, working hours, salary and changes in the chefs' personal lives are factors that came up during the interviews that are still leading chefs to pursue other jobs in other restaurants or other industries. These are all factors Pratten (2003) is mentioning to be factors that affects the degree of turnover in the restaurant industry. These are push-factors, leading the chefs to look for other jobs, and are factors that the restaurants themselves can improve over time (Lashley & Lincoln, 2003; Morrell et al., 2004). Some of the informants have in measures to reduce these factors, and thereby making themselves more attractive employers. It comes forward that the informants have lost chefs because of health issues, but also because of the harsh environment and strict head chefs. Offering salaries over tariff and closing the restaurants during holidays are some of the measures that has been discovered in this research. The measures or strategies the restaurants are using to retain chefs will be discussed in the next section.

The COVID-19 pandemic was identified to be a major factor causing chefs to leave the restaurants. Restaurants had to close due to restrictions, and temporary layoffs were therefore introduced. Consequently, chefs were looking for work in other restaurants or other

industries. The informants imagine many chefs have found new jobs in other industries that offers more comfortable working hours and better salary, and they think it is not likely that the chefs come back to the industry at all. Temporary layoffs may have caused a breach in the psychological contract (Grimsø, 2005) for some of the chefs experiencing this. Breaches in the psychological contracts are often leading to turnover, as the chefs have contributed with their knowledge and skills in exchange for a stable workplace. King et al. (2021) highlights that the pandemic has caused people to leave the industry, moreover it is recommended that industry tries to change the perceptions of current and future hospitality workers as a factor to reduce turnover and attract new people to the industry. The pandemic affected the industry with closed restaurants and temporary layoffs, making it feel unpredictable, not just for the younger workers, but the managers and owners as well. The unpredictability led chefs to look for other jobs. The unpredictability in this industry is a factor Mooney (2016) underlined to be a cause of turnover.

The study by Mooney (2016) suggests some of the same results as this study regarding the younger generation in this industry. The informants in this research have expectations regarding the younger generation to be changing their jobs more frequently. In the study by Mooney (2006), the hospitality industry is not only seen as unpredictable, but also as temporary, rather than careers to pursue by the younger generations. The informants in this thesis presented some of the same understandings about the industry being seen as temporary. It was tied to loyalty coming from the employees, and that they in some ways are more selfish than the older. However, this cannot be said about the generation as a whole, as it is the subjective understanding of some of the informants.

Chefs' expectations to their own learning and development in the profession, was by some of the informants considered to be unrealistic. This in a way where these chefs are picking the tasks they want to do themselves, and then moving on to the next. The assumption here is that the chefs may not always be aware of what it actually takes in order to grow their skills further. This puts their colleagues in a position where they either have to do the less appealing jobs, or in the worst-case lead to conflicts or loss of motivation. This can, to some extent, be tied to the study by Blomme et al. (2009) which addresses the expectations the students have before entering the industry, as unmet expectations potentially can be a factor leading to turnover. They recommend that the schools should focus more on creating a more realistic and positive picture of how it actually is in the industry (Blomme et al., 2009).

Some of the informants expressed that they are connected to the schools, in the way that they are visiting them and telling the student about the restaurants and what they do. This can be a factor for both recruiting, but also to some extent, contribute to shaping the expectations of the future chefs in the industry. If the students' expectation matches the reality more, there might be a chance to reduce the turnover. Furthermore, as it was mentioned by King et al. (2021), there needs to be a change in how this industry is perceived in order to lower the degree of turnover and recruit new chefs.

7.2. How are restaurant managers working with retaining qualified chefs?

When chefs, or other employees, are leaving the restaurants, a conversation or interviews is done in order for the restaurants to get insights into what the reasons for leaving might be. This is an important step towards reducing the degree of turnover, as the restaurants then knows what they should focus on improving in the future, and they can create their retention strategies based on this information (Abbasi & Hollman, 2000; Davidson & Wang,

2011). In addition to this, investigation what factors that make the chefs stay is just as important when planning the retainment strategies (Davidson et al., 2010).

When the informants were asked about what factors are important in order to retain chefs, proper working condition came up as a factor of high importance. Proper and correct pay, schedules, and some form of predictability in their everyday work life were some of the factors that came up. These factors are the opposite of the factors that affects the degree of turnover in a negative way; poor pay and long hours (Lashley & Lincoln, 2003). It can therefore be argued that the restaurants are working towards creating strategies for retaining the chefs for longer periods.

As a factor to reduce the turnover rate, it is claimed that the new employees quickly are feeling like they are a part of the team (Tews et al., 2013). This is for many of the informants an important focus when welcoming new chefs in their organization. The training and socialization process is said to be started from the first day. One of the restaurants have also created an unofficial buddy program to make sure this process is ongoing. The buddy program or mentorship in the workplace is one of the strategies by Goh and Okumus (2020), this strategy has the meaning to provide the new employee with a deeper understanding of the workplace.

The work-life balance has come up as something the informants are working on in order to reduce the strain on their employees. According to Kyndt et al. (2009), a good balance between work and personal life is important for the retention rate, however, they claim it can be very difficult to achieve in high-pressure jobs. This is also referred to be negative interferences and is often time-based or strain-based conflicts (Greenhaus & Beutell,

1985; Tromp & Blomme, 2014). Time-based conflicts are tied with the time pressuring the balance between private life and work life (Tromp & Blomme, 2014), and is something the informants have kept in mind. One of the restaurants formed a strategy where they want to recruit leaders who have families, because they seem to be more effective while at work as they have other important priorities in their lives. This restaurant prioritizes this in favor of leaders who does not have the same commitments, as their way of life might interfere with the other employees' work-life balance in a negative way, because their leader is not necessarily prioritizing what goes on outside of work.

Findings from this study suggests letting the chefs feel in control of their everyday work life as a factor for achieving a higher degree of retention. In some of the restaurants the chefs are encouraged to develop their skills and are freer to influence their workplace, while some have more strict ways of doing things. Some of the restaurants are offering internal training of the chefs, and some are taking their chefs with them on different courses, for example with their suppliers. This can be tied to the recruitment and retaining strategies by Goh and Okumus (2020), especially the strategy regarding sufficient training for the employees. However, this strategy is more adapted to leaders and technology, but it can also be seen from a chef's or a restaurant's point of view. There is an understanding in the restaurant industry that they are losing chefs because they want to learn from others. However, if the restaurants are offering more training and are doing things that can satisfy the chefs they have, they are, to some extent, more likely to stay. This matches the findings from Kyndt et al. (2009), who highlights the importance of offering the employees these opportunities to learn and develop their skills. As the skills and knowledge of the employees are important for the competitive aspects, it can potentially lead to higher retention rates

(Kyndt et al., 2009). Mooney et al. (2016) also mentions that the employees who are experiencing autonomy and variety in their workdays, are more likely to stay.

As mentioned by Abbasi and Hollman (2000), loyal employees are contributing to the satisfaction of the customers, work environment and the quality of the product the organization is offering. The informants have seen both very loyal and disloyal employees and chefs over the years. Different aspects of loyalty to the organizations came forward when the informants were asked what loyalty means to them. Loyalty was tied to taking ownership to the job, in other words this could be that the employees are being proactive and taking on responsibilities that are not necessarily their job in the first place. Communication was the thing that came up the most during the interviews as a factor that is very important and is almost the definition of loyalty for some of the informants. More exact; open and honest communication regarding the future plans of the chefs. As there are little expectations that the chefs will stay in the restaurants for longer periods, it is important that the chefs are being open about it. It will be easier for the restaurants to make plans in the long run when they know that their chefs will not just hand in the resignation at the end of the month without any warnings. These are factors that are affecting the quality of the product as well as the work environment (Abbasi & Hollman, 2000).

As mentioned, the chefs are not expected to stay in the restaurants forever, but still the restaurants seem to experience a high degree of loyalty from their employees. This in forms of open and honest communication of future plans, they are staying for 2-3 years, which for some of the restaurants are considering as an average time of employment in their restaurant. However, there will always be those who are less loyal as it also has to do with the personalities and attitudes of the individual. The younger generation who is changing

workplace often were of some informants seen as disloyal to the restaurant, because they got the impression that they are there to pick the tasks they want to do and enjoy and are not thinking of the team as a whole. Disloyalty will also affect the organizational culture and work environment as these attitudes can create conflicts with the employees who are more loyal than the others.

As mentioned by Bloisi and Hoel (2008) and Wellton et al. (2018), the restaurant industry is well known for the harsh work environment and unpleasant behavior from the head chefs. These are not issues that came up during the interviews with the informants, as the focus was more aimed at what they are doing to improve the work environment in general. Findings from this study shows that the restaurants are prioritizing the work with improving the work environment as a factor for retaining chefs. Annual employee interviews, exit interviews and work surveys are opportunities the restaurants are using to get insights in the employees' views regarding the work environment, and has been very important for some of the restaurants in their work with improving both the psychosocial and organizational work environment. Staff meetings and social events outside of work is something that is done to build up the psychosocial work environment, where the employees can socialize in other settings than work, can result in higher-quality interpersonal relationships and thereby retain the employees for longer (Tews et al., 2013).

7.3. To what extent has the COVID-19 pandemic changed the recruiting process in the industry?

Findings from this study show that the restaurant environment in this geographical area is considered to be small, meaning that the restaurants know and know of chefs that might be looking for new jobs. Therefore, there are rarely major announcements that they are

in the need of new chefs. Instead, the chefs or restaurants are contacting each other either based on their reputations or through their networks.

It is known that the hospitality industry in general is suffering from the high degree of turnover, and recruiting new worker has been experienced to be a more challenging task over time (Davidson & Wang, 2011). According to Davidson and Wang (2011), the difficulties the industry is experiencing when recruiting is in relation to the poor salaries, long working hours, and future career opportunities. These are some of the same factors that has been said to be causes of turnover in the industry. One thing the restaurants are doing in order to recruit the future chefs, is visiting the schools, and talking with the students who are soon going to become apprentices. The school is a channel for recruiting apprentices who will stay with the restaurants for at least two years. Focusing on the future generation, is an important strategy to recruit new people to the industry. According to Goh and Lee (2018), Generation Z seems to have a more positive view of this industry and are motivated by attributes such as fulfilling and interesting work. However, as there are less students applying for these study programs in Norway, there will eventually be less apprentices in the industry (Reksnes, 2020). Consequently, this can potentially lead to an even greater lack of chefs in the industry.

As mentioned by Davidson and Wang (2011), when hiring in the hospitality, factors such as personality and service skills are often what is being looked for. This is consistent with what the informants said during the interviews. Results showed that the personality of the chefs are often more important than where they have worked in the past or how much experience or skills they have. A willingness to learn was the factor that seemed to be the most important when recruiting new chefs. In addition to this, many of the restaurants focuses on hiring professional chefs and apprentices.

Findings from this research shows that the pandemic has affected the recruitment process in the way that there are less chefs to choose from, as many chefs have left restaurants or even the industry itself. The restaurants have also noticed an increase in challenging negotiations regarding salaries. It is implied that this is because the chefs are very aware that they are sought after and are therefore seeing an opportunity to settle with more beneficial conditions than they would have before the pandemic. Because of the lack of Norwegian chefs, many restaurants have found it necessary to recruit them from other countries (Mathisen, 2022). It will, based on this be even more important for the restaurants, government, and the educational institutions to focus on recruiting new chefs in the future and what measures to implement in order to do this.

8.0 Conclusion

The goal of this thesis was to explore what strategies are the restaurant managers using to retain qualified chefs as a factor to reduce the turnover rate. Based on previous research and an empirical data collection, the aim was to answer the following research questions:

- *How are restaurant managers experiencing turnover in the industry?*
- *How are restaurant managers working with retaining qualified chefs?*
- *To what extent has the COVID-19 pandemic changed the recruiting process in the industry?*

A qualitative approach was used to collect empirical data for analysis. The data was collected by conducting semi-structured interviews with general managers and owners of restaurants in the Stavanger area. The material was transcribed and studied, and then categorized into the categories: *turnover*, *retaining*, *recruitment*, *loyalty*, and *work environment*. Each of these had one or more sub-categories in order to sort the data. In the presentation of the results and in the discussion, it is shown that all of these categories are related in some ways.

Findings from this study suggests that there is an underlying expectation in the industry that the chefs are always looking for new challenges in other restaurants, which is making it harder for the restaurants to retain their chefs. As a factor to prevent turnover due to this, opportunities for the chefs to develop their skills and knowledge in the restaurants is also something that is being focused on by the restaurants. In addition to this, the typical factors, such as poor pay and hours are also included as factors the restaurants think are affecting the turnover rate. Results from this thesis is showing that the working conditions is something the

restaurants are directing their focus towards in a bigger extent. Offering salaries that are higher than the tariffs and trying to reduce the strain their employees are experiencing are strategies to both retain chefs and keep up the quality in their restaurants.

When it comes to the effect the COVID-19 pandemic has had on the recruitment process for the restaurants, findings shows that there are less chefs available on the market. It is assumed that many left the industry during lockdowns and are not likely to come back to the industry at all. The restaurants are also experiencing more demanding negotiations with new hires, as they are well aware that they are sought after. The restaurants suggests that chefs are using this to their advantage in order to get benefits they might not have gotten before the pandemic.

8.1. Managerial impacts

Based on the findings from this thesis, it is concluded that the restaurant industry is aware of the high degree of turnover, and also have some ideas as to why it is high in this industry. In addition to this, their strategies for retaining chefs have also been presented., and how the recruitment process has been changed due to the COVID-19 pandemic. Therefore, this thesis could be valuable for the restaurant industry itself, as factors they haven't considered might come up as an alternative they can adapt. By being aware of reasons of why chefs tend to stay or leave, can be helpful when creating long-term and short-term strategies for the organization.

8.2. Limitations and future research

The aim of this thesis was to get a deeper understanding of restaurant managers' strategies for retaining qualified chefs, as well as to looking into their thoughts and experiences with turnover and recruitment. There are, however, a few limitations that might have affected this research. Firstly, the sample; a bigger sample and number of interviews could have been done in order to get more material, however after the seven interviews much information was repeated or very similar. Based on this, I would say saturation was reached. Moreover, having a sample that was only within one geographical area could have been a limitation, as having informants from other locations could possibly have provided other information to this research.

Based on the results and limitations presented, future research in this field could include a broader sample from different locations in Norway or internationally. This in order to do research that can be compared and adapted into other industries. This thesis has focused on the views of the owners and general managers in this industry and how they are perceiving the topics that were addressed, another angle for future research could be to investigate the views of the chefs themselves in relations to the pandemic and how they are seeing their futures in the industry. There is a lot of research on turnover as a phenomenon and about the challenges regarding turnover in the hospitality industry. However, turnover, and possible issues when recruiting new employees caused by the COVID-19 pandemic has been researched in a lesser extent.

9.0 References

- Abbasi, S. M., & Hollman, K. W. (2000). Turnover: The Real Bottom Line. *Public Personnel Management, 29*(3), 333-342. doi:10.1177/009102600002900303
- Alvesson, M., & Sveningsson, S. (2016). *Changing organizational culture : cultural change work in progress*(2nd ed.).
- Arbeidsmiljøloven. (2005). *Lov om arbeidsmiljø, arbeidstid og stillingsvern mv.* (*arbeidsmiljøloven*). Retrieved from https://lovdata.no/dokument/NL/lov/2005-06-17-62?q=arbeidsmiljøloven#KAPITTEL_5
- Bauer, T., Erdogan, B., Caughlin, D. E., & Truxillo, D. M. (2020). *Human resource management : people, data, and analytics*. Los Angeles, California: SAGE Publications.
- Beam, J. (2022). What is Employee Turnover? Retrieved from <https://www.smartcapitalmind.com/what-is-employee-turnover.htm>
- Bloisi, W., & Hoel, H. (2008). Abusive work practices and bullying among chefs: A review of the literature. *International journal of hospitality management, 27*(4), 649-656. doi:10.1016/j.ijhm.2007.09.001
- Blomme, R., Van Rheede, A., & Tromp, D. (2009). The hospitality industry: an attractive employer? An exploration of students' and industry workers' perceptions of hospitality as a career field. *Journal of hospitality & tourism education, 21*(2), 6-14. doi:10.1080/10963758.2009.10696939
- Dagsland, Å. H. B., Mykletun, R. J., & Einarsen, S. (2015). "We're not slaves - we are actually the future!" A follow-up study of apprentices' experiences in the Norwegian hospitality industry. *Journal of vocational education & training, 67*(4), 460-481. doi:10.1080/13636820.2015.1086411

- Dalland, O. (2020). *Metode og oppgaveskriving* (7th ed.). Retrieved from <https://akademika.vitalsource.com/books/9788205543096>
- Davidson, M. C. G., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four- and five-star hotels. *International journal of contemporary hospitality management*, 22(4-5), 451-466.
doi:10.1108/09596111011042686
- Davidson, M. C. G., & Wang, Y. (2011). Sustainable Labor Practices? Hotel Human Resource Managers Views on Turnover and Skill Shortages. *Journal of human resources in hospitality & tourism*, 10(3), 235-253.
doi:10.1080/15332845.2011.555731
- DiPietro, R., Martin, D., & Pratt, T. (2019). Understanding employee longevity in independent fine dining restaurants: A grounded theory approach. *International journal of contemporary hospitality management*, 31(10), 4062-4085.
doi:10.1108/IJCHM-10-2018-0869
- Dysvik, A., & Kuvaas, B. (2010). Exploring the relative and combined influence of mastery-approach goals and work intrinsic motivation on employee turnover intention. *Personnel review*, 39(5), 622-638. doi:10.1108/00483481011064172
- Einarsen, S., Raknes, B. I., & Matthiesen, S. B. (1994). Bullying and Harassment at Work and Their Relationships to Work Environment Quality: An Exploratory Study. *The European work and organizational psychologist*, 4(4), 381-401.
- Filimonau, V., Derqui, B., & Matute, J. (2020). The COVID-19 pandemic and organisational commitment of senior hotel managers. *International journal of hospitality management*, 91, 102659-102659. doi:10.1016/j.ijhm.2020.102659
- Gjerde, A. (2020). *NAVS bedriftsundersøkelse 2020*. Retrieved from https://arbeidogvelferd.nav.no/report/2020/2/m-03/NAVS_bedriftsundersøkelse_2020

- Gjerde, A. (2021). *NAVS bedriftsundersøkelse 2021*. Retrieved from <https://www.nav.no/no/nav-og-samfunn/kunnskap/analyser-fra-nav/nyheter/navs-bedriftsundersokelse-2021-fortsatt-hoy-mangel-pa-arbeidskraft>
- Goh, E., & Lee, C. (2018). A workforce to be reckoned with: The emerging pivotal Generation Z hospitality workforce. *International journal of hospitality management*, 73, 20-28. doi:10.1016/j.ijhm.2018.01.016
- Goh, E., & Okumus, F. (2020). Avoiding the hospitality workforce bubble: Strategies to attract and retain generation Z talent in the hospitality workforce. *Tourism management perspectives*, 33, 100603. doi:10.1016/j.tmp.2019.100603
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management review*, 10(1), 76-88. doi:10.2307/258214
- Grimlø, R. E. (2005). *Personaladministrasjon : teori og praksis* (4. utg. ed.). Oslo: Gyldendal akademisk.
- Gupta, V. (2019). Talent management dimensions and their relationship with retention of Generation-Y employees in the hospitality industry. *International journal of contemporary hospitality management*, 31(10), 4150-4169. doi:10.1108/IJCHM-10-2018-0859
- Hofstede, G., Neuijen, B., Daval Ohayv, D., & Sanders, G. (1990). Measuring Organizational Cultures: A Qualitative and Quantitative Study Across Twenty Cases. *Administrative science quarterly*, 35(2), 286-316. doi:10.2307/2393392
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One Hundred Years of Employee Turnover Theory and Research. *J Appl Psychol*, 102(3), 530-545. doi:10.1037/apl0000103
- Jacobsen, D. I., & Thorsvik, J. (2019). *Hvordan organisasjoner fungerer* (5. utgave. ed.). Bergen: Fagbokforlaget.

- Johannessen, A., Christoffersen, L., & Tufte, P. A. (2011). *Forskningsmetode for økonomisk-administrative fag* (3. utg. ed.). Oslo: Abstrakt forl.
- Karlsen, J., Martinsen, H., H., Fredriksen, R., & Wold, L., M., H. (2022). Restaurantbransjen slår alarm om bemanningskrise: - Det er katastrofe. Retrieved from https://www.nrk.no/osloogviken/norske-restauranter-slar-alarm-om-bemanningskrise-etter-koronapandemien_-_det-er-katastrofe-1.15899295
- Kaufmann, G., & Kaufmann, A. (2015). *Psykologi i organisasjon og ledelse* (5. utg. ed.). Bergen: Fagbokforl.
- King, C., Madera, J. M., Lee, L., Murillo, E., Baum, T., & Solnet, D. (2021). Reimagining attraction and retention of hospitality management talent– A multilevel identity perspective. *Journal of business research*, 136, 251-262.
doi:10.1016/j.jbusres.2021.07.044
- Kvale, S., & Brinkmann, S. (2015). *Det kvalitative forskningsintervju* (3. utg. ed.). Oslo: Gyldendal akademisk.
- Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee Retention: Organisational and Personal Perspectives. *Vocations and learning*, 2(3), 195-215.
doi:10.1007/s12186-009-9024-7
- Landbruks- og matdepartementet, Nærings- og fiskeridepartementet, & Helse- og omsorgsdepartementet. (2021). *Matnasjonen Norge*. Retrieved from https://www.regjeringen.no/contentassets/4934157014d94e3986b2219111bdf806/matnasjonen-norge_strategi_uu.pdf
- Lashley, C., & Lincoln, G. (2003). *Business development in licensed retailing : a unit manager's guide*.
- Malterud, K. (2003). *Kvalitative metoder i medisinsk forskning : en innføring* (2. utg. ed.). Oslo: Universitetsforl.

- Mathisen, M. (2022). Velger vekk fagbrevet for studiekompetansen. Retrieved from <https://www.nrk.no/rogaland/mange-velger-heller-studiekompetansen-enn-fagbrev-i-kokkeopplaering-1.15955659>
- Merleau-Ponty, M., & Smith, C. (1962). *Phenomenology of perception*. London: Routledge.
- Mooney, S. (2016). Wasted youth in the hospitality industry: Older workers' perceptions and misperceptions about younger workers. *Hospitality & society*, 6(1), 9-30.
doi:10.1386/hosp.6.1.9_1
- Mooney, S., Harris, C., & Ryan, I. (2016). Long hospitality careers – a contradiction in terms? *International journal of contemporary hospitality management*, 28(11), 2589-2608.
doi:10.1108/IJCHM-04-2015-0206
- Morrell, K. M., Loan-Clarke, J., & Wilkinson, A. J. (2004). Organisational change and employee turnover. *Personnel review*, 33(2), 161-173.
doi:10.1108/00483480410518022
- Neuman, W. L. (2013). *Social Research Methods: Qualitative and Quantitative Approaches*. Harlow: Harlow: Pearson Education, Limited.
- Neuman, W. L. (2014). *Basics of social research : qualitative and quantitative approaches*(Third edition. ed.).
- NSD. (2022a). Information and Consent. Retrieved from <https://www.nsd.no/en/data-protection-services/notification-form-for-personal-data/information-and-consent/>
- NSD. (2022b). Notification Form for personal data. Retrieved from <https://www.nsd.no/en/data-protection-services/notification-form-for-personal-data>
- NSD. (2022c). Which Personal Data Will Be Processed? Retrieved from <https://meldeskjema.nsd.no/test/>
- Postholm, M. B. (2010). *Kvalitativ metode : en innføring med fokus på fenomenologi, etnografi og kasusstudier* (2. utg. ed.). Oslo: Universitetsforl.

- Pratten, J. D. (2003). The training and retention of chefs. *International journal of contemporary hospitality management*, 15(4), 237-242.
doi:10.1108/09596110310475702
- Reksnes, A., H. (2020). Færre vil bli kokk - det kan gi laber matservering. Retrieved from <https://www.nrk.no/vestland/faerre-kokkar-kan-fore-til-darlegare-restaurantar-1.15131067>
- Sheridan, J. E. (1992). Organizational Culture and Employee Retention. *Academy of Management journal*, 35(5), 1036-1056. doi:10.2307/256539
- Tews, M. J., Michel, J. W., & Ellingson, J. E. (2013). The Impact of Coworker Support on Employee Turnover in the Hospitality Industry. *Group & organization management*, 38(5), 630-653. doi:10.1177/1059601113503039
- Tjora, A. H. (2012). *Kvalitative forskningsmetoder i praksis* (2. utg. ed.). Oslo: Gyldendal akademisk.
- Tromp, M., D., & Blomme, J., R. (2014). Leadership style and negative work-home interference in the hospitality industry. *International journal of contemporary hospitality management*, 26(1), 85-106. doi:10.1108/IJCHM-04-2012-0058
- Universitetet i Stavanger. (2021). Nettskjema. Retrieved from <https://www.uis.no/en/teaching-and-thesis-work/nettskjema>
- Wellton, L., Jonsson, I. M., & Svingstedt, A. (2018). "We are service people, and we stay until the job is done": enactments of professionalism in restaurants. *Journal of teaching in travel & tourism*, 18(4), 265-283. doi:10.1080/15313220.2018.1474414
- Yang, J.-T., Wan, C.-S., & Fu, Y.-J. (2012). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International journal of hospitality management*, 31(3), 837-848. doi:10.1016/j.ijhm.2011.10.001

10.0 Appendix

10.1. Appendix 1: Consent form

Vil du delta i forskningsprosjektet

"Hvordan beholde dyktige kokker"?

Dette er et spørsmål til deg om å delta i et forskningsprosjekt hvor formålet er å undersøke hvordan restaurantbransjen jobber med å beholde dyktige kokker. I dette skrevet gir vi deg informasjon om målene for prosjektet og hva deltakelse vil innebære for deg.

Formål

Prosesen med å rekruttere og gjennomføre opplæring av nye ansatte er kostbart, både i form av tid og penger. Formålet med dette prosjektet vil være å undersøke hvordan restaurantbransjen jobber med å beholde dyktige kokker i sin organisasjon, som en faktor for å forhindre en høy grad av turnover.

Disse intervjuene blir gjort som en del av en masteroppgave på Universitetet i Stavanger

Hvem er ansvarlig for forskningsprosjektet?

Universitetet i Stavanger er ansvarlig for prosjektet.

Hvorfor får du spørsmål om å delta?

Du er daglig leder, kjøkkensjef eller restaurantsjef i Stavanger- og Sandnes området som har personalansvar for kokker, og innsikt i organisasjonens HR-strategier.

Hva innebærer det for deg å delta?

Hvis du velger å delta i dette prosjektet, vil den innebære et intervju hvor disse tema tas opp. Selve intervjuet vil vare i omtrent 1 time. Intervjuet vil bli tatt opp på lydopptak og i ettertid transkribert. Noe notering under intervjuet kan forekomme.

Det er frivillig å delta

Det er frivillig å delta i prosjektet. Hvis du velger å delta, kan du når som helst trekke samtykket tilbake uten å oppgi noen grunn. Alle dine personopplysninger vil da bli slettet. Det vil ikke ha noen negative konsekvenser for deg hvis du ikke vil delta eller senere velger å trekke deg.

Ditt personvern – hvordan vi oppbevarer og bruker dine opplysninger

Vi vil bare bruke opplysningene om deg til formålene vi har fortalt om i dette skrevet. Vi behandler opplysningene konfidensielt og i samsvar med personvernregelverket.

- Åse Helene Bakkevig Dagsland (veileder) ved Universitetet i Stavanger og Synne Mydland Johansen (student) vil ha tilgang til dataene som samles inn.
- Ditt navn, bedrift og kontaktopplysninger vil erstattes med en kode som lagres på en egen liste adskilt fra øvrige data.

Som deltaker, vil du ikke kunne bli gjenkjent i masteroppgaven da du vil bli anonymisert.

Hva skjer med opplysningene dine når vi avslutter forskningsprosjektet?

Opplysningene anonymiseres når prosjektet avsluttes/oppgaven er godkjent, noe som etter planen er 20.09.2022. Opplysningene fra intervjuet og opptakene vil slettes etter denne dato.

Dine rettigheter

Så lenge du kan identifiseres i datamaterialet, har du rett til:

- innsyn i hvilke personopplysninger som er registrert om deg, og å få utlevert en kopi av opplysningene,
- å få rettet personopplysninger om deg,
- å få slettet personopplysninger om deg, og
- å sende klage til Datatilsynet om behandlingen av dine personopplysninger.

Hva gir oss rett til å behandle personopplysninger om deg?

Vi behandler opplysninger om deg basert på ditt samtykke.

På oppdrag fra Universitetet i Stavanger har NSD – Norsk senter for forskningsdata AS vurdert at behandlingen av personopplysninger i dette prosjektet er i samsvar med personvernregelverket.

Hvor kan jeg finne ut mer?

Hvis du har spørsmål til studien, eller ønsker å benytte deg av dine rettigheter, ta kontakt med:

- Universitetet i Stavanger ved Åse Helene Bakkevig Dagsland, epost: aase-helene.b.dagsland@uis.no, eller Synne Mydland Johansen, epost: sy.johansen@stud.uis.no.
- Vårt personvernombud: Rolf Jegervatn, epost: personvernombud@uis.no

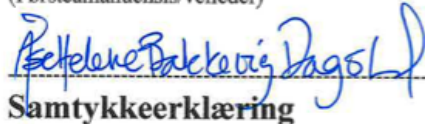
Hvis du har spørsmål knyttet til NSD sin vurdering av prosjektet, kan du ta kontakt med:

- NSD – Norsk senter for forskningsdata AS på epost (personverntjenester@nsd.no) eller på telefon: 55 58 21 17.

Med vennlig hilsen

Åse Helene Bakkevig Dagsland
(Førsteamanuensis/veileder)

Synne Mydland Johansen
(Student)



Samtykkeerklæring

Jeg har mottatt og forstått informasjon om prosjektet «*hvordan beholde dyktige kokker*» og har fått anledning til å stille spørsmål. Jeg samtykker til:

- å delta i intervju

Jeg samtykker til at mine opplysninger behandles frem til prosjektet er avsluttet, ca 20.09.2022

(Signert av prosjektdeltaker, dato)

10.2. Appendix 2: Notification form

Meldeskjema for behandling av personopplysninger	12.05.2022, 17:04
NSD NORSK SENTER FOR FORSKNINGSDATA	
Vurdering	
Referansenummer	428523
Prosjekttittel	Retaining qualified chefs: a qualitative study of restaurant managers' strategies
Behandlingsansvarlig institusjon	Universitetet i Stavanger / Det samfunnsvitenskapelige fakultet / Norsk hotellhøgskole
Prosjektansvarlig (vitenskapelig ansatt/veileder eller stipendiat)	Åse Helene Bakkevig Dagsland, aase-helene.b.dagsland@uis.no, tlf: 51833744
Type prosjekt	Studentprosjekt, masterstudium
Kontaktinformasjon, student	Synne Johansen, sy.johansen@stud.uis.no, tlf: 41750484
Prosjektperiode	01.12.2021 - 20.09.2022
Vurdering (1)	
21.04.2022 - Vurdert	
Det er vår vurdering at behandlingen av personopplysninger i prosjektet vil være i samsvar med personvernlovgivningen så fremt den gjennomføres i tråd med det som er dokumentert i meldeskjemaet med vedlegg, og eventuelt i meldingsdialogen mellom innmelder og Personverntjenester. Behandlingen kan starte.	
TYPE OPPLYSNINGER OG VARIGHET Prosjektet vil behandle alminnelige kategorier av personopplysninger frem til den datoen som er oppgitt i meldeskjemaet.	
LOVLIG GRUNNLAG	
about:blank	Side 1 av 3

Prosjektet vil innhente samtykke fra de registrerte til behandlingen av personopplysninger. Vår vurdering er at prosjektet legger opp til et samtykke i samsvar med kravene i art. 4 og 7, ved at det er en frivillig, spesifikk, informert og utvetydig bekreftelse som kan dokumenteres, og som den registrerte kan trekke tilbake.

Lovlig grunnlag for behandlingen vil dermed være den registrertes samtykke, jf. personvernforordningen art. 6 nr. 1 bokstav a.

PERSONVERNPRINSIPPER

Personverntjenester vurderer at den planlagte behandlingen av personopplysninger vil følge prinsippene i personvernforordningen om:

- lovlighet, rettferdighet og åpenhet (art. 5.1 a), ved at de registrerte får tilfredsstillende informasjon om og samtykker til behandlingen
- formålsbegrensning (art. 5.1 b), ved at personopplysninger samles inn for spesifikke, uttrykkelig angitte og berettigede formål, og ikke behandles til nye, uforenlige formål
- dataminimering (art. 5.1 c), ved at det kun behandles opplysninger som er adekvate, relevante og nødvendige for formålet med prosjektet
- lagringsbegrensning (art. 5.1 e), ved at personopplysningene ikke lagres lengre enn nødvendig for å oppfylle formålet

DE REGISTRERTES RETTIGHETER

Så lenge de registrerte kan identifiseres i datamaterialet vil de ha følgende rettigheter: innsyn (art. 15), retting (art. 16), sletting (art. 17), begrensning (art. 18), og dataportabilitet (art. 20).

Personverntjenester vurderer at informasjonen om behandlingen som de registrerte vil motta oppfyller lovens krav til form og innhold, jf. art. 12.1 og art. 13.

Vi minner om at hvis en registrert tar kontakt om sine rettigheter, har behandlingsansvarlig institusjon plikt til å svare innen en måned.

FØLG DIN INSTITUSJONS RETNINGSLINJER

Personverntjenester legger til grunn at behandlingen oppfyller kravene i personvernforordningen om riktighet (art. 5.1 d), integritet og konfidensialitet (art. 5.1 f) og sikkerhet (art. 32).

For å forsikre dere om at kravene oppfylles, må dere følge interne retningslinjer og/eller rådføre dere med behandlingsansvarlig institusjon.

MELD VESENTLIGE ENDRINGER

Dersom det skjer vesentlige endringer i behandlingen av personopplysninger, kan det være nødvendig å melde dette til oss ved å oppdatere meldeskjemaet. Før du melder inn en endring, oppfordrer vi deg til å lese om hvilke type endringer det er nødvendig å melde: <https://www.nsd.no/personverntjenester/fylle-ut-meldeskjema-for-personopplysninger/melde-endringer-i-meldeskjema>

Du må vente på svar fra oss før endringen gjennomføres.

OPPFØLGING AV PROSJEKTET

Personverntjenester vil følge opp ved planlagt avslutning for å avklare om behandlingen av personopplysningene er avsluttet.

Lykke til med prosjektet!

Meldeskjema for behandling av personopplysninger

12.05.2022, 17:04

about:blank

Side 3 av 3

10.3. Appendix 3: Interview guide

Intervjuguide

Introduksjon, meg og oppgaven

- Litt om meg selv og hva hensikten med intervju & oppgave er
- Formidle at det er anonymt. tidsforbruk, ca. 1 time
- Bruker lydopptak for å kunne se tilbake på samtalen

Innledende spørsmål

- Hvor lenge har du vært ansatt i bedriften?
- Hvor mange ansatte i bedriften?
 - Hvor mange av disse er kokker?

Turnover (kokker)

- Hvordan opplever du turnover i restaurantbransjen?
- Hva vil du si er en vanlig tidsperiode for kokker å være ansatt hos dere?
 - Hvorfor tror du det er slik / hva tror du kan være mest vanlig grunn?
 - Forskjell på faglært/ikke, ung/eldre, deltid/fulltid?
- Hva opplever dere er grunner til at ansatte velger å si opp hos dere?
 - Forskjell på faglært/ikke, ung/eldre, deltid/fulltid?
- Hva er ditt inntrykk av hva de velger å gjøre etter endt arbeidsforhold?

Rekruttering + opplæring (kokker)

- I forhold til Covid-19 pandemien, har dere opplevd noen endringer når det gjelder rekruttering av kokker?
 - Hvordan/hvilke?
- Hvordan vil du beskrive rekrutteringsprosessen deres?
- I hvilken grad er det endringer i denne prosessen etter Covid-19?
 - Hvem involveres i prosessen?
 - Hvilke egenskaper ser dere etter når dere rekrutterer kokker?
- Hvordan vil du beskrive opplæringsrutinene deres?
- Hvor lang tid føler du det tar før en nyansatt er sosialisert inn i bedriften?

Beholde ansatte / retaining (kokker)

- I hvilken grad jobber dere med å beholde kokker hos dere over lengre tid?
 - o Hva legger dere vekt på i den forbindelse?
 - o Tilbyr dere muligheter for faglig utvikling? Høyere stillinger?
 - o Bruker dere noen former for belønning? F.eks. bonus, fridager, aktiviteter ol.
- Har du noen tanker om hvilke egenskaper kokkene som har vært hos dere lengst har?
- I hvilken grad opplever dere lojalitet?
 - o Hva forbinder du med lojalitet?
- Hvordan jobber dere med arbeidsmiljøet i deres bedrift?

Når de ansatte slutter

- Hvordan vil du beskrive prosessen fra dere får en oppsigelse fra en ansatt frem til denne har sluttet?
 - o Pleier dere å ha et avsluttende intervju/samtale før de har sluttet?