

High Involvement Human Resource Practices and their Effects on Employee Turnover in the Pub Industry

Abstract

The study first finds out whether there is any correlation between high involvement human resource practices (HIHRPs) and employee turnover in the pub industry. We then look more deeply into HIHR practices to determine which of those is likely to impact employee turnover most. We developed our dataset based on a mixed methods approach that explored in depth many different aspects of the research problem. The findings suggest that there is indeed a link between HIHRPs and employee turnover in the pub industry. When looking at the individual practices, the most popular among employees is that of compensation, in particular bonuses based on positive customer surveys. Other practices found likely to have an impact on employee turnover are a reduction of status differences between managers and employees, improved training opportunities and creating a clear career path for employees.

Keywords: High involvement human resource practices; The pub industry; Employee turnover; Training; Employee Compensation

1. Introduction

The hospitality industry is an industry with incredibly high employee turnover. In 2011 it was found to have a labour turnover rate of 31% (People1st, 2011). The figure is the same for the public house (pub) industry itself with employee turnover at the same staggeringly high level of 31%. This represents a massive cost to the employers. The reported cost of this high turnover figure in terms of recruiting new staff to replace leavers and training new staff is £33.4 (\$52.22) million a year (People 1st, 2011).

As an industry that is being crippled by the frequency with which employees leave their employer, the focus of the first part of this research is to find out whether the use of certain human resource practices, specifically high involvement ones, leads to a decrease in employee turnover. The particulars of what exactly a high involvement human resource practice (HIHRP) is will be covered in detail. The second part of this research, assuming there is a link, sets out to determine, using a survey method analysis, which practices are particularly effective in reducing staff turnover.

It is important to mention that the pub industry is relatively under-researched. Although the effect of HIHRP has been studied widely in other industries (Medeiros, et al., 2012; Gannon, Roper and Doherty, 2015; Marco-Lajara and Úbeda-García, 2013), the body of research into this industry is slim. The main focus on HIHRPs in other industries has been on the manufacturing sector (Appelbaum et al, 2009). The potential value of this research lies in the fact that there may be indicators of trends which run throughout the industry. Furthermore, although some of the biggest pub companies are already attempting to undertake a similar sort of research, they are limiting their research to their own companies. This study, on the other hand, is cross sectional and therefore can show trends across all companies rather than being confined to one. This should provide a fuller picture and avoid the limitations of focusing on the HR practices of a single company.

The rest of the paper is organized as follows. In our first section, we will look specifically at the small amount of research already undertaken on the pub or similar other industries. Based on this literature survey, we will develop our specific research hypotheses. The next section will discuss our methodology and introduce our research variables. We will then present our results and discuss their significance. In the final section, we will summarize our findings and briefly discuss their limitations.

2. Literature Review

In essence, the expression “high involvement human resource practices” refers to management techniques which, at their core, require a high degree of employee involvement and participation. The exact terms for describing these practices are varied. They include, amongst others, “high involvement work practices” (Doody, 2007 p1); “high performance work systems” (Meggersmith and Guthrie, 2010; Pfeffer, 1998; Wood and de Menezes, 2011); “high level employee involvement” (Kaufman 2003); and “human resource management practices” (Huselid, 1995). However, the main components of all of these practices are the same and, for the purpose of clarity and to avoid confusion, throughout the paper the term that will be used is high involvement human resource practices (HIHRP). At this point a deconstruction of exactly what these practices are is called for.

2.1. High involvement human resource practices

A HIHRP involves many different aspects, all based around the motivation and empowering of employee’s (Whitener, 2001; Gannon, Roper and Doherty, 2015). The exact aspects of an HIHRP may differ but the core components are very similar in all of the main theories. In order to make the components clear at this stage we shall look at each of the prescribed components individually. The framework that has been used is not too dissimilar from Pfeffer’s (1998) seven practices for successful organisations; however, it has been edited to allow for analysis of the HIHRPs impacts on employee turnover. The first aspect of note is training. The time and money spent on increasing the competence and performance of an employee has a dual positive effect. Firstly the employee him/herself will function more efficiently and can increase productivity for the firm. Secondly with an increase in training the employee may feel of more value to the firm, thus increasing commitment and motivation. (Pfeffer, 1998; Huselid 1995; Delaney and Huselid 1996)

Job design is another important component of an HIHRP (Delaney et al, 1989; Lashely and Ashness, 1995). Instituting a job design that helps to empower employees, as well as giving them more autonomy in their work, has been shown to help to motivate employees, thus leading to greater employee happiness and lower employee turnover. Teamwork is an aspect of an HIHRP that has been shown to be a valuable asset in the reduction of employee turnover and the increase of employee productivity (Pfeffer, 1998; Wood and De Menezes 2011). By creating a team dynamic, it is easier for an employee to be motivated towards a shared goal, as well as feeling that, if they left the team, they might be betraying their team mates. This can effectively increase loyalty to the team and the company and help to reduce staff turnover. Individual compensation is by far the most well documented part of employee motivation. It is also an integral part of an HIHRP (Delaney et al, 1989; Wood and De Menezes, 2011; Delaney and Huselid, 1996) The reasons for this are fairly obvious, but we should note that, in addition to the obvious effects of financial motivation, it has been argued that good levels of compensation can lead to higher productivity due to the easing of the stress of economic insecurity (Wood and De Menezes, 2011).

Selective hiring is another important component of a functioning HIHRP System. (Huselid, 1995; Pfeffer, 1998). A bad organisational fit can lead to an increased likelihood of the misfit leaving the job. By instituting a system of selective hiring and allowing prospective candidates self-selection opportunities, overall employee turnover would hopefully diminish (Baron and Kreps, 1999). Information dissemination and communication is another running theme in HIHRP (Wood and De Menezes, 2011; Pfeffer, 1998). The element of sharing information is important for two reasons. First, by allowing employees to know how the firm is performing, both financially and competitively, the employer shows an element of trust in the employee. Secondly, if employees are denied certain information about the elements of the firm that need to be improved, they have no way of knowing which aspects of the operation they need to focus on if they are to improve the overall performance of the firm (Pfeffer, 1998).

Finally, a reduction of status differences (i.e. a flat hierarchy) is important in helping employees increase their commitment to the firm, whilst also increasing their productivity and therefore reducing the likelihood of their leaving the firm

(Delaney et al, 1989; Lashley and Ashness, 1995, Pfeffer, 1998). This is important as it helps to stop a ‘them and us’ mentality from developing in the firm which can have a negative impact on organisational culture, as well as reducing the effectiveness of teamwork.

2.2. HIHRP and their effects on employee turnover in various industries

HIHRP has been widely studied in various industries. One of these studies was undertaken by Batt (2002) with a focus on HIHRPs and their effect on employee turnover in call centres. She drew two main conclusions from her study. The first is that HIHRPs led to “lower quit rates and higher sales growth” (Batt, 2002 p594). Her second conclusion was that there is both a direct and indirect effect of HIHRPs. The direct effect on organisational performance is the increase in sales performance, due to increased training and therefore better sales technique. The indirect positive effect of HIHRPs is the lower quit rates, thereby reducing costs of selection, training etc. Huselid (1995) agrees with Batt’s (2002) findings. Huselid (1995) undertook an in-depth study into the effects of HIHRP, covering 12,000 publicly held US firms. The main finding of the study was that those firms which were using practices involved in HIHRP had a better overall performance. They also experienced a generally higher level of productivity as well as a lower employee turnover (Huselid, 1995). However, one problem with Huselid’s method of research was that his gathering of data was limited to sending a questionnaire to one of the senior HR representatives in each company, asking them a number of questions on practices within their firms. Failure to ask the employees themselves whether these practices were implemented effectively makes it difficult to determine whether there is actually a strong correlation between the practices being implemented and their actual effect on employees.

In a study of the effect of human resource systems on manufacturing productivity and employee turnover, Arthur (1994) also uncovered some interesting results. For this study, two different HR systems were looked at; these were control and commitment. Control practices are mainly concerned with lowering the direct cost of labour by providing fixed rules and measures of

performance. The other aspect of HR which Arthur looked at was commitment practices. These more closely relate to HIHRPs. “Commitment human resource systems shape desired employee behaviours and attitudes by forging psychological links between organizational and employer goals” (Arthur, 1994 p672). There is therefore a link between commitment practices (as defined above) and lower employee turnover (Arthur, 1994). However, Arthur also discovered that, under the control practices, there were actually benefits to the company of a fairly high level of employee turnover up to a point. Beyond that point, any higher level of employee turnover had a negative impact on overall firm performance. This idea - that low employee turnover is not necessarily a good thing - was confirmed by Guthrie (2001) who found that, although there is a connection between HIHRPs and lower employee turnover, the negative impact of any employee leaving is far higher when HIHRPs have been used. This is because the employee who has experienced HIHRPs has become more valuable to the firm and therefore, if he/she leaves, there is a higher cost of recruiting and training replacement staff up to the same standard.

Not all studies have found a positive correlation between HIHRP and decreased employee turnover. Meggersmith and Guthrie (2010) undertook a study of emergent organisations in high tech industries. They found no significant correlation between HIHRP and turnover. However, the industry they were looking at already has a very low turnover rate. They concluded that, because turnover is not that much of a problem in high tech industries, the effect of HIHRP was limited.

2.2.1. HIHRP in the licensed industries

Although not specifically in the pub industry, Eaglen et al (2000) undertook a study of the training policies of MacDonald’s restaurants. They found a significant correlation between the restaurants which, with full management support, put a particular emphasis on staff training and a higher level of employee satisfaction and lower levels of employee turnover. This is significant for this study, as we will

be looking for some similarities between firms in the hospitality industry in general and those in the pub trade. Hughes and Rog (2008) further concluded that talent management could be a possible solution for the high turnover rates seen in the hospitality industry. Once again, as talent management covers many of the elements of an HIHRP, HIHRP is the term which is used throughout this study.

The main body of research that has been undertaken into this industry is from Lashley (2001) and Lashley and Best (2002). In their study of staff induction, Lashley and Best (2002) found that most staff within the licensed industry leave within the first three months of starting. They attribute this to staff not being eased into the business and not having suitable induction procedures. We should mention, at this point, their previous findings that not only was employee turnover for bar staff in the licensed industry 180% but also that the cost to the company of retraining each employee was £1000 (\$1563). This highlights the importance of reducing staff turnover in an industry where the resignation of employees is one of the biggest costs to an establishment. However, this figure appears to be somewhat inconsistent with the results of the People 1st (2011) survey. This may be due to the somewhat more limited scope of Lashley and Best's (2001) work.

Lashley and Ashness (1995) undertook one of the most in-depth studies into the effect that empowering employees had in the harvester pub and restaurant chain. They studied the company both before and after restructuring and came to some interesting conclusions about the effect that empowerment can have on employees in this industry. Although Lashley and Ashness (1995) used the term empowerment to describe the processes that took place in the harvester restaurants, the changes were more profound than the term empowerment conveys. Two layers of management were removed; job roles were redefined (for example from being just bar staff to being a bar team); a shift coordinator's role was established which was rotated amongst the bar team, allowing all employees to gain some responsibility as well as training in management. A team coach role was created, with the responsibility for helping to train the team. This person was also given a 20p an hour increase in pay. Furthermore, the more training that was completed by employees, the higher pay they could expect, with a 20p increase for every training badge achieved.

In reality, this was a full HIHRP system in action. The findings of the study were that a 19% decrease in staff turnover was achieved, as well as an increase in overall staff commitment and job satisfaction. This study shows, in a real life environment, the effect that an HIHRP system can have in the licensed industry. While the Lashley and Ashness study demonstrates the potential of HIHRP in reducing staff turnover, we must also take into account another factor affecting staff retention. This particular aspect relates to the strange and yet frequent occurrence of people moving jobs for no reason apart from a desire to move on. It was researched and identified by Ghiselli (1974) who also coined the term for it. The term for this phenomenon is “Hobo Syndrome” (Ghiselli, 1974). This is particularly relevant for an industry such as the pub industry where we see high levels of employee turnover. Although it does not affect the aims of this research, since they are based on reducing turnover overall, it needs to be acknowledged that, in some cases, whatever human resource practices are employed, employees may choose to leave anyway for no logical, work-related reason.

In a study by Hartman and Yrle (1996) of a hotel, they discovered that, even though employees were happy, there was still a fair amount of staff turnover. They attributed this to “Hobo syndrome” (Ghiselli, 1974). There were limitations to this particular study in that it was based on the findings in only one hotel with a fairly small number of employees. Furthermore, the particular hotel in question already had a fairly low turnover rate for the industry in this area. Further evidence for the existence of Hobo Syndrome was found by Judge and Watanabe (1995), although they concede there is a lack of evidence to explain fully the psychology of this phenomenon. The existence of the hobo syndrome needs to be acknowledged as it may well set limits to the overall potential effect of HIHRP. However, as hobo syndrome accounts for only a relatively small percentage of employee turnover, there is still scope to reduce turnover caused by other factors amongst the majority.

There are therefore two main hypotheses that need to be empirically tested:

Hypothesis 1: There is a link between high involvement human resource practices and a reduction in employee turnover in the pub industry.

There is evidence from previous research that there is a link between HIHRP and reduction in employee turnover in various industries through various studies such as those conducted by Batt (2002), Huselid (1995) and Arthur (1994). However, the research into the pub industry is very limited, so the testing of this hypothesis should not only help to fill a gap in the literature but will also enable the testing of a second hypothesis.

Hypothesis 2: Certain individual HIHRP practices are likely to contribute to lower employee turnover more than other practices.

This is the main focus of the research. By identifying which particular practices have a higher success rate at reducing turnover it may be possible for those companies within the industry to focus more on these individual practices in order to have a more effective and focused approach to tackling the turnover problem.

3. Methodology

As this research was exploring a gap in the current literature and was looking for specific relationships between variables, it took an exploratory approach. A cross-sectional approach was used, as this had the benefit of gathering data across a number of different businesses rather than focusing on a single business long term. Two main data collection techniques were used: a) semi-structured interviews and b) questionnaires. Both data collection techniques involved qualitative and quantitative elements. The specific approach to the data collection was a simultaneous or parallel mixed method design (Tashakkori and Teddlie, 1998; Brannen, 1992; Jick, 1979). The quantitative side of the interview was based on the responses to each of the questions by the interviewee. Once all of the interviews were completed, an index of the individual aspects of each HIHRP was drawn up.

From this, each establishment was then given a rating on each of the HIHRPs, based on how many of the individual practices were used. Interviews were necessary because the specific terms for the elements of an HIHRP are somewhat unwieldy and so may have needed to be explained. If managers did not understand the terms, the results would have been nullified.

Although there was a specific list of questions to be asked, there was also a second element to these interviews. For each of the questions there was assigned a probe question such as ‘why?’, ‘how’ and ‘in what way’. The reason for these probe questions again is twofold. First, it allowed for more contextual analysis of the situation as interviewees were able to go into more detail about the situation. Secondly, it allowed comparison of this qualitative data with the answers on the questionnaires. This helped to identify recurring themes. It also meant that, by using these answers in conjunction with those given by the employees about the HIHRP they actually have experienced, it was possible to check the reliability of the managers’ answers. Furthermore it allowed for triangulation between the two data collection techniques via a concurrent triangulation strategy; i.e. using qualitative data to back up quantitative findings or vice versa (Creswell, 2009). In order to analyse the data more fully the interviews were also recorded with the interviewee’s permission. Interviews took place at the manager’s pub as this allowed for the interviewee to feel more comfortable and therefore more willing to participate in the interview.

For the questionnaires again both qualitative and quantitative elements were used. The questionnaires were designed for the employees of the pubs (see Appendix 2). The questionnaire began by asking for basic classification data. This was to allow the possibility of checking for differences in replies by age or gender. On each of the classification questions the option not to answer was provided. As mentioned previously there was also a series of questions regarding which HIHRP were used in the pubs where the respondents worked in order to confirm the interview responses. The respondents were also asked to rank these HIHRP by frequency. Open questions which generally require more effort from the respondent were interspersed throughout the questionnaire. This was done in order to mitigate the problem of the questionnaire appearing too daunting if all the open questions were put together. Another common problem with questionnaire design is that of

order bias; e.g. respondents putting higher scores for those items that come first in a ranking as they feel they may be more important to the researcher. In order to mitigate the effects of this tendency, all items on the questionnaire were listed in alphabetical order. Many researchers have mentioned the problem of jargon confusing respondents (Brannen, 1992). Therefore the language of the questionnaire was designed to avoid using jargon and instead used terms that the participants are likely to understand. If there was any misunderstanding of the terms, the researcher was on-site to provide explanations.

In order to provide a comparable sample, a number of criteria needed to be satisfied before contact was made with each establishment. The first of these was that the establishment had to have more than five employees. If there were fewer than five employees, any questionnaire analysis would be based on so few respondents the results would be unreliable. The second criteria was that the establishments must be part of a chain/ managed house. This links back to the first criteria, in that managed houses generally have more staff. It is also the case that freehold pubs are so varied in format that they were deemed incomparable to a managed house. The second reason is that, within managed houses which are part of chains, there tends to be a more structured approach to human resources, thus allowing for more reliable and repeatable research to be undertaken. Within the criteria set out above, the sample was self-selecting. As the participants themselves chose to be a part of the research, it is likely that this is a problem that interests and affects them. However, one of the problems with non probability sampling is its implications for generalizability. By using self selection it has been theorised that generalisability can be compromised (Brannen, 1992). This is another reason for using a mixed method approach, in order to somewhat compensate for the effects of the sampling method. The interviews of 10 managers were undertaken and 200 questionnaires were given out to their staff, resulting in 156 responses (with at least 10 from each pub that was interviewed).

On the quantitative side of the analysis two different techniques were employed in order to yield the best results. The first was a correlation and regression analysis of the employee turnover figures with the number of HIHRP practices used. In order to give a numerical value to the scale of HIHRP that was implemented in each pub, each element of the HIHRP was broken down into

specific practices based on the responses to the interviews, thereby creating an index of total practices used and allowing for a specific numerical value to be assigned to each case. This helped to answer the first hypothesis, as well as giving an indication of the levels of interrelatedness between the elements. In the answering of the second hypothesis, descriptive statistics using the base classification and other data from the questionnaires was used and then triangulated with the qualitative data. This began to give a more contextual picture of the issue whilst also showing how certain characteristics, in this case which practices were perceived as most beneficial, were more prevalent in the sample.

For the qualitative side of the analysis a number of different techniques were employed. For the questionnaire analysis, the qualitative responses were pattern coded, as this allowed for themes to emerge and any particular relationships between the themes to be uncovered (Miles and Huberman, 1994). Once the quantitative analysis of the interviews was completed a second qualitative analysis took place on the more open ended responses to the questions. Once again this was pattern coded. Emergent themes were then linked back into the quantitative analysis, allowing for triangulation of the data. The final step, having highlighted these trends, was an interpretation of the summary of the data in order to give a more general view of the research results as a whole (Creswell,2009). Having identified a number of extreme cases or anomalies in the quantitative analysis, further primary research was undertaken to allow for the reasons behind these extreme cases to be discovered and analyzed.

4. Findings and Analysis

We shall now look at the data regarding each of the hypotheses independently. The second hypothesis relies heavily on the validity of the first hypothesis so we shall first test hypothesis one. First, the simple classification data were analyzed by gender. This showed there were significantly more female (79%) than male (21%) respondents. This is partly because there are more women than men working in the industry. According to People 1st (2011), 58% of people working in the hospitality industry in total are female, so, although this sample showed a preponderance of

female respondents, this is consistent with there being significantly more females than males working within the industry.

As outlined in the methodology the interviews with the managers were indexed allowing for a total figure for each pub regarding their use of HIHRP (See Appendix 3). Once this total figure was obtained a correlation analysis was used, the results of which are shown below in Figure 1. This shows a correlation coefficient of 0.685669 which is enough to prove some correlation between HIHRP's and employee turnover. In order to show causality, linear regression was also undertaken using the same figures. Once again the pertinent areas of the results can be seen below (the full results can be found in Appendix 4).

[Insert Figure 1 about here]

Regression analysis is presented in Figure 2 and 3. From the adjusted R square we can see that approximately 40% of employee turnover can be associated with the use of HIHRP. Admittedly this leaves 60% unaccounted for, but some of the rest of this staff turnover could be associated with "hobo syndrome" (Ghiselli, 1974) or other possible factors. In the course of this analysis some extreme cases, or outliers, were identified. The outliers in this case were pub code number 1 and number 3. Pub code number 1 had a fairly high use of HIHRPs but had the highest employee turnover and pub code number 3 was associated with relatively low levels of HIHRPs but with the lowest turnover.

[Insert Figure 2 and 3 about here]

Therefore further research, or extreme case analysis (Caracelli and Green, 1993), was undertaken in order to find out the reasons behind these seemingly strange results. We shall now look at these two extreme cases individually.

4.1. Pub Code 1

This pub had a fairly high score of HIHRP and yet also had the highest employee turnover. The score for employee satisfaction at this pub was at 6.17 which is fairly close to the average (mean) score of 6.25 (Appendix 4). This therefore warranted further investigation. As the issue with this pub was high employee turnover, it proved somewhat difficult, because of resource constraints and anonymity issues, to track down employees that had left. The best solution was a second short interview with the manager. The main themes here seem to relate the high turnover figure to a “fracas” at that pub earlier in the year, a fracas which caused them to lose a number of their staff at the same time, thereby driving their average employee turnover figure up. This could account for their high employee turnover figure, even though they generally have a fairly good employee satisfaction level.

4.2. Pub Code 3

This pub was at the opposite end of the spectrum when it came to anomalies, in that it showed low usage of HIHRP but also had very low employee turnover. Surprised by the results on employee turnover, the figure was rechecked with the manager of the pub in question, as well as with staff members. The figure was correct. In the case of this particular pub, the data from the questionnaires seem to back up the theory that few HIHRPs are being used and that the general level of employee satisfaction is low with an average (mean) figure of 3.25 as opposed to an average (mean) employee satisfaction of 6.25 out of 10 (Appendix 5). The qualitative questionnaire analysis also seemed to back this up with one respondent, when asked what would increase job satisfaction, writing:

“Praise when earned. Bad attitude from management always telling us ‘ you know where the door is ’ each time you disagree with what’s going on, constantly put down, never rewarded with anything not even a drink at xmas. Very rude and disrespectful.” Given all this, why was staff turnover so low?

This led to the need for follow up research which was summarily undertaken. A number of short interviews with staff were conducted with some interesting results. Most of the reasons given for employees continuing to work centred on lack of alternative job opportunities and the need for regular employment to pay their bills. One such case was that of respondent 321 who said:

“I’ve got a wedding coming up and I’ve just bought a house, so I’ve also got a mortgage to pay. I stay here because at the moment I’ve got a job which pays my bills and with all these upcoming expenses I can’t really afford to be unemployed or go out searching for another job. I did have a bit of a look around for other jobs but there really aren’t that many going around here so I’m staying at least for now.”

This appeared to be a trend with all the respondents mentioning a weak job market as one of the reasons they were staying. The other overarching themes seemed to be the need to pay off debts and expenses, with 3/5 respondents reporting debts and expenses as a motivator for staying. Another possible reason for the employees not moving could be connected with the area in which the pub was situated. However, relating employee turnover to socio-economic status is somewhat outside the scope of this study.

It can be seen from these two cases that even though certain practices may help reduce turnover in general, other events or individual situations may trigger bigger impacts on the levels of employee turnover than the day to day management of the pub. By their nature, pubs are more volatile environments than those in which most managers and staff work. From this analysis, it has been proven that at

least a percentage of employee turnover can be related to HIHRPs and it is therefore appropriate to look into the second hypothesis. In order to gain some insight into whether any particular practices are likely to have a larger impact on employee turnover, an initial analysis of the questionnaires was undertaken and then triangulated with qualitative data in order to give a fuller picture of the issue. The first issue to look at is that of the employee preferences for individual practices, which were measured on a Likert scale in order to rank each item by whether the employees felt they would benefit from each of them. Each item was assigned a code with 1 as strongly agree; up to 5 for strongly disagree. When we added up the results, the item with the lowest score was therefore the most popular (see Figure 4).

[Insert Figure 4 about here]

From this analysis, we can see that the HIHRP which employees overall believed would be most beneficial to them was the ‘Bonuses from positive responses on customer surveys’, closely followed by ‘In-house training’. The data was then split down into genders as this was thought to provide another interesting angle from which to analyse the results. There appeared to be a fairly strong gender divide with the males tending to prefer general benefits and the female respondents preferring financial benefits. Even so, the benefit that females believe is most beneficial is the non financial benefit of showing initiative. However both male and female respondents put bonuses from customers in the top three benefits for them. When showed visually (Figure 5) however, we see that there is little difference between the results of each of the individual practices. With such similar scores, we must be cautious, on the basis of the answers to this question, in concluding that any one practice has a more significant, positive impact than another.

[Insert Figure 5 about here]

The full analysis of these results can be seen in Appendix 6. Employees were also asked to rank which of the HIHRP would be most beneficial on a scale of 1-10 (with 1 as the most beneficial and 10 as least (Figure 6): the full results of this analysis can be found in Appendix 7). Using the modal average from each item (Figure 6), we can see that the most highly ranked benefits related to pay and compensation. Paid breaks, bonuses at Christmas and bonuses from good customer responses, all registered equally high scores of 1. For both genders Bonuses from good customer surveys and bonuses at Christmas were the highest. This appears to link in to the responses from the previous question where, although the differences were small, 'bonuses from good customer responses' came out highest. The mode was used so as to avoid outliers influencing the results.

[Insert Figure 6 about here]

When we triangulate this with the responses from the qualitative sections of the questionnaires, one third (7 out of 21 qualitative responses) of all respondents, when asked "what could be done to improve their current job satisfaction?" included increased pay in their answers. The other themes from this qualitative analysis of questionnaire responses were 'reduced or more flexible working hours' (2/21 mentioned this), 'appreciation' (3/21) 'team meetings' (2/21) and 'support from management' (2/21). Clearly pay seems to be the most important aspect for employees in this industry. From this part of the analysis it appears that there is a possibility that implementing bonuses, particularly for positive responses to customer surveys, may be the most effective practice for increasing staff satisfaction level and thereby reducing employee turnover. However, one problem with implementing increased pay is that it can be very costly to the company. Therefore, during the interviews with the managers of each pub, the final question was open ended and asked the managers' experienced opinion on anything in particular that could decrease employee turnover. We will now look at these responses in turn.

Pub Code 1: In this interview, the manager's main point was that, whenever a new manager came into a pub, there was a great deal of disruption and high staff turnover. It was his view that there was a correlation between a stable management situation and low staff turnover. According to this manager, low management turnover results in low employee turnover.

Pub Code 2 and 14: Both of these managers mentioned accommodation for employees as something they believed would help to reduce turnover. The manager of Pub Code 2 used to have accommodation assigned to his establishment. However, it was withdrawn and he felt it had been a big loss. The manager of 14 related in house accommodation to the young age levels of his staff. He felt they would be more inclined to stay if they could live in.

Pub Code 3: The manager of Pub Code 3 mentioned increasing appreciation for levels of hard work as a way she thought employee turnover could be reduced. This seems to link to the qualitative questionnaire analysis where appreciation was one of the main themes. It is also useful to note that none of the requests for greater appreciation were from the Pub Code 3 questionnaires.

Pub Code 6: The manager of this establishment mentioned three major causes of high staff turnover. The first of these was the long hours and low pay, which agrees with the both the previous quantitative and qualitative data. She suggested increased pay as a reducer of staff turnover. The second of these related to the management (as in Pub Code 1) but specifically that management needed to work as hard as employees in order to reduce staff turnover. This could be equated with a reduction of status differences. The final theme was that she didn't believe that anything in particular could be done to reduce turnover. She referred to it as "*the nature of the beast*", that it would always be seen by employees as a "*stop gap*" and "not really a job that you could make a career out of".

Pub code 13: The manager here brought up some of the same themes as seen by Pub Code 6, in particular relating to the job being seen as "*stop gap*" and one from which you couldn't make a career. However this manager offered a suggestion to reduce turnover relating to "*more opportunities for promotion from within*" in order to make working in a pub a viable career option.

Pub Code 8: The manager of this pub related decreasing employee turnover to “*treating employees as equals*”. This could be logically linked to HIHRP of reduction of status differences.

Pub Code 9: The manager of this pub thought that the best way to reduce employee turnover was for there to be “*more fun days out...as a team, without work being involved*”.

The questionnaire analysis highlights that, for employees, the best way to increase their satisfaction level is to give bonuses for positive customer surveys. When we triangulate this with the qualitative questionnaire data and the interview with the manager of pub code 6, it seems that pay is the biggest issue for employees. We can then postulate that the most effective individual compensation practice to reduce employee turnover would be to give employees bonuses for positive customer surveys. From the qualitative interviews with managers a range of HIHRP were mentioned, particularly reduction of status differences which was mentioned in two of the interviews. The other major themes were accommodation (which hadn't previously been included in HIHRP but which could now be seen as an avenue for further study) and a paradigm shift from employees seeing the job as a “*stop gap*” to considering it as a viable career option.

5. Discussion

The pub industry is atypical. It attracts casual labour and does not offer a clear career path; on the contrary, it attracts people who are looking for some level of itinerancy in their lives. These factors could all help to account for the relatively high levels of employee turnover. It is now necessary to look back over the literature and see how the results of this particular study either agree or disagree with the previous findings. The main result of the analysis of the first hypothesis was that about 40% of employee turnover could possibly be affected by HIHRPs. This seems to agree with the literature (Batt, 2002; Huselid, 1995; Arthur, 1994; Eaglen et al, 2000; Hughes and Rog, 2008; Lashley and Best, 2002; Lashley and Ashness, 1995). In testing the second hypothesis, employee satisfaction was used

an indicator of lower employee turnover. The link between job satisfaction and employee turnover has been fairly well researched (Cotton and Tuttle, 1986; Lashley and Ashness, 1995) and so the use of this criteria was deemed justifiable.

One of the main anomalies Identified in this research was the cases of Pub Code 1 and Pub Code 3. In one case, both job satisfaction and staff turnover were high; in the other, both job satisfaction and staff turnover were low. Before exploring these two anomalous cases, we need to keep in mind Ghiselli's (1974) Hobo Syndrome. Hobo Syndrome states that, although employee satisfaction can be seen as high, some employees will leave anyway regardless of their current satisfaction level. The case of Pub Code 1 seems to agree on some level with this hobo syndrome. The employee satisfaction was relatively high and yet so was their employee turnover. However, further investigation did identify a number of factors contributing to their staff turnover and so the extent of the impact of hobo syndrome is still unclear. In the case of Pub Code 3 the employee satisfaction was low and yet there was very low employee turnover. This could be related to psychological factors as outlined by Mobley (1974). According to Mobley (1974), depending on the levels of cost and utility of a job search, the employee may re-evaluate their current job and therefore decide against leaving. This seems to be in line with the extreme case analysis where a weak job market and costs of unemployment were shown to be the main reasons why employees stayed.

The main finding of this study is that pay and compensation seems to be the most sought after factor by employees and that this may help to increase employee satisfaction the most. When mining down further the individual practice that was most desired and ranked best in both the Likert scales and the rankings was that of bonuses from customer surveys. This idea that increasing pay can help to decrease turnover in the pub industry can be seen in the study by Lashley and Ashness (1995). This study saw an overhaul of an establishment by introducing a host of HIHRPs and witnessing their effects on staff turnover. What is especially of note is that during their study most of the HIHRP's were backed up with increased financial compensation. They did find an overall reduction in employee turnover but, as they were looking at the system as a whole, the impact of the increased financial compensation alone was not investigated.

Another result of note came from the questionnaire Likert scales showing which practices employee saw as most beneficial to them. In this particular case, in house training came up as the second most favourable option. Although, as mentioned previously, the results are of questionable reliability due to the lack of variability in the score of the practices, it is noteworthy that the study undertaken by Eaglen et al (2000) found that increased training of staff did lead to lower quit rates as well as higher employee satisfaction. Lashley and Best (2002) also found similar results when looking at induction and training policies. The results of this study do seem to agree with both Eaglen et al (2002) and Lashley and Best (2002), although the relationship found in this study is not as clear cut. There was little triangulation with qualitative data on this particular practice and so the overall importance of the results of this practice on employee turnover (within this study) should be seen in this context.

Finally, reduction of status differences was a theme that was shown by two of the qualitative interviews with managers (Pub code 6 and Pub Code 8). Pfeffer (1998) gives examples of the impact that reducing status differences could have on organisational performance and specifically in terms of increasing unity within a businesses. The results of this study seem to link in with those of Pfeffer (1998) in relation to the experience-based opinions of managers that employee turnover could be reduced through a reduction of status differences.

5.1. Implications of research

The findings of this study are that the individual practice that is likely to increase job satisfaction most, which should theoretically lead to reduced turnover, is that of bonuses from customer surveys. However there are a number of issues regarding the implementation of this. The first of these is the cost. Obviously the cost to each establishment would hinge on a number of factor such as how much of a bonus to give and how often. The secondary cost element is that of implementing a system for the customers to give their feedback. It is true that most of the establishments questioned in their surveys already had such a system in place through means such

as online questionnaires. However, if an establishment were not to have this system in place, the cost of setting one up would need to be taken into account.

Furthermore, it is common in the pub industry to receive tips from customers for good service so, in practice, it could be argued such a system is already in place. However there may well be a significant difference between the employee appreciating the tips from a customer and the employee receiving money from the company. It could be seen that by instituting bonuses from the company, the gratitude that would have been felt towards the customer might instead be felt towards the company, thereby helping to create a positive commitment towards the company that could reduce the likelihood of leaving. The second implication for managers was that in house training could be a possible practice to decrease staff turnover. This could be of benefit to manager, as in-house training is fairly inexpensive and effectively only costs time. However the actual impact of this practice on employee turnover hasn't been proved by this study.

Finally, an interesting practice which was not tested but which instead came up in the qualitative interviews was that of the provision of accommodation for staff. From the experiences of a number of managers, this could help to reduce employee turnover. The problems with this particular practice would of course be the possibly prohibitive cost associated with providing accommodation. Furthermore it has not been proven to have any actual link within this study to reduced turnover as it was outside of the selected criteria; however it could be seen as a good practice to investigate in a further study.

6. Conclusions

The aim of this study was to link HIHRP's to employee turnover in an industry which suffers greatly from exceptionally high levels of employees leaving the organisations. This was done through two means. The first hypothesis looked at whether there was a link in general, whilst the second hypothesis looked deeper and tried to identify which practices had the greatest positive effect on reduction of

employee turnover. The primary research took on a mixed method approach with interviews of managers and questionnaires given out to their staff.

The analysis of the first hypothesis seemed to agree with the literature, showing that indeed there was a causal link between the use of HIHRPs and employee turnover. Where anomalies were found further primary research was undertaken in order to help find the causes of the anomalies. The testing of the second hypothesis took a mixed method approach in order to allow for more in-depth data to be extracted. The main findings are that increased compensation, especially when related to customer approval, was the HIHRP most desired by employees of either gender, and endorsed by managers' own experience. A reduction of status differences between staff / management and improved training opportunities could also lead to reduced turnover.

The overall impression is of an industry that generally offers low pay, inadequate training opportunities and no clear career path. As such, it attracts those who are looking for relatively 'casual' employment, amongst whom are many who are currently engaged in an itinerant lifestyle. It seems reasonable to conclude on the basis of this research that HIHRP could make some contribution to a reduction in staff turnover by addressing remuneration levels and tying them more directly to performance, by offering more comprehensive training opportunities and by setting out a clear career path for those who wish to stay in the industry.

There are a number of significant limitations to this research, generally associated with resource and time constraints. The study's sample only included establishments that were part of a chain, although this has been justified (see methodology); it could be an interesting avenue for further study to look into the differences in HIHRP in freehold as well as chain pubs. Finally, one possible area for further study could be to include the socio-economic status of the pubs as a factor which could influence staff turnover. It would however answer a slightly different research question but the results could add value to the body of research into this industry. Another interesting area to look at would be to see whether accommodation has an impact on employee turnover, as this was a factor which was discovered in the qualitative interviews with managers.

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| <i>HIHRP</i> | | |
|-----------------|------------|-----------------|
| Figure 1 | <i>No.</i> | <i>Turnover</i> |
| HIHRP | | |
| No. | 1 | |
| Turnover | 0.685669 | 1 |

| <i>Regression Statistics</i> | |
|------------------------------|----------|
| Multiple R | 0.685669 |
| R Square | 0.470141 |
| Adjusted R Square | 0.403909 |
| Standard Error | 11.63069 |
| Observations | 10 |

Figure 3

Figure 2

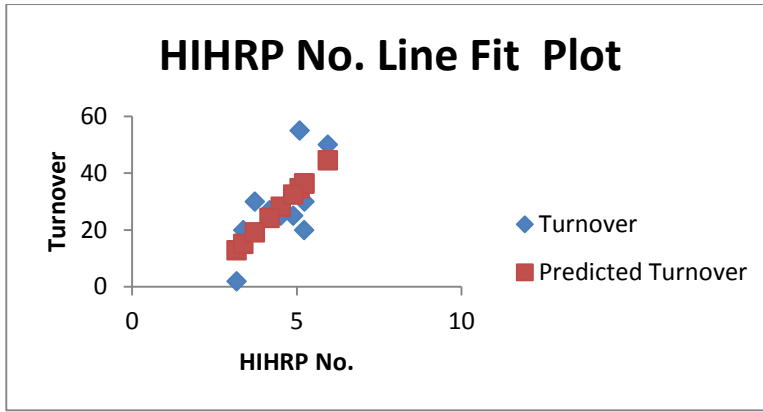




Figure 4

| | | Male | Female |
|---------------|-------------------|------|--------|
| Q5 FIN | | | |
| BEN | Paid Breaks | 87 | 67 |
| | Bonus Xmas | 82 | 62 |
| | Bonus ex Cust. | 80 | 61 |
| | Bonus High | | |
| | Takes | 84 | 64 |
| | Free Drinks | 101 | 76 |
| | Reduced Price Fd | 84 | 63 |
| Q6 GEN | | | |
| BEN | Initiative | 88 | 60 |
| | Info about Pub | 89 | 68 |
| | In-House Training | 81 | 65 |
| | Regulat Team | | |
| | meets | 84 | 69 |
| | Staff Nights out | 95 | 71 |
| | Reduced Price Fd | 91 | 72 |
| | Training Courses | 84 | 67 |

 = 1st Choice

 = 2nd Choice


 = 3rd Choice

Figure 5

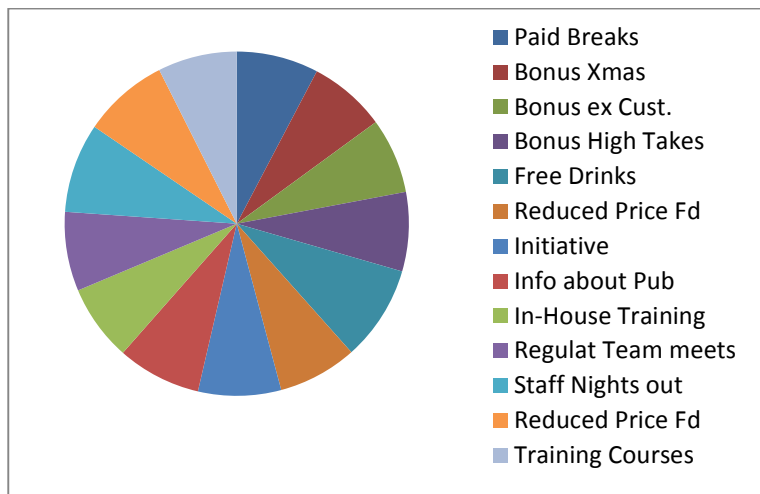


Figure 6

| HIHRP | Mode | Male | Female |
|-----------------------------|------|------|--------|
| Initiative | 6 | 5 | 6 |
| Paid Breaks | 1 | 10 | 1 |
| Bonus Xmas | 1 | 2 | 1 |
| Bonus From customer surveys | 1 | 1 | 1 |
| Free drinks | 9 | 4 | 9 |
| Info About pub | 5 | 5 | 5 |
| Reduced Price food Vouchers | 5 | 4 | 5 |
| Regular Team Meetings | 5 | 10 | 2 |
| Staff Nights out | 5 | 9 | 5 |
| Training Courses | 7 | 7 | 5 |

Appendix 1: Interview Outline for Managers

Interviewer: What is the annual employee turnover figure for your pub?

Manager:

Interviewer: Describe how you interact with employees on a day to day basis?

Manager:

Interviewer: Do you inform your employees how well the pub is doing financially on an ongoing basis?

Manager:

Interviewer: Is there any formal/ informal training of staff?

Manager:

Interviewer: Would you say there is good team spirit in your pub?

Manager:

Interviewer: Are there any particular criteria you use when hiring new staff?

Manager:

Interviewer: Do you interact with your staff in a friendly manner as well as a managerial one?

Manager:

Interviewer: In terms of pay structure does your pub give bonuses or other rewards?

Manager:

Interviewer: Are employees allowed to work independently and make their own decisions about how things are done?

Manager:

Interviewer: What do you think could be implemented to help reduce employee turnover?

Manager:

Appendix 2: Questionnaire for Employees

This questionnaire forms part of a study into the value of various human resource measures in the pub industry. All the information provided by respondents will be treated in the strictest confidence and the identity of respondents will not be recorded or revealed to anyone.

Questionnaire

Please Tick as appropriate

Q1: Age

- 18-25
- 56-65
- 26-35
- Over 65
- 36-45
- 46-55

Q2: Sex:

- Male
- Female
- Prefer not to say

Q3: Where you work, which of the following financial benefits are on offer and how frequently? *(Please tick one box on each row)*

| | Frequently | Rarely | Never |
|---|--------------------------|--------------------------|--------------------------|
| Being paid for breaks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bonuses at Christmas | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bonuses for favourable comments in customer surveys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bonuses for high takings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Free drinks after work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reduced price food vouchers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q4: Which of these non-financial benefits are on offer and how frequently?

(Please tick one box on each row)

| | Frequently | Rarely | Never |
|-------------------------------------|--------------------------|--------------------------|--------------------------|
| Allowed to show initiative | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Information about pub's performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| In-house Training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Regular Team meetings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff nights out | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training Courses | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other benefits: If "other benefits" please specify here:

.....

.....

.....

.....

.....

.....

.....

Q5. Whether your employer offers these financial benefits or not, do you agree or disagree that the following are or would be beneficial to you? (Please tick one box on each row)

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
|---|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|
| Being paid for breaks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bonuses at Christmas | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bonuses for favourable comments in customer surveys | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bonuses for high takings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Free drinks after work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reduced price food vouchers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q6. Whether your employer offers these non-financial benefits or not, do you agree or disagree that the following are or would be beneficial to you? (Please tick one box on each row)

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
|-------------------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|
| Allowed to show initiative | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Information about pub's performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| In-house Training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Regular Team meetings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff nights out | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reduced price food vouchers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training Courses | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q7. Now please rank the benefits 1 to 10, where 10 is the least desirable and 1 is the most desirable.

| <i>Please Rank 1 to 10 for desirability</i> | <i>10 = least 1 = most</i> |
|--|--------------------------------|
| Allowed to show initiative | |
| Being paid for breaks | |
| Bonuses at Christmas | |
| Bonuses for favourable comments in customer surveys/high takings | |
| Free drinks after work | |
| Information about pub's performance | |
| Reduced price food vouchers | |
| Regular Team meetings | |
| Staff nights out | |
| Training (internal and external) | |

Q8: On a scale of 1-10 (where '10' is "totally satisfied" and 1 is "not at all satisfied", how satisfied are you with your working life at this pub?

- | | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q9: Have you worked in the pub industry before?

- Yes (Go to Q 10)
- No (Go to Q11)

Q10: Do you enjoy working in this pub more than your previous pub?

- Yes
- No

Please give reasons for your answer:

.....

.....

.....

.....

.....

Q11. Is there anything in particular that you feel would increase your current job satisfaction level at this pub? (Please specify):

.....

.....

.....

.....

Thank you for your time

Appendix 3: Index of HIHRP

| Pub Code | HIHRP No. | Turnover | Emp | Diss info | Training | Teamwork | Sel Rec | Redu Stat | Comp | Job D | Total |
|----------|-----------|----------|-----|-----------|----------|----------|---------|-----------|------|-------|-------|
| 1 | 5.08 | 55 | 1 | 0.5 | 1 | 0.66 | 0.32 | 0.2 | 0.4 | 1 | 5.08 |
| 2 | 5.94 | 50 | 0.6 | 1 | 1 | 1 | 0.48 | 0.8 | 0.4 | 0.66 | 5.94 |
| 3 | 3.17 | 2 | 0.2 | 0.7 | 0.85 | 0.33 | 0.16 | 0 | 0.6 | 0.33 | 3.17 |
| 5 | 4.51 | 25 | 0.2 | 1 | 1 | 0.66 | 0.32 | 0.6 | 0.4 | 0.33 | 4.51 |
| 6 | 5.23 | 30 | 0.4 | 1 | 1 | 0.66 | 0.64 | 0.8 | 0.4 | 0.33 | 5.23 |
| 8 | 3.37 | 20 | 0 | 0.7 | 1 | 0.66 | 0.48 | 0.2 | 0 | 0.33 | 3.37 |
| 9 | 5.22 | 20 | 0.4 | 1 | 1 | 0.66 | 0.16 | 0.6 | 0.4 | 1 | 5.22 |
| 12 | 4.17 | 27 | 0.2 | 0.85 | 0.5 | 0.66 | 0.16 | 0.4 | 0.4 | 1 | 4.17 |
| 14 | 4.89 | 25 | 0.4 | 0.85 | 1 | 0.66 | 0.32 | 0.6 | 0.4 | 0.66 | 4.89 |
| 13 | 3.72 | 30 | 0.2 | 0.7 | 1 | 0.33 | 0.16 | 0.4 | 0.6 | 0.33 | 3.72 |

| | | | | 1 | 2 | 3 | 5 | 6 | 8 | 9 | 12 | 14 | 13 |
|------------------------------|--|------|------|------|------|------|------|------|------|------|------|------|----|
| Empowerment: | | | | | | | | | | | | | |
| 0.2 | Running shifts training new team members | 0.2 | 0 | 0 | 0 | 0 | 0 | 0 | 0.2 | 0.2 | 0 | 0 | |
| | Refunds | 0.2 | 0.2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.2 | |
| | Ideas | 0.2 | 0.2 | 0 | 0.2 | 0.2 | 0 | 0 | 0.2 | 0 | 0 | 0 | |
| | Delegation of duties | 0.2 | 0.2 | 0 | 0 | 0.2 | 0 | 0 | 0 | 0 | 0.2 | 0 | |
| Total | | 1 | 0.6 | 0.2 | 0.2 | 0.4 | 0 | 0 | 0.4 | 0.2 | 0.4 | 0.2 | |
| <i>TM:</i> | | | | | | | | | | | | | |
| Weekly 0.5 | | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0 | |
| Monthly 0.35 | | 0.35 | 0 | 0.35 | 0 | 0 | 0.35 | 0 | 0 | 0 | 0 | 0.35 | |
| Yearly 0.15 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| <i>Financial info</i> | | | | | | | | | | | | | |
| Daily 0.5 | | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0 | 0.5 | 0 | 0 | 0 | |
| Weekly 0.35 | | 0 | 0 | 0.35 | 0 | 0 | 0.35 | 0 | 0.35 | 0.35 | 0.35 | 0.35 | |
| Monthly 0.15 | | 0.15 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total | | 0.5 | 1 | 0.7 | 1 | 1 | 0.7 | 1 | 1 | 0.85 | 0.85 | 0.7 | |
| <i>Informal:</i> | | | | | | | | | | | | | |
| Daily 0.5 | | 0.5 | 0.5 | 0 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | |
| Weekly 0.35 | | 0 | 0 | 0.35 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Monthly 0.15 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| <i>Formal:</i> | | | | | | | | | | | | | |
| Weekly 0.5 | | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | | 0.5 | 0.5 | |
| Monthly 0.35 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Yearly 0.15 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total | | 1 | 1 | 0.85 | 1 | 1 | 1 | 1 | 1 | 0.5 | 1 | 1 | |
| Teamwork | | | | | | | | | | | | | |
| Very Good 1 | | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Good 0.66 | | 0.66 | 0 | 0 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | |
| Average 0.33 | | 0 | 0 | 0.33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.33 | |
| Bad 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Very Bad 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total | | 0.66 | 1 | 0.33 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.33 | |
| Selective Recruitment | | | | | | | | | | | | | |
| Personality | | 0.16 | 0.16 | 0.16 | 0 | 0.16 | 0.16 | 0.16 | 0 | 0 | 0.16 | 0 | |
| Experience | | 0 | 0.16 | 0 | 0.16 | 0.16 | 0.16 | 0.16 | 0 | 0 | 0 | 0.16 | |
| Availability | | 0 | 0 | 0 | 0.16 | 0 | 0 | 0 | 0 | 0.16 | 0 | 0 | |

| | | | | | | | | | | | |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Presentation | 0.16 | 0.16 | 0 | 0 | 0.16 | 0.16 | 0 | 0 | 0 | 0 |
| | Gut Feeling | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.16 | 0 |
| | Trialling | 0 | 0 | 0 | 0 | 0.16 | 0 | 0.16 | 0 | 0 | 0 |
| Total | | 0.32 | 0.48 | 0.16 | 0.32 | 0.64 | 0.48 | 0.16 | 0.16 | 0.32 | 0.16 |
| Reduction of status differences | Personal interaction | 0.2 | 0.2 | 0 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |
| | Socials/ Nights out | 0 | 0.2 | 0 | 0 | 0.2 | 0 | 0 | 0 | 0.2 | 0 |
| | Team Events | 0 | 0.2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Drinks after work | 0 | 0.2 | 0 | 0.2 | 0.2 | 0 | 0.2 | 0 | 0.2 | 0 |
| | General joking and interaction | 0 | 0 | 0 | 0.2 | 0.2 | 0 | 0.2 | 0.2 | 0 | 0.2 |
| Total | | 0.2 | 0.8 | 0 | 0.6 | 0.8 | 0.2 | 0.6 | 0.4 | 0.6 | 0.4 |
| Compensation | Food vouchers for staff | 0.2 | 0 | 0 | 0 | 0.2 | 0 | 0 | 0.2 | 0 | 0.2 |
| | Food vouchers for staff friends and family | 0.2 | 0 | 0 | 0 | 0.2 | 0 | 0 | 0 | 0 | 0 |
| | Bonuses for guest surveys | 0 | 0.2 | 0.2 | 0.2 | 0 | 0 | 0.2 | 0 | 0 | 0.2 |
| | Bonuses for up selling | 0 | 0.2 | 0.2 | 0.2 | 0 | 0 | 0.2 | 0 | 0.2 | 0 |
| | Bonuses at Christmas | 0 | 0 | 0.2 | 0 | 0 | 0 | 0 | 0.2 | 0.2 | 0.2 |
| Total | | 0.4 | 0.4 | 0.6 | 0.4 | 0.4 | 0 | 0.4 | 0.4 | 0.4 | 0.6 |
| Job Design | No Autonomy 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Some autonomy but guidelines 0.33 | 0 | 0 | 0.33 | 0.33 | 0.33 | 0.33 | 0 | 0 | 0 | 0.33 |
| | Lots of Autonomy 0.66 | 0 | 0.66 | 0 | 0 | 0 | 0 | 0 | 0 | 0.66 | 0 |
| | Left in charge 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 |
| Total | | 1 | 0.66 | 0.33 | 0.33 | 0.33 | 0.33 | 1 | 1 | 0.66 | 0.33 |
| Total | Total | 5.08 | 5.94 | 3.17 | 4.51 | 5.23 | 3.37 | 5.22 | 4.17 | 4.89 | 3.72 |

Appendix 4: Regression Analysis of HIHRPS and Employee Turnover

SUMMARY OUTPUT

| <i>Regression Statistics</i> | |
|------------------------------|----------|
| Multiple R | 0.685669 |
| R Square | 0.470141 |
| Adjusted R Square | 0.403909 |
| Standard Error | 11.63069 |
| Observations | 10 |

ANOVA

| | <i>df</i> | <i>SS</i> | <i>MS</i> | <i>F</i> | <i>Significance F</i> |
|------------|-----------|-----------|-----------|----------|-----------------------|
| Regression | 1 | 960.2166 | 960.2166 | 7.098366 | 0.028615 |
| Residual | 8 | 1082.183 | 135.2729 | | |
| Total | 9 | 2042.4 | | | |

| | <i>Coefficients</i> | <i>Standard Error</i> | <i>t Stat</i> | <i>P-value</i> | <i>Lower 95%</i> | <i>Upper 95%</i> | <i>Lower 95.0%</i> | <i>Upper 95.0%</i> |
|-----------|---------------------|-----------------------|---------------|----------------|------------------|------------------|--------------------|--------------------|
| Intercept | -23.3154 | 19.75605 | -1.18016 | 0.271834 | -68.8729 | 22.24215 | -68.8729 | 22.24215 |
| HIHRP No. | 11.4162 | 4.284917 | 2.664276 | 0.028615 | 1.535164 | 21.29724 | 1.535164 | 21.29724 |

RESIDUAL OUTPUT

| <i>Observation</i> | <i>Predicted Turnover</i> | <i>Residuals</i> |
|--------------------|---------------------------|------------------|
| 1 | 34.67891 | 20.32109 |
| 2 | 44.49684 | 5.503157 |
| 3 | 12.87397 | -10.874 |
| 4 | 28.17168 | -3.17168 |
| 5 | 36.39134 | -6.39134 |
| 6 | 15.15721 | 4.842793 |
| 7 | 36.27718 | -16.2772 |
| 8 | 24.29017 | 2.709832 |
| 9 | 32.50983 | -7.50983 |
| 10 | 19.15288 | 10.84712 |

Appendix 5: Summary Statistics of Employee Satisfaction

| <i>Pub Code 1 Employee Satisfaction</i> | | <i>Pub Code 3 Employee Satisfaction</i> | |
|---|----------|---|----------|
| Mean | 6.166667 | Mean | 3.25 |
| Standard Error | 0.600925 | Standard Error | 0.773443 |
| Median | 6.5 | Median | 3 |
| Mode | 7 | Mode | 3 |
| Standard Deviation | 1.47196 | Standard Deviation | 2.187628 |
| Sample Variance | 2.166667 | Sample Variance | 4.785714 |
| Kurtosis | -0.85917 | Kurtosis | 3.492983 |
| Skewness | -0.41807 | Skewness | 1.541914 |
| Range | 4 | Range | 7 |
| Minimum | 4 | Minimum | 1 |
| Maximum | 8 | Maximum | 8 |
| Sum | 37 | Sum | 26 |
| Count | 6 | Count | 8 |

| <i>Average Employee Satisfaction</i> | |
|--------------------------------------|----------|
| Mean | 6.25 |
| Standard Error | 0.319547 |
| Median | 7 |
| Mode | 8 |
| Standard Deviation | 2.391272 |
| Sample Variance | 5.718182 |
| Kurtosis | -0.67242 |
| Skewness | -0.49745 |
| Range | 9 |
| Minimum | 1 |
| Maximum | 10 |
| Sum | 350 |
| Count | 56 |

Appendix 6: Summary Statistics Questionnaire Questions 5 and 6

| <i>Paid Breaks</i> | | <i>Bonus Xmas</i> | | <i>Bonus ex Cust.</i> | | <i>Bonus High Takes</i> | | <i>Free Drinks</i> | | <i>Staff Nights out</i> | |
|-------------------------|------|--------------------|------|-----------------------|------|--------------------------|------|---------------------------|------|-------------------------|------|
| Mean | 1.55 | Mean | 1.46 | Mean | 1.42 | Mean | 1.5 | Mean | 1.80 | Mean | 1.69 |
| Standard Error | 3571 | Standard Error | 4286 | Standard Error | 8571 | Standard Error | 0.11 | Standard Error | 3571 | Standard Error | 6429 |
| | 0.12 | | 0.11 | | 0.10 | | 0.11 | | 0.14 | | 0.11 |
| | 1995 | | 3859 | | 4624 | | 3961 | | 2837 | | 9304 |
| Median | 1 | Median | 1 | Median | 1 | Median | 1 | Median | 1 | Median | 1 |
| Mode | 1 | Mode | 1 | Mode | 1 | Mode | 1 | Mode | 1 | Mode | 1 |
| Standard Deviation | 0.91 | Standard Deviation | 0.85 | Standard Deviation | 0.78 | Standard Deviation | 0.85 | Standard Deviation | 1.06 | Standard Deviation | 0.89 |
| Sample Variance | 293 | Sample Variance | 2041 | Sample Variance | 2935 | Sample Variance | 2803 | Sample Variance | 8893 | Sample Variance | 2792 |
| | 0.83 | | 0.72 | | 0.61 | | 0.72 | | 1.14 | | 0.79 |
| | 3442 | | 5974 | | 2987 | | 7273 | | 2532 | | 7078 |
| | 3.00 | | 5.39 | | 7.06 | | 4.05 | | 0.12 | | 0.21 |
| Kurtosis | 1021 | Kurtosis | 3544 | Kurtosis | 5557 | Kurtosis | 5962 | Kurtosis | 4831 | Kurtosis | 544 |
| | 1.76 | | 2.21 | | 2.36 | | 1.91 | | 1.05 | | 0.96 |
| Skewness | 8728 | Skewness | 8532 | Skewness | 6873 | Skewness | 5253 | Skewness | 6896 | Skewness | 6885 |
| Range | 4 | Range | 4 | Range | 4 | Range | 4 | Range | 4 | Range | 3 |
| Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 |
| Maximum | 5 | Maximum | 5 | Maximum | 5 | Maximum | 5 | Maximum | 5 | Maximum | 4 |
| Sum | 87 | Sum | 82 | Sum | 80 | Sum | 84 | Sum | 101 | Sum | 95 |
| Count | 56 | Count | 56 | Count | 56 | Count | 56 | Count | 56 | Count | 56 |
| <i>Reduced Price Fd</i> | | <i>Initiative</i> | | <i>Info about Pub</i> | | <i>In-House Training</i> | | <i>Regulat Team meets</i> | | <i>Reduced Price Fd</i> | |
| Mean | 1.5 | Mean | 1.57 | Mean | 1.58 | Mean | 1.44 | Mean | 1.5 | Mean | 1.62 |
| Standard Error | 0.10 | Standard Error | 1429 | Standard Error | 9286 | Standard Error | 6429 | Standard Error | 0.09 | Standard Error | 5 |
| | 5066 | | 0.19 | | 0.09 | | 0.08 | | 0.09 | | 0.11 |
| | | | 2146 | | 7956 | | 7977 | | 1878 | | 8328 |
| Median | 1 | Median | 1 | Median | 1 | Median | 1 | Median | 1 | Median | 1 |
| Mode | 1 | Mode | 1 | Mode | 1 | Mode | 1 | Mode | 1 | Mode | 1 |
| Standard Deviation | 0.78 | Standard Deviation | 1.43 | Standard Deviation | 0.73 | Standard Deviation | 0.65 | Standard Deviation | 0.68 | Standard Deviation | 0.88 |
| Sample Variance | 6245 | Sample Variance | 7892 | Sample Variance | 3033 | Sample Variance | 8363 | Sample Variance | 7552 | Sample Variance | 5489 |
| | 0.61 | | 2.06 | | 0.53 | | 0.43 | | 0.47 | | 0.78 |
| | 8182 | | 7532 | | 7338 | | 3442 | | 2727 | | 4091 |
| | 2.21 | | 34.4 | | 0.64 | | 3.00 | | 0.13 | | 0.86 |
| Kurtosis | 5113 | Kurtosis | 3855 | Kurtosis | 907 | Kurtosis | 8647 | Kurtosis | 1 | Kurtosis | 003 |
| | 1.62 | | 5.36 | | 0.82 | | 1.59 | | 1.04 | | 1.31 |
| Skewness | 9321 | Skewness | 9547 | Skewness | 7859 | Skewness | 1736 | Skewness | 4211 | Skewness | 6266 |
| Range | 3 | Range | 10 | Range | 2 | Range | 3 | Range | 2 | Range | 3 |
| Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 |
| Maximum | 4 | Maximum | 11 | Maximum | 3 | Maximum | 4 | Maximum | 3 | Maximum | 4 |
| Sum | 84 | Sum | 88 | Sum | 89 | Sum | 81 | Sum | 84 | Sum | 91 |
| Count | 56 | Count | 56 | Count | 56 | Count | 56 | Count | 56 | Count | 56 |

Training Courses

| | |
|--------------------|----------|
| Mean | 1.5 |
| Standard Error | 0.084515 |
| Median | 1 |
| Mode | 1 |
| Standard Deviation | 0.632456 |
| Sample Variance | 0.4 |
| Kurtosis | -0.19249 |
| Skewness | 0.894382 |
| Range | 2 |
| Minimum | 1 |
| Maximum | 3 |
| Sum | 84 |
| Count | 56 |

Appendix 7: Summary Statistics Questionnaire Q7

General

| <i>Initiative</i> | <i>Paid Breaks</i> | | <i>Bonus Xmas</i> | | <i>Bonus ex Cust.</i> | | <i>Free Drinks</i> | | <i>Info about Pub</i> | | |
|--------------------|--------------------|--------------------|-------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|------|
| Mean | 4.98 | | 4.39 | | 4.08 | | 3.89 | | 5.76 | 5.05 | |
| Standard Error | 2143 | Mean | 2857 | Mean | 9286 | Mean | 2857 | Mean | 7857 | Mean | 3571 |
| | 0.36 | Standard Error | 0.40 | Standard Error | 0.37 | Standard Error | 0.36 | Standard Error | 0.40 | Standard Error | 0.34 |
| | 8827 | | 5865 | | 3885 | | 278 | | 7711 | | 3227 |
| Median | 5 | Median | 4 | Median | 3 | Median | 3 | Median | 5.5 | Median | 5 |
| Mode | 6 | Mode | 1 | Mode | 1 | Mode | 1 | Mode | 9 | Mode | 5 |
| Standard Deviation | 2.76 | Standard Deviation | 3.03 | Standard Deviation | 2.79 | Standard Deviation | 2.71 | Standard Deviation | 3.05 | Standard Deviation | 2.56 |
| Sample Variance | 0047 | Sample Variance | 7215 | Sample Variance | 79 | Sample Variance | 4798 | Sample Variance | 1027 | Sample Variance | 8478 |
| | 7.61 | Sample | 9.22 | Sample | 7.82 | Sample | 7.37 | Sample | 9.30 | Sample | 6.59 |
| | 7857 | Variance | 4675 | Variance | 8247 | Variance | 013 | Variance | 8766 | Variance | 7078 |
| | - | | - | | - | | - | | - | | - |
| Kurtosis | 0.62 | Kurtosis | 0.96 | Kurtosis | 0.84 | Kurtosis | 0.40 | Kurtosis | 1.34 | Kurtosis | 0.75 |
| | 927 | | 62 | | 159 | | 8 | | 564 | | 203 |
| | - | | - | | - | | - | | - | | - |
| Skewness | 0.19 | Skewness | 0.50 | Skewness | 0.65 | Skewness | 0.74 | Skewness | 0.12 | Skewness | 0.13 |
| | 1412 | | 2482 | | 3941 | | 4809 | | 995 | | 2061 |
| Range | 9 | Range | 9 | Range | 9 | Range | 9 | Range | 9 | Range | 9 |
| Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 |
| Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 |
| Sum | 279 | Sum | 246 | Sum | 229 | Sum | 218 | Sum | 323 | Sum | 283 |
| Count | 56 | Count | 56 | Count | 56 | Count | 56 | Count | 56 | Count | 56 |

| <i>Reduced Price Fd</i> | <i>Reg Team Meets</i> | | <i>Staff Nights out</i> | | <i>Training Courses</i> | | | | |
|-------------------------|-----------------------|--------------------|-------------------------|--------------------|-------------------------|--------------------|--------|--------------------|--------|
| Mean | 5.0714 | | 5.1607 | | | 5.4642 | | | |
| Standard Error | 29 | Mean | 14 | Mean | 5.25 | Mean | 86 | Mean | 6.25 |
| | 0.3735 | Standard Error | 0.3921 | Standard Error | 0.3941 | Standard Error | 0.3988 | Standard Error | 0.3195 |
| | 21 | | 11 | | 54 | | 33 | | 47 |
| Median | 5 | Median | 5 | Median | 5 | Median | 5 | Median | 7 |
| Mode | 5 | Mode | 5 | Mode | 5 | Mode | 7 | Mode | 8 |
| Standard Deviation | 2.7951 | Standard Deviation | 2.9342 | Standard Deviation | 2.9495 | Standard Deviation | 2.9845 | Standard Deviation | 2.3912 |
| Sample Variance | 72 | Sample Variance | 91 | Sample Variance | 76 | Sample Variance | 92 | Sample Variance | 72 |
| | 7.8129 | Sample | 8.6100 | Sample | 8.7 | Sample | 8.9077 | Sample | 5.7181 |
| | 87 | Variance | 65 | Variance | 8.7 | Variance | 92 | Variance | 82 |
| | - | | - | | - | | - | | - |
| Kurtosis | 0.8873 | Kurtosis | 1.1060 | Kurtosis | 1.2627 | Kurtosis | 1.1425 | Kurtosis | 0.6724 |
| | 3 | | 4 | | 7 | | 2 | | 2 |
| | - | | - | | - | | - | | - |
| Skewness | 0.1415 | Skewness | 0.2705 | Skewness | 0.0589 | Skewness | 0.0155 | Skewness | 0.4974 |
| | 08 | | 65 | | 99 | | 5 | | 5 |
| Range | 9 | Range | 9 | Range | 9 | Range | 9 | Range | 9 |
| Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 |
| Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 |
| Sum | 284 | Sum | 289 | Sum | 294 | Sum | 306 | Sum | 350 |
| Count | 56 | Count | 56 | Count | 56 | Count | 56 | Count | 56 |

Male

| <i>Initiative</i> | <i>Paid Breaks</i> | <i>Bonus Xmas</i> | <i>Bonus ex Cust.</i> | <i>Free Drinks</i> | <i>Info about Pub</i> |
|--------------------|--------------------|-------------------|-----------------------|--------------------|-----------------------|
| Mean | 5 | 4.91 | 4.33 | 4.58 | 5.66 |
| Standard Error | 0.78 | 0.98 | 0.84 | 1.04 | 0.73 |
| Median | 5 | 4 | 3 | 3 | 5.5 |
| Mode | 5 | 10 | 2 | 1 | 5 |
| Standard Deviation | 2.73 | 3.39 | 2.93 | 3.60 | 2.53 |
| Sample Variance | 0.301 | 11.5 | 8.60 | 12.9 | 6.42 |
| Kurtosis | 4545 | 3788 | 6061 | 9242 | 4242 |
| Skewness | - | - | - | - | - |
| Range | 0.29 | 1.47 | 1.27 | 1.53 | 0.66 |
| Minimum | 599 | 662 | 13 | 474 | 493 |
| Maximum | - | - | - | - | - |
| Sum | 0.03 | 0.38 | 0.64 | 0.47 | 0.27 |
| Count | 2159 | 6179 | 3345 | 6405 | 394 |
| | 9 | 9 | 8 | 9 | 9 |
| | 1 | 1 | 1 | 1 | 1 |
| | 10 | 10 | 9 | 10 | 10 |
| | 60 | 59 | 52 | 55 | 81 |
| | 12 | 12 | 12 | 12 | 12 |

| <i>Reduced Price Fd</i> | <i>Reg Team Meets</i> | <i>Staff Nights out</i> | <i>Training Courses</i> |
|-------------------------|-----------------------|-------------------------|-------------------------|
| Mean | 5.75 | 5.75 | 5.5 |
| Standard Error | 0.81765 | 0.88869 | 0.92523 |
| Median | 5.5 | 5.5 | 5 |
| Mode | 4 | 10 | 9 |
| Standard Deviation | 2.83244 | 3.07851 | 3.20511 |
| Sample Variance | 2 | 9.47727 | 10.2727 |
| Kurtosis | 7 | 3 | 3 |
| Skewness | -0.84766 | -0.95399 | -1.72223 |
| Range | -0.07021 | 0.16966 | -0.10934 |
| Minimum | 9 | 9 | 8 |
| Maximum | 1 | 1 | 1 |
| Sum | 10 | 10 | 9 |
| Count | 69 | 69 | 66 |
| | 12 | 12 | 12 |

Female

| <i>Initiative</i> | <i>Paid Breaks</i> | | <i>Bonus Xmas</i> | | <i>Bonus ex Cust.</i> | | <i>Free Drinks</i> | | <i>Info about Pub</i> | | |
|--------------------|--------------------|--------------------|-------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|------|
| Mean | 4.97 | Mean | 4.25 | Mean | 4.02 | Mean | 3.70 | Mean | 5.5 | Mean | 4.88 |
| Standard Error | 0.42 | Standard Error | 0.44 | Standard Error | 0.42 | Standard Error | 0.36 | Standard Error | 0.45 | Standard Error | 0.38 |
| Median | 5 | Median | 4 | Median | 3 | Median | 3 | Median | 5 | Median | 5 |
| Mode | 6 | Mode | 1 | Mode | 1 | Mode | 1 | Mode | 9 | Mode | 5 |
| Standard Deviation | 2.79 | Standard Deviation | 2.95 | Standard Deviation | 2.79 | Standard Deviation | 2.43 | Standard Deviation | 3.03 | Standard Deviation | 2.58 |
| Sample Variance | 9407 | Sample Variance | 804 | Sample Variance | 1087 | Sample Variance | 5966 | Sample Variance | 0849 | Sample Variance | 0931 |
| | 7.83 | | 8.75 | | 7.79 | | 5.93 | | 9.18 | | 6.66 |
| | 6681 | | - | | 0169 | | 3932 | | 6047 | | 1205 |
| | - | | 0.82 | | - | | - | | - | | - |
| Kurtosis | 0.62 | Kurtosis | 198 | Kurtosis | 322 | Kurtosis | 027 | Kurtosis | 99 | Kurtosis | 123 |
| | 67 | | 0.53 | | 0.68 | | 0.72 | | 0.05 | | 0.24 |
| Skewness | 0.23 | Skewness | 477 | Skewness | 1448 | Skewness | 5255 | Skewness | 25 | Skewness | 1919 |
| Range | 9 | Range | 9 | Range | 9 | Range | 9 | Range | 9 | Range | 9 |
| Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 |
| Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 |
| Sum | 219 | Sum | 187 | Sum | 177 | Sum | 163 | Sum | 242 | Sum | 215 |
| Count | 44 | Count | 44 | Count | 44 | Count | 44 | Count | 44 | Count | 44 |

| <i>Reduced Price Fd</i> | <i>Reg Team Meets</i> | | <i>Staff Nights out</i> | | <i>Training Courses</i> | | |
|-------------------------|-----------------------|--------------------|-------------------------|--------------------|-------------------------|--------------------|----------|
| Mean | 4.886364 | Mean | 5 | Mean | 5.181818 | Mean | 5.590909 |
| Standard Error | 0.42043 | Standard Error | 0.438622 | Standard Error | 0.43895 | Standard Error | 0.447353 |
| Median | 5 | Median | 5 | Median | 5 | Median | 5 |
| Mode | 5 | Mode | 2 | Mode | 5 | Mode | 5 |
| Standard Deviation | 2.788814 | Standard Deviation | 2.909487 | Standard Deviation | 2.911666 | Standard Deviation | 2.967406 |
| Sample Variance | 7.777484 | Sample Variance | 8.465116 | Sample Variance | 8.477801 | Sample Variance | 8.805497 |
| Kurtosis | -0.82023 | Kurtosis | -1.12856 | Kurtosis | -1.14419 | Kurtosis | -1.13821 |
| Skewness | 0.203393 | Skewness | 0.302696 | Skewness | 0.101553 | Skewness | 0.061261 |
| Range | 9 | Range | 9 | Range | 9 | Range | 9 |
| Minimum | 1 | Minimum | 1 | Minimum | 1 | Minimum | 1 |
| Maximum | 10 | Maximum | 10 | Maximum | 10 | Maximum | 10 |
| Sum | 215 | Sum | 220 | Sum | 228 | Sum | 246 |
| Count | 44 | Count | 44 | Count | 44 | Count | 44 |