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## **ABSTRACT**

This research, entitled what is the impact of internal marketing on the employee turnover in the hospitality industry? Examines low-skilled employee turnover in Ireland and the role internal marketing performs in achieving quality in service delivery. After analysis, we identified strategies that could be used to reduce this turnover that has been frequent in the market. In this circumstance, it is clear that the overall goal of this research is to uncover the variables and factors that influence turnover while also suggesting ways for improvement in human resource management. The method utilised for organising and systematising the work is a component of an exploratory-descriptive study that is based on a theoretical framework and aims to identify the likely factors contributing to turnover in the hospitality sector.

**KEYWORDS:** Internal Marketing, Company, Employees, Motivation, Turnover.

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## **CHAPTER 1**

### **1. INTRODUCTION**

The hospitality industry is under pressure to adapt to changes in the competitive world fuelled by factors like technological advancements, globalisation, and economic growth in order to avoid becoming outdated, as resistance to change can result in employee dissatisfaction and directly affect the working environment. Organizations that may achieve success as a result of their internal organisational environment can differentiate themselves from their competitors by the quality of their service. The quality of services and client happiness are dependent on employee satisfaction, which reduces the turnover rate.

The function of an employee being let go from the company is referred to as the organisational turnover effect. In this way, the theory that people might ask for their resignation due to unhappiness with a company policy, a lack of motivation or the desire to find a better professional placement is supported. The loss of employees in an organisation highlights issues and difficulties that the human resources department must address since it results in the loss of knowledge, capital, relationships with customers, investments in training, and financial resources. Reductions in productivity, profitability, and organisational health are brought on by the high turnover rate.

Through this study, it will be possible to understand how turnover affects businesses and whether, in light of a fiercely competitive market, changes to the organisational structure can have an impact on their quality and productivity. It will be possible to understand the factors that lead to turnover and determine whether internal marketing has the ability to prevent this lag among the analyses and research conducted.

#### **1.1 OBJECTIVE OF STUDY**

The focus of this project is to analyse how the hospitality industry should keep their employees motivated as well as reduce the turnover, to keep them in the company for longer, because with the high number of immigrants that arrive in Ireland annually and with a great demand from employers, these employees end up changing jobs easily as there is no adequate motivation and qualification project for the employee.

Examine the possibilities of establishing channels that enable an agile and transparent relationship between the organization's management and its internal public, as well as among the members of that public. The study's overall goal is to look into how internal communication

affects employee motivation. To avoid employee turnover in the low skilled market, will be required to set certain specific goals as study components of internal communication, define the process of employee motivation, and ultimately establish the relationship between internal communication and motivation.

## **1.2 AIMS AND OBJECTIVES**

The Aims Research question:

what is the impact of internal marketing on the employee turnover in the hospitality industry?

Objectives:

- 1- Understanding how turnover affects the organizational environment.
- 2- Determine the impact of internal marketing on employee behaviour.
- 3- Investigate how motivation affects the employee and the corporate environment
- 4- Recognize the importance of leadership in employee turnover
- 5- What is the impact of internal marketing on the employee turnover in the hospitality industry?

## **1.3 PURPOSE OF STUDY**

The purpose of this project was to determine how effective internal communication is in an organisation and how effective it is at retaining employees. Without a doubt, we highlighted the importance of this strategic tool for companies through bibliographic study since they contribute in a meaningful way to the achievement of organisational objectives. We also noted the need to develop an environment in which participatory management results in a peaceful, positive, and respectful atmosphere.

As a result, internal marketing has been determined to be effective, and we recognise its necessity in businesses to avoid employee dissatisfaction and discontent. Allowing employees to intervene in the presentation of proposals for improving the company's communication and so providing motivation for employees to feel part of the process and start to be proud of the organisation.

## **1.4 CHAPTER OVERVIEW**

The project will follow the chapters below.

### **1.4.1 Chapter 1 – Introduction**

The main idea of the project, as well as the goal and purpose of the investigation, can all be outlined.

### **1.4.2 Chapter 2 – Literature review**

In order to identify and evaluate potential answers to the research topic, several themes will be presented in this chapter with a theoretical background in scientific foundations.

### **1.4.3 Chapter 3 – Methodology**

We will now identify the data we have obtained and, based on its analysis, make choices that will help us determine the nature and goal of the project.

### **1.4.4 Chapter 4 – Empirical Findings / Analysis**

In this chapter, we will use an empirical study, that is the collection of data from our survey to address a few specific questions about hypotheses raised in the discussion of this project. We will evaluate the results and review the literature using the sub-questions and objectives.

### **1.4.5 Chapter 6 – Conclusion Recommendations, and limitations**

The conclusion, limitations, and suggestions for further study are presented in this chapter.

## **CHAPTER 2**

### **2. LITERATURE REVIEW**

#### **2.1 ENVIRONMENT OF ORGANIZATION**

##### **2.1.1 The work's progress**

Work was detested by the population of Ancient Greece and was the responsibility of slaves. For the Greeks, there was a clear antagonism between the act of working and human rationality; that is, working was a necessity for survival that would be opposed to the desire of individuals to live in a thoughtful manner. Greek citizens preached leisure to devote themselves to greater activities, such as philosophy. Work, according to Aristotle, could not be deemed a free choice if it was a necessity (ARENDT, 2005). This viewpoint is similar to the negative charge assigned to the word's Latin origin.

Labour became associated with work in the Modern Era as a result of the concept of producing more than what is required to survive in order to generate a surplus that could subsequently be converted into profit. Productivity was a critical issue in allowing work to take on such a significant role in people's lives. Those who were socially favoured began to leave idleness to pursue "intellectual" jobs, as shown during the Roman Empire's bureaucratization (ARENDT, 2005).

A paradigm shift occurred with the alteration of the labour organisation system during the transition from feudalism to the capitalist system, which happened towards the end of the 18th century with the Industrial Revolution. The movement of people from rural to urban regions was significant, providing a massive supply of labour for the industries. Poor working conditions, "animalization" of man, and excessive working hours are all recognised from this era. Children, women, and the elderly were also members of the working class, which was led by capitalism in the establishment of an increasingly unequal socioeconomic connection amongst the people.

Scholars such as Marx and Durkheim (Durkheim, 1984) identified the division of labour during the Industrial Revolution as the primary cause of man's alienation from his employment. Indeed, the distance between the product and the producer is possibly the most serious critique levelled against the capitalist mode of production by Sociology of Work. In contrast to the feudal serf, who had control over their schedules, activities, materials utilised, and the value of their output. The connections in this new organisation, which began with the Industrial Revolution, are significantly defined by the bourgeoisie's power and dominance to the detriment of the working class.

### **2.1.2 The beginning of the Human Resources department**

The Human Resources department was created to alleviate union tensions that became more serious with the growth of factory capitalism beginning in the nineteenth century (TOLEDO, 1986). The area began to play an increasingly prominent role beginning in the 1950s. At the time, the societal backdrop suggested that employees' treatment needed to evolve. Human Resources became known as People Management, indicating a shift toward a less commercial perspective of the human being.

Globalization of the economy, high competitiveness in the business sector, and regular market changes are some of the factors that have caused firms to view people as a competitive advantage that must be nurtured and kept (KUNSCH, 2010). As a result, improving the



working environment became a priority for businesses from that point forward. HR at a firm is responsible for associating established skills, methods, rules, procedures, and practises in order to control internal behaviours and improve human capital. Ability to supervise, oversee, and direct personnel toward company-imposed goals and objectives. CARDOSO et al. (2012) (page 42)

### **2.1.3 Organizational culture**

Every firm has its own set of norms and regulations that define how its employees should interact and behave in the workplace. However, few employees are aware that these rules are the result of company culture. According to Schein's (1985) idea, Maximiano (2005) defines culture as a set of patterns that a group has learnt to accept as a result of overcoming challenges of adaptation to the environment and internal integration. As a consequence, employees operate in line with the cultural norms, instructing new members to adhere to these regulations.

A few factors can contribute to the formation of culture. According to Lacombe (2003), organisational culture may be defined in the following ways:

- a collection of ideas, conventions, values, behavioural standards, and business practises determined by each firm
- the organization's views and attitudes toward: the significance of people; ethical and moral principles; internal competitiveness, market and production orientation; and the capacity to act and respond to external developments.

Organizations must carefully advise their workers so that they understand and can implement the culture; otherwise, there may be a conflict between the explicit and implicit cultures, causing harm to the business as well as inconvenience in order to fix this problem.

## **2.2 INTERNAL MARKETING**

### **2.2.1 Internal Communication Tolls**

The utilisation of internal communication technologies is heavily influenced by the environment's corporate culture. This concept of tools or instruments stems from a solely tactical perspective on organisational communication. Their strategic importance should not be overlooked. Before designating the intranet as the primary instrument for internal communication, for example, it is vital to ensure that workers have simple access to the internet.

The following are some remarks on several tools of internal communication, as well as some typical types of this communication:

**Oral communication:** communication that takes place face to face. Face-to-face contact is important in internal communication even in the age of modern technology geared at spreading information. Leaders with this quality are loved by their subordinates because they devote special attention to discussion and contact with them. Because explanations are acquired instantly and doubts are rapidly resolved, face-to-face communication eliminates much of the noise that textual communication may bring (MARTINS, 2012).

**Newspapers and magazines:** As previously stated, the newspaper was the first vehicle utilised to disseminate institutional internal material. This form of publication is still extremely prevalent, unfolding in online editions, sometimes entirely, which adds value. Few businesses cared about the quality of this product, which appeared to be more of a social column full of adulation for the company's directors and provided little meaningful material to employees (REGO, 1984). Previously, investment in the production of these periodicals was equally modest, and the outcome was amateurish. Companies have recently prioritised these institutional materials, both in terms of content (which has grown more strategic) and visually (which has gotten better cared for).

**Mural Journal** is a simple, fast, and low-cost means of exchanging information. It is a tool that must be updated on a regular basis, sometimes even daily. However, it is a rather passive device that does not allow for meaningful information transmission.

**Intranet:** a tool that is online, efficient, and quick. This vehicle arose as a result of technology advancement, specifically the internet's popularity. It was formed by organisations particularly to facilitate internal communication. This tool's effectiveness depends on careful content management, since it can quickly become an outmoded resource for employees.

### **2.2.2 Internal Communication Policy**

To adapt to the current management needs of companies, the approach to internal communication has evolved, presenting it in two aspects: on the one hand, as a way of relating between people, and on the other, as a strategic instrument of the company, no longer seen as an isolated activity and being essential in the creation of synergies between the company's employees. As a result, developing an internal communication policy in businesses has become critical. Each organisation must develop its own policy because each is unique and there are no universal guidelines.

The existence of an Internal Communication Policy can not only allow the growth of people's motivation by integrating them in a shared goal, but also the mastery of some powers that have a negative impact on the company's environment, lowering people's uncertainty (Crozier and Friedberg, 1977). As a result, it is determined that a well-defined Internal Communication Policy, based on a common language and accessible to all, limits these capabilities and ensures that the message reaches everyone.

Courdille (cited by Almeida, 2000) identifies five fundamental elements for implementing a communication policy:

- Based on a corporate diagnostic to understand its culture and values.
- Consider the reasons of implementation, since while there are other issues in other areas, understanding the outcome of the communication policy is challenging.
- Globality, as it applies to the entire organisation.
- Message carrier since it is the only means to put it into action;
- Multimedia, you must evaluate the company's communication tools.

Before considering the selection of media in the development of a Communication Policy, it is essential to consider the strategy to be produced, which is based on the objectives that are meant to be attained.

### **2.2.3 Internal Communication Plan**

If the strategy offers meaning to the communication policy, the communication plan gives it recognition and acceptance; that is, the plan is nothing more than a well-defined list of internal communication modes and supports that react to the intended strategy. More than one communication strategy might be designed depending on the goals to be attained.

According to Devers (1988), the following five concepts must be observed throughout the Communication Plan:

- Transparency: to prevent concealment and facilitate Plan implementation;
- Simplicity: allows for a better understanding and faster implementation.
- Speed: maintains employee attention and avoids misinformation from spreading.
- Duration: Supports must be maintained and evolved; maintaining a support is more challenging than launching one.

- Realism: Assistance does not fix all of the company's challenges.

According to Nicolas (1994), priorities must be determined in response to the following criteria in order to ensure balanced communication from a given support:

- Understanding: Will the message be simple or complex? Is it simple or tough to internalise?
- Misrepresentation: Are there any chances of the message being misrepresented?
- Recall: how receptive is the message?
- Preservation: how long should the sent data be kept?
- Price: at what point does a message become profitable?

It is determined that there are no greater supports than others; the pertinence of the supports to be employed must be reviewed in each circumstance. A specific support may be highly good in delivering a message, such as a high danger of deformation, but it may no longer be useful in transmitting a different message with the main goal of conservation.

## **2.3 ORGANIZATIONAL MOTIVATION**

### **2.3.1 What is Motivation**

Motivation (from the Latin *movere*) is defined as an affective tension capable of triggering an activity in order to achieve a specific desire/goal (Eccheli, 2008), which may arise from a need, that is, an internal state of the individual capable of inducing action in order to achieve attractive results aimed at satisfying a need (Oliveira, 2010). In this sense, motivation is an innate force that drives us and allows us to achieve our objectives. Motivation is based on emotions, specifically the desire for positive emotional experiences and, as a result, the avoidance of negative experiences, where the definition of positive or negative varies from person to person and their current psychological state, regardless of social norms.

Individuals must be motivated in order to reach the full potential of human resources and maximise their performance. Employee motivation is becoming increasingly important for businesses. Organizations achieve high levels of performance and productivity through motivated employees' collective efforts, which serve as the driving energy for achieving organisational goals and desired results (Nascimento, 2008). In this sense, employee motivation is critical to the success of organisations and, by extension, their survival.

Employees who are unmotivated do not allow organisations to develop and grow in a sustainable manner.

### **2.3.2. Motivation and Satisfaction at Work**

Job satisfaction is an emotional response to a work situation that is often related to exceeding expectations, that is, it is a positive emotional state resulting from an affective/cognitive evaluation of workplace experience (Cortinhas, 2014). According to Lima, Vala, and Monteiro (1988), there are three levels of organisational satisfaction. The first level is concerned with situational variables that are used to explain satisfaction, such as role characteristics, decision-making processes, and reinforcement. The second level of satisfaction includes individual variables like the gap between expectations and the organization's response, and the third level includes social interaction variables like social comparison, information processing, and organisational culture.

The satisfaction process is described by several theories (Cidade, 2013), including the achievement theory, which states that if an employee's individual needs are met, he will be satisfied with his work; and the discrepancy theory, which states that satisfaction occurs when the actual reward equals the desired reward. Adams' equity theory - primarily a motivational theory, but may also be regarded a satisfaction theory insofar as equity leads to job satisfaction. aspect theory – pleasure is influenced by numerous factors, such as monetary rewards and contentment with supervision, for example, social comparison theory - the smaller the gap between what an individual wants and what he truly desires, the better the satisfaction (Cidade, 2013).

Employee motivation and happiness are critical for the organization's development and long-term growth (Bergamini & Bullet, 1990). We can derive four states from these two concepts: I – Being both motivated and satisfied; II – Being both satisfied and motivated; III – Being both motivated and satisfied; IV – Being both unmotivated and unhappy (Cortinhas, 2014). In this view, motivation and satisfaction are complementary notions that influence various organisational characteristics such as efficiency, effectiveness, and production. In this regard, it is critical to keep these two notions in mind when managing organisational performance in relation to human capital (Figueiredo, 2012).

## **2.4 EMPLOYEE TURNOVER**

### **2.4.1. Possible causes and impacts of Turnover.**

#### **2.4.1.1. Causes**

Chiavenato (1997) identifies the following causes for turnover:

- External phenomena include the market's supply and demand for human resources, the economic environment, employment prospects in the labour market, and so on.
- Internal phenomena include the organization's salary policy, benefits policies, type of supervision exercised over the staff, opportunities for growth exercised by the organisation, type of human relationship within the organisation, physical and environmental working conditions of the organisation, morale of the organization's staff, organisational culture, and so on.
- Human resource recruiting and selection policies, criteria, and human resource training programmes, the organization's disciplinary policy, performance assessment criteria, and the degree of flexibility of the organization's rules are all examples.

#### **2.4.1.2. Impacts**

There are numerous effects of turnover, with a focus on those that are negative and cause losses in businesses. These include:

- loss of productive capacity;
- reduction in quality;
- decrease in profits;
- loss of human talents;
- employee demotivation;
- loss of credit with consumer customers;

If the business begins to experience excessive turnover rates, it jeopardises its balance by raising worries in the minds of customers and consumers about the appropriateness and competency of management, which ends up being a fantastic chance to enrich competitors. Turnover incurs unfavourable costs, not to mention that it jeopardises the production line by

interfering with its time and quality, causing shortages that are difficult to repair, causing an overload of tasks in other professionals, promoting information mismatch, and misaligning the professional team.

#### **2.4.2. Retention**

One of the primary goals of businesses nowadays is the management of staff retention (Philips and Connell, 2003; Ahmad et al., 2012). Because of the global economy's increased competition and expectations, it is critical to retain workers, since they are the ones that put their "strengths" and skills into the job they do on a daily basis. As a result, staff retention must be an intrinsic element of the policies that comprise a company's strategy and objective.

Satisfaction and motivation are the two aspects important for enhancing an organization's human capital retention. Walker (2001, cited by Kyndt et al., 2009; Das and Baruah, 2013) identified seven factors that improve employee retention: remuneration and performance recognition; opportunities for learning and growth; the presence of positive relationships with colleagues; the presence of good communication among all; the balance of personal and professional life; the assignment of challenging jobs; and the presence of a healthy organisational climate.

Other authors contend that one of the most important elements influencing employee retention is the availability of possibilities for promotion (Vos, Meganck and Buyens, 2006). Professionals frequently strive to undertake activities that allow them to feel fulfilled on a professional level while also aiming to have future prospects. Workers begin seeking for other employment options when they believe they are not making progress, according to Kyndt et al. (2009).

As a result, workers respect the fact that their business appreciates them, acknowledges their worth, and is able to meet their demands. Internal marketing serves two purposes: being acknowledged and appreciated, which demonstrate an organization's care for and investment in its personnel (Fasolo 1995, cited by Allen et al. 2003). Practices that demonstrate an investment in human capital help to retain voluntary turnover (Shaw et al, 1998).

## **2.5 LEADERSHIP**

### **2.5.1 Leader**

Influence comes in the form of leadership. Influence is an interpersonal transaction in which one person acts to actively change or instigate another person's behaviour (CHIAVENATO, 1998:553-627). According to the author, leadership is a social phenomenon that only exists in social groupings. It may be defined as an interpersonal influence exerted in a particular circumstance and aimed towards the attainment of one or more specified goals through the process of human communication.

The leader is the one who wields influence and guides others who follow in order to achieve a shared objective. The hunter (2004, p.25). To lead, the author must have the ability to persuade employees that their ideas are truly the best possible. It is also important to note that within an organisation, it is not necessary for everyone to be pleased, but that everyone works toward the same common goal, which is the organization's improvement and development.

### **2.5.2 Influence tactics**

Leadership, according to Tannenbaum, Weschler, and Massarik (1970), is the interpersonal influence exerted in a situation through the communication process in order to attain a specified purpose or goals. Rowe (2002) defines leadership as the capacity to persuade people to make decisions that promote the organization's long-term viability while maintaining short-term financial stability.

The majority of leadership researchers see a conceptual relationship between leadership and impact. According to Yukl, Seifert, and Chaves (2008), good managerial performance requires influence. A manager must persuade people to fulfil requests, endorse suggestions, and carry out decisions in order to be effective. The success of one person's ("the agent's") attempt to influence another person's ("the target's") influence depends on strategy, resources, and the manner in which the approach is carried out, i.e., how broad and wide the agent's tactics are.



## **CHAPTER 3**

### **3. METHODOLOGY**

The proposed hypothesis was evaluated using a questionnaire as a quantitative survey with secondary data and the collection of primary data from all ages of the hospitality sector using an online survey. Due to this, the study's first section includes a range of possibilities. These hypothetical situations were developed after a research of earlier literature and take into account some current business trends. In addition to quantitative study, we also interviewed employees and managers in interviews.

#### **3.1 Research Philosophy**

Research philosophy, according to Saunders and Mark N.K. (2015, p. 124), refers to beliefs and presumptions about how knowledge is formed, and the philosophical method used will define the researcher's overall understanding of the universe. The two primary philosophical frameworks or views are positivism and interpretivism.

Positivism is closely associated to a natural study of the social reality that may be observed with the goal of developing generalisations that resemble laws, whether based on human perception or prejudice, both of which are connected to quantitative approaches. The purpose of the stringent scientific empiricist method is to deliver unadulterated, factual information. From a different perspective, interpretivism emphasises the comprehension and significance of social interpretations and associated terms using a qualitative method (Saunders and Mark N.K., p. 135). Using Google forms, a sample of 72 Irish citizens was questioned between September and October 2022.

To gather data regarding the future of the hospitality industry, employee behaviour, and issues that impacted the industry, a questionnaire with twelve closed-ended questions based on the themes of the literature review was created. Questions like the reasons why people stay in an organization and how a lack of an internal marketing plan can affect a company's ability to last were also posed to the interviewees in an effort to assess the sector's future.

#### **3.2 Research Method**

The best strategy for gathering information to answer the research topic was determined to be surveys. We do this because Saunders and Mark N.K. (2015, p. 166) state that a quantitative approach strategy should be prioritised as a result of its relationship to positivist

philosophy and the deductive study of factors that can be assessed using statistical methods and graphics. They also state that the design of quantitative research should only use one data collection method, such as a survey quantitative study using the mono technique. After examining at the methods, we saw the need of applying this methodology to create closed-ended questions for online surveys in order to gather primary data on employees' true intentions to remain with their employers and learn how businesses may achieve a high rate of retention.

### **3.3 Sampling**

Malhotra and Birks (2006) state that the convenience sampling method is one in which respondents were chosen at random to take part in the research instrument. We applied a sociodemographic cut, which enables us to examine a sample of a group in order to understand its behaviour. The study was able to avoid including all potential groups by using the sampling procedures that allowed the amount of data to be reduced to a subgroup. Saunders and Mark N.K (2015, p. 272) refer to the collection of components or case as a "population"; the term has less to do with the general population and more to do with the sample that the researcher is trying to reach. People who reside in Ireland are considered to be part of the "population" for the purposes of this study.

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### **3.4 Data Analysis**

The data analysis for this study was done using a mixed model, which allowed us to construct tables and graphs in Excel Office using a quantitative model. In order to do an interpretive analysis, we compared the main and secondary data from the literature review that were collected using a Google form. To incorporate the findings in the triangulation, we also interviewed one managers and three employees.

### 3.5 Ethical Consideration

This research, which is contained in appendix 2 of this project, was produced using ethical principles. The goal of the survey was explained to survey respondents, and they had to be older than 18 to fill out the questionnaire.

## CHAPTER 4

### 4. EMPIRICAL FINDINGS / ANALYSIS

#### 4.1 Introduction

This part of the research will explicitly lay out the data analysis, presentations, and interpretations of the findings. By conducting an empirical investigation on the subjects discussed in this section, the study hopes to provide an answer to the research question. Empirical research is defined as research that calls for or includes gathering data from experiments and observations to support a theory (Stacks, 2014). Selected respondents were interviewed for data, then in September/October 2022, more data was collected via Google forms. According to the research question and objectives, the acquired data were coded and analysed, and the results were then determined using inferential and descriptive statistics. Tables and charts describing the findings' implications were used to present the results.

#### 4.2 Response Rate

Data were evaluated and collected from 77 Irish residents, who had completed 72 questionnaires and 5 interviews (2 with managers and 3 with employees). However, only 3 of the 5 respondents had returned their interview responses, and only 2 was not present. Thus, a very impressive response rate of 97.40% was achieved (Mugenda & Mugenda, 2003).

Category	Frequency	Percentage
Responded	75	97.40%
Un- responded	2	2.60%
Total	77	100%

It is reasonable to conclude from the examination of sociodemographic data that, of the  
*Figure 1: Response Rate*

0  
years, which corresponds to an average of 30 years. In terms of nationality, 68.4% of

participants are from South America, with 95.2% identifying as immigrants. Regarding work experience, the survey participants' occupations in the hospitality sector ranged from cleaning, waiter, and housekeeping, with 36.8% being cleaners and 21.1% working as waiters.

### 4.3 Triangulation

THEMES	LITERATURE REVIEW	INTERVIEW	QUESTIONNAIRE
<b>ENVIRONMENT OF ORGANIZATION</b>	We discovered that a high employee turnover rate seriously harms the company, leading to costs associated with layoffs, investments in recruiting, a weak relationship with the market, decreased productivity, and demotivated workers as a result.	Most respondents agree that the environment of organization reflects on the performance of employees and the quality of the service provided.	According to the respondents, when a company does not invest in its workers through incentive programmes and training, it weakens its organisational climate and increases the likelihood that workers would switch companies in quest of a better working environment.
<b>INTERNAL MARKETING</b>	In this research we discovered that internal marketing is aimed at the employee with the objective of using communication tools to increase the productivity and motivation of the workforce. Additionally, the organisational culture must be supported by this communication.	The majority of respondents highlighted the need of making employees feel valued in order for them to execute their jobs to the highest standard and the need for organizations to invest this commitment in to reduce employee turnover.	Given that 81% of these employees believe their employers do not care about them, the questionnaire revealed that 61% of respondents work in the hospitality industry, meaning they have more contact with customers who will not receive good service. Additionally, 100% of those interviewed believed that incentive actions would help change employee behaviour.
<b>ORGANIZATIONAL MOTIVATION</b>	According to research, employee performance at work and, most importantly, employee retention are strongly impacted by employee motivation, given that low motivation results in decreased engagement and a high turnover rate.	We discovered that the majority of the interviewees attribute the decrease in productivity to a lack of motivation, and as a result, the staff is disengaged with the organization.	Todos os respondentes (100%) concordam que se sentem valorizados e motivados pela ação de promoção da empresa. 33% se inspiram em cupons de desconto ou no cartão gift, e 47% acreditam em treinamento.
<b>EMPLOYEE TURNOVER</b>	Research shows that a company's inability to retain employees is demonstrated by a high turnover rate. However, facing competitors with that kind of an image is not a good idea, because it may result in low employee satisfaction, a lack of commitment, a terrible work environment, and poor management, even from leaders.	The responses show that there can be a number of internal corporate variables that increase turnover. Compensation, working conditions, a lack of training, and poor management are the most frequently stated factors.	As reported in the interviews, the respondents to the questionnaire (47%) claim to be low qualified and, due to lack of training, are forced to change to other companies that can provide them with better working conditions. causing 67% of people to think the industry is unreliable
<b>LEADERSHIP</b>	As a result of the research performed, we are aware of how crucial it is for a leader to maintain employee engagement and involvement while encouraging them to maintain the company's values at all times. Each employee's strengths and weaknesses can be identified by a well-executed leadership, preventing demotivation.	The interviewees believe that a leader's presence is necessary to maintain employee motivation. This strategy is crucial because it enhances the environment within the company and maintains open communication with the team. Additionally, employees feel more confidence in leadership.	81% of those surveyed claim to have had a negative work experience where their employer did not offer the essential assistance, i.e., the absence of leadership did not help them to change the situation and keep their jobs.

Figure 2: Triangulation

#### 4.4 Environment of organization

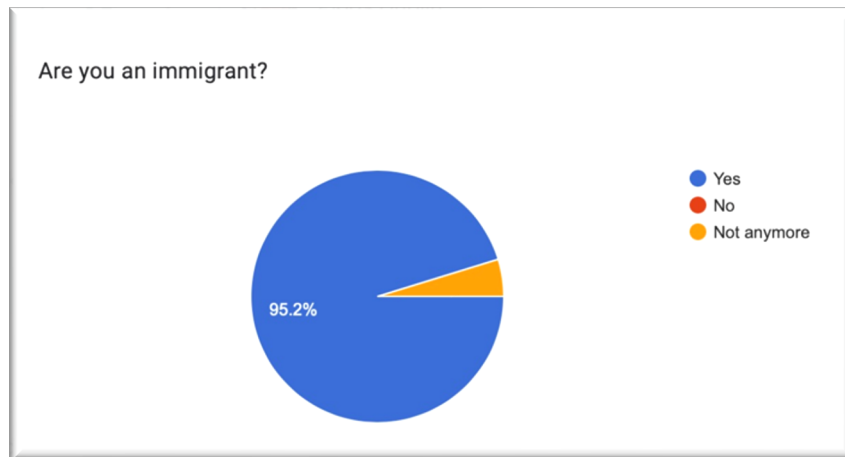


Figure 3: Immigration chart

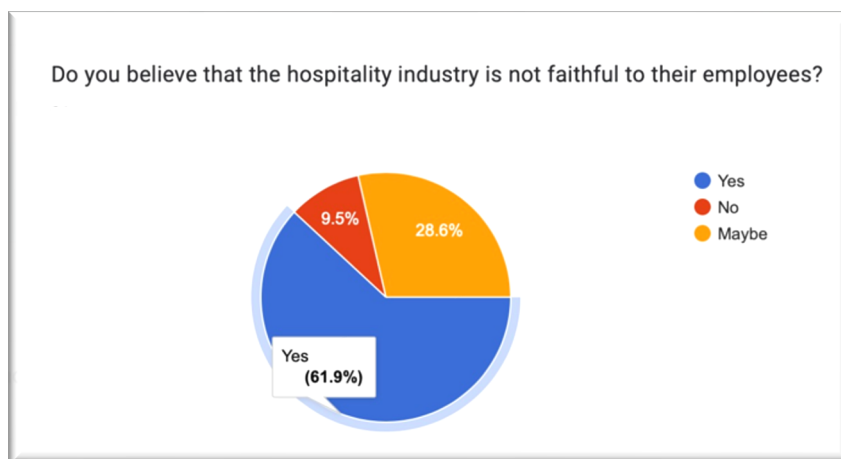


Figure 4: Hospitality Industry chart

Within this subject, we can emphasise the necessity for employees who are motivated and aligned to carry out their duties rather than merely being there as labour. According to the study, 95.2% of the respondents are immigrants and hold low-skilled jobs including waitress, cleaning, and housekeeping. Companies, in our opinion, need to commit to this employee profile and work methods that boost productivity if they want to keep a positive workplace culture.

Considering that 61.9% of respondents think the industry is unreliable, this evaluation is very significant. For this reason, we think one of the qualities of internal marketing that businesses should concentrate on is keeping staff members informed, engaged, and motivated to the responsibilities they have been given. Employees begin to have a positive opinion of the organisation and management as a result, which in return has a positive impact on the general public. As a result, the organization's environment becomes reliable.

## 4.5 Internal Marketing

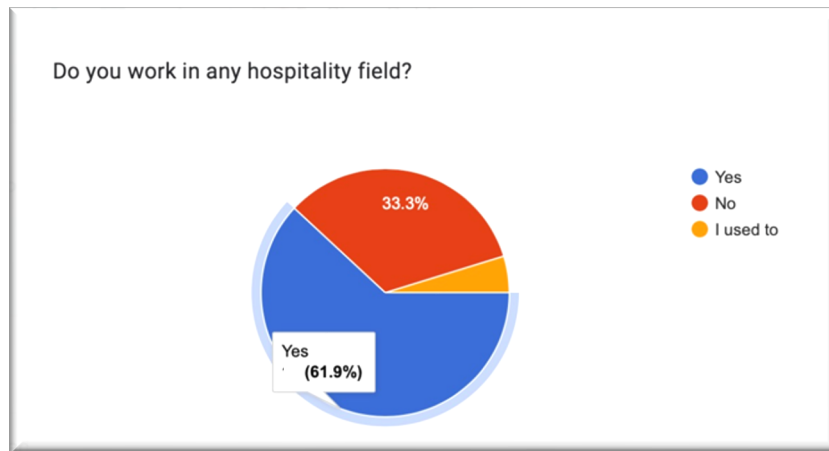


Figure 6: Work Field chart



Figure 5: welfare at workplace chart

In this regard, in view of the first objective of the investigation, understanding the importance of internal marketing for the hospitality industry, we have based on the results obtained that 61% of respondents work in the hospitality industry and this reveals that companies that are in this segment need to invest in internal marketing. Additionally, 100% of respondents believe that actions promoted by the company motivate them and make them feel valued.

Internal marketing's primary goal is to maintain the quality of internal service due to the intense market competition. Maintaining a team's motivation reduces attrition, and according to Kumar & Indu (2015), internal marketing must be present across the entire business because it affects both the company's outward image and its personnel. According to this study, 81% of respondents said they had a negative experience and that the business didn't

care about the workers or if the issue was handled. Employees that lack motivation leave the company's walls and propagate a negative perception of the employer to the general public.

In view of the fact that internal strategies will have an impact on the development of the external market and help an organisation overcome the competition, it is clear that internal marketing may also be viewed as a source of competitive advantage in the market.

#### 4.6 Organizational Motivation

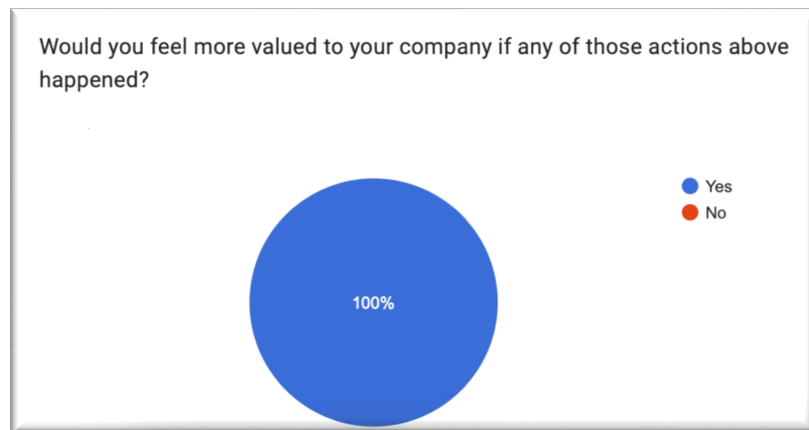


Figure 7: Employee Motivation

Santos (2013) says that one of the things managers utilise most frequently is motivation because this internal process will determine how intensely, persistently, and in what manner a person works to achieve their goals. In context of this, we discovered that 100% of respondents thought the company's motivational initiatives made them feel valued. In other words, because of how the workplace affects employees, it will be important to make an investment in meeting their requirements.

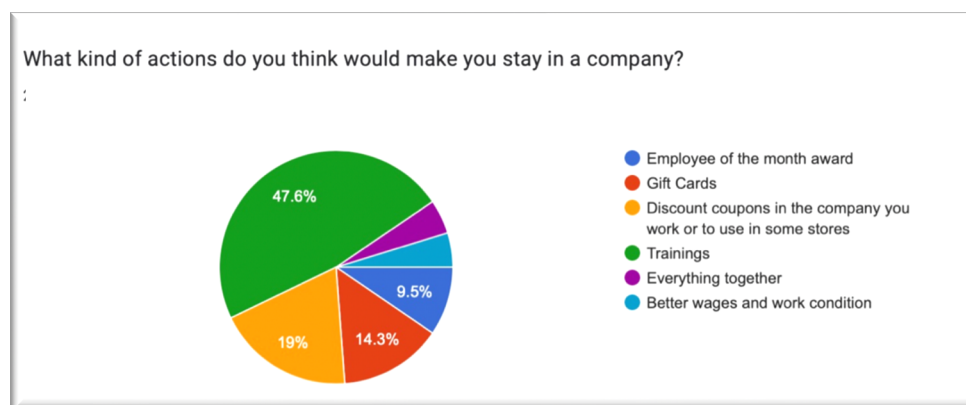


Figure 8: Compensation Actions

Companies should concentrate on providing information to employees in a clear and coherent manner because, according to 47.6% of respondents, training is crucial for improving productivity within the company and enabling employees to make more informed decisions that improve organisational performance.

We recognise that when taking internal marketing actions for these benefits, companies must adapt to the reality of each organisation and thus be used for internal marketing actions. A significant part of respondents (33.3%) believe that discount coupons and gift cards make a difference with regard to motivation.

#### 4.7 Employee Turnover

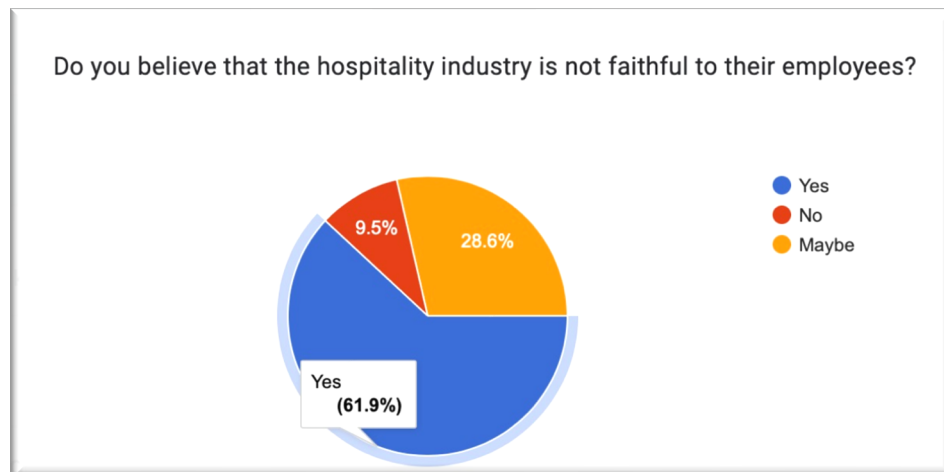


Figure 9: Hospitality Industry is not faithful chart

The Turnover index in businesses is important because the results of this index may be used to examine where the company is making mistakes or doing it right and, as a consequence, forecast methods to alter and/or continue as is. There are various factors that might contribute to increased employee turnover. We were able to identify two of them using the questionnaire. According to the survey results, 61.9% of individuals feel that organizations in the hospitality industry are not loyal to their employees. This figure may be used to determine the true cause of employee turnover in this business.



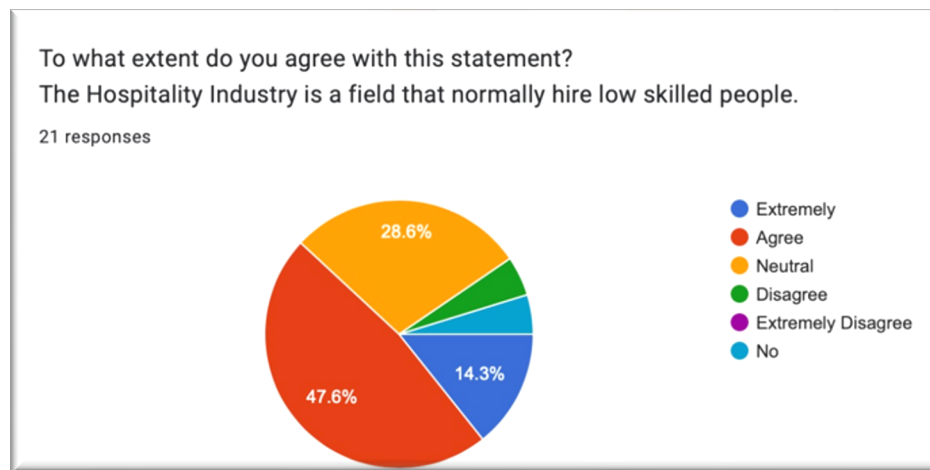


Figure 10: Low skilled Chart

Turnover is mostly caused by low or incompatible pay, emotional weariness, recruiting and selection failures, demotivation, internal disputes, and a lack of a career plan. These criteria are frequently overlooked by the recruitment and selection team or are only considered when the dismissal rate is greater than projected. Each of these elements should ideally be recognized so that there may be planning or, who knows, internal re-planning to keep the person on the team and the firm thriving.

According to the results of the survey, the majority, 47.6% of those polled, feel that the hospitality industry employs low-skilled workers. As a result, salaries are low, and corporations are unconcerned about developing strategies and procedures to retain employees.

#### 4.8 Leadership

Through the questionnaire, it was possible to determine that 81% of the employees had already faced negative experiences at work, and that the managers did nothing to help or offer assistance. It is "the capacity and discernment to work with and through people, including knowledge of the motivating process and the effective application of leadership," according to Hersey (1986, p. 6).

On the basis of this, we comprehend that businesses must undergo an evolution based on instruction and experiences offered by coexisting with a group or the business itself. Utilizing management feedback will aid in lowering the amount of unhappiness because it requires analysis and staff development through evaluations with recommendations and proposals for enhancements.

Therefore, we recognise that management must work closely with staff members to develop initiatives and strategies that will engage and motivate them to carry out the suggested tasks, employees by allowing the business to realise its aims and objectives.

## **CHAPTER 5**

### **5.1 CONCLUSION**

Communication has changed over time, as this article has shown, and is now one of the most crucial instruments for integrating employees with organizations.

It was possible to find an answer to the main question, which was: what is the impact of internal marketing on the employee turnover in the hospitality industry? through the findings of the field research. The study shows that internal marketing strategies, such as rewards, training, and conducive working environments, have a positive impact on employee retention. Internal marketing influences the rise in employee satisfaction, which results in higher levels of retention. This effect is potentiated by contentment and motivation.

The survey also revealed that employees feel they need more appropriate advice, which has a bigger influence on achieving the company's goals. This demonstrates that leaders are not providing adequate individual performance follow-up. According to 47% of respondents, a factor that directly influences this orientation and is connected to the decreased training frequency.

### **5.2 RECOMMENDATIONS**

This study allowed us to identify a number of additional factors that have an impact on the company and should be taken into account when developing internal marketing strategy. Through study, we were able to determine the importance of internal marketing within the organisation. However, there is a new topic that requires further investigation: what roles can managers play in internal marketing strategies?

In order to determine whether it will be possible to contribute internally and later reflect externally, it is advised that further research be conducted on how management may use internal marketing as an ally to achieve the desired objectives through this context. Future studies will be able to tell us whether internal marketing works as a management strategy and whether it can improve employee relations with their managers. This will help us determine the most effective approach for boosting employee engagement and motivation so that the organisation can achieve its aims.

### **5.3 LIMITATIONS**

The current study provided a contribution to the understanding of internal marketing and its impact on employee turnover in the hospitality industry. However, it is important to note the limitations imposed by the nature of the research. The time limit for using the questionnaire survey as a research tool was one of its limitations. This fact would ultimately lead to another limitation because it prevented having a larger sample size because it did not get responses from all interviewee.

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## APPENDICES

- QUESTIONAIRE

### Internal Marketing and Employee Turnover in the hospitality industry

You are invited to take part in this research to assist me in my marketing research.  
This research is for scientific purposes only and is being carried out as the final part of the Marketing degree at Independent College.  
All information collected on this form will be confidential and all data will be protected.  
No personal information such as name, email and address will be requested.  
It only takes 5min. We greatly value your feedback and any suggestions will be appreciated.

**Pietro Paiva** - student responsible for developing the research

#### Electronic Consent

Clicking on the "agree" button below indicates that:

- You have read the above information
- you voluntarily agree to participate
- you are at least 18 years of age

If you do not wish to participate in the research study, please decline participation by clicking on the "disagree" button.

☐ Agree

☐ Disagree



Checkboxes



What is your gender? \*

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

How old are you?



☒ Multiple choice ▼

- ☐ 20-25 X
- ☐ 26-30 X
- ☐ 31-35 X
- ☐ 36-40 X
- ☐ + 41 X

Are you an immigrant? \*

- ☐ Yes
- ☐ No
- ☐ Not anymore

What is your nationality? \*

- ☐ South America
- ☐ European
- ☐ Other

Do you work in any hospitality field? \*

- ☐ Yes
- ☐ No
- ☐ I used to

If you answered yes for the question above, what kind of job do you have? \*

- ☐ Cleaning
- ☐ Waiter
- ☐ Housekeeping

Do you believe that the hospitality industry is not faithful to their employees? \*

- ☐ Yes
- ☐ No
- ☐ Maybe

Have you ever experienced a situation at work you felt that the company you work for, does not necessarily care about your well being? \*

- ☐ Yes
- ☐ No





To what extent do you agree with this statement? \*

The Hospitality Industry is a field that normally hire low skilled people.

- ☐ Extremely
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Extremely Disagree

### Using Internal Marketing Strategies



Imagine that the company you work for (hospitality) does internal marketing actions to value its employees. With that in mind, answer the questions below:

What kind of actions do you think would make you stay in a company? \*

- ☐ Employee of the month award
- ☐ Gift Cards
- ☐ Discount coupons in the company you work or to use in some stores
- ☐ Trainings
- ☐ Other...

Would you feel more valued to your company if any of those actions above happened? \*

- ☐ Yes
- ☐ No

- **INTERVIEW**

**Questions to HR manager**

**Is the employee turnover a problem for your kind of business?**

Definitely. Although it is a field where the ease of finding new employees is almost always great, minimizing the turnover of employees is essential to avoid increasing company expenses. After all, every time a termination is made and a new worker is hired, we pay dearly for it. For example, there are the costs of dismissal, the recruitment and selection process and the training of the new employee.

**What is the main advantage for the company if turnover is reduced?**

The advantage of reducing turnover is the improvement of the organizational climate. When many workers begin to leave the institution, an uncomfortable internal environment is created. The result of this is more employees wanting to leave the company, or even a very large number of absences.

**Do you think that making use of internal marketing would be a good tool to help retain employees? Why?**

I think so. Often companies in this field do not take this issue of marketing or even internal communication seriously. This is because the investment can be high to obtain professionals in this area who are able to create good strategies. But I believe that, if possible, investing in internal marketing would be fundamental.

**What do you think of simple actions that do not require a high cost, such as employee of the month, satisfaction surveys?**

In that case there would be no cost to the company, we could do this internally and I believe it would be a good solution.

### Question to employees

**What kind of actions do you believe would make you more loyal to the company you currently work for?**

**Rodrigo:** I would like to feel more part of the company. Often the feeling I have is that we are just machines that should do our work and leave. I feel worthless. There is a huge gap between cleaners and managers, for example. I believe that if the company provided a meeting, an event or even a happy hour together with supervisors and managers, it would make us feel more part of the company.

**Luiz:** I believe it would be important if the company listened to us, tried to find out how we are doing, if we have suggestions or if we are happy with our work. It is not because we work with it that we should be treated as "a nothing".

**What would make you leave your current company to work for another in the same segment, even if the salary was competitive?**

**Rodrigo:** I think that if the work environment weren't like I said before, if there wasn't this separation and this feeling of being machines, it would be a big differentiator for the company. I've already worked in 3 cleaner companies here in Ireland and I switched just because I felt like just another person.

**Luiz:** I would definitely change companies if I realized that I would be better treated in the other one. This was the reason I left my previous company. Well-trained superiors make a big difference too. It's not easy being away from home, I don't want to be seen here as just a cheap labour.

**What would make you most motivated in the company?**

**Rodrigo:** Surely my superiors would show that they are happy with my work and would recognize this in some way, whether with awards or thanks.

**Luiz:** Be better paid and I think recognition is essential to motivate me.

**For you, what would a good leader look like?**

**Rodrigo:** Definitely someone would always put themselves in our place, understand that we are human and that we have difficulties with some things. Especially in this type of work, I think the more the leader makes an effort to make the team feel good, the better.

**Luiz:** I think a good leader must know how to speak, must understand his employee, always looking for solutions to solve problems without making it seem like a big absurdity. A good leader must know how to manage problems and celebrate his team's victories.

## Form A: Application for Ethical Approval

### Undergraduate/Taught Postgraduate Research

This form should be submitted to the module leader for the relevant initial proposal and/or the relevant supervisor if the proposal has already been accepted.

Please save this file as **STUDENT NUMBER\_AEA\_FormA.docx**

<b>Title of Project</b>	Internal Marketing and Employee Turnover in the Hospitality Industry
<b>Name of Learner</b>	Pietro Jose Alvim de Paiva
<b>Student Number</b>	51702274
<b>Name of Supervisor/Tutor</b>	Lucas Cardoso

Check the relevant boxes. All questions must be answered before submitting to the relevant lecturer / supervisor. Note: only one box per row should be selected.

Item	Question	Yes	No	NA
1	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2	Will you tell participants that their participation is voluntary?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
3	Will you obtain written consent for participation (through a signed or 'ticked' consent form)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4	If the research is observational, will you ask participants for their consent to being observed.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Will you tell participants that they may withdraw from the research at any time and for any reason?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
6	Will you give participants the option of not answering any question they do not want to answer?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Will you ensure that participant data will be treated with full confidentiality and anonymity and, if published, will not be identifiable as any individual or group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
8	Will you debrief participants at the end of their participation (i.e., give them a brief explanation of the study)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
9	If your study involves people between 16 and 18 years, will you ensure that passive consent is obtained from parents/guardians, with active consent obtained from both the child and their school/organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10	If your study involves people less than 16 years, will you ensure that <u>active</u> consent is obtained from parents/guardians <u>and</u> that a parent/guardian or their nominee (such as a teacher) will be present throughout the data collection period?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11	If your study requires evaluation by an ethics committee/board at an external agency, will you wait until you have approval from both the Independent College Dublin and the external ethics committee before starting data collection.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



Item	Question	Yes	No	NA
12	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.) will you inform participants in writing that their grades and/or evaluation will be in no way affected by their participation (or lack thereof) in your research?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.), does your study involve asking participants about their academic or professional achievements, motivations, abilities or philosophies? (please note that this does not apply to QA1 or QA3 forms, or questionnaires limited to market research, that do not require ethical approval from the IREC)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Will your project involve deliberately misleading participants in any way?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
15	Is there any realistic risk of any participants experiencing either physical or psychological distress or discomfort?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
16	Does your project involve work with animals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
17	Do you plan to give individual feedback to participants regarding their scores on any task or scale?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
18	Does your study examine any sensitive topics (such as, but not limited to, religion, sexuality, alcohol, crime, drugs, mental health, physical health, etc.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
19	Is your study designed to change the mental state of participants in any negative way (such as inducing aggression, frustration, etc?)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
20	Does your study involve an external agency (e.g. for recruitment)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
21	Do your participants fall into any of the following special groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	<i>(except where one or more individuals with such characteristics may naturally occur within a general population, such as a sample of students)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	

<p>If you have ticked any of the shaded boxes above, you should consult with your module leader / supervisor immediately. <b>You will need to fill in Form B Ethical Approval</b> and submit it to the Research &amp; Ethics Committee <b>instead</b> of this form.</p> <p>There is an obligation on the researcher to bring to the attention of the Research &amp; Ethics Committee any issues with ethical implications not clearly covered by the above checklist.</p>	
<p>I consider that this project has <b>no</b> significant ethical implications to be brought before the relevant Research &amp; Ethics Committee. I have read and understood the specific guidelines for completion of Ethics Application Forms. I am familiar with the codes of professional ethics relevant to my discipline (and have discussed them with my supervisor).</p>	<input checked="" type="checkbox"/>
<b>Name of Learner</b>	Pietro Jose Alvim de Paiva
<b>Student Number</b>	51702274
<b>Date</b>	30/11/2022
<p>I have discussed this project with the learner in question, and I agree that it has no significant ethical implications to be brought before the Research &amp; Ethics Committee.</p>	<input type="checkbox"/>
<b>Name of Supervisor/Lecturer</b>	Click or tap here to enter text.
<b>Date</b>	Click or tap here to enter text.