



Thesis title

**Human Resource Management Challenges in the Service and Education Sectors: A Case Study of Kathiyawadi Village Multi-Cuisine Restaurant and Miracle Global School**

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Bachelor of Business Management

Thesis

20<sup>th</sup> April, 2025

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Abstract

Business management

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**Human Resource Management Challenges in the Service and Education Sectors: A Case Study of Kathiyawadi Village Multi-Cuisine Restaurant and Miracle Global School**

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60

The purpose of this research is to examine workforce challenges in the restaurant and education industries in India, determine the reasons for employee turnover, and suggest methods of enhancing staff retention and business stability.

To critically assess employment trends, as well as staff turnover and recruitment issues relating to the restaurant and education industries at Kathiyawadi Village and Miracle Global School. To explore the conditions prevailing at Kathiyawadi Village that affect employee turnover and understand the challenges faced by Miracle Global School in recruitment. To assess current workforce management practices employed by the two firms and determine how effective they have been in countering staffing problems. To propose solutions for enhancing employee retention and recruitment to ensure long-term workforce stability and business efficiency within the restaurant and education sectors.

This paper uses Taylor's Scientific Management theory to apply to the restaurant industry and the Integrated Workforce Management system to manage the supply and demand of human resources in education. This information also offers frameworks that offer frameworks to attack this problem and make the solutions more stable in service and education sectors. In addition, the research adopts a positivist paradigm where data is gathered through a deductive approach, and the descriptive research method involves surveys. A total of 50 people were surveyed –25 from each organization –to gather insights from employees directly involved in day-to-day operations. Quantitative analysis is performed to be able to come up with trends to support and provide approaches on how to develop stability in the workforce, particularly those sectors that deal with service and education.

After the completion of the research findings, it has been found that the restaurant or service sector has been struggling with an increased employee workload. It increased after the emergence of the COVID-19 pandemic. Similarly, the educational sector is struggling to recruit talented and skilled educators. Therein, developing recruitment strategies and onboarding approaches helps employees to work with better collaboration and development.

This research examines workforce issues mainly in service and education sectors where high turnover and recruitment issues topped the list of problems affecting employees. Measures are to have a structured initiation process, to develop the professional path for the employees and to implement policies regarding a better work-life balance initiative. It is evident that through these ways, it will be possible to address these problems, resulting in workforce stability, employee retention and optimization of organizations in both sectors.

**Keywords:** *Kathiyawadi Village, Miracle Global School, Scientific Management theory, Integrated Workforce Management system.*

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## 1 Introduction

### 1.1 Research Background

The hospitality and education sectors constitute a significant portion of any economy and society, and both industries have their difficulties when it comes to the workforce that is risky to business sustainability and organisational effectiveness. This study tends to investigate the workforce challenges on organisational employment, service quality, and institutional image for Kathiyawadi Village, a restaurant in the hospitality industry, and Miracle Global School envisaging its impact. Thus, to explore the strategies of effective Human Capital Management and organisational sustainability in these industries, this research looks at the basic human resource factors.

Indeed, one can easily note that the working environment of the hospitality industry, especially the restaurant business, can be highly labile. Being in the Kathiyawadi Village business where the focal part of the business is serving vegetarian and non-vegetarian food, competition is tight, and therefore constant attention to service provision and employees' dedication is key to customers' satisfaction. While the restaurant pays reasonable wages to the employees, the turnover rates in the restaurant are relatively high and therefore the services are highly interrupted. Minimising the turnover of employees is critical in explaining service stability. Also, the loss of worker capabilities is a critical factor in restaurants' framework as the high level of employee satisfaction was very significant in the reduction of employee turnover (Barreto and Mayya 2024, 4).

Apart from the recruitment of competent teachers, challenges are also realized in the education sector as evidenced by Miracle Global School. The research discerns that a major determinant of the performance of any learning institution is pegged on the capacities and efficiency of the teachers. However, one of the challenges facing the school is the ability to recruit and retain qualified teachers which affects the education being offered and the image of the institution. Every organisation requires a competent teaching staff, thus acquiring professional training, faculty development programs and competing incentives for the teachers plays a significant role in the process (Pham 2021,115-131). Failure to do so results in the following problems which make a school's curriculum delivery and students' commitment in question and consequently, the sustainability of the school in the long run.

While analysing key trends both industries proved to have a critically important component of human capital meaning that the stability of the workforce has a direct effect on operational performance and customer satisfaction. Lack of proper HR practices in either of the two sectors leads to poor service delivery and hence organisation's performance. As a result, flexible and customer-serving staff is needed in the restaurant sector and experienced and dedicated

educators in the field of education. Flexible work schedules can be a crucial issue that needs to be worked upon in these industries so that more employees can be retained.

This study will examine the potential ways of addressing workforce instability issues in Kathiyawadi Village and Miracle Global School. Based on the analysis of the currently enacted human resource management practices, motivation factors, and retention measures this study wants to offer some practical suggestions to increase employee engagement and hence decrease turnover. Improving the level of staff retention in these areas will improve the quality of service delivery in the hospitality sector as well as the quality of education of the existing and prospective students of the school.

## **1.2 Problem Statement**

The restaurant and especially the education sector are among those industries that suffer from important workforce challenges which affect their stability and efficiency. Although the restaurant provides satisfactory wages to its employees, the turnover rate of the Kathiyawadi Village is high and thus affects the performance of the restaurant in terms of service. Like most other institutions, Miracle Global School also faces the challenges of teacher envision and attrition that affects the school's reputation and the quality of learning. Such instability of the workforce in both organisations hinders them from offering sustained services and achievement of their strategic objectives.

One of the challenges facing the restaurant business is the high turnover/employee turnover rate due to ongoing stress and lack of managers' support despite the provision of salaries and wages (Burrell *et al.* 2024). This is because it brings about fluctuations in service delivery, high costs that accrue from hiring and training new employees, and general disruption of the policy. This is especially so given the fact that the hospitality industry may be characterized by a lot of uncertainty in some regard and this makes it even more important that an effective workforce management strategy has to be put in place to improve employee morale and commitment.

The education sector has always been faced with the problem of teacher attrition (Balow 2021, 1615). There are challenges in its ability to attract and retain professional talented educators to enhance the curriculum and consequently student outcomes at Miracle Global School. Career advancement is rare, wages are poor, and employees cannot attain an acceptable work-life balance hence frequent turnover; these are the main challenges affecting a school's sustainability.

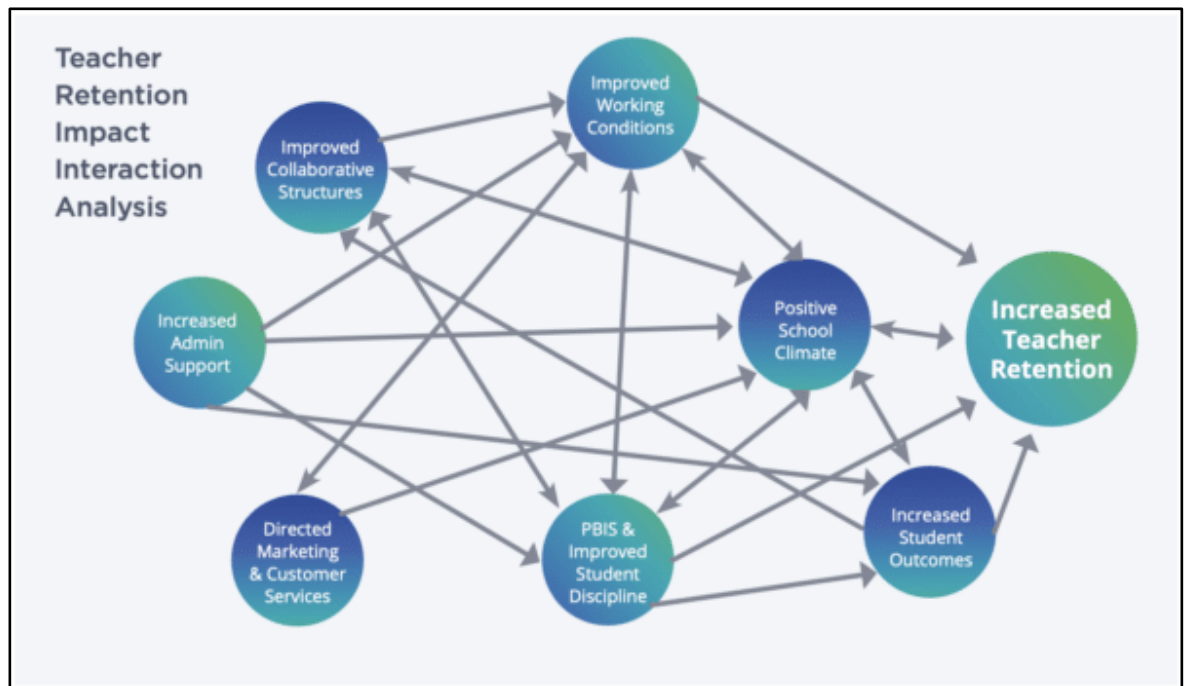


Figure 1: Teacher Attrition  
(Source: Balow 2021, 1615)

### 1.3 Purpose of the Project

The purpose of this research is to examine workforce challenges in the restaurant and education industries, determine the reasons for employee turnover, and suggest methods of enhancing staff retention and business stability.

### 1.4 Research Objectives

- To critically assess employment trends as well as staff turnover and recruitment issues relating to the restaurant and education industries at Kathiyawadi Village and Miracle Global School.
- To explore the conditions prevailing at Kathiyawadi Village that affect employee turnover and understand the challenges faced by Miracle Global School in recruitment.
- To assess current workforce management practices employed by the two firms and determine how effective they have been in countering staffing problems.
- To propose solutions for enhancing employee retention and recruitment to ensure long-term workforce stability and business efficiency within the restaurant and education sectors.

### 1.5 Research Questions

1. What are the specific employment trends, staff turnover rates, and recruitment challenges in the restaurant and education industries at Kathiyawadi Village and Miracle Global School?
2. What kind of workplace conditions contribute to employee turnover at Kathiyawadi Village, and what recruitment challenges does Miracle Global School face?
3. Would it be effective for Kathiyawadi Village and Miracle Global School to employ the current workforce management practices in addressing staffing issues?
4. What specific strategies can be implemented to enhance employee retention and recruitment, ensuring long-term workforce stability and business efficiency in the restaurant and education sectors?

### 1.6 Research Rationale

Lack of workforce stability in restaurants and the education sector causes a major problem in the ability to run the facility, financial stability of the organisation and quality of service produced. In regards to Kathiyawadi Village, however, the organisation pays a competitive wage to the employees and yet employee turnover is a disadvantage. In addition, turnover is costly, as it represents approximately 40% of overall costs (Ghani *et al.* 2022). Therefore, losing employees affects service delivery since the organisation is forced to re-employ recruits, train them, and attempt to retain them in-house, a process that may dissatisfy the customers in the process. The same goes for Miracle Global School which has a problem with attracting and maintaining highly qualified teachers due to which there are gaps in the continuity of curriculum, the poor performance of students as well as the institution's reputation suffers. All these problems are critical and should be met to guarantee a sustainable future for both industries.

However, some of the possible reasons are the lack of career advancement, the absence of effective employee engagement practices, and the very nature of occupations. Stress causes a high turnover among restaurant workers as they have irregular working hours and limited opportunities for career ladder promotion. On the other hand, teachers in the education sector experience burnout due to heavy workloads, minimal career progression, and poor work-life balance (Cezar and Escarlos 2024, 2). Such circumstances hinder organisations from developing a strong staff force; a factor that worsens service delivery problems.

Indeed, the need to address such issues in the workforce has been occasioned by increased competition within industries as well as changes in the labour force. Within the hospitality industry, there is ever-growing pressure to produce quality service to meet client demands. Like any other business, educational institutions also need to attract and maintain quality staff

to maintain the standard and quality of producing trained personnel. Furthermore, there has been significant fluctuation in human capital particularly in the labour market after the pandemic increased the challenges of organisations in retaining their employees. If no immediate and appropriate measures are taken, both industries are set to become unstable in the long run, less competitive, and provide mediocre services.

To some extent, the present study is intended to fill the above-mentioned gap by proposing targeted solutions for different industries in addressing workforce retention challenges. As such, through the analysis of the workforce characteristics and the methods used in the Kathiyawadi Village and Miracle Global School examples of suggestions about increasing rates of staff satisfaction and effectiveness of employment, that led to the sustainable development of both organisations, will be provided.

### **1.7 Research Significance**

The significance of this study is found in the probable contributions towards light shed on challenges that may be faced in the restaurant and education sectors. The results of this study, highlighting the problems of employee retention in the particular example of Kathiyawadi Village and Miracle Global School, will complement the context of research in contemporary globalized economies. These are factors that must be addressed to achieve organisational stability, advancing service delivery and attaining sustainable growth.

For the hospitality industry, this research is beneficial as it will provide valuable business solutions to efforts to reduce high levels of staff turnover, and recruitment costs, and ensure better service delivery. The findings will allow restaurant managers to improve employees' commitment to the establishment to achieve better stability of the workforce and, therefore, improve the satisfaction of customers and the efficacy of the restaurants' operations. Considering that hospitality is a highly competitive sector, knowledge of the aspects that shape the workforce is crucial to sustaining the business.

Within the scope of the education process, it will indicate the best practices to increase teacher retention, professional growth, and workforce continuity in the area. Effective academic performance is achieved by competent, motivated and hardworking educators in educational institutions. This study will be helpful to school administrators in enhancing factors that influence teachers' decision to quit their service in their respective institutions by recognizing the main factors that are causes of negative teacher turnover.

In addition, this study will extend knowledge in the field of workplace management specifically in areas that have not been explored much in the literature about employee turnover in restaurant and education sectors. These findings will be useful to policymakers and business personnel in formulating proper human resource management strategies that will enhance organisational commitment and subsequently lower the turnover rate. Finally, this study shall

offer workable solutions to businesses, workers, and customers, creating a sustainable and effective workforce for both industries.

### 1.8 Structure of the Thesis

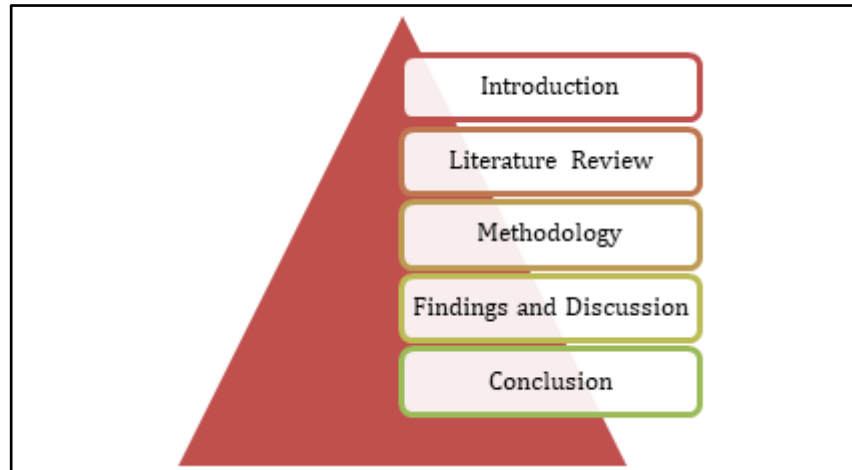


Figure 2: Structure of the Thesis

(Source: Self-created)

## 2 Literature Review

The workforce strength within the service and education industry denotes unique issues which might suggestively impact the efficacy of organisations and community growth. This literature review assesses the certain staff issues faced in the service and education sector by aiming at aspects such as hiring, retention, and training. By examining current studies and reports, this review focuses to demonstrate the complex connection among localized staff challenges and educational results. The findings will give important knowledge into potential approaches for addressing such problems by overall leading to the sustainability and development of both the local public and educational companies.

### 2.1 Employment trends as well as staff turnover and recruitment issues relating to the restaurant and education industries

As commented by Safitri (2022: 187), Variation in approaches and behaviour shows that rural and urban children have various desires in researching. City children with current amenities in schools and in certain areas have observed fast facts with the current media as they are no longer attentive in seeking information. As such, education has an imperative duty in preventing poverty mainly in rural groups, where access to education is extremely restricted. The evaluation of employment trends and employee turnover within the service and educational industries denotes determined problems that require in depth study. In the restaurant sector, turnover ratio classically drifts at a disturbing average of 110%, with factors such as minimum salaries, challenging work situation, and absence of career progress leading to high attrition (Leavengood 2025).

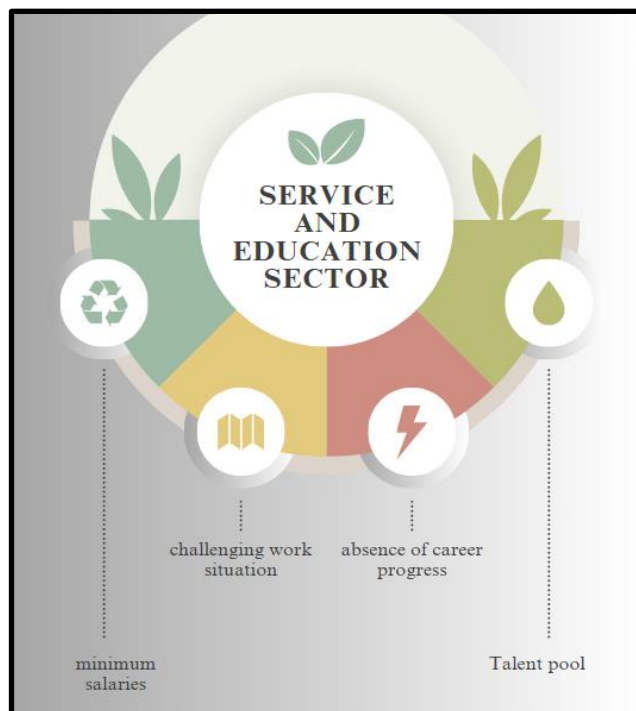


Figure 3: Employment trends as well as staff turnover and recruitment issues

(Source: Self-created)

As remarked by Bacher-Hicks et al. (2023: 219), the education industry has also faced *staff variability* mainly by teacher attrition ratio that rushed during and subsequent the COVID-19 outbreak owing to growing pressure and unacceptable working situations by out coming in emotional overtiredness between educators. As per study, certain restaurants shows that a standard training agenda are absent. It has worsened hiring problems in the local restaurant industry by restricting the *preferred talent pool*. This shows findings from wider research showing that rural areas frequently undergo “brain drain” and struggle attracting expert employees because of their restricted educational availability (AEM 2022). In contradiction, the education industry faced turnover problems not from absence of interest but from employee groups who are looking for improved prospects elsewhere because of the rivalry in urban situations which provides good wages and situations. When contrasting such findings with emergent literature, it is obvious that the research connects with the theory by putting significance on the systemic problems which are differing from absence of training materials in restaurants to the competitive area about education industry which are vital in identifying staff related problems. Both industries need structural improvements such as better compensation outlines and improved career paths to recollect talent (Saeed et al. 2022:46). Overall, while the literature underlines the rigid nature of turnover, the findings in the theme aids the assumption that targeted keys aiming in certain community wants might prevent such issues and substitute a further stable staff.

## 2.2 Current workforce management practices employed by the two firms

As commented by Abdiyev and Alimardonov (2022: 495), Effective workforce management is vital in the service industry mainly in restaurants and educational firms, where staffing problems are stated. The theme examines the staff management practices used by the restaurant sectors which is considered to be an imperative instance in the restaurant sector in contrast to the education industry. The literature review will aim on how such approaches have prevented staffing problems by putting importance on applicable literature and the practices of the two companies. On the other hand, numerous states have introduced initiatives in order to stop the absence of new teachers due to other pandemic such as renouncing licensure exams or student teaching needs. For instance, the “Massachusetts Department of Elementary and Secondary Education (MADESE)” created an *emergency license* with significant discounts to the least needed to teach in Massachusetts (Milovanska-Farrington 2021). As such, the unsatisfactory force of the outbreak around race, age, and gender might also have an outcome in compositional modification around the distribution of the teacher employees.

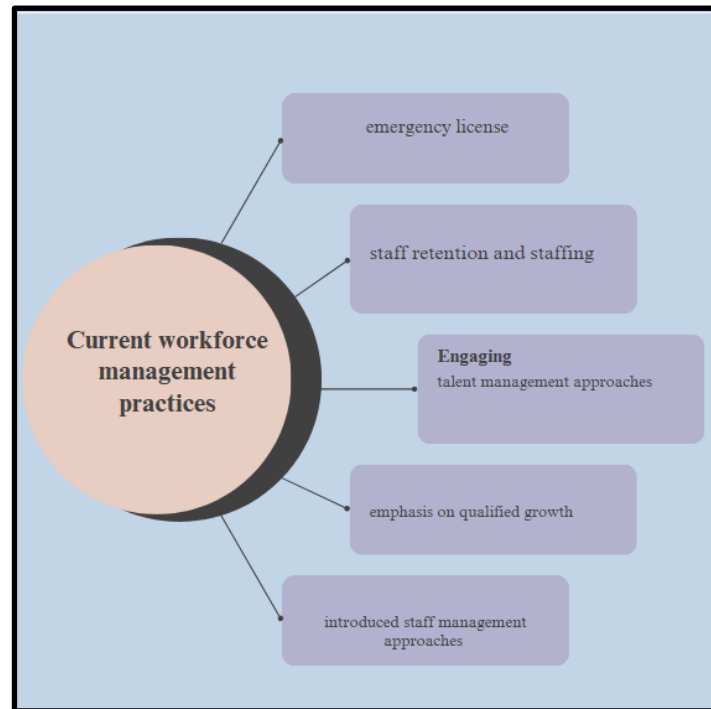


Figure 4: Current workforce management practice

(Source: Self-Created)

The restaurant sector has implemented numerous staff management methods by focussing at improving *staff retention and staffing*. One basic method has been the use of flexible development which aligns with employee choices and personal obligations by enhancing job satisfaction and *decreasing turnover* (Thorn 2024). Besides, the restaurant industry puts importance on understanding leadership by nurturing a helpful workplace culture that inspires open interaction (Thorn 2024). This method connects with findings from the literature showing a positive work situation and communications which will decrease lower turnover ratio. As denoted by Niko Cajander and Reiman (2023: 18) the educating sector faces its unique problems mainly with recollecting expert employees. For example, several organisations use numerous *talent management approaches* intended to connect the wants of staff with actual practices. Research denotes that effective onboarding procedures and constant professional growth prospects are vital in improving employee retaining. Educating institutions also put significance on such practices by giving overall training agendas that authorise teachers, which has been established as active in nurturing job satisfaction and decreasing attrition.

#### ***Effectiveness of Practices in Addressing Staffing Problems***

The education sector's emphasis on *qualified growth* has addressed employee retention problems in educational situations. As stated by Wingard (2022), organisations attempt to form a clear career progress opening that have helped in attracting and hiring capable teachers, as

numerous educational experts highly value development ways within their firms. This is reliable with literature that highlights the significance of constant skill growth in keeping a satisfied staff. Thus, the companies have introduced *staff management approaches* that diverge due to sector standards. Organisations report positive results from its adopted leadership and flexible preparation which aided to keep staffing standards post-pandemic, notwithstanding constant absence of labour (Occhiogrosso 2023). The research verifies that restaurants that introduce helpful management practices might hold staff and decrease problems. Overall, both the companies have used effective staff management practices as per the industry needs. The restaurant industry measures to put significance on understanding and flexible work measures which led to preventing staffing problems by demonstrating findings in the literature about the significance of positive work area cultures.

### 2.3 Conditions prevailing at restaurant and education industries that affect employee turnover

As quoted by Sandall et al. (2022), high staff turnover in the restaurant industry is basically impacted by numerous situations that unpleasantly affect the knowledge of the employees. The certain context of the restaurants shows such problems successfully. The theme examines such conditions by assessing how they connect to staff turnover while also associating current literature on the research.

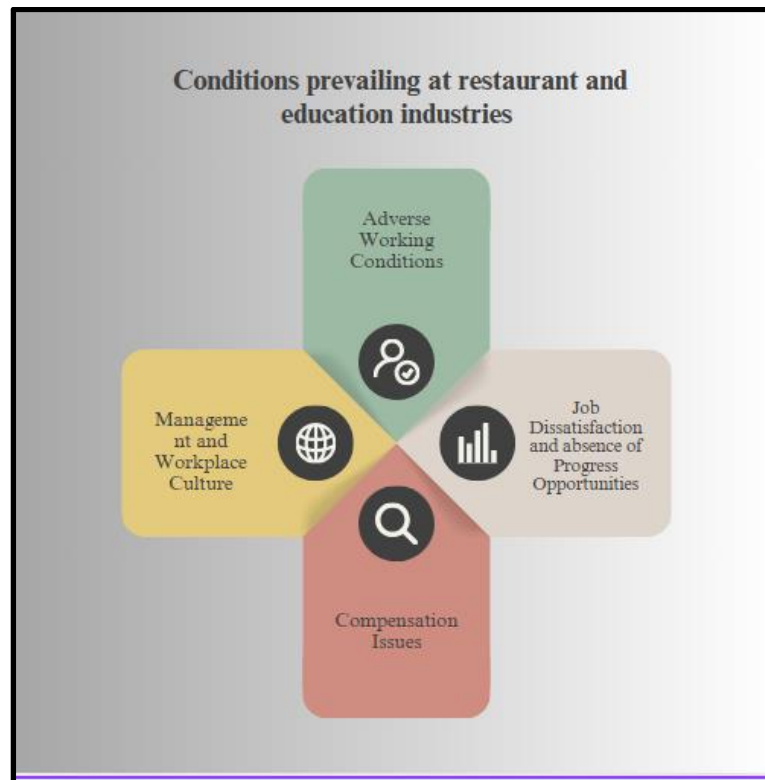


Figure 5: Conditions prevailing at restaurant and education industries

(Source: self-created)

***Adverse Working Conditions-*** As denoted by Yusriani et al. (2024: 189), one vital condition impacting staff turnover in the restaurant sector is the occurrence of contrary working situations. The nature of restaurant jobs frequently includes long hours, high-stress situations, and challenging physical labour that might contribute to stress. As per the research, it is found that worrying working situations suggestively leads to turnover, as people who feel reliably overcome are further likely to leave their levels. Numerous restaurants find high foot traffic mainly during peak hours by contributing to a strong work environment that might create a negative impact on employees. Further, the restaurant sector depends on part-time and seasonal employees, which worsens the turnover ratio. For example, staff at Villages where many of them are students or seasonal employees frequently put significance on short-term employment across stable jobs. This passing staff, as observed in literature, shows lower allegiance and willingness to accept offers from participants for improved recompense or situations.

***Management and Workplace Culture-*** The role of management and the entire workplace culture are vital in impacting the staff retention. As quoted by Onesti (2023: 148), Leadership styles that show absence of understanding or fail to involve employees might create an atmosphere where staff feel underrated. The literature aids the concept that management practices that put significance on appreciation and funding might contribute to greater staff satisfaction and lower turnover ratio. For example, the restaurant management has introduced approaches by focusing on enhancing the values of the workplace, such as creating open interaction and identifying staff contributions. Nonetheless, differences in effective management might contribute to job discontent and improved turnover.

***Compensation Issues-*** Another important factor is the lack of recompense and absence of welfare given to restaurant staff. As remarked by Singh (2024: 220), the amalgamation of low hourly salaries and dependence on guidelines creates monetary variability for numerous employees. The average hourly ratio for restaurant employees mainly in fast-food situations is below the living wages. Thus, it encourages workers to look for improved monetary prospects. Studies have demonstrated that competitive compensation relates completely with staff retention. This situation is observed in restaurants, where notwithstanding giving an active working situation, the wages might not understand the wants of the staff for profitable pays mainly in a pandemic economy where numerous sectors are competing for labour.

***Job Dissatisfaction and absence of Progress Opportunities-*** As per Alkaabi et al. (2024: 730), job dissatisfaction that is arising from restricted career progress frequently drives staff to negotiate the job market in search of improved predictions. The restaurant sector is observed as providing few paths for development which affect staff morale knowingly. For

example, organisations encourage employees who have absence of clear progress routes by removing their hindrance and resignation.

Overall, the conditions in the restaurant industry such as contrary working situations, management practices, compensation problems, and restricted development occasions affect staff turnover ratio. Certain instances show such issues. The gathered research helps the theory denoted in current literature about workforce problems by demonstrating the want for restaurants to implement management practices, improve staff culture, and progress wages to prevent high turnover ratio.

#### **2.4 Challenges Faced by education Sector in recruitment**

According to Odoom et al. (2018), several issues limit recruitment in higher learning institutions regarding Takoradi Technical University. A major factor is low pay and unsatisfactory compensation policies adopted by most organizations, which hampers professionalism in human resource management as per Odoom et al. (2018: 4-6). In comparison with other public universities, as well as private institutions, Takoradi Technical University pays its employees relatively low wages and, therefore, often faces a high level of employee turnover and the challenge of attracting the best candidates for a job. A very influential challenge includes rivals from other institutions and private sector entities as per Odoom et al. (2018:5). For instance, oil and financial companies provide better remuneration and career opportunities. This puts pressure on the universities; they cannot easily get the highly qualified staff they desire.

This insufficient autonomy also slows down the efficiency of hiring in an organization because bureaucratic procedure in declaring and filling a vacancy leads to a gap in staffing. The study also reveals that there are such challenges as favouritism and politics whereby in some organizations employees are hired based on their relationship with some individuals and not the capability to do the job. However, recruitment of employees internally hinders diversity and fresh ideas, and the available numbers of candidates flood the hiring procedures. All these challenges cumulatively have a bearing on delivering a quality workforce in the educational institutions thus putting into question standards and institutional performance.

According to the study of Odoom et al. (2018) and Sharma et al. (2023), employees engage and maintain problems in numerous associations with the education sector. However, they provide different views of the problem and one can compare what they have in common as well as what differs them. One of the most significant issues highlighted by both superior and subordinate researchers is the low and unsatisfactory remuneration. Odoom et al. (2018) indicated that most technical universities have had it difficult to provide competitive remunerations compared to the public universities and organizations in the private sector thereby resulting in high turnover. Regarding this issue, Sharma et al. (2023) supported the views that employees get few chances to advance their careers and their pay is also low, and thus, resign from their

positions in private HEIs. As found out by the two types of research on employee satisfaction and turnover, promotion and pay structure determine the levels of satisfaction and retention of the workers. The absence of effective career development is also a recognizable issue that affects the staff of these organizations. As Odoom (2018) mentions, there is little in terms of organized career progression and this is a disincentive to long-term employee commitment to the institution.

It is clear from the studies by Sharma et al. (2023) and Odoom et al. (2018) that bureaucratic procedures are another type of recruitment issue and, while Sharma et al. (2023) view it as an overly stringent and complex organizational structure when it comes to the management of recruitment, Odoom et al. (2018) indicated that administrative delay is another recruitment concern in the same context. Further, Sharma et al. (2023) claim that work-life balance challenges and lack of sufficient or effective faculty development programs are other threat factors that deserve mention, but were not highlighted by Odoom et al. (2018). In addition, the existing studies talk about how monotonous tasks lead to creativity and faculty turnover, while Odoom et al. (2018) on organizational challenges inherent in the hiring process.

## **2.5 Solutions for enhancing employee Retention and recruitment within organisations**

Alajlani and Yesufu (2022) outline various HR practices that facilitate employee recruitment and retention in higher institutions. In their work, they note that recruitment and selection impact how employees regard their jobs most evident in proper hiring procedures. The performance appraisal stands out as the most influential of the four elements of human resources management to retention, while the components of employee empowerment, compensation, and benefits are moderately influential as per Alajlani and Yesufu (2022:8). However, the foreign employees seem to have a negative attitude towards the practices that are employed in managing talent within the organization different from the attitude towards the UAE citizens. The research proposes organisations should align their strategies within the Human Resource department that support equality, increase employee satisfaction, and increase the chances of retaining human capital.

In addition, Alajlani and Yesufu (2022) explain how the intelligent use of human capital management approaches to recruit and retain employees is healthy due to data-driven techniques and simplification of the recruitment process as well as customization of the employees' experiences. In this regard, Djajasinga et al. (2021:2) argue that the traditional approach to human resource management including competitive remunerations, career advancement measures, and recruitment practices was embraced as key in ensuring high retention rates in the hospitality industry. Compared with the above-mentioned studies, Alajlani and Yesufu (2022) assert that structured AI can enhance all these HR functions by eradicating bias and enhancing the decision-making process. As Djajasinga et al. (2021) also pointed out, factors regarded as important causes of turnover include inadequate training,

uncertain career development, and low wages and salaries which are also in support with Alajlani and Yesufu (2022) that ineffective HRM practices are major causes of high turnover.

## **2.6 Theoretical Framework**

In order to examine staff issues in the service and education industries, it is vital to consider important theories and models that provide an overall knowledge of such problems. One pertinent theory is Frederick Taylor's Scientific Management, while the Integrated Workforce Management model is an effective method for considering such problems.

### ***Theory: Scientific Management***

As commented by Merkle (2023), Frederick Taylor's Scientific Management theory put significance on enhancing work processes to improve efficiency and output. In the area of the restaurant sector, using the application of the theory will help in dividing work projects to improve labour competence and training employees in standardized measures. By introducing time and motion training, the restaurant will be able to recognise the best techniques to improve service speed throughout peak hours by decreasing staff pressure and preventing turnover ratio. The literature aids this method by demonstrating a structured work situation that contributes to better job fulfilment and retaining.

### ***Model: Integrated Workforce Management***

As stated by Balasubramanian and Short (2021: 2849), Integrated Workforce Management model includes numerous staff practices by introducing a strategy. It aims to maintain labor supply with demand. Using the application of the models by companies such as Miracle Global School aids in connecting workers' forecasts with educational needs. With the help of proper forecasting and management of teacher jobs, the companies will be able to safeguard that employees are neither overworked nor underutilized. This complementary act is vital to staff fulfilment, as research shows that effective workload management leads to lesser turnover ratio in educational firms. Besides, the model inspires frequent valuation and adaptation of staffing approaches in review to changing wants by nurturing a further engaged staff.

Overall, the application of Taylor's Scientific Management theory and the Integrated Workforce Management model observed how these methods might prevent staff issues in the service and education industry. The visions gathered from the education and restaurant sector shows the significance of structured management practices in improving staff retaining and satisfaction by leading to the entire success of such firms. Through frequent edition and optimization of staff approaches, companies might direct the issues of the current work area.

Notwithstanding study on staff problems in service and education industries, important literature gaps exist in identifying the certain strength within individual companies. The current

research frequently aims on broad trends by leaving aspects of staff turnover, job fulfilment, and management practices not examined (Shaoan et al. 2025). For example, while certain studies address high turnover ratio in restaurants and educational situations, few research into the background factors lead to such problems within certain formations (Merchán-Ríos et al. 2023). Further, the interaction among organizational ethos and staff retention approaches in such industries were not addressed properly. This research focuses to fill such gaps by giving an overall understanding of staff issues connected to education and restaurant sectors by providing overall understanding that might notify targeted involvements and approaches to their respective situations. Such research is vital for evolving further effective management practices to improve staff retention in both industries.

## 2.7 Conceptual Framework

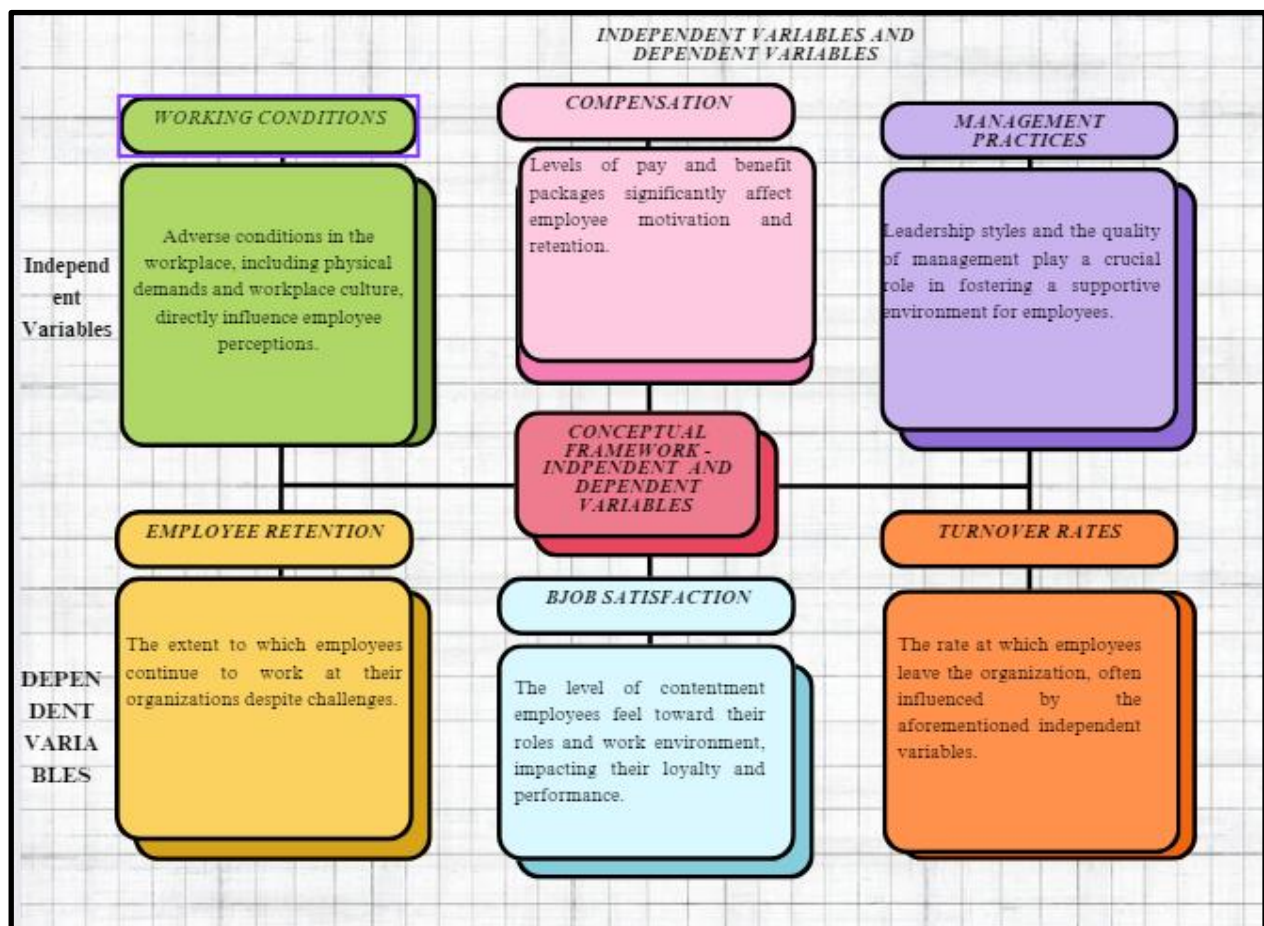


Figure 6: Conceptual framework

(Source: self-created)

### 3 Methodology

This chapter provides an understanding of the methodological approach adopted in the study of the envisaged workforce challenges in the context of service and educational sector in Kathiyawadi Village and Miracle Global School. The first part of the methodology involves the identification of the research philosophy, which refers to the beliefs that one has in a research study. The research approach is then presented to demonstrate the line of thinking used in this study. The methodology further discusses the framework of the study in relation to the objectives of the study.

In addition, the collection of data is also described in this chapter and how quantitative data was obtained through survey. Explaining ‘data sampling’ and why 50 participants were chosen. The data analysis section would describe how the responses were handled and what conclusions were arrived at. Next, comes research ethical consideration which aims to ascertain adherence to the conducted research to espoused ethical norms and then research limitation which presents an understanding of the restrictions to the study. Also, a summary reflects on the main elements described and the application of the methodology to meet the objectives of the study.

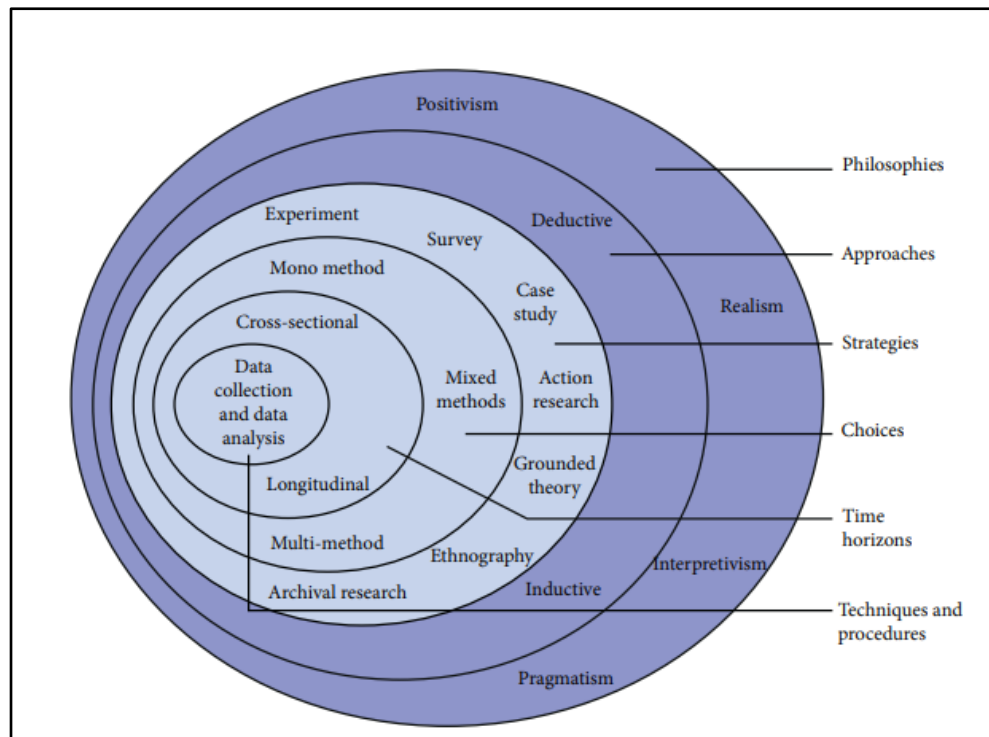


Figure 7: Research Onion

(Source: Alturki 2021)

### **3.1 Research Philosophy**

Research philosophy is the overall approach and assumptions that are put in place in order to come up with the research study. They determine how information is gathered, processed and how patterns are identified to comprehend events and happenings in society. It decides whether the study targets facts, variables and or perceptions, or a blend of facts and perceptions, through defining the methodological type of a study.

As for the purpose of this study, which is to determine the causes of workforce challenges and analyse the strategies for employees' retention and satisfaction, the positivism research philosophy is adopted. Positivism is more focused on objective realities and quantitative data as it maintains a linkage between theory and research (Davidsson and Falck 2021, 31). In addition, this is most appropriate to be applied in studying employment, turnover and recruitment issues. This philosophy allows for the gathering of quantitative data using structured questionnaires to make it more standardized and generalized.

Other research philosophies like interpretivism were not adopted because they deal with experience-based realities and such qualitative data in addressing the workforce was deemed as not effective for structuring workforce in a statistical means. From the research question, it can therefore be seen that whereas interpretivism can help provide an understanding of people's perceptions, feelings and experiences in the case of the present study, this 'paradigm' is less suited for generating generalised knowledge, which is the goal here. The chosen research approach has to be positivist as its aim is to offer concrete recommendations for minimizing high employee turnover and solving this problem. In terms of the employment of the four research questions, positivism is structured and hence a good match with the quantitative research method, which offers a quantifiable approach to analysing workforce problems in the service and education sectors.

### **3.2 Research Approach**

A research approach also known as paradigm tends to be a set of logic and reasoning that may offer direction on how a certain study should be conducted including the entire process of collecting, analysing and interpreting the collected data. It establishes if the study progress is from theory to data or from data to theory, the structure of the research.

Since the goal of this research study is to analyse the workforce challenges that exist leading to the formulation of long-term strategies for combating employee turnover and increasing staff satisfaction the deductive research approach is adopted. The deductive approach involves using ideas already found in the body of knowledge on workforce management and employee turnover and recruitment difficulties. It then compares these theories with data gathered from Kathiyawadi Village and Miracle Global School. It is appropriate for developing real solutions

and makes the findings much more probable with the help of the existing theoretical information testing (Ganesha and Aithal 2022, 18).

An inductive research approach was not considered for this research because unlike deductive, inductive approach is based on creating theories based on patterns that are identified from qualitative data hence extensive data collection would be needed here. However, if inductive reasoning is effective in investigating the new phenomena then this study is focused on particular workforce concerns with the help of variable measures. The deductive approach is chosen because it permits hypothesis testing, systematic data collection, as well as converting results to statistics to achieve an objective outcome. In adoption with this, the study offers straightforward, evidence-based solutions to workforce stability issues and ways to improve employees' retention and satisfaction that are relevant to the restaurant and education industries.

### **3.3 Research Design**

It is a strategic framework in conducting the research to ensure that it achieves the laid down research objectives. It is a formal structure of operations that defines the way data is gathered, examined and understood to help researchers in studying an event.

In order to address the aim of this study, which is to explore workforce challenges and offer sustainable solutions on how to retain employees and improve their satisfaction level, the study adopted a descriptive research design. Descriptive research is concerned with the study of distribution, frequency, and prevalence as well as existing conditions, patterns or behaviours related to the workforce. This is because descriptive research gives users an in-depth description of people or group properties and assists us in comprehending numerous phenomena relating to people, circumstances, or incidents (Koirala et al. 2024). Thus, collecting numerical data on the employment indicator of the population, turnover and the difficulties encountered when recruiting in Kathiyawadi Village and Miracle Global School, possible solutions can be determined.

Other types of research, for example, exploratory or narrative, were not used because they are based on the generation of ideas or analysing personal stories. Exploratory research is more suited to uncover obscure subjects as it is considered to be an inductive approach, but it has no clear framework, and narrative research deals with the stories instead of the workforce patterns (Casula et al. 2021). As this research entails structured data analysis, a descriptive research design affords objective statistical facts that make the subsequent recommendations relevant for enhancing both service and education sector workforce stability and employee retention.

### **3.4 Data Collection**

Data collection is the procedure of collecting information in order to answer the research questions and to facilitate the achievement of the study goals. It helps to guarantee the credibility of the statements made in relation to the study. They are the primary and secondary sources of data collection depending on the research goal and objectives to be accomplished.

As for the data gathering, a primary data collection technique is deemed suitable for this research. An online survey is conducted on 50 participants which include teachers from Miracle Global School and workers from Kathiyawadi Village. The survey will provide primary data on the working environment and what specific issues relate to high turnover, staff recruiting and retaining. The participants will give their ideas based on some factors that contribute to decisions they make that cause them to resign, and other ways that would enhance their job satisfaction. The responses will be recorded in Google Excel for better structure, organization, and graphical presentation of the results.

A form of secondary data collection was not chosen because they involve obtaining data from other sources like books, reports and research papers. Although secondary data is helpful in offering theoretical understanding, this data may not help the researcher to exactly identify the issues of the workforce in Kathiyawadi Village and Miracle Global School. However, given the fact that this research seeks to establish the current employment tendencies in the market and the improvements that should be made to them, primary data is more appropriate. It provides a chance of interacting with employees, and this would mean that the information, details, and data collected would be recent and more appropriate for the research.

Also, it means direct data collection to develop survey questions concerning the specific workforce issues in the restaurant industry and in education. This means that the research results meet research objectives simplifying recommendations and increasing their efficiency. For this reason, the primary data collection method may provide important real-life experience that will enhance stable workforce and long-term control of personnel.

### **3.5 Data Sampling**

Sampling means the process of choosing a limited number of people from a bigger pool in order to participate in the research. Therefore, the selected sample should represent the population in order to generalize the result. The sampling method is of two types: Probability sampling where every person has equal probability of being selected and non-probability sampling whereby an individual is selected based on some criteria (Makwana et al. 2023).

In this research, the type of sampling chosen to be used is the non-probability purposive sampling technique. Thus, the sample of 50 participants is used, which includes teachers of Miracle Global School and workers of the Kathiyawadi Village. They give details involving; workforce and turnover problems, and solutions for retaining employees in their industries.

Other types of sampling are not used because, for example, in a random sampling technique, it is impossible to ensure that only people who have experienced workforce insecurity will be involved in the study. This study doesn't require stratified sampling as well because the work samples being studied are not drawn from two different segments of a big population but focus more on workplace challenges. Convenience sampling is not used due to the reasons that would make participants easily available for the study and not those that have relevant experience (Wang 2024, 2).

The purposive sampling method is appropriate for use in this research because it directs the data collection towards specific experience-based data that relates to the workforce issues in Kathiyawadi Village and Miracle Global School. This increases the validity of the study findings and calls for the formulation of appropriate solutions in the area of workforce retention among the two fields.

### **3.6 Data Analysis**

Data analysis can be defined as the qualitative or quantitative evaluation of different data that has been gathered to check for patterns or associations. It assists in arriving at useful conclusions that are in line with the goals of the research. The study also employs a quantitative data analysis approach because the research topic encompasses measurable workforce issues, employee turnover, and retention methods in Kathiyawadi Village and Miracle Global School. The data is obtained from an online structured survey and the responses are captured in Google Excel spreadsheet which provides graphical features like charts and graphs for easy analysis of the findings.

The quantitative approach is found suitable because it will ensure a systematic and empirical investigation into employee turnover, recruitment difficulties as well as work environment. The use of graphs and charts assists in showing that kind of results and the kind of trends and patterns which are likely to prevail out of the responses given by the participants does not really require any statistical analysis in order to be interpreted. Other techniques like Qualitative Analysis, are not selected since they form narrative descriptions instead of quantitative data which are required in this study. Thus, while a qualitative approach defines the workforce comprehensively and on the basis of individuals' opinions, they do not give an orderly picture of how the workforce is developing. In the same way, there is no use of mixed-methods analysis because the study does not assume quantitative and qualitative data in attempts to answer the set objectives.

This research applies the graphical analysis to eradicate most of the workforce challenges, to determine trends and to provide tangible procedures for solving the issue of employee turnover. It also increases the quality and functionality of the results to enable easy understanding of the findings to the reader.

### **3.7 Research Ethics**

Research ethics are measures put in place to ensure that the research is conducted with integrity, credibility and respect for everyone involved in the study as well as the information being collected. That is why all the secondary data used in this project are sourced accordingly and the sources are properly cited in a manner that eliminates chances of copyright infringements and plagiarism. Thus, each source is being cited properly and ethically so that there is no infringement on the general academic standards of the university. In getting primary data, the participants are requested to give their informed consent before responding to the online questionnaires. Informed consent from the participants is given regarding the objectives of the research, their duties, and their freedom to decline in mid stream. Confidentiality is achieved by making sure that the answers are kept safe and are only used for research only. In that light, it follows these ethical standards to maintain credibility, participants' safety, and college research protocols.

### **3.8 Research Limitations**

Despite the effectiveness of the outlined framework, there are several limitations of this study that are worthy of note. Firstly, since it adopts a positivist ontology, it mainly quantifies obtainable data, which may exclude the data of employees' informal feelings, motivations, experiences, which qualitative research could have uncovered. This limitation may limit chances of embracing broader workforce issues in addition to quantifying them. Second, the study undertakes an aim and objectives, as highlighted earlier of a deductive research approach, which entails the use of existing theories. This would mean that new and distinct workforce issues, unique to both Kathiyawadi Village and Miracle Global School that may be inconsistent with or inconsistent with existing theories may not come to light. The study may overlook certain new emergent workforce characteristics or any other form of employment that might exist in the present society.

Third, unlike explanatory research design, a descriptive research design does not very well establish causal relationships of variables or workforce trends. It is possible to merge certain connections between many of these factors, but in order to directly identify the causations for many issues in the workforce, experimental or longitudinal research is necessary. Lastly, the sample of 50 participants may not capture the entire population of the workforce in similar industries. Further research with more participants of various groups can increase external validity.

## 4 Research/Findings

This chapter will examine the findings and outcomes which have been acquired by researching on the research topic, interpreting the research findings based on specific research objectives and questions. The section will collect and gather responses from 50 participants who attended the online survey session, detecting and analysing the impacts of workforce challenges on the education and service sector. The responses which have been provided by members of Kathiyawadi Village and Miracle Global School made the study more data centric and informative. Each of these employees have been facing diverse challenges when working in their workforce as they belong to different organisational sectors and departments. Hence, choosing participants or employees from these two different sectors made the research more critically and with in-depth analysis. Therein, it provides an opportunity for the research, to acquire effective and strategic outcomes to determine workforce challenges faced by employees working in both these organisations. This chapter will critically analyse the research findings which have been found from the survey session attended by participants and furthermore, link those findings with the literature context. Moreover, those correlation between findings and literature review gets interrelated to address the research question. Therefore, it provided an opportunity for the study to witness how workforce challenges impact the workforce among the global workforce.

### 4.1 Findings

The findings of the study serve as an important source of understanding the issues affecting the employees in the service and education industry, indeed at Kathiyawadi Village restaurant and Miracle Global School.

#### *Participant Role and Employment Period*

The survey was divided in equal proportions among the teachers at Miracle Global School and the employees of the Kathiyawadi Village restaurant. As for working experience, 44% of subjects stated that they have worked for 1-3 years, and 34% of the subjects have experience of more than 3 years in their place of work [*Refer to Appendix 1*]. Unsurprisingly, a considerable number of the workers were employed for less than a year, which sufficiently shows their high turnover.

#### *Job Satisfaction and Experience*

The study also showed that the majority of the employees negatively received their jobs. Thus, respondents' dissatisfaction level was quite high: 60% indicated they were dissatisfied and 30% claimed that they were very dissatisfied. Two participants described their level of satisfaction as being satisfied and none described it as very satisfied. However, all the respondents noted

that they had at least one year of work experience in their respective positions, meaning discomfort was not a result of inexperience but working conditions.

### ***Reasons for Leaving Jobs***

The stated reasons given for the intent to leave were: career advancement (42%), job demands and stress (28%), and managerial relations (22%). Some other stated reasons include work-life balance issues, 6%, low salary 2%. This indicates that the chance to advance to higher positions, training, ISO certification as well as other working conditions were essential factors that determine the retention of employees.

### ***Workload and Its Impact***

According to the results, the majority of employees (66%) reported that the workload was high, while 32% said that it was too high. Only 2% considered it manageable. This is an indication of the dissatisfaction levels mentioned earlier and signifies a dire need for effective workload management.

### ***Impact of Employee Turnover on Service Quality***

The results of the study also revealed that high turnover rate was considered to have direct impact on the quality of services, with 68% perceiving it to have a high degree of impact while 24% mentioning that the impact is relatively high. Nevertheless, only 8% felt that it did not have any influence on the quality of service. These statistics indicate some of the issues that organizations go through just because of constant changes in staff.

### ***Recruitment and Onboarding Process***

Regarding the degree of satisfaction with the recruitment process, 60% of the respondents pointed to it as fairly poor, and 40% described it as very poor. A more encouraging set of responses was that only 10% considered it to be average, and no respondent said that it was good or excellent. Further, 74% of the respondents evaluated that their organization lacks structure in the onboarding process and 24% were not so sure. This means that the organisation has issues in the process of recruiting and absorbing new employees.

### ***Career Opportunities***

On career mobility, 26% agreed that there were career opportunities available while 50 % disagreed with the statement insisting that there were limited career opportunities. However, 24% of them said that there were no career advancement opportunities available. This corroborates the earlier discovery that attributes relating to no promotional opportunities as the biggest reason for lower levels of employee engagement and high turnover rates.

### ***Reasons for Staying in an Organization***

Availability of career growth was found to be the key reason affecting staff to remain employed within an organization since 54% out of all respondents cited this as their priority. The second most considered factor was work environment and culture at 28% while job security at 12%, recognition and rewards at 4% and salary/benefits at 2%.

### ***Effectiveness of Management in Retaining Employees***

Most of the management initiatives which were undertaken to retain employees were considered to be very ineffective, as 50% of them were considered to be somewhat ineffective and the other 40% being very ineffective. While 10% of the respondents did not perceive these as effective as well as ineffective, the results showed low satisfaction regarding the evaluated retention strategies.

### ***Organization's Response to Employee Concerns***

Regarding the level of attentiveness within their organization to the employees' concerns and ideas, 40% of the respondents said that it is occasionally done when management sometimes respond while 34% said it is seldom done when management rarely does it. Surprisingly, as to the extent to which employees felt that their concerns were being escalated to leadership, 26/50 participants outlined that their concerns were actually not addressed.

### ***Current Practices in Reducing Employee Turnover***

The quality of efforts to reduce the turnover of employees was seen as inadequate. Yet, 12% of them described those strategies as being quite effective; 52% considered them insufficient; 32% out of them regarded the strategies as ineffective. Challenges posed by the participants included more stress in work-life balance (32%), training (28%), flexible working time (18%), effective management (12%) and better remuneration (10%).

### ***Strategies for Employee Retention***

Mentoring and training, according to 66% of respondents, positively impacted employee retention by a great extent, while 32% said that it helped in employee retention by a small extent. Thus, only 2% of the participants indicated that they did not have any impact. Also, as it specifically regards performance incentives as a form of motivation, 88 % saw their sentiment towards it as a high priority while only 12% considered it a low priority.

### ***Mental Health and Leadership Impact***

Mental health and wellness have been greatly appreciated by 86% of respondents while 14% stated that programs of mental health and wellness had little effect. On the other hand, leadership and communication were seen as not positively contributing to retention with 62% of the respondents indicating that they had a negative impact and 34% unsure. Leadership also received a low rating as only 4% thought that leadership had something to do with retention.

### ***Attracting and Retaining Employees***

The implications arising from the survey indicate that organisations require strategic directions in career advancement, professional enhancement, and mental health enhancement programs. Therefore, training, improving leadership, and communication ways, and increasing more structured reward systems based on performance could be powerful ways that may increase satisfaction and retention issues throughout both sectors.

#### **4.2 Linking findings and literature**

The education sector struggled due to COVID-19 pandemic effects as it created a challenge for them to reduce educational staff and teachers (Bacher-Hicks et al. 2023: 219). Therein, it created a challenge for educators to communicate and interact with their students as they made a major shift in their educational sessions. Educators arranged for a virtual classroom session where they tried to communicate with their students and make them learn their educational session. However, it raised an emotional and social constraint in making them learn about new things. Similarly, service sectors such as Kathiyawadi Village have been struggling with worsened hiring problems in the local restaurant industry due to the restriction in the pool of talent management. These are the incidents which criticised the business management of education and service sector which caused a challenge for the workforce to manage its operational progression. From the service session, it has been observed that most of the organisational sectors have been struggling with these business incidents. These factors and strategies can be effectively interrelatable between findings and literature context.

Both education and service industries require structural improvements such as better compensation outlines and improved career paths to recollect talent (Saeed et al. 2022:46). These sectors follow inconsistent business regulations and strategies which do not allow them to retain their talent and skill in its workplace. Therein, from the survey outline, it can be observed according to participants' feedback that the education and service sector do not follow regulations and policies in its workplace. Therefore, participants have been getting stressed due to over workload when they cannot work with more dedication and motivation. Therein, it provided support to the literature review research content assuring that the education and service industry needs to improve its existing business strategies increasing

employee retention. Effective workforce management is vital in the education and service industry mainly in restaurants and educational firms to resolve the staffing problems and issues (Abdiyev and Alimardonov 2022: 495). Organisations which recruit and retain candidates with better talents and skills provide an opportunity to bring over an evolution in its existing working processes and operations. Therein, the educational service sector arranged for Massachusetts Department of Elementary and Secondary Education (MADESE) which provided an opportunity for service organisations to maintain collaboration and inclusivity in the workplace. It can be observed that organisational management has been arranging for regulations and policies which can allow its workforce to work with better collaboration and effectiveness.

From the survey session, it has been observed that participants do not look after them and take responsibilities, preventing them with any unnecessary determinations. It means that even after the proposed Massachusetts Department of Elementary and Secondary Education (MADESE), the education and service sector has not been implementing these policies and standards in its workplace. It creates a challenge for organisations to keep control on its workforce management which could preferably make its business exclusive and developed. The education sector faces its unique problems mainly with recollecting expert employees (Niko Cajander and Reiman 2023: 18). Therein, the educational sector struggles with allocating and recollecting staff in its workforce due to some inconsistencies. Talented and skilled employees or staff struggle to be recruited by the educational sector. From the survey session, it has been found that the educational sector lacks in following strategic recruitment and onboarding processes. It creates a challenge for the educational sector to select and recruit staff mostly who are skilled and talented by bringing over a progression in serving with services. Organisations arrange for career progress programs that help in attracting and hiring capable teachers, as educational experts highly value career development within their firms (Wingard 2022). It brings over an evolution among teachers and educational staffs to bring over a progression in their teaching and educational development processes. On the contrary, from the survey session, it has been evident that the educational sector and organisations have not been offering career development programs for its educators. It does not allow teachers to improve their career plans which increases employee turnover in the workplace. Additionally, the workforce has been getting much irrelevant in offering quality responsibilities to its students due to their inconsistent effort deliverables. It can be said that the educational sector has not been looking after strategic possibilities for teachers by offering them educational career development and progression.

Job dissatisfaction results in restricted career progress, frequently driving staff to negotiate the job market in search of improved career development (Alkaabi et al. 2024: 730). Hence, the educational and service sector which faces the challenge in offering preferable career development programs to employees cannot retain its employees within its workplace. Therefore, workforce uncertainty reduces strengths and creates a challenge for the educational

sector to retain its employees in the workforce. Amalgamation of low hourly salaries and dependence on guidelines creates monetary variability for numerous employees (Singh 2024: 220). Educators teaching in the education sector receive low salaries but have been struggling with high work pressure. It creates a stressful lifecycle for them which disrupts their working processes and establishments. Similarly, these aspects have also been found from the survey session, where participants stated that educators have not been receiving deserved or similar payments which need to be offered by educators. It makes their efforts and contribution ineffective as they are not being offered with a deserved amount of wages. Use of human capital management approaches helps to recruit and retain employees is effective due to data-driven techniques and simplification of the recruitment process (Alajlani and Yesufu 2022). It seems to be very effective for the education and service sector to attract and retain more employees within its workforce.

#### **4.3 Data supporting to literature content**

After completing the survey session, it can be observed that most of the survey responses supported the literature review content. In the education and service sector, most of the workforce has been struggling with workforce managerial organisational inconsistencies. It impacts on the service quality and the ways it could preferably allow to bring over an evolution in serving with educational and learning consistencies (Singh 2024: 220). After the emergence of the COVID-19 pandemic, the restaurants and educational sector need to implement changes in its operational progression and services. For instance, during the pandemic, educators arranged for virtual classrooms and meetings with students where they made them learn and progress their career learning necessities (Alajlani and Yesufu 2022). On the contrary, it made educators shift their educational programs and sessions for its students due to remote education. In the survey session, educators stated that the educational sector does not offer them motivation and encouraged support to bring change in their educational learning processes. It increased stress levels for educators as they faced uncertain and insignificant challenges due to these instabilities. In this concern, if the education sector provides educators support to make use of virtual classroom techniques, it would become much more feasible for them to enhance students' learnings. Similarly, the education sector struggles to recruit educators with much talents and skills due to their lack of recruitment inefficiencies. These factors which are evidenced from the survey responses support the literature contents.

Additionally, from the survey session, it is evident that work-life balance provides an opportunity for management to work with better collaboration and attention. Educational institutes or organisations which arrange for strategic employee collaboration by offering them effective work-life balance provides an opportunity to work with better attention and contribution. It increases employee or educators working possibilities through which it would serve employees with greater means of educational development. Organisations which adopted

leadership and flexible preparation which aided to keep staffing standards post-pandemic, notwithstanding constant absence of labour (Occhiogrosso 2023). Therefore, it provides an opportunity for organisations to plan for strategic change opting for a standardised effect. On the other hand, the restaurant industry measures to put significance on understanding and flexible work measures which led to preventing staffing problems. The service sector has been struggling to keep control on its workforce development and progression. Similarly, from the literature context, similar factors have been found which depict an evolution in the working progression and development. High staff turnover in the restaurant industry is basically impacted by numerous situations that unpleasantly affect the knowledge of the employees (Sandall et al. 2022). Restaurants or service sector which recruits and selects staff in its workplace struggle to retain employees which does not allow them to retain skilled and talented employees in its workplace. It can be said that some uncertainties and inconsistencies create a challenge for both the educational and service sector to retain and recruit employees within their workplace. The workforce management has been getting inconsistent which does not allow to form a strategic gain and implication.

Impacting staff turnover in the restaurant sector is the occurrence of contradictory working situations (Yusriani et al. 2024: 189). Similarly, it creates a challenge for restaurants to keep control of its workplace which brings over an evolution in the working processes and developments. It can be observed that restaurant organisations are struggling to retain staff due to inconsistent external environmental conditions. Therefore, it creates a challenge for restaurants to retain employees due to increased stress, increasing level of workloads. Some of the local restaurants, mostly in villages, recruit employees who work part-time which helps them to control their financial investments in human resources. Even restaurants recruit seasonal employees which protest restaurants to keep control on their investment rate. On the contrary, it does not allow the service sector or restaurants to keep control on their employees' skills and talents. When restaurants have been increasing their recruitment of part-time employees, it does not allow them to retain and recruit talented and skilled employees. Abilities and willingness to grow the business operational stability gets reluctant when it does not allow the educational and service sector to keep control on their working abilities and strategies.

Incorporating with a strategic change management approach, it could be found that in recent times, organisations have been struggling to meet customers' changing demands and preferences. It serves to bring over a revolution in the working development and creations so that organisations can gain their competitive abilities and strengths. Organisations attempt to form a clear career progress opening that have helped in attracting and hiring capable teachers, as employees highly value development ways within their firms. Therefore, it aims to bring about an evolution within the market conditions, where employees contribute all their efforts in attending their roles and responsibilities. The restaurant industry measures to put

significance on understanding and flexible work measures which led to preventing staffing problems. It shows that most of the restaurants need to monitor and plan to develop work life balance and management where it could find more measurable development and creation. In recent times, there are people or employees who like to stay collaborative and approachable to the workplace from where they can learn about new skills and talents. It brings over an evolution in its market conditions where they can strategically create a stable workplace situation, serving with a greater consistency and development. Insufficient autonomy slows down the efficiency of hiring in an organisation because bureaucratic procedure in declaring and filling a vacancy leads to a gap in staffing. It can find an effective concern and development when organisations can create a strong workforce. It helps to increase its working development by increasing sales proportion and gaining profits.

#### **4.4 Interrelating to the research question**

The research study has given awareness of the workforce issues that exist in Kathiyawadi Village and Miracle Global School and answers the research questions as follows. The first research question was to know the employment trends, turnover rates, and the issues of recruitment in these industries. The analysis of data indicates that high turnover rate is a major problem for both sectors. These factors have been a result of poor management, excessive working pressures, and lack of opportunities for promotions in Kathiyawadi Village. At Miracle Global School, staffing issues are also present, particularly concerning good teachers who are difficult to retain because of a lack of promotional offers and low pay. These trends are in concordance with literature suggesting that poor employee satisfaction and opportunities for promotion propel individuals to leave the current organisation.

The second research question focused on the factors that may lead to turnover at Kathiyawadi Village and recruitment problems at Miracle Global School. According to the research, employees in the restaurant business are most likely to complain about work-related stress and poor balance between work and family responsibilities. Among the major concerns for the clients, excessive working hours, lack of management support, and unstable pay rates are the most severe issues that employees experience. On the other hand, the challenges are evident in the recruitment area since most of the hires undergo a bureaucratic procedure, and other education-related institutions offer better remunerations. This concurs with Saeed et al. (2022) who opine that work structures be enhanced in both industries to include remunerations and work-life balance.

The third research question focused on how the current staff planning techniques help in addressing staffing problems. According to the surveys, the two organisations have no well-defined onboarding procedures and are not very effective in their attempt to engage their employees. It is worth noting that a considerable number of participants responded negatively

to the statements that related to how their organisation is handling staff retention. Thus, despite some attempts to solve these problems, like schedule flexibility and the practices to appreciate the employees, they are insufficient. Literature from Abdiyev and Alimardonov (2022) reveals that promotion, conducive organizational culture, and career enhancement are crucial in managing turnover.

Lastly, the fourth research question dwelled on the approaches that could be used to retain and attract employees. Based on the proposed theoretical framework and its operationalisation, it is recommended that organisations should focus on implementing corrective onboarding processes, training and development programs and mental health support programs. About 52% of the employees responded that the prospect of career advancement and leadership progression would make a huge impact on staff turnover. This tallies with the views of Wingard (2022), who, when stressing the idea of human capital management, stresses this to support a stable workforce.

Thus, the results established in this study support advocating for strategic workforce management in the context of turnover and recruitment issues. So, both sectors can apply intervention strategies that would contribute to increasing the stability of manpower and organization productivity.

It can be summarized from the survey session that participants claimed that they are not satisfied in the service and educational sector when contributing their efforts and performing their responsibilities. It shows that the educational and service sector does not offer quality availability to its people. Most of the participants working in the service and educational sectors are frustrated in terms of workplace distraction. Poor management is one of the major reasons why employees want to leave their job positions. Creating strategic change within organisations can bring over an evolution within market conditions due to uncertain environmental situations. The maximum number of employees working in the service and educational sectors are struggling with workforce challenges and problems. Employees have been struggling to receive strategic support in expanding their roles and responsibilities, wherein organisations have been providing support to them. When employees can learn about the ways to explore their roles and responsibilities, it brings over feasibility in proceeding with educational and service sector development.

Similarly, restaurant organisations or service organisations struggle due to increases in employees' stress and workloads. In recent times, restaurant sectors have been struggling to meet the increased and changing needs and demands of their customers' preferences. It creates a challenge for them to determine the ways through which they can meet their consumers' demands. Thus, employees or the workforce have been getting stressed and overloaded with tasks and responsibilities. It brings over an evolution within the market condition and

environment liking to increase its competitive advantages. The absence of effective career development is also a recognisable issue that affects the staff of these organisations (Odoom 2018). Therein, bringing over much development within organisations can provide an opportunity to deliver quality services. Serving with a greater possibility, it could be found that there are major assistance and developments that can serve with a greater means of business establishments and developments.

## 5 Conclusion

### 5.1 Summary of Findings

The research aimed to assess workforce barriers experienced in the service and education organizations, thereby using Kathiyawadi Village and Miracle Global School as the areas of study. The study has some implications for employee turnover, employee recruitment, and other problematic practices of workforce management. The two sectors are characterized by high workforce volatility which influences the quality of services and productivity in organizations.

The main problems related to the service industry of Kathiyawadi Village are that executors undergo excessive working pressure, managers have ineffective work planning, and no draft structured career advancement program exists. People got frustrated with the conditions of work. Hence, a high turnover rate was witnessed. These issues include poor management practices, long working hours, and low wages as the reasons for the retention crisis in the restaurant business. The results support other research work consistent with the proposition that dissatisfaction of workers in the service industries can be attributed to low wages, heavy work demands, and poor promotions.

Likewise in the sector of education, recruitment and retention are persisting challenges that affect Miracle Global School. The problem of staffing is that the school has difficulty in recruiting talented teachers because the pay is low, there are no proper opportunities for promotions, and the hiring process is lengthy. However, due to dissatisfaction in the earthly work environment, such as poor working conditions, job insecurity and lack of support from the top management, many teachers stated that they had planned to look for another job. The results corroborate the findings noted elsewhere that claim that restricted professional development and poor management of human resources contribute to high turnover in schools.

After completing the survey, results and outcomes indicated that a 50:50 ratio of participants are teachers at Miracle School and employees at the Kathiyadi village restaurant. Consequently, it can be observed that most participants based their responses on their understanding of the challenges and struggles they face while working within the workforce. The majority of participants who took part in the survey have worked for nearly 1 to 3 years, which increased their ability to respond effectively to questions regarding workforce challenges. A significant number of participants noted that the increase in workloads within the workforce cannot be managed by the organisations' management. It has been found that organisations are reducing the volume of the workforce and increasing their roles and responsibilities, allowing individuals to work with greater responsibilities in order to meet organisational goals and objectives in the future. This makes it increasingly difficult for organisations to manage such heightened workloads.

An increase in working system performance helps to reduce employee absenteeism and vice versa (De Reuver et al. 2021). From the survey results, it has been observed that the service and educational sectors have been limiting improvements in the efficiency of working system performance, which leads to increased employee turnover. Consequently, the quality of service provided by the workforce is affected, creating a challenge for organisations to manage their business with greater efficiency and effectiveness. An increase in workload raises stress levels for the workforce, which in turn impacts their production rate (Vallasamy et al. 2023). The survey responses indicate that participants who worked in their respective organisations have not structured their recruitment and onboarding processes effectively to onboard new employees. As a result, the company has been placing pressure on its existing workforce to enhance productivity and deliver high-quality outputs. Perceived workloads for employees negatively affect their job satisfaction, as they experience a decline in self-efficacy and mediating effects (Korzynski and Protsiuk, 2024). It can be concluded that the employees or participants who took part in the survey faced difficulties due to inconsistencies in their working performance and deliverables.

Organisations who work in the service and educational organisation receive a limited range of career development opportunities and possibilities, working with unsustained development and progression. It creates a challenge for participants or employees to enable all their skills which can allow them to put on their efforts to help organisations achieve their future business goals and objectives. An increased challenge in workforce management and development creates a challenge for organisations to achieve its future success and commit to achieving competitive advantage. Whereas, employees working in such organisations mostly decide to stay within an organisation where they get the opportunity to learn new skills and gain knowledge, exploring career development possibilities. Therein, the service and education organisational management does not put on efforts to retain their employees in its workforce. They do not have the intention to keep their employees satisfied and ensure that they perform with all their efforts and contribute at a higher level. Participants observed that the organisational management sometimes looks after their issues and challenges or their opinions regards to create a change in the managerial possibilities.

## **5.2 Addressing the Research Questions**

Therefore, four research questions were developed concerning workforce difficulties, staff turnover, recruitment problems, and staff management practices.

### **5.2.1 Employment Trends and Turnover Challenges**

Your research study affirmed that these industries have a burning issue of high human turnover levels fueled by widespread staff demoralization and restricted promotional possibilities. When it comes to restaurants, it is common for employees to change places due to pressure and issues

with management. On the other hand, the education sector has many challenges of worker turnover due to poor career paths and poor working conditions. The results support the knowledge regarding the role of high turnover in destabilising operations and debasing the quality of service delivery. Participants have stated that organisations have not been showing intention to increase employee retention in its workplace. Therein, it increases employee turnover as they have not received utmost care and detection from their management which turned to an increase in challenging situations within the workforce. Employees work with many distressed situations in the workplace which affects organisational productivity and development. It affirms to bring over a challenging situation for organisations to keep control on their workforce.

### **5.2.2 Workplace Conditions and Recruitment Issues**

Among them, delays in promotion, poor staff treatment, poor remuneration, and poor working conditions were the main causes of staff turnover in both sectors. Kathiyawadi Village respondents complained of job insecurity and lack of appreciation; thus, the job aspect that needed amelioration was employee relations, as noted by teachers at Miracle Global School, who also complained of burnout due to too much work with little support. Challenges facing the country in recruitment involved bureaucracies that slowed hiring processes and competition from some better-paying sectors, such as education. It is for these reasons that these conditions have to be met to enhance employee retention and recruitment. Participants who have been working in the education and service sector struggle due to a lack of organisation commitment in recruiting and selecting more candidates to strengthen its workforce. It created a challenge for the community to regulate all its working projections and development, striving with irregular assistance. Hence, it could be analysed that recruitment and hiring issues create a challenge for organisations to retain employees within its workplace. Employees' relations get much challenging and inadequate when organisational management puts high work pressure on them. The quality of deliverables get affected which creates a challenge for the organisation to achieve its success.

### **5.2.3 Effectiveness of Workforce Management Practices**

The study established that there is an immense problem with staffing in the private and public sectors, and current practices in organisational workforce management do not assist in addressing the issues at hand. This explains why employee turnover remains high, the company does not have a structured onboarding program, career development programs and performance rewards as motivation. To this end, whereas some have been made, they include; work flexibility such as work from home, based employees recognition amongst others are still inadequate. More extensive measures need to be taken by organizations concerning employee management to increase employee satisfaction levels. In a workforce, there are employees who

are from diverse backgrounds and cultural practices, which increases complexities and challenges among employees' performance. Therein, it can be found that these organisations do not show any interest in the multicultural challenges faced by employees while working in the workplace. It brings over a difference in their performance and responsibilities which found to be effective in the working conditions. Serving with greater consistency, it can be found that organisations need to look after the ways they can serve with a creative means of development and working progression.

#### **5.2.4 Strategies for Employee Retention and Recruitment**

The findings indicate that strategies in protecting staff through effective staffing practices, training, and compensation can go a long way in maintaining staff effectiveness within health care facilities. Leadership development, provisions for employees' mental well-being, and allocating time for effective mentorship were crucial factors in improving both job satisfaction and organisational commitment among the employee groups stated. The investment in the areas mentioned above increases the chances of developing a competent workforce, thus attracting potential employees. A better work-life balance provided by an organisation provides an opportunity for it to control and manage its workforce which can serve them with a greater outcome and achievement. To achieve growth in business achievements, organisations are required to arrange for rewards and compensations through which they can keep their employees influenced towards their work. Similarly, it helps organisations to keep their employees satisfied in their workplace, showing and contributing their efforts to work with their roles and responsibilities. It can be found to be some effective strategies which allow organisations to encourage and motivate their employees to work with more dedication.

### **5.3 Recommended Solutions**

#### **5.3.1 Improving Employee Retention**

Consequently, organizations have a responsibility to devise meaningful employee retention interventions. Promising clear career advancement programs, providing lucrative remunerations, and creating a highly appealing organizational climate are other strategies. Promotion, bonuses, regular performance checks, and appraisals are some of the best motivators that can help in improving job satisfaction and diminishing turnover.

There are other important causes of employee turnover which include, Lack of leadership training is another reality in most organizations. Good leadership enhances the workplace environment and, hence, overall employee satisfaction. Managers should also gain adequate knowledge and skills in communication and motivation to boost the morale of the employees to ensure that they work hard in positions accorded to them.

Also, organizations must adapt to flexible working hours, including providing employee mental & health programs and wellness programs for its employees. Working in stressful conditions makes people stressed and dissatisfied, which results in their frequent resignation from work. This means that to increase the number of long-term committed employees, the authorities should take measures to enhance work-life balance.

Organisations will be required to arrange for a reward and compensation program which helps to motivate employees to transform their roles and responsibilities, working with more dedication and efforts. Organisational management and authorities have been working with better contribution and support where employees can feel valued with dignity and transparency. It can be found to be more effective for organisations to increase employee retention which terms to increase their operational and working feasibility. Hence, it provides an opportunity for organisations to increase its quality production with a raise in competitiveness. Serving with a greater consistency, it can be found to be more valuable to organisations when increasing its competitive growth.

### **5.3.2 Enhancing Recruitment Processes**

Every organization must have a well-defined and effective recruitment exercise to access qualified personnel. This is because the process of hiring new employees should be efficient so that organizations do not take much time in identifying the right person for the job. Engaging and applying the technological tools in recruitment, including the tracking systems and the talent acquisition systems, make the recruitment process easier.

Reasonable remunerations and medical and training allowances associated with the teaching aid post will also ensure the hiring of competent candidates. The compensation policies of an organization should be in line with the rest of the industry for the organization to attract the right talent in the market.

Thus, continued and progressive interaction with educational institutions and industry associations would be useful for talent acquisition by the organizations. Through internships, apprenticeship and establishment of training relationships with various universities and colleges helps in producing quality professionals into the nation's labor market.

### **5.3.3 Implementing Structured Onboarding and Training Programs**

It is important to note that employee orientation is essential when it comes to the assimilation of new employees in the new organization. Newcomers must undergo proper orientation that will enable them to understand the organizational policies, expectations and cultures. Mentoring during the orientation process can enable a quick transition of the new employees within their respective organizational positions.

lifar, the continuous professional development should be the area of concern for both the service and education sectors. Other training programs that would help include training that involves matters of Industry best practice, customer service, and leadership, which will help with the improvement of the quality of work done by the employees and his/her level of job satisfaction. Such measures will help secure its staff and eventually contribute to the overall growth of the organization.

#### **5.3.4 Promoting Inclusive Workplace Policies**

It is now well understood that creating a diverse and inclusive workplace is a necessity and not a choice. Companies need to create policies in diversity concerning equal employment for the workers without discriminating against the gender, ethnic group, or color. This paper establishes that having inclusive workplace policies is critical in creating a healthy organizational culture and enhancing the employee's performance.

Regarding the improvement of work conditions, it is essential to emphasise that policies known as employee satisfaction surveys and staff performance evaluations should be established as permanent feedback reception procedures. Employers and organizations should consider the idea of employee engagement in decision-making processes and respond to their complaints for a better work culture.

#### **5.4 Future Research Directions**

Despite the contribution of this study to generate insights on organized workforce issues especially in the service and education sector, future research should consider focusing on other aspects of workforce management. More research should be done on the overall effects of employee retention techniques on organizational performance in the long run.

Other observations that were made entailed the need to conduct comparative studies between the urban and rural work force to provide a broader perspective on recruitment and retention challenges. Knowledge of diverse areas in employment will assist the authorities in designing proper policy approaches to address workforce issues.

As a result, the impact of technology on workforce management is another topic that could be pursued for research in the future. Specifically, the following research questions will help gain insights into changes in the workplace:

#### **5.5 Conclusion**

The challenges that have been realised in the workforce, particularly in the service and education sectors, are likely to lead to disruption of the organisation and compromised service delivery. Many organizations have faced challenges that include high turnover, poor methods

of workforce management, and problems with recruitment for long-term workforce solutions. Thus, it was found that solving these problems needs a strategic approach to the personnel retention, the organization of the effective selection and the implementation of the efficient human capital management.

Through the development of leaders, improvement of the quality of work-life balance, and offering opportunities for future career progress, the satisfaction of the employee pool can be achieved. The intention to offer a competitive remuneration system, well-coordinated staff induction, and organizational policies will also enhance the workforce stability in the future.

From this study, future research towards the management of workforce and employee turnover shall be established. Mitigating the issues affecting the workforce will thus enhance the investment made by these organisations in the service and education industries and contribute to long-term sustainability.

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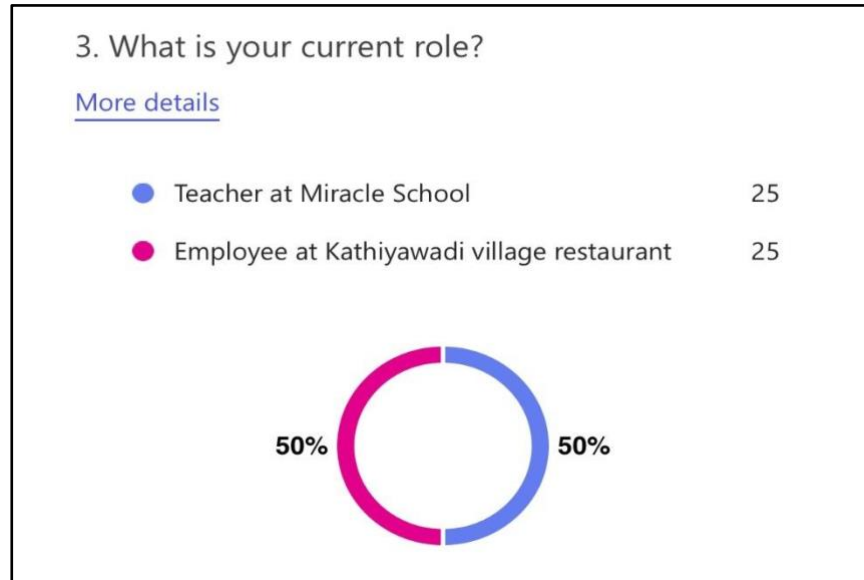
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## Appendices

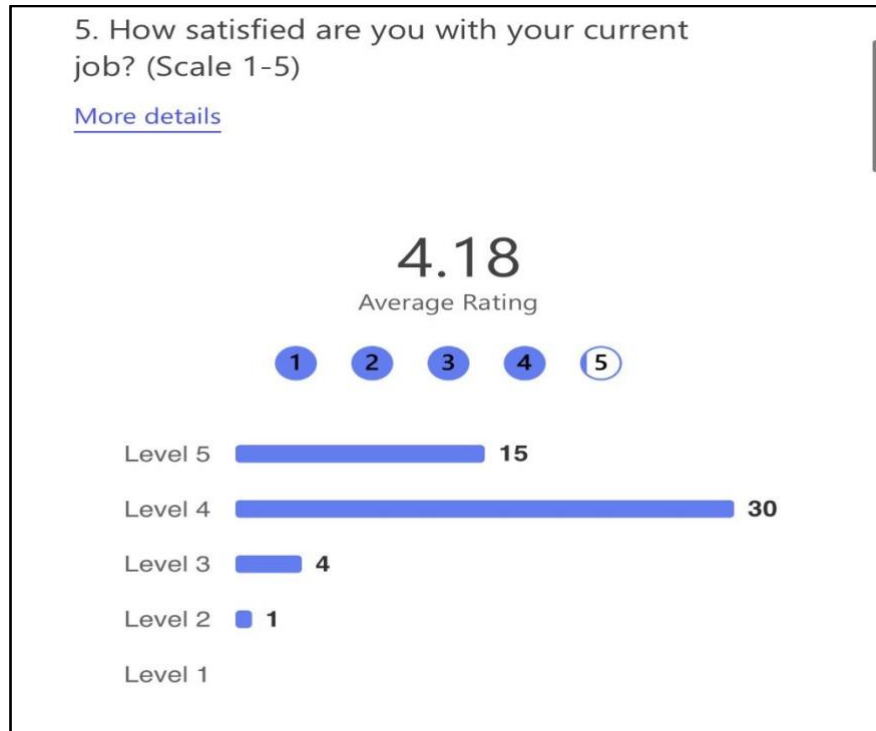
### Appendix 1: Participants Role



### Appendix 2: Participant's Employment period



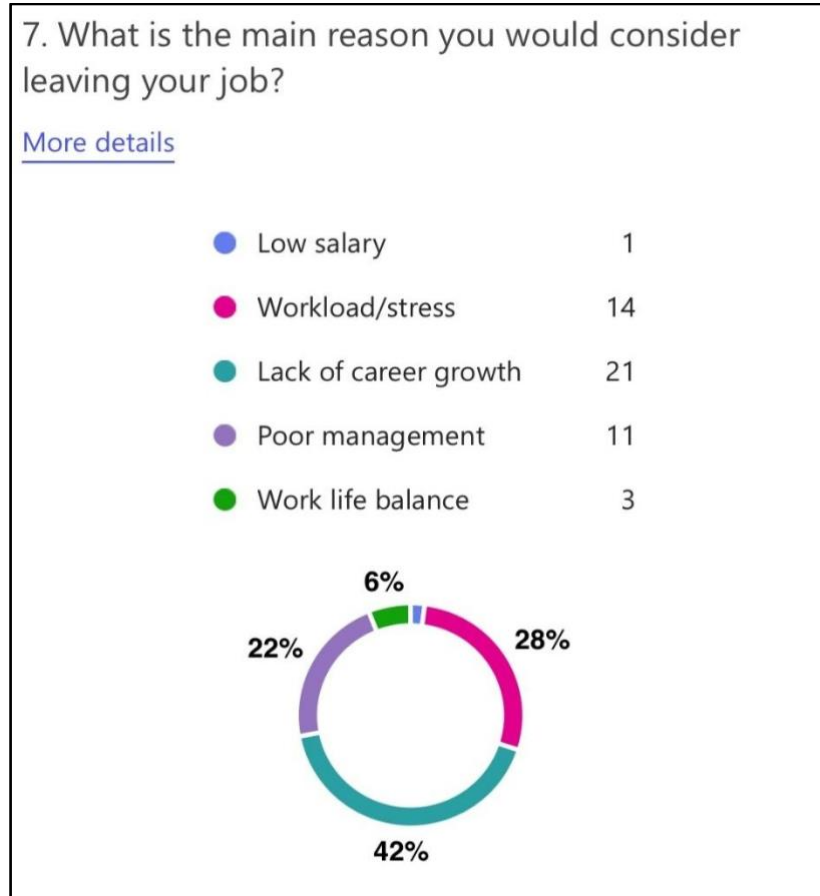
## Appendix 3: Participant's Experience



## Appendix 4: Participant's Feelings about the Job



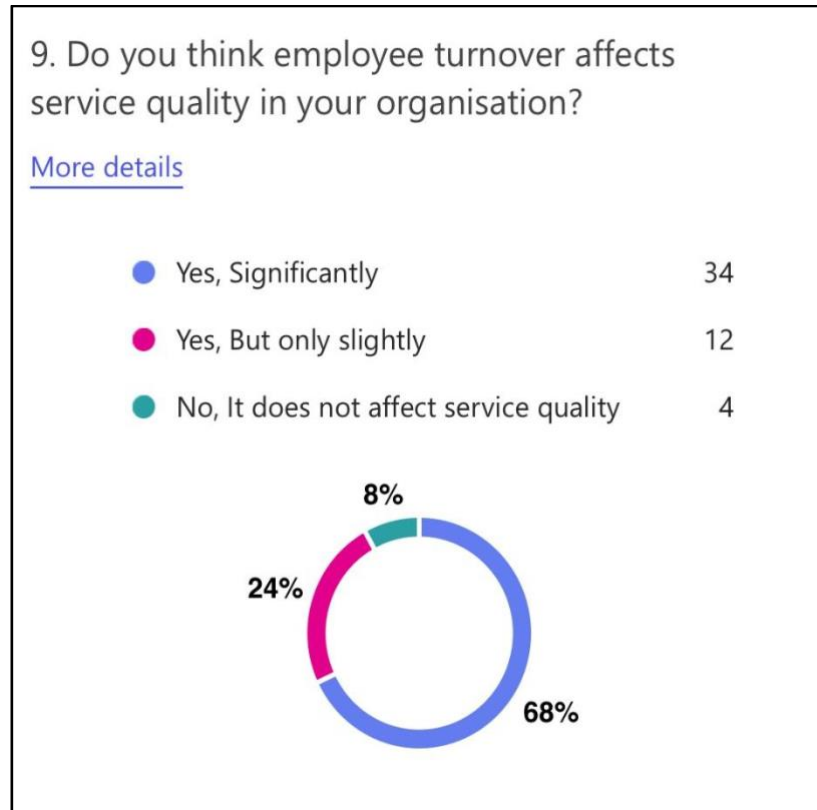
## Appendix 5: Reasons for leaving jobs by employees



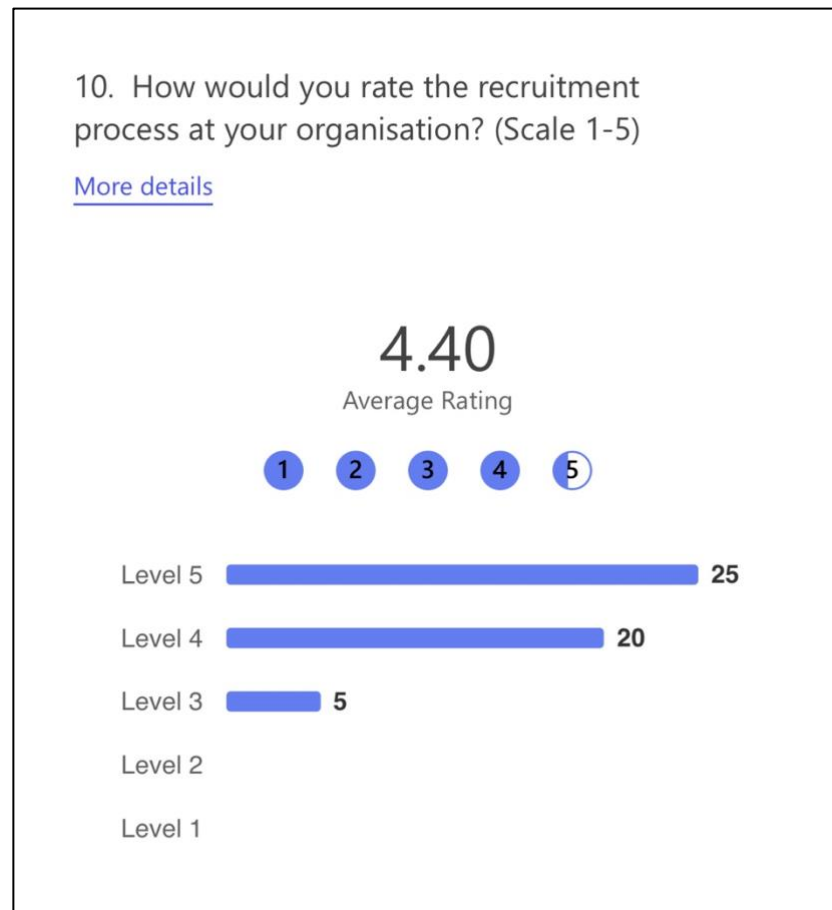
## Appendix 6: Participant's Thought about the workload



## Appendix 7: Impact of employee turnover on organisation



## Appendix 8: Participant's thought about the recruitment process



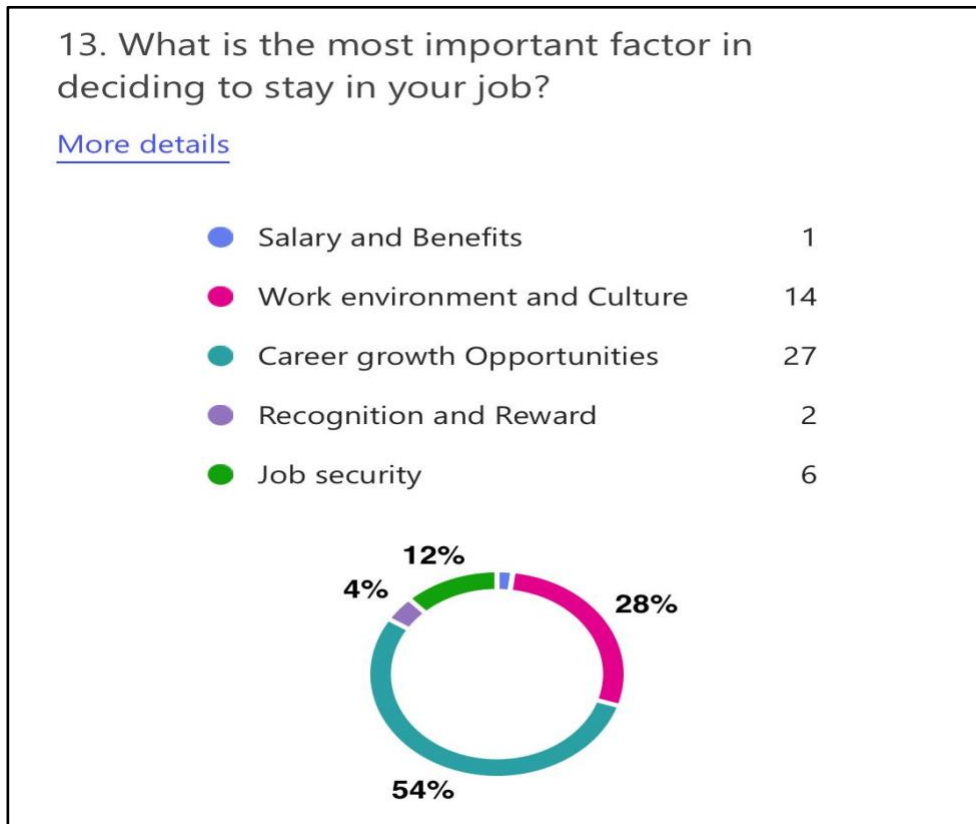
Appendix 9: Participant's response on organization have a structured onboarding process for new employees



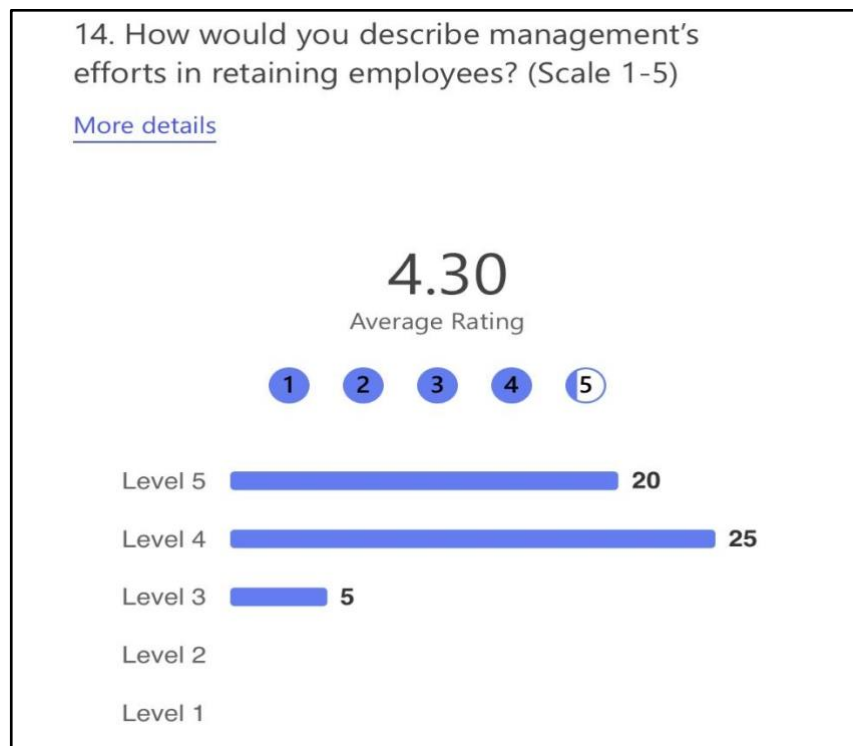
Appendix 10: Participant's response on organization's career opportunities



Appendix 11: Important factor in Staying in an organisation



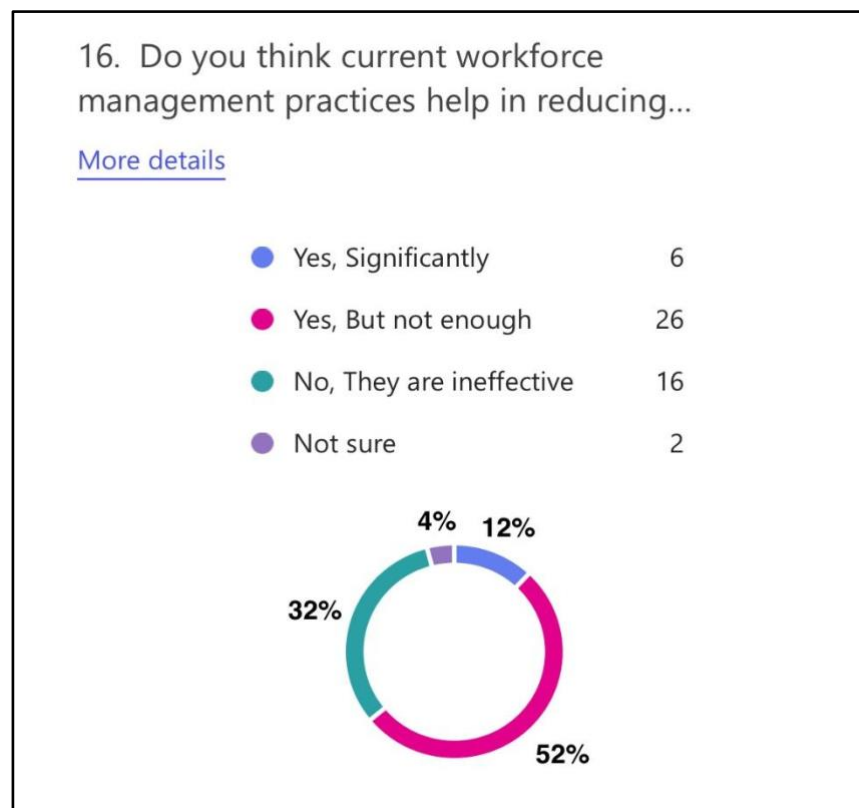
Appendix 12: Result of management's efforts in retaining employees



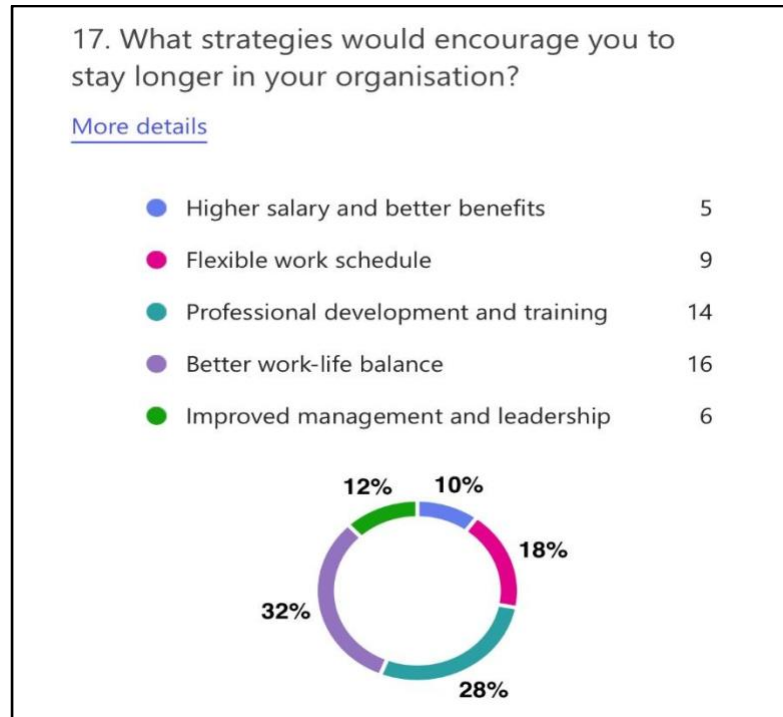
## Appendix 13: Organisation's response towards employee concerns and suggestions



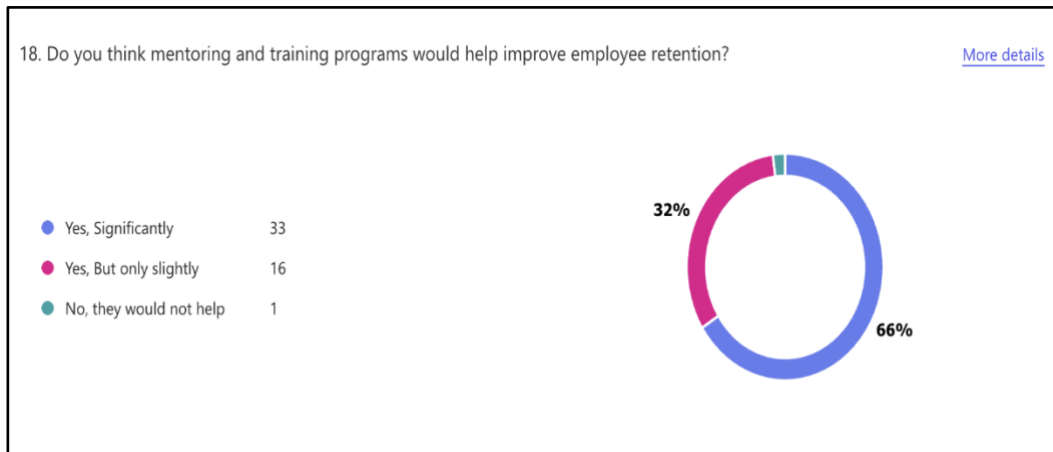
## Appendix 14: Participants responses towards their current organisation's practices in reducing employee turnover



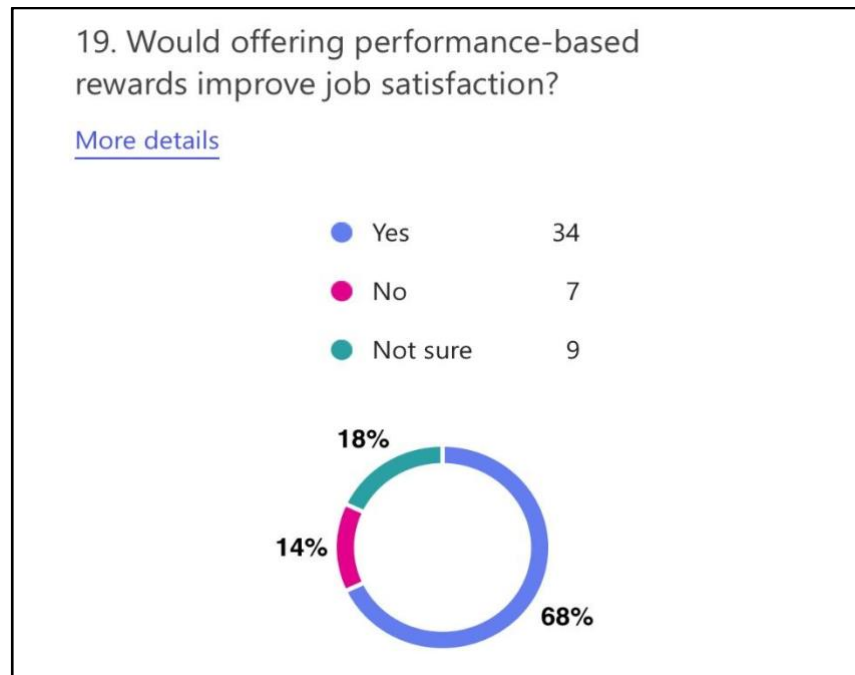
Appendix 15: Strategies for encouraging employees to stay longer in their organisation



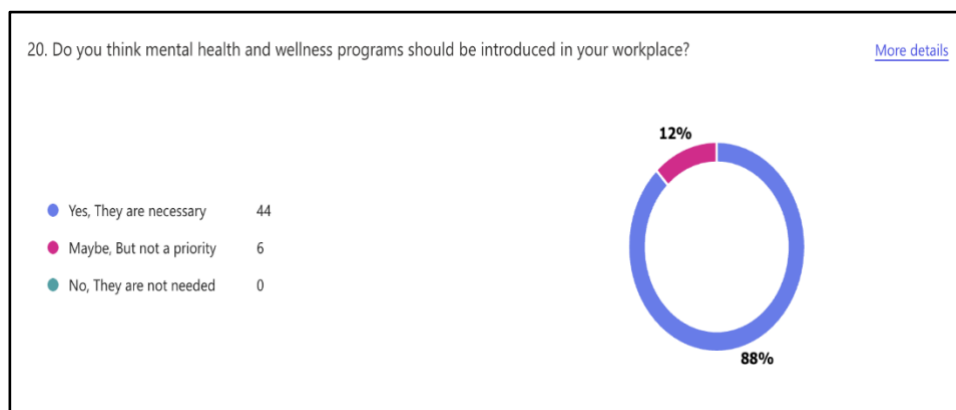
Appendix 16: Impact of mentoring and training programs on improve employee retention



## Appendix 17: Impact of performance-based rewards in case of improved job satisfaction



## Appendix 18: Importance of mental health and wellness programs in organisations



## Appendix 19: Impact on leadership and communication in enhancement of employee retention



## Appendix 20: Participant's opinion on their organisations current insights to attract employees



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