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**EMPLOYEE TURNOVER RATE IN INDIAN HOSPITALITY
INDUSTRY WITH FOCUS ON HOTELS IN THE STATE OF
KERALA**

Dissertation presented in partial fulfilment
of the requirements for the award of
MBA (honours)

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Submitted on 22nd May 2015

Word Count: 21900

DECLARATION

I do hereby declare that this dissertation submitted to DBS, for the award of the Degree of Master Of Business Administration is an original and independent research work done by me under the guidance of Mr John Lamont Lecturer, DBS, Dublin, Ireland and that all sources are duly acknowledged in the reference and bibliography.

Signed.....

Date.....

Table of Contents

1: Introduction.....	11
1.1 Background of the Problem	11
1.1.1 Employee Turnover Rate across the world in the hospitality industry.....	11
1.1.2 Employee Turnover Rate in the Middle East.....	12
1.1.3 Employee Turnover Rate in India.....	13
1.1.4 Employee Turnover Rate in Kerala	13
1.2.1 Research Question.....	14
1.2.2 Aim and Objectives.....	14
1.3 Research Hypothesis.....	14
1.4 Achievement of the Objectives set	14
1.5 Organisation of the dissertation	16
1.6 Scope of the study.....	16
2: Literature Review	18
2.1 Introduction.....	18
2.2 Conceptual Framework.....	18
2.3 Employee Turnover Rate	19
2.3.1 The effect of job satisfaction on employee turnover rate	21
2.3.2 The effect of job stress on employee turnover rate.....	23
2.3.3 The effect of extended working hours on employee turnover rate	24
2.3.4 The effect of reward management practices on employee turnover rate	25
2.3.5 The effect of incentive schemes on employee turnover rate.....	26
2.4.1 Employee turnover rate in hotels all over the world.....	27
2.4.2 Employee turnover rate in hotels in the Middle East.....	29
2.4.3 Employee turnover rate in hotels in India.....	31

2.4.4 Employee turnover rate in hotels in Kerala	34
2.5 Summary	36
3: Research Methodology	37
3.1 Introduction:.....	37
3.2 Method outline:.....	37
3.3 Research onion:.....	38
3.4 Research philosophy:	39
3.5 Research approach:	40
3.6 Research design:	41
3.7 Research strategy:	42
3.7.1 Research Question.....	43
3.7.2 Literature review:.....	43
3.8 Data collection instruments:	43
3.8.1 Primary and secondary research method:	43
3.8.2 Research Choice:	46
3.8.3 Semi-structured interviews:	44
3.8.4 Questionnaires:	44
3.8.5 Secondary data collection.....	46
3.8.6 Human resource theories:	46
3.8.7 Sampling area:	46
3.8.8 Sampling selection:.....	46
3.8.8 Time Frame.....	47
3.9 Data analysis procedures:	48
3.10 Research ethics:	48
3.11 Research limitation:	49
4: Data Analysis and Findings	51
4.1 Introduction:.....	51

4.2 Quantitative Analysis:	51
4.3 Qualitative Analysis:	72
5: Conclusion and Recommendation	76
5.1 Conclusion:	76
5.2 Summary of data collection.....	76
5.3 Objective Linking:	77
5.4 Discussions.....	78
5.5 Recommendations for the Research:	81
5.6Limitation of the study:.....	Error! Bookmark not defined.
Reference List	84
Appendix 1	89
Appendix 2.....	92
Appendix 3.....	93

List of figures

Figure 1: Conceptual Framework	18
Figure 2: Employee dissatisfaction steps toturn over	Error! Bookmark not defined.
Figure 3: research onion.....	38
Figure 4: Research Philosophies.....	39
Figure 5: Research Approach.....	41
Figure 6: Research Design.....	41

List of tables

Table 1: Average turnover by industry	20
Table 2: Employee turnover rate in India by industry	Error! Bookmark not defined.
Table 3: Job Satisfaction in the Hotel Chain Industry to influence the employee turnover	51
Table 4: Job stress affects the employee turnover rate	53
Table 5: Long working hours affect the employee turnover rate.....	54
Table 6: Response of reward practices influence the employee turnover rate	55
Table 7: Response of incentive schemes affects the attitude of the employees.....	57
Table 8: Response regarding the state of Kerala appreciates the expertise of the employees more than any other states in India	58
Table 9: Response to motivation of the employees by giving proper incentive schemes	59
Table 10: Employee training affecting employee turnover rate	61
Table 11: Influence of work atmosphere on employee turnover rate	62
Table 12: Recruiting professionals affecting employee turnover	63
Table 13: work life balance affecting employee turnover	65
Table 14: working conditions influencing job satisfaction.....	66
Table 15: internal and external scenario affecting the employee turnover rate.....	68
Table 16: career growth in relation to motivation	70
Table 17: Response of the Incentives schemes monitors, shapes and motivates the performances of the staffs.....	71

List of charts

Chart 1: Average turnover by industry	20
Chart 2: Comparison of Voluntary and Involuntary Turnover Error! Bookmark not defined.	
Chart 3: Employee turnover rate in India by industry	Error! Bookmark not defined.
Chart 4: Job Satisfaction in the Hotel Chain Industry to influence the employee turnover	52
Chart 5: Job stress affects the employee turnover rate	53
Chart 6: Response of long working hours affect the employee turnover rate	54
Chart 7: Response of reward practices influence the employee turnover rate.....	56
Chart 8: Response of incentive schemes affects the attitude of the employees.....	57
Chart 9: State of Kerala appreciates the expertise of the employees more than any other states in India	58
Chart 10: Response to motivation of employees by giving proper incentive schemes	60
Chart 11: Employee training affecting employee turnover rate.....	61
Chart 12: Influence of work atmosphere on employee turnover rate	62
Chart 13: Recruiting professionals affecting employee turnover	64
Chart 14: Work life balce affecting employee turnover	65
Chart 15: Working conditions influencing job satisfaction	67
Chart 16: Interanal nad External scenario affect the employee turnover.....	68
Chart 17: Career growth in relation to motivation.....	70
Chart 18: Responce of Incentives schemes monitors, shapes and motivates the performances of the staffs.....	71

Acknowledgement:

The research conducted has been an enriching experience of my life. As a result, the contribution of the research could pretty well enhance my knowledge base. This at the same includes my analytical expertise with my paramount effort. The challenges I faced has been overcome with the help of my supervisor through various stages. This would not be possible without the valuable effort of my friends, professors, beloved ones to enrich these experiences. I would like to take this opportunity to thank my supervisor Mr. John Lamont for the constant support as well as the guidance to provide me during the process of this research. I would like to thank my friends who had provided me with the help and encouragement for collecting primary data and the valuable resources. Finally, I would like to thank the hotel managers in participating in the data findings procedure.

Abstract:

The research intends to study the possible reasons for the **employee turnover rate** in **hospitality industry** in the state of Kerala. As a result, the research meets the required orientation of the research background by putting the working culture of the hotel chain industry. Throughout the literature review, an in-depth analysis was performed to the possible areas of work in hospitality industry in order to precede the research study. To make the research a success, working culture of hospitality industry throughout the World, Middle East and Asia is considered. The managers of the organisation in respect to the **star hotel chain and deluxe lodging** are selected for collecting primary data. Data is collected using self administered questionnaire from **80** respondents using quota sampling. Qualitative data collected using **5** semi structured interview with the manager of the hotels. Moreover, the sampling techniques suffice on the probability sampling techniques.

Throughout the **chapter four** questionnaire based research investigation is carried out. This will induce the deductive method and at the same channelizes the research design and method outline in the third chapter of the research study.

Finally, the **fifth chapter** of the research study delivers the concluding note. This is done to find out whether the research objectives have been achieved. The objective findings of the research consider the each research aim has been accessed properly. Many of the research study come to focus on the future scope of the research process. This is done swiftly to consider the objectives.

Chapter 1: Introduction

1.1 Background of the Problem

Brotherton (2010) said that Turnover is basically the process of replacing an existing employee with a new employee. Existing employees leave a certain company due to various reasons like resignation, death, transfers and retirements. The rate at which the existing employees are replaced by new employees is called the employee turnover rate. There are basically four different types of turnover: Voluntary, Involuntary, Functional and Dysfunctional. Lockyer (2010) opined that in a voluntary turnover the employee leaves due to his own free will. He may leave due to a better job offer, a conflict with the staff or the higher authorities or lack of opportunities in advancement in the present job. Phillips and Connell (2010) commented that involuntary turnover is when the existing employee is fired by the authorities and the employee unwillingly leaves his job. This can be caused due to poor performance or conflict with the staff or authorities. Pizam (2010) explained that Functional turnover occurs when an employee who performs weakly or poorly leaves on his own volition. In this case the paper work is much less for the company concerned. They do not have to go through the hassle of proving that the employee is a poor performer and fire him or her but simply respect the wishes of the employee and let them go. Finally Powers and Barrows (2009) stated that dysfunctional turnover occurs when an employee who performs very well leaves the company because they have a better opportunity somewhere else. This usually is bad news for the company.

Woods (2009) said that a high turnover rate means that employees do not stay for too long in a particular company. A high turnover rate may be harmful to the company if high performance workers are leaving frequently and the number of novice employees is growing. Zhang (2010) commented that many companies track their turnover rate, especially in case of dysfunctional turnovers and take steps to avoid these. They have found that immediately addressing the issues that bother the employees lead to a lower rate of dysfunctional turnovers.

1.1.1 Employee Turnover Rate across the world in the hospitality industry

Anderson (2015) stated that across the world there are many people who want to work in the hospitality industry, but the problems facing them are more or less the same and that is the working hours are too long and the pay is not adequate enough. According to

Anderson(2015),even people who would love to work in this industry are now diverting their area of interest to some other industry because they desire for a better balance between their work and life. Dalton (2007) opined that companies in this industry believe in putting the customers first but they usually forget that only satisfied employees can make the satisfied customers. It is not the architecture of the hotel that causes the visitors or the tourists to have a memorable experience; it is the service they receive from the employees. Thus if the employees are not satisfied they will not be able to deliver a memorable experience to the tourists who visit the hotel. Everything in a hotel, the bed, the showerhead, the table and the chairs can be bought, the more the price the better the quality. But one thing that cannot be bought is the genuine service that a satisfied employee can deliver to a customer who will then be satisfied. Dipietro and Condly (2007) commented that unfortunately all over the world the employee turnover rate in the hospitality industry is very high. Unnecessary amounts of money are shelled out to train new employees in place of the seasoned employees who have left.

1.1.2 Employee Turnover Rate in the Middle East

Eriksen (2010) said that in the Middle East over the last 30 years there has been a massive growth in the economy and living standards of the people. However, sadly this growth has not been mirrored in the hospitality industry. In the Middle East most of the workers come from outside the countries. Guillet (2011) commented that the Middle East spends a huge amount in training these workers but they only stay for a short duration. Skilled employees continuously leave and even more money is spent in training new employees. According to Guillet (2011), the maximum amount of time for which an employee will stay in the hospitality industry in the Middle East is 4.7 years. Because of skilled workers leaving all the time, the hospitality industry is losing its competitive edge and growing considerably weaker compared to the other industries. According to Hussey (2008), when a skilled employee leaves, the hotel has to bear several costs like a severance package, cost of employment visas and cards, loss of productivity and end of service benefits. Hussey (2008) also stated that, in addition there is the cost of hiring a new employee and training him or her. The lack of a good salary package and long working hours cause more and more skilled professionals to leave. Pierce and Snyder (2010) suggest that the companies should forecast situations like economic recession and thus it becomes even more important that they retain their employees and not to spend more on training novice employees. It would be

better for them to provide training to their existing workforce to make sure that they excel instead of hiring new employees and spending on their training.

1.1.3 Employee Turnover Rate in India

According to Sheel (2014), the main problem of Indian hospitality industry is that, they always think of putting the customer first and they forget to consider the employees. However it is very important that they must consider the employees also to run a successful business. The Indian hospitality industry suffers from a high rate of attrition, that is, more and more employees leave but new employees are not found to replace them. This problem mainly arises because the employees are dissatisfied with their long working hours and not adequate pay. Sum (2010) said that the hospitality industry is one of the most labour intensive industries and it is a huge problem that this industry does not get enough workforces. Immediate steps must be taken to rectify this problem otherwise the proportion of this problem will only increase, and that is not a good thing for the Indian hospitality industry.

1.1.4 Employee Turnover Rate in Kerala

When it comes to the state of Kerala it is seen that there is a huge gap between the number of employees that are required in the hospitality industry and the number of employees that are there. According to the Katou (2007) the employee turnover in Kerala is so high because the employees are not pre informed about the difficulties that they have to face at the time of the job, this will eventually led the employee to a dissatisfaction stage. Dalton (2007) stated that the courses in the Universities related to hospitality and tourism do not get nearly as much as students as are required by the industry. Due to this shortage in the workforce, the tourists who visit Kerala do not get appropriate service in the hotels. They also think that the quality of the employees who work at the hotels need to be improved. Most of the people who work in the hotels are not qualified enough and do not have a qualification to perform in this field. Dipietro and Condly (2007) suggest that the turnover is so high in hospitality sector mainly because the workers are not satisfied with the pay scale. Katou (2007) suggest that the Universities need to provide more courses based on tourism and hospitality and the courses should be short term and detailed in what they are teaching to the students.

1.2 Research Question

“What could be the possible reasons for employee turnover rate in Indian Hospitality Industry?”

1.2 Aim and Objectives

The aim of the paper is to study the employee turnover rate in Indian hospitality industry with special focus on hotels in the state of Kerala.

Objectives:

The objectives of the study are as follows:

- To analyze the impact of job satisfaction on employee turnover rate.
- To study the impact of job stress on employee turnover rate.
- To find out whether the extended working hours affects the employee turnover rate.
- To analyze the impact of reward management practices on employees.
- To study how the incentive schemes influence employees.

1.3 Research hypothesis

Therefore certain assumptions have been considered in order to facilitate the investigation and to achieve the research objectives. So the hypotheses are as follows.

- Job satisfaction and Job stress can influence the employee turnover rate negatively and positively.
- Extended working hours are one of the reasons that influence the employee turnover rate in a very bad way.
- Reward management practices and incentive schemes can make positive influence in the employee turnover rate.

1.4 Achievement of the Objectives set

The objectives have already been set by the researcher. In order to achieve these set objectives the researcher will first collect the literature review. The literature review will be collected from the theories and models based on employee turnover rate and then various articles and books published on the topics like employee turnover rate all across the world, then specifically in the Middle East, then in India and then narrow it down to the state of

Kerala. The research will also look into the previous research works that has already been done in the area and at the end will be a comparison of the current research work and the previous research work. The research also look closely at the areas of job satisfaction, job stress, extended working hours, reward management practices and incentive schemes.

Next is the data collection, here both quantitative and qualitative methods will be used. In order to collect the data for quantitative section, probability sampling will be used in order to choose a number of customers who will be posed with close ended questions. Non probability sampling will be used in order to choose a number of employees who will be posed with open ended questions. The data will be collected in this manner and then it will be studied and represented.

Finally, conclusions will be drawn by comparing the data collected and the literature review and objective linking will be done. Recommendations will be provided at the end so that the research will be useful to various other studies and the industrial purposes. This is how the researcher aims to accomplish the objectives that have been set.

1.5 The organisation of the dissertation

The organization of the dissertation will be such that **Chapter one** will explain the background of the problem and the scope of the study. This chapter also explains the aims and the objectives that have been set. The organisation of the study is well explain so that while further referencing the method used by the researcher will be clear enough.

Chapter two will deal with the literature review and will look at various theories and models based on employee turnover rate. The chapter will also look at previous research work that has already been conducted in this area to understand about the topic more. Articles, journals and books published on the topics like employee turnover rate across the world. Middle East, India and Kerala will be examined to understand the global scenario in employee turnover rate. The chapter will also focus on areas like job satisfaction, job stress, extended working hours, reward management practices and incentive schemes.

Next will be the **third chapter** which will be titled Research Methodology and Methods. This chapter will be explaining the research philosophy, research design and research approach that is to be chosen to be worked with. The sample and the size of the

sample will be determined. Justification of all the chosen methods will be provided. Data collection methods will also be explained.

After this will be the **chapter four** which will be titled Data analysis and findings. In this chapter the data collected earlier on by the qualitative and the quantitative method, by posing open ended and close ended questions will be presented using the Excel sheet and Microsoft Word. To represent the information collected through quantitative data, tables and graphs will be used then the data will be described and analysed. Literature review linking will also be done. In case of the qualitative data, the transcripts will be provided and linking with literature review will be done.

The **final chapter** will be Conclusions and Recommendations, here general conclusions will be drawn from the entire study that has been conducted so far, and recommendations will be given to the hospitality industry in the state of Kerala so that they can function better. The discussion will be structured, comprehensive and concise. A critical evaluation of the research will be presented and limitations of the research will be discussed.

After this the reference will be given, and it will contain a list of the books, journals and websites used and will follow the Harvard style of referencing without any page numbers. Then the appendices will be provided which will contain the questionnaires that were given to the customers and the employees, who were chosen using probability sampling and non-probability sampling respectively.

1.6 Scope of the study

The scope of this study is that it can shed light on the various aspects of employee turnover rate in the hospitality industry in India, especially in the state of Kerala. As the researcher has already said in the background of the problem section, the Kerala hospitality industry has a high rate of employee turnovers, so this study can examine as to why this is so. By the end of this research the possible reasons that bring the employee turnover rate so high in Kerala will be very evident. Through this research the reasons of employee turnover can be identified and this can be used to initiate various plan and HR strategies.

The state Kerala is well known for the tourist attractions and considered as one of the main tourist hub of India. In this context the hotel have the great opportunity to expand and grow economically. Employment issues are very common in very sectors in Kerala. In the

light of the fact that employment turnover is very high hotel industry, the researcher believes that this research can help the hotel management in overcoming the issues and bring down the employee turnover rate. the researcher also believes that this research will be helpful for the those who study about the employee turnover in future. The future scope of the research work laid give an emphasis on the employee turnover policies. The study can best be achieved in respect to the social responsibilities empowered by the activists. This entrust the working of the human resource department in the hotel chain industry. Moreover, the incentives as well as the factors of the reward schemes policies can satisfy the organization and channelize the research.

The limitation of the study arises out of time constraint and monetary constraints. The researcher is a student hence he has limited funds at his disposal and he could not spend any more money to collect more data from the market. The researcher is also bound by a specific amount of time and hence could not research on other areas such as the hospitality industries in other Indian states and their employee turnover rate or other aspects of the hospitality industry in Kerala.

Chapter 2: Literature Review

2.1 Introduction

In this chapter, the researcher is going to carry out the literature review in the most appropriate way by collecting the relevant secondary data. The researcher will then evaluate the collected data to understand the research topic that has chosen. This chapter will help the researcher to understand the employee turnover rate in detail. It gives the researcher a full, compact and clear view of the topic that has chosen to investigate. The researcher, in this chapter collects all the required knowledge so that he can carry out the research in the most accurate way possible. The researcher in this chapter will discuss various aspects of the topic.

2.2 Conceptual Framework

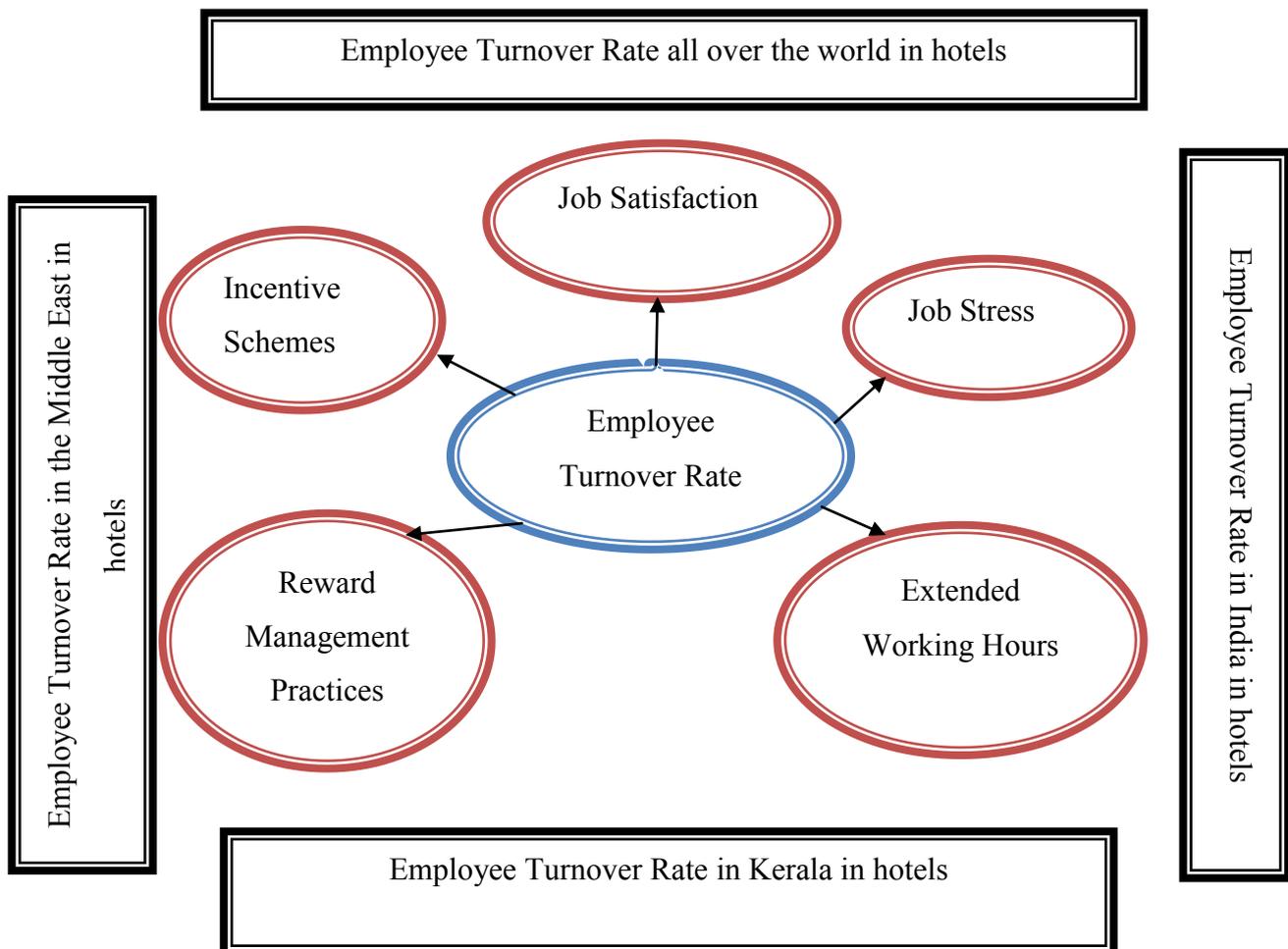


Figure 1: Conceptual Framework

(Source: Created by the author)

2.3 Employee Turnover Rate

Abraham (2006) said that the process by which an employee leaves a hotel and then has to be replaced is known as employee turnover and the rate at which the employees leave a hotel and have to be replaced is known as the employee turnover rate. A certain amount of turnover will always happen in a hotel but if it happens too much and too often then that will be injurious to the hotel. Some people will always leave due to various reasons like death, better opportunities, higher studies etc. It must be remembered that employees leaving is not always a bad thing. Allen and Bryant (2012) opined that when new employees come into the hotel they bring in fresh ideas and maybe a vast skill set. It should only be watched that skilled employees don't leave the hotel too often.

Two general types of turnover are voluntary and involuntary. Voluntary turnover happens when an employee leaves according to his or her own wishes. Involuntary turnover happens when the employee is sacked or fired against his or her wishes. When looking at the ill effects of employee turnovers, it is generally the voluntary turnovers that are looked at (Boella and Goss-Turner, 2015). This is so because involuntary turnover means that the employee has been sacked for some reason like poor performance and misconduct and clearly the employee was not needed by the hotel anymore. Voluntary turnovers are damaging to the hotels because a valuable skill set is lost and then the employer has to spend more money on hiring new employees and training them. It must also be remembered that if there are too many turnovers then the supervisor will also have to answer to the head authorities, hence it is better to keep voluntary turnovers to a minimum.

In every sector the bottom line is always affected by too many voluntary turnovers. The estimated costs of finding and training a new employee are near to twice the amount that used to be given to the person who left in salary. Griffeth and Hom (2014) commented that too many voluntary turnovers also affect the morale of the remaining employees. Griffeth and Hom (2014) also suggest possible measures to avoid this damage. The most effective of them is to hire the right kind of employees' right from the beginning. During the interview it must be carefully examined as to whether the employee has the skill set required and whether he or she fits in well with the work culture of the company. Through the following chart, the percentage wise global turnover rate of different industries in the year 2003 can be successfully explained in which it is clearly evident that hospitality industry possesses the highest employee turnover rate.

Industry	Turnover rate
Hospitality	29.3%
Financial	17.2%
Healthcare	16.8%
Services	15.2%
All Industries	15.1%
Manufacturing	13.3%
Utilities	7.2%

Table 1: Average turnover by industry

(Source:Sum, 2008)

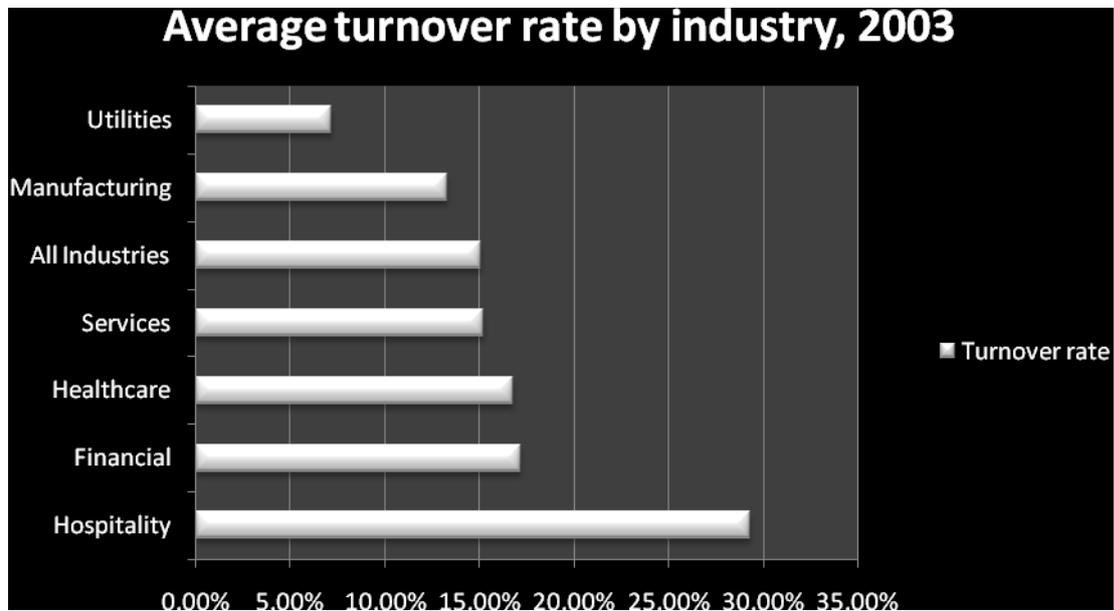


Chart 1: Average turnover by industry

(Source:Sum, 2008)

2.3.1 The effect of job satisfaction on employee turnover rate

Employee turnover has suddenly become a field that the researchers are looking at. Johns (2006) stated that a lot of research has been done on job retention and it has been found that satisfaction in an employee's current job is one of the main factors as to why they choose to remain in the job and not go elsewhere. In other words, the more satisfied the employees are with their job the less the intention they have of leaving the job and looking for a different one. If a person finds himself or herself surrounded by likeminded individuals of the same age then they are more likely to be satisfied with the job. Similarly if they find the work culture in the hotel up to their liking, this too contributes to job satisfaction. It has been thus found that high job satisfaction is equal to less voluntary turnovers (wisegeek, 2015).

According to (Clegg, 1983) the organizational commitment and job satisfaction are important factors that affect the turnover intentions of employees. From the studies made by (Parker and Kohlmeyer, 2005) confirms that the two factors that is organisational commitment and job satisfaction has a very high effects on turnover intention. This shows that the staffs with good job satisfaction levels have a great potential to work efficient and their organizational commitment and willingness to cooperate with the organisation, stops them from leave their jobs. There are a lot of factors affecting job satisfaction. As per (Cranny, Smith, and Stone, 1992) factors such as co-worker relationships and work environment are the most important factors that affect the job satisfaction.

The employee may have an intention of leaving the present job but usually the intention occurs way before than the actual action of leaving. It has been seen that the gap between the intention and the action is usually at least a year or more (Folger and Konovsky, 1989). During this time if the employee's job satisfaction level increases then they may easily change their intention of leaving the job. Lashley (2010) explained that it is important that the supervisor under whom the employee is working picks up on the signals and understand that the employee is intending to leave the job. If the employee is indeed a valuable employee and possesses an invaluable skill set then the supervisor must immediately do something about the problem and see to it that the intention of the employee to leave is changed. According to (Folger and Konovsky, 1989), direct discussions with the employee can greatly influence the employee and this can even change if the employee has any intentions to leave because of satisfaction.

According to (Robinson & Beesley, 2010) dissatisfaction in the work environment is a major force that drives the employee towards turnover intentions. Robinson also commented that searching for new jobs is beginning of the intention to quit and (Lee, 1988) identifies seven stages in between the job satisfaction and the employee turnover. Mobley Model 1982 explains the seven stages from job dissatisfaction to employee retention. The Mobley Model 1982 links all the factors that influence the job dissatisfaction

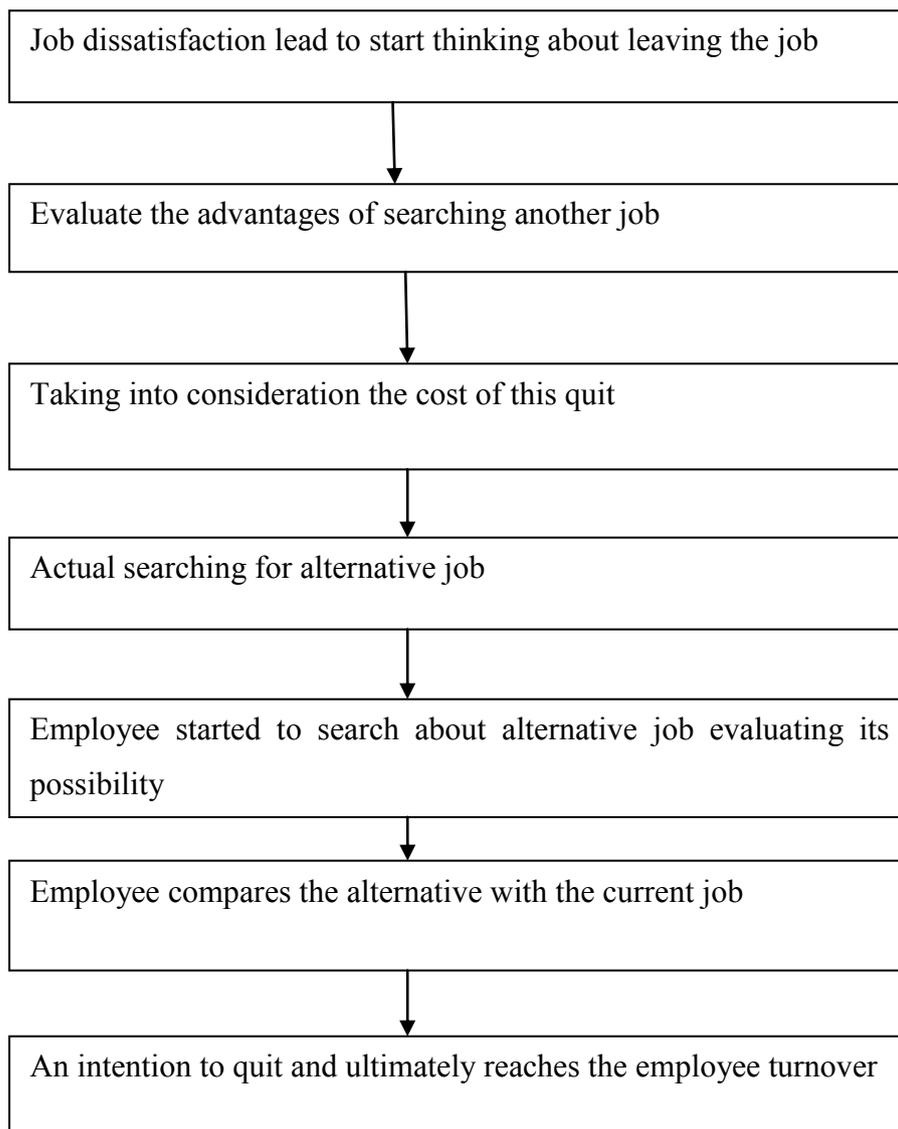


Figure.2. Employee dissatisfaction steps to turn over, adopted by (Mobley 1982)

2.3.2 The effect of job stress on employee turnover rate

Stress at work is a relatively new phenomenon that has come to the notice of the researchers. The nature of work has undergone rapid changes in the last few years and is still undergoing change. Miller (2006) said that stress at work has now become a universal factor and no matter what the nature of the work and what the country is, people nowadays have to face stress at work. It is also quite predictable that stress faced in a job makes people leave the job. Stress has invaded almost every industry and the stress that the employee faces in the job affects the quality of their work as well. This is a scenario that all the employers are trying to deal with. Mobley (2008) opined that job stress causes the level of performance of an employee to go down, and sometimes when it dips beneath the expectations of the employer and they are forced to fire the employee. This is how involuntary turnovers take place. On the other hand when the stress gets too much for the employee to handle, the employee himself or herself chooses to quit the job. This is how voluntary turnovers take place.

Pizam (2005) commented that whether employer have to let employees go because employee cannot deal with the stress and are performing poorly or whether the employee himself or herself chooses to leave the hotel because he or she cannot deal with the mounting stress, the employer has to spend twice the amount to find and hire and train new employees than the amount they used to pay to the employee who has left. Chen M, Lin C, Lien G (2009) reported that majority of the study has proved that, the employees who generally face job related stress are most like planning to leave and if the reasons for the stress is from the work environment then it will gradually reduces the employee performance.

According to (Caplan, 1972) job stress and employee turnover has a direct connection. Caplan explains in the organisations where there is an insecure atmosphere employee tends to have high stress. Especially in hotel industry where there is long working hours it is very natural that the employees have a high stress. Caplan also points out that the stress is one of the strong variables that can drive the employee towards turnover intentions. There are a number of strategies and theories exist today, which explains the connection between stress and employee turnover. According to (Firth, 2007) there can be variety of factors that finally can lead an employee to job related stress which forces employees to leave the organisation.

2.3.3 The effect of extended working hours on employee turnover rate

Some hotels extend their working hours in order to get maximum productivity, this is called double shifting, multi shifting or extended working hours. Roseman (2008) stated that as it is in a hotel there are no defined working hours, because customers may need some sort of service or help even in the middle of the night. On top of this is the employees are forced to work more than the time allotted for their shift, and then the effect of this on the employees will be good.

Whenever extended working hours are implemented it affects the employee turnover, that is more and more employees leave. Long shifts can have disastrous effects on the health and psyche of the employee, and it leads not only to physical exhaustion but to mental exhaustion as well which in turn affects the quality of their work (Taylor and Walsh, 2005). Taylor and Walsh (2005) explained that, this leads to ultimately either employee will let go by the employer because of their poor performance or they willingly leave because they cannot bear the pressure. In this situation short breaks in between the working hours are very important.

According to Sum (2008), extended working hours can sometimes cause problems for the employee because they cannot maintain a work-life balance. The members of the family do not get to spend time with the employee. This is another reason as to why extended working hours causes high rates of employee turnover. Tesone (2008) said that due to these harmful effects of extended working hours on the physical and psychological state of the employees, more and more of them are leaving the hospitality sector and going to some other sector in order to find a better work-life balance. Due to these problems the hospitality industry is no longer considered as a dream job and more and more people are choosing not to join this sector. This is causing a serious shortage of employees in the hospitality sector.

It has been seen that people who do join the hospitality industry do not stay there for long because of the extended working hours and low pay and quickly shift to some other industry (Tracey and Hinkin, 2006). Tracey and Hinkin (2006) opined that Employee turnover rate is really high in the hotels because of extended working hours. Thus it can be said that extended working hours have a positive impact on employee turnover rate that is employees leave at a rapid rate because of extended working hours.

2.3.4 The effect of reward management practices on employee turnover rate

As the Hospitality industry is service oriented, the employees in the hotel play a very crucial role in build up customer relation. As the employee interacts with the guest directly they should be always expected to be calm and welcoming. The employees are expected to meet every customer needs and requests. Gradually by delivering proper service the guest will feel more loyal towards the organisation and chances for repeat sales increases (Karatepe, and Uludag, 2006). According to (Lawler and Cohen, 1992) Reward systems are considered to be key management tool and is implemented through out to motivate the staffs and to increase their commitment. It is very evident that reward management practices motivate the employees and it increases the job satisfaction. Higher level of job satisfaction reduces the employee turnover rate and this gives the organisation a competitive advantage among its competitors (Lai, 2009).

Now a day's studies shows that, employers are very much overlooked at the financial and non financial rewards so that the employees can be motivated to higher levels. According to Lai (2009), everyone doesn't share the same needs, so the managers should be carefully identify what are the needs of employees. Some employees can be motivated through money and some others can motivated through recognition, career advancements etc. Lack of rewards can sometimes lead to an unpleasant work atmosphere (Lai, 2009). When a staff is happy in the work environment the chances of that staff became more productive and active are very high (Karatepe, and Uludag, 2006). Thus it is very important that Human Resource should effectively formulate the strategies to implement competitive reward management practices so that the organisation can retain maximum skillful employees (Dalton, 2007)

Pierce and Snyder (2008) stated that the quality of work will get improved as the job stress is minimised by the reward management practices and hence the employers don't have to force the employees anymore. On the other hand because the employees are being recognized for their hard work and are receiving rewards, they do not want to leave either. According to (Sum, 2008), psychologists think that reward management practices are an excellent tactic at retaining employees. The employee retention is heavily needed in a sector like the hospitality industry where more and more people are leaving everyday in search of better opportunities, and the amount of people to replace them is also getting limited.

2.3.5 The effect of incentive schemes on employee turnover rate

According to (Shaw and Delery, 1998) salary is something which gives to employees in recognition of their effort and through salary companies can motivate and retain the staff to a greater extend. Incentive schemes are additional salary given to motivate the staff more and thereby making sure that the valuable employees stay intact with company. Shaw and Delery also points out that the binding the salary and incentive schemes with the performance can give opportunities for the employer to control the employee to some level and can also monitor their performance. According to Vance (2013) there are two types of salaries related with job satisfaction one is the normal salary received by every employee at the end of the certain period and the other is incentives that is been distributed to employee in recognition of the extra work efforts they put in. Shaw says that incentives have greater influences of people and incentives can motivate the employee better than the salary packages.

As per the (Labov, 1997) the fringe benefits can make the same amount of influence among the employees like incentive schemes. Labov also suggests fringe benefits are the best method to encourage a group of staffs easily. Human resource department has to plan the fringe benefits and incentive effectively to overcome the future cost associated with employee turnover. Labov identifies the Fringe benefits have same potential to hold and retain the employee like incentives and other reward management practices. Labov also tells that practices like fringe benefits are the best for industries with high employee turnover rate. Labov also identifies fringe benefits have a high potential to increase the financial commitments of employees towards the organisation. Labov says that if human resource designs fringe benefits effectively it can not only motivate staff but can also helps the organisation to get an improved output from the employees and thus it can helps to achieve the organisation goals in time.

According to worsfold (1999) employers In Indian states especially the Southern states should initiate more incentive schemes like Fringe benefits to retain the potential employees. If incentive schemes are set in place then the employees will be motivated to work long hours and at the same time and also improve the quality of their work because they know that if they do so they will receive extra incentives. Zhang (2013) explained that this is a win situation for the employers. Good incentive schemes mean that the employees will not go running off to find better job and they will also be motivated to work longer hours

(Dalton, 2007). Thus it can be said that incentive schemes have a negative effect on employee turnover rate.

2.4.1 Employee turnover rate in hotels all over the world

Dipietro and Condly (2011) stated that Employee turnover rates in hotels all over the world are very high. That is to say the employees leave very frequently in hotels all over the world. There are many reasons for this, the most common of them being low pay package and long working hours. Eriksen (2007) explained that this high turnover leads to low productivity and low morale among the remaining employees. According to Mowday *et al.* (2011), after the 2009 recession most of the sectors were secure in knowing that the turnover rates will not be high because of the fact that employees needed their jobs badly. Mowday also commented that at the same time in the hospitality sector turnover rates rise because the employees needed better paying jobs. According to (Robinson & Beesley, 2010) working in the hospitality sector is no longer considered a dream job as people would rather have a job with shorter working hours and more pay and enjoy spending quality time with their family.

Employee turnover is not always unhealthy for the hotels. Sometimes keeping up with an employee who is constantly performing below the expected level can be tiring. Tewset *al.* (2013) explained that in these kinds of situations it is best to let the employee go and look for a new employee who is willing to learn and perform and can provide better ideas to the hotel. However the problem arises when employees with a valuable skill set leave. According to (Robinson & Beesley, 2010) when valuable employees are leaving because of unsatisfied conditions, the hotels are spending close to twice the amount of money to hire and train a new employee than what they used to pay to the old employee.

A high number of skilled workers are constantly leaving the hotels in search of better jobs and new people are not taking any steps to enter the hospitality industry at all. This is causing the hospitality industry to lose its competitive edge and it is falling behind all the other sectors. Abraham (2006) explained that especially when a good worker leaves the loss is not only that of an employee but of a key performer and such a loss can put a damp on the enthusiasm and motivation of the remaining members. When such a member leaves it causes a domino effect where other members also start wondering about leaving because if such a good performer left then there has to be something wrong with the hotel.

The hospitality industry is a key industry when it comes to supporting the economy of the world. It is also one of the most labour intensive industries, meaning that it requires a lot of people. Allen and Bryant (2012) said that because of the lack of people in the industry the global economy as well as the industry itself is in massive trouble. Allen and Bryant (2012) opined that when compared to the other sectors the hospitality sector is falling behind. Most of the people who enter this industry have no real commitment and are there for a short term only. Abraham (2006) commented that, for most people it is an in between job, taken up between moving from one job to another or before a real job according to their liking comes along. This causes the standard of the service provided by the hospitality industry to go down.

According to (Boella and Goss-Turner, 2015), hotels must stop hiring these kinds of people because this only causes the quality of their service to go down. These people also stay for a short period only, which means more employee turnover even if it is for the better. Now a day's Hospitality industry is a one of the biggest revenue generating industries. Tourists are constantly flocking to every corner of the globe and they are willing to pay for the services provided to them by the hotels. The hospitality industry makes a huge contribution to the gross domestic pay of the global economy. But if the tourists do not get the kind of service that they are paying for then this does not reflect in a good way upon the hotel and on the industry as a whole.

According Griffeth and Hom (2014)It is still not too late for the hospitality industry to fix itself. Griffeth and Hom (2014) explained that the hospitality industry must hire committed and qualified individuals to work and make sure that the employee stays. They also suggest that, their working hours must be shortened and the pay should increase to a decent stage. There must be recognition for the hard work and given proper incentives to motivate. If these steps are taken and the employee turnover rate goes down then there is yet time for the hospitality industry to stabilize itself (Griffeth and Hom, 2014).

Thus it can be said that the condition of the hospitality industry all over the world is very bad due to high turnover rate. Hom and Griffeth (2004) opined that the industry is constantly getting people who are looking for in between jobs rather than people who are really committed to the industry. This causes high turnover rates and creates a bad impression on the customers and well as on prospective employees. It also hurts the bottom line of the hotels to let go of skilled employees and find new employees and train them. However as bad

as things may seem right now, the hospitality industry still has a chance of recovering. Johns (2006) stated that the stabilisation is very necessary especially because the hospitality industry provides a lot towards the global economy.

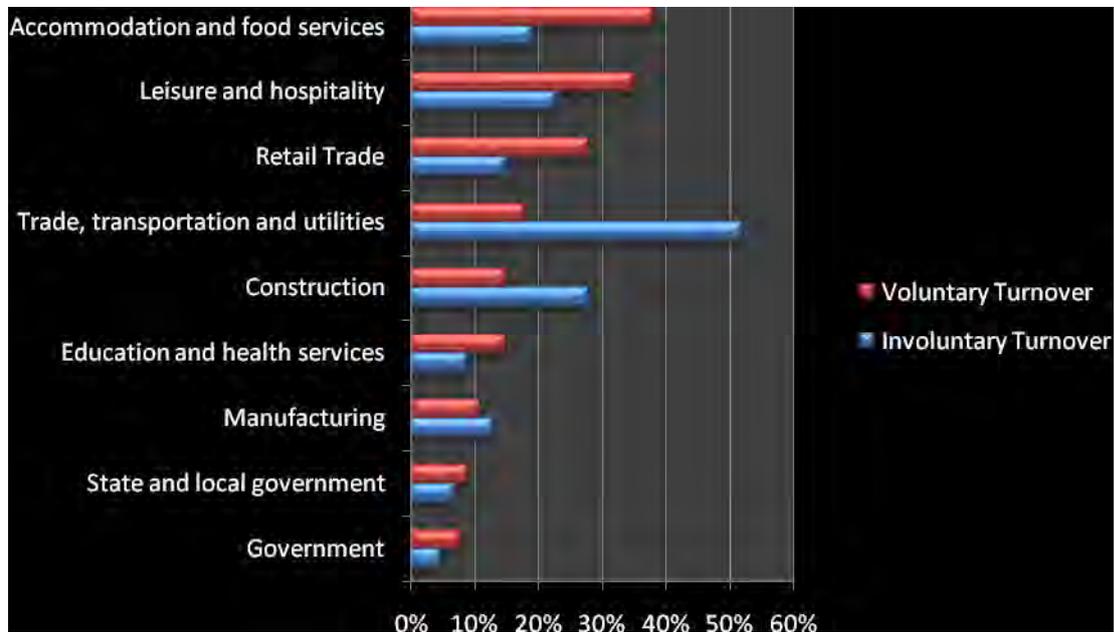


Chart 2: Comparison of Voluntary and Involuntary Turnover

(Source: Tracey and Hinkin, 2006)

2.4.2 Employee turnover rate in hotels in the Middle East

“These days’ employees are very hard to retain” and people who study the employee turnover rates in hotels in the Middle East seem to agree with this statement. Previous researches show that surprisingly in the previous generation employee turnover was a lot simpler but with the current generation it has become a huge problem. According to Roseman (2008) in the hospitality sector, especially in the Middle East most employees see no chance of moving forward and hence they shift to other sectors in search of better jobs. Some studies explained that the hotels in the Middle East do not provide the employees with a chance to demonstrate their skills or provide training to the employees so that they can hone these skills. Lashley (2010) stated that most employees want to work in an environment where they can demonstrate their skills and also gain more training. Roseman (2008) comments that in

the earlier stage of jobs an employee will consider in expanding his skill set. When looking at this context it is clear that, why all employees working in the hospitality sector are constantly seeking new jobs and moving to them if they get one.

Lockyer (2007) comments that the sense of responsibility of the employees towards the organisation will be less if the employees feels like the company is not promoting them enough to carry forward in their job for future benefits'. The hotels should take initiative and provide training facilities to the employees and give them a chance to put their ideas forward. Lockyer (2007) also explained every industry must consider steps to increase the skills of employees by sending them for some external training program to better their skills and their performance. The employees should also receive chances for professional development and rewards for their hard work. The chances are very high if the employees feel that the hotel is investing in them then they are more likely to drop the intention of switching to another job.

According to Miller (2006), there is been a lack of support from the authorities or from their peers, that is, the senior workers and have to learn everything by their own. In order to remain in the hospitality industry the employees must get some kind of motivation and incentive. Miller (2006) comments that lack of motivation in work can be one of the main reasons for the employee turnover.

In a study on employee turnover in Malaysian private sector, explains that the now a day's employees are not getting enough respect from the employers. This causes a lot of demoralization and it demotivates the workers of the hospitality industry. Pizam (2005) stated that everyone likes to be respected and treated well and bad attitude of the employers causes the employees to leave and the turnover rates to be high. On the other hand it is aid that according to the Middle Eastern culture, the employers cannot give honest reviews or feedback to the employees because in their culture pointing out flaws is not a good thing to do. In fact the employers provide feedback through an intermediary because they do not want to provide it themselves to the employees and risk any kind of confrontation.

Then again most of the people who work in the Middle East are not citizens of the Middle East but come from outside the Middle East. Roseman (2008) said that these people who come from the outside receive partial treatment as opposed to those people who are residents of the Middle East. This problem causes the residents of the Middle East to develop a hostile attitude towards the non residents and to leave their jobs because they refuse to work under the unequal conditions. This causes high turnover rates.

It is also seen that in the Middle Eastern hospitality sector one of the greatest causes of high employee turnover is that the employees do not receive any recognition for their efforts. Taylor and Walsh (2005) opined that this is probably because of the fact that the employers do not consider the employees to be of their standard or class. Anyway without any recognition given to the employees, it is but evident that the employees feel demotivated and demoralized. Due to this they leave the job more often than not and this causes high employee turnovers.

In the Middle East there is also a lack of opportunity of advancement for those who work in the hospitality sector. Receiving no incentive of promotion their work quality suffers which leads to both voluntary as well as involuntary turnover. Tesone (2008) explained that there is also lack of communication between the new joiners and the senior members as well as the authorities. Without proper communication the new people will not understand their job very well and their work quality will suffer. Thus lack of communication also contributes voluntary and involuntary turnovers and in turn increases the rate of employee turnovers in general.

2.4.3 Employee turnover rate in hotels in India

According to Allen and Bryant (2012), Indian hotels will face a lot of pressure if they don't improve on their staff management techniques now and reduce their employee turnover rate. Most of the workers in the Indian hospitality sector do not have the required skills in order for the hotels to operate smoothly and provide the customers with a good experience. Allen and Bryant (2012) opined that the employee turnover problem will only increase if proper training is not given to them. It is very clear that India is focusing on attracting more and more people to work in hotel industry. Opening of new professional hotel management courses under the Govt. of India is an evident example of this scenario. The new government policies and employment laws allow the employees to get more grip on the work life balance.

The economy in India is picking up and at this stage the other industries are offering much more attractive packages and potential workers can be easily found. As Tourism is one of the biggest industries in India the importance of customer service skills is constantly growing. Boella and Goss-Turner (2015) commented that it is necessary that the Indian hotels find out where the gap is in their training and strive to fulfil it. Studies show that only about 41% of the hotels are providing training facilities for their employees. This shows a huge lack

of training in the hospitality industry. As the demand for the potential workers in the hospitality industry is going up, the actual supply of workers for this industry is going down.

According to studies the Indian hospitality sector loses almost half its employees every year. This is almost three times the amount of employees that is lost by other sectors. Griffeth and Hom (2014) commented that a lot of money goes in behind finding the right kind of employees to replace the ones who have left, in hiring them and in training them. The need is to attract the right kind of employees, the one who have commitment and loyalty towards the establishment and have a valuable skill set. The employers then need to make sure that they are doing everything within their ability to enhance the employee's skill set and to retain them.

To achieve employee retention the Indian hotels must become an employer of choice. That is to say that they should make sure that the work environment they are providing is desirable enough to make potential employees want to come and work for them. Hom and Griffeth (2004) stated that this will also help hotels to keep the employees that they already have happy as well. But the sad reality is that the Indian hospitality sector does not take enough initiative to become a desirable workplace. The Indian hotels absolutely need to provide more flexible working hours, better pay and a good work culture.

Katou (2007), in his journal on Indian hotel industry mentions that the Indian hotels seriously need to make a commitment to change. The aim of the hotel, or one of the topmost aims at least should be making the hotel a desirable workplace for the existing and the potential employees. Johns (2006) explained that the employer must see the steps through all the way to reduce employee turnover rate. Following them half heartedly and leaving these ways after a little success has been achieved will not help in the long run.

Katou (2007) comments that in hotels; importance needs to be given to the employees. It is true that the customers are important, but only through giving enough attention to the employees can they give the desirable quality of service to the customers. There must be an open communication channel between the employers and the employees. Lashley (2010) suggest that employers must collect feedbacks from employees to find what the organisation is lacking in terms of the services they receive from the employers and then this feedback must be put to use to retain the employees. Lockyer (2007) opined that the working hours should be flexible and there should be enough incentives and rewards for people who perform well.

It is also important for the employers to invest in research and development and provide training facilities and career goals for the employees. Miller (2006) commented that usually there is at least a one year gap between the development of the intention to leave and the employee actually leaving. During this time if the company can make the right impression on the employee then there is a huge possibility that the employee will choose to stay.

Studies show that, the hotels in India generally do not provide very good incentive schemes to their employees. This could be one of the main reasons that people are leaving the hotel industry and joining some other industry where the pay is good and so are the incentive schemes. Katou (2007) mentions that Indian hotels usually forget to set out proper career objectives for their employees. Mobley (2008) stated that the employees feel lost and frustrated if they are not guided by the employer and in this case the employee sometimes decide to leave to find a more focused job. There is too much work pressure which leads to exhaustion in the hotel industry, in this condition if the employees do not even get the incentive or a good pay and more focused career goals then there is no reason required to conclude that the employee will not stay.

Industry	Turnover
Hospitality	29.3%
Financial	17.2%
Healthcare	16.8%
Services	15.2%
All Industry	15.1%
Manufacturing	13.3%
Utilities	7.2%

Table 3: Employee turnover rate in India by industry

(Source: Hussey, 2008)

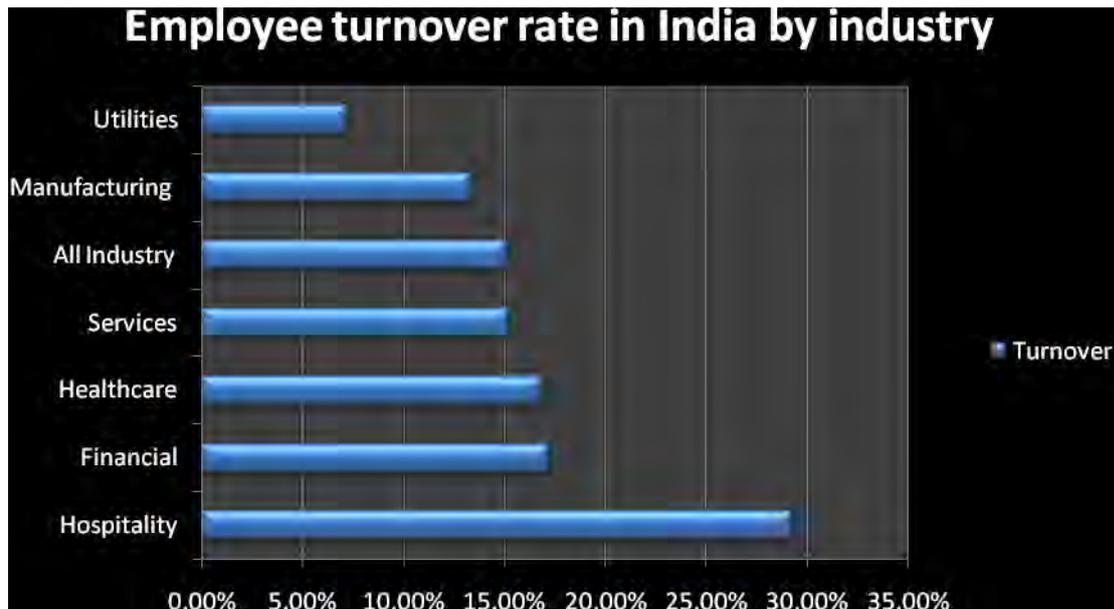


Chart 3: Employee turnover rate in India by industry

(Source: Hussey, 2008)

2.4.4 Employee turnover rate in hotels in Kerala

The hotel industry is a people intensive industry and thus employee turnover rates need to be monitored. A hotel is all about employees, without employees a hotel is ineffective. In Kerala it is seen that people join a hotel and after a lot of money has been spent in developing their skills and training them they tend to leave. Katou (2007), mentions that people in the southern state of India are more concerned about the career at the beginning rather than the pay packages. Pizam (2005) explained that the employer should certainly find ways to retain if the employee is found to be worthy enough to stay which means that the hotels should spending more money in training the new recruits. It is clear that if the employee leaves, the hotel again has to go through the cost of finding and hiring a new employee and training them. Katou also mentions that employees in the southern states of India including Kerala, the expectation of the employees are very high than the other states of India. Thus the problem in Kerala is slightly different than the other states of India. Here the employees tend to take all they can from the employer and then venture out to find better opportunities if they find a lagging career in the job.

Roseman (2008) said that sometimes even though the employer do heavily invest in developing skills and training the employee leave because of finding a better opportunity. Katou explains that the appraisal system in hotels in southern states is almost nonexistent. This causes a huge problem because without any kind of appraisal system the employees will not feel motivated enough to work in the hotel and will leave which in turn will raise the employee turnover rate.

According to Taylor and Walsh (2005) if the employee do not receive what they are looking for from the employer then it is but evident that they will leave. There is also another issue that earlier it is used to be everybody's dream job to work in tourism industry but now with the advent of so many sectors, the hotel industry has lost its charm. The working hours in the hotel industry is more and the pay is less, this coupled with all the other problems mentioned above, people leave their jobs and join the other sectors. Tracey and Hinkin (2006) recommended that the all the sectors in India do something to make their image more appealing in front of global economy to retain the existing as well as for finding new and potential employees.

Worsfold (1999) comments that the of majority employment problem in Indian states arises from the fact that the pay packages in the not so great. Students all over India considering in learn courses on hospitality in college; with a dream of high salary packages at the end. But when they take up jobs in the hotels and realize that the salary package is less than what they expected and that other industries or sectors are paying more. Katou (2008) said that the students then shift from the hotel industry to the other industry in hopes of a more profitable job and better working hours. Also the hotels only provide welfare measure up to what is required by the government guidelines. This gives a bad image for the hotel industry because other sectors offer much more in terms of welfare measures. Thus people join the hotels but then when they find out that the welfare measures offered by the other sectors is much more, they shift to the other industry.

Another challenge is that most of the people who take up courses on hospitality in college aren't really aware of the hardships that go behind a career in hospitality. Sum (2008) opined that the courses in the colleges should be more job oriented so that the students can feel and understand the difficulties that they have to face when they actually started working for real. By the time they figure out how hard it is, it is too late to change their course or career. Thus they finish their course and take up a job in a hotel but they are as dispassionate

about the job as they can possibly be. On top of this when they face the various problems mentioned above; they are steadily guided towards leaving the industry. Thus the need is for the colleges to have proper orientations beforehand and let the students know exactly what working in the hospitality industry entails. It should be then up to the students to make an informed decision.

2.6 Summary

First of all an introduction has been provided. In it the researcher has explained how he is going to execute this chapter. Next the conceptual framework has been provided which gives a clear idea of the structure of the chapter and the links that each topic have with another. Then the basic concept of what is employee turnover rate has been provided. After this it has been looked at as to how job satisfaction affects employee turnover. The way job stress impacts employee turnover has also been looked at. The impact extended working hours have on employee turnover has been discussed. The way reward management practices affect employee turnover has been looked at. Finally, the impact that incentive schemes have on employee turnover has been discussed. After this employee turnover rates in hotels across the world has been studied in detail. The same has been done for the Middle East and India, then within India the state of Kerala has been looked at in detail.

Chapter 3: Research Methodology

3.1 Introduction:

Research methodology states the procedure meant exclusively for the research design as well as for the structure of the said research theme. This tends to emphasize more on the research procedure to work effectively. Thereby the idea of the research structure encompasses the student for the academic potential to get some access to the concept or idea. The idea considering the research themes as well as the research aims, objectives and research questions. According to Jill Collis and Roger Hussey (2003) for this successful research investigation, the researcher has to roll down on the scientifically approved techniques. This technique satisfies the research context meant for the proper channelization of the research procedure.

Thereby the researcher focuses on the quantitative as well as qualitative data proceedings to produce the data analysis. In concern to the topic of the research dissertation, the research pulls some systematic connection. The theme explores the area of employee turnover rate in the specified field of the hospitality industry, in particular within the state of Kerala. This mainly goes to reflect the area of the hotel industry to benefit in the end. These refer to the customers and the managers concerning the hospitality industry.

3.2 Method outline:

The researcher manages to put the research investigation within the enclosure of a research outline. This emphasis on the notion, which delivers to accord the systematic as well as organized effort required to do the research investigation. This Research manages to consider both the research philosophies along with the presence of a research design. In this context, Bergh and Ketchen (2009) opined that the research design comes to explore the deductive mode of research understanding. Considering the research philosophy the researcher enters to accord the market place. Therefore, this tends to help the researcher make a comparative note of understanding. These constitute to refer the data received out of the market area. These follow the theoretical as well as the models to do the research process at last. This research intend to made a descriptive mode of research designing in order to meet the research data findings based on a proper format.

Moreover, the data findings constitute on both the qualitative as well as quantitative data mode by the researcher. According to Cooper and Schindler (2010), it is very important to consider the primary as well as the secondary data analysis to meet the research investigation.

3.3 Research onion:

In this research the application of the research onion is used. The research onion serves to help the empowerment of the research process. The research onion mainly manages to channelize as well as monitor the research process. These constitute to suggest mainly the research onion intend to help the academic research purpose in the end. With the research onion, the research states each of the layer research analysis. Therefore, each of the research layers executes to analyze the data evident on a specific path. These denote the research onion submits a connection for the research investigation. The research onion devotes a connection with the various theories as well as the models.

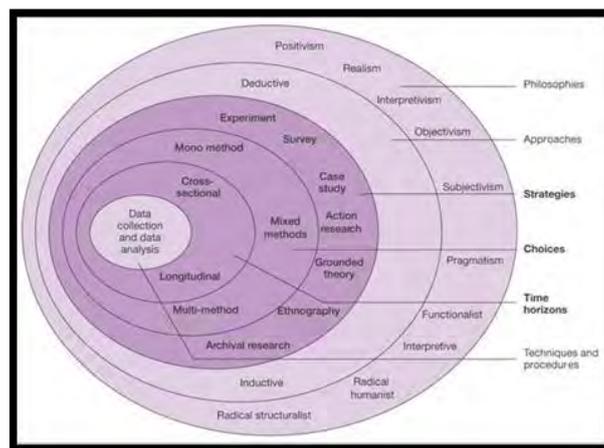


Figure 3: research onion

(Source: Saunders et al. 2009, pp- 52)

Again, in respect to the present ability of the second layer the research could found varied approaches. These approaches will make some developments for the sake of the research purpose. The third layer comprises of the different methods in which the data can be collected for the study. The next layer connects two divisional competencies, one experiments and the other being the case studies. The next layer comprises of two methods which is cross sectional and longitudinal.

3.4 Research philosophy:

Research philosophy one adopts pertains to important assumptions about the way in which the researcher view the world. These assumptions will underpin the research strategy and the methods he pick as part of that strategy (Saunders et al, 2007). The research philosophies intend to describe some of the areas to make necessary corrections to mend the research theme. This research paradigm goes to reflect necessary areas of the diversified research epistemology, axiology as well as that of the part of phenomenology. The area of the epistemology refers to emphasize more on the knowledge. The area of ethics as well as facts put to make investigation regarding the research cities axiology and phenomenology.

Crouch and Pearce (2012) stated that the research philosophy for the respective theme intends to consider positivism. The concept of positivism laid prior emphasis on the area of post positivism which prefer to connect the cross check. Therefore, the cross check seem to deliver importance on the facts regarding the theme. This at the same makes a comparative note of consideration based on their pre-existing work experience.

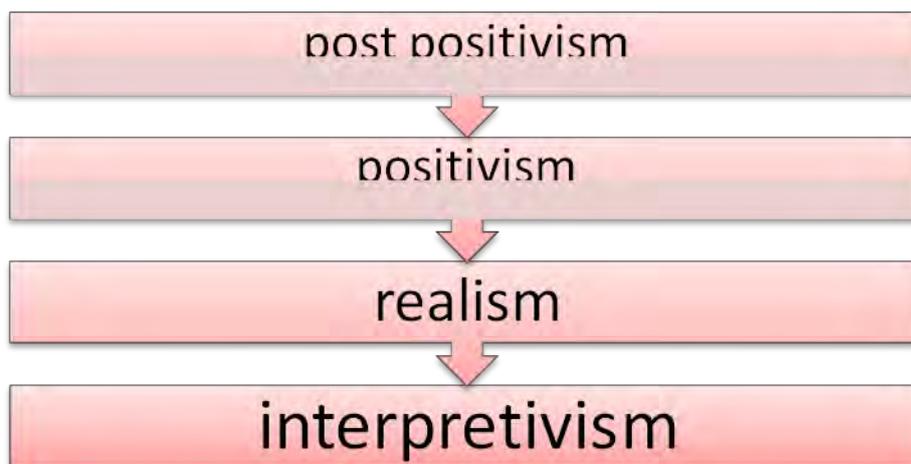


Figure 4: Research Philosophies

(Source: Denzin and Lincoln, 2011, pp-96)

Justification of the chosen research philosophy:

The pre existing research works intend to reflect the ethics as well as the facts found to project a comparative study. Therefore, this made to refer the choice to consider Positivism and interpretivism to make the research investigation. This is because of the facts based on the previously assimilated data process to endure an analytical connection. Both positivism

and interpretivism is relevant in this research considering the social element involved in the research and the structured methodology adopted for the research (Gill and Johnson, 2002) (Saunders et al, 2007). Interpretivism is relevant here as the research focus on the human behaviour and its influence on behavioural intentions. The element of satisfaction also under scrutiny in this research and therefore positivism is also applicable for this research which is line with the opinion of Cameron and Price (2009).

3.5 Research approach:

The most pragmatic observation in terms of research approaches is made by Creswell (1994) [cited by Saunders et al, 2007] who suggests a number of sensible criteria in selection of research approach. He opines that the most important of these is the nature of the research topic. A topic on which there is a wealth of literature from which you can define a theoretical framework and a hypothesis lends itself more readily to deduction. With research into a topic that is new, is exciting much debate, and on which there is little existing literature, it may be more appropriate to work inductively by generating data and analysing and reflecting upon what theoretical themes the data are suggesting.

The researcher in this respect assumes that both deductive and inductive approach is relevant for this research. Deductive approach will be predominant throughout the research taking into account the time limit. Saunders et al (2007) opines that deductive research can be quicker to complete, albeit that time must be devoted to setting up the study prior to data collection and analysis and therefore it's possible to predict the time schedules accurately.

The research will look into existing theories and models like Maslow's hierarchy and Mc Gregor's theory X and theory Y and also consider behaviour and satisfaction of employees and tries to find out the relation between these variables. Moreover the researcher is independent of the research as well as the research collects quantitative data and that validates the deductive stand of the researcher. The bearing of inductive approach is also appropriate in this research as the research involves collection and analysis of qualitative data which is supported by Bryman and Bell (2006). They assert that an inductive strategy of linking data and theory is typically associated with a qualitative research approach. In addition to that inductive approach attempts to understand the way in which humans interpret their social world. It is apparent that this research focuses on the behavioural intentions of

employees on the basis of their experience. To conclude this research is more inclined to deductive approach which certain elements coinciding with the inductive approach.



Figure 5: Research Approach

(Source: Hair and Money, 2011, pp-36)

3.6 Research design:

Research methodology reflects the three broader areas forming the research process. These three varied types consider channelizing the areas of explanatory, exploratory as well as descriptive mode of research design. The exploratory research design counts to suggest the areas building the long-term durability of the research projects. Thereby meeting the causes laid by the inductive research design. The explanatory research design intends to focus more on the accomplishment of the research data. In respect to the descriptive mode of the research design, the researcher adopted this to confer the research structure in order to satisfy the research objectives.

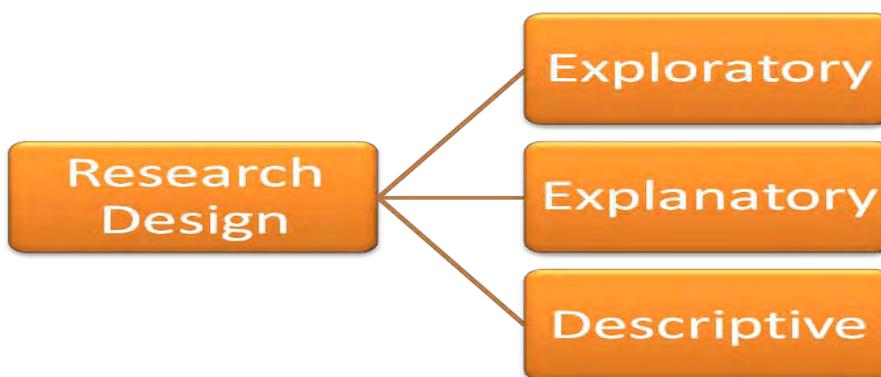


Figure 6: Research Design

(Source: Handwerker, 2008, pp-78)

Justification for choosing the research designs: Descriptive Research Design

The researcher identifies and selects the descriptive research design to accomplish the work. The aim of the research process is to meet the effect of employee turnover upon the researcher. This effectively considers the hotel industry located in Kerala. The descriptive mode of research design helps the researcher to evaluate the effects concerning the theme of the research process. This contributes to the philosophical representativeness concerning the data in this context.

3.7 Research strategy:

The research strategy intend to plan out a particular sources based on the human resources as well as the mode of research investigation for doing the data collection method meant exclusively for the research (Lancaster, 2012). The research process needs of the qualitative as well as the quantitative research data. Again the research process ensure two important research approaches being the deductive as well as the inductive research data process for the sake of the research process. As stated in Saunders et al (2003), the choice of research strategy will be guided by the research question and objectives, the extent of existing knowledge, the amount of time and the other resources available to the researcher as well as philosophical underpinnings. According to Saunders et al (2007), no research strategy is inherently superior or inferior to any other. Therefore, what the researcher must see in choosing a particular strategy is: the strategy adopted is able to answer the research questions and meet the objectives.

The choice of research strategy is guided by research questions and objectives, the extent of existing knowledge, the amount of time and other resources available. The strategy must be able to answer the research question and meet the research objective which in the words of Saunders et al (2007) who states that the justification of research strategy decision should be based on research question and objectives. The research strategy used in this dissertation is survey method.

3.7.1 Research Question

According to Saunders et al (2007, p.32), it is important to define clear research questions at the beginning of the research process. The researcher set up the following research question:

“What could be the possible reasons for employee turnover rate in Indian Hospitality Industry?”

3.7.2 Literature review:

Kothari (2008) opined that the researcher finds the literature review primary area to understand the theories of the research process. This accumulates the importance given to the research process. The researcher meets the challenges based in this review system. This will give some focus on understanding the alternative methods available.

3.8 Data collection instruments:

The data collection method periodically submits the two categorically differentiate techniques coming in this respect. Thereby the data collection method constitute of the two important sources. These comprises of the primary sources as well as the secondary sources.

3.8.1 Primary and secondary research method:

The research strategy confers to determine the data collected by the researcher with the help of the questionnaires as well as the interviews conducted. Research methodology ensures two broader perspectives of the research process, the primary sources as well as the secondary sources (Roger, 2009). Rogers (2009) also opined that the primary source connects more on the collection of the data process coming from the employees point of view. These are responses generated from the surveys and the interviews based on a set of questionnaires. Again the secondary sources predominantly comprises of the websites, journals, books, newspapers and the various online articles. This renders the help originated out of the data collected.

3.8.2 Research choice

Quantitative research attempts precise measurement of something. In business research, quantitative methodologies usually measure consumer behaviour, knowledge

opinions and attitudes (Cooper and Schindler, 2008). Qualitative research includes an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning, not the frequency of certain more or less naturally occurring phenomena in the social world (Maanen, 1979 cited by Cooper and Schindler, 2008). Qualitative and quantitative data share much in common, the main difference is where qualitative data provides contextualised meaning for small number of cases and quantitative data provide standardised data across large number of cases. (Brannick and Roche, 1997). According to Saunders et al (2007), research choices can be divided into mono method and multiple methods. If the researcher uses a single data collection technique and corresponding analysis procedures, it is called mono method and use of more than one data collection technique and analysis procedures to answer the research question is referred to as multiple methods.

Mixed model research combines quantitative and qualitative data collection techniques and analysis procedures as well as combining quantitative and qualitative approaches at other phases of the research. This means that you may take quantitative data and qualitate it, which is converting it into narrative that can be analysed qualitatively. Alternatively you may quantitate your qualitative data, converting into numerical codes so that it can be analysed statistically (Saunders et al, 2009).

The researcher uses mixed methods, where the data is collected using quantitative methods such as structured questionnaire and the quantitative data collected is converted into qualitative data for reviewing the relationship between the variables under consideration. In order to test the relation between the variables the questionnaire is structured in a way that it seeks qualitative data from the employees on satisfaction, stress and working hours which can be coded and analysed qualitatively as well.

3.8.3 Semi-structured interviews:

The semi-structured interviews intend to select as well as identify the main theme of the study. As a result, the researcher managed to ensure some explanations regarding the real time events necessary for the research investigation.

3.8.4 Questionnaires:

The researcher takes the help of the questionnaires to do the investigation. The questionnaire helps the researcher to collect responses of the customers as well as the managers. However, this method of doing the research found to be a time constraint in nature.

A structured questionnaire is an efficient data collection mechanism when the researcher knows exactly what information is required and how to measure the variables of interest (Brannick and Roche, 1997). Self administered questionnaires are usually completed by the respondents. Saunders et al 2007 states that a questionnaire includes all techniques of data collection in which each person is asked to respond to the same set of questions in a pre-determined order. According to Waters (2008) questionnaire design must include the following:

- 1) A questionnaire should ask a series of related questions, and should follow a logical sequence.
- 2) Questions should be short, simple, unambiguous, and easy to understand and phrased in everyday terms.
- 3) Ask questions with pre-coded answers, with respondents choosing the most appropriate answer from a set of alternatives.
- 4) Always run a pilot survey before starting the whole survey which can identify problems and improve the questionnaire design.

According to Bryman and Bell, (2007) self administered questionnaire have the following advantages,

1. Self administered questionnaire is cheaper to administer if the sample is geographically widely dispersed.
2. It is quicker to administer,
3. As there is no interviewer present when a self administered questionnaire is completed, interviewer effects are eliminated,
4. Self administered questionnaire do not suffer from the problem of interviewers asking questions in different ways or in different order.
5. Self administered questionnaire are more convenient for respondents, because they can complete a questionnaire when they want and and at the speed they want to go.

3.8.5 Secondary Data collection:

Bryman and Bell (2007) defines secondary data collection as the analysis of data by researchers who will probably not have been involved in the collection of those data, for purposes that in all likelihood were not envisaged by those responsible for the data collection. Bloomberg et al (2008) says that as the secondary data is information or data that has been already collected and recorded by somebody else and that it saves time and money. Secondary data is data that was developed for some purpose other than helping the problem in hand (John Fay Edited by Teresa Brannick and William K. Roche). Company records, government statistics or publications or previous researches or surveys or case studies are examples of secondary data and its already collected not devised or controlled by the researcher (Brannick and Roche, 1997)

3.8.6 Human resource strategies

Human resource theories primarily help the researcher to make necessary interpretation of the data. This is because the theories are found to make an analysis of the emotional front by the researcher. This helps to make a clear as well as in-depth understanding of the research process. The main source of secondary data for this research was obtained from online journals accessed through Emerald database. Online books and articles were also accessed for secondary data. Books and publications from the library provided information on the theoretical framework of the research. Most relevant information on the research was obtained from journal articles. Harvard referencing system is used for referencing the secondary data sources.

3.8.7 Sample area:

Sample area in the research investigation meant to connect the entire population of a specified local area. As a result, the researcher for the respective research study channelizes Kerala as the sample area. According to Saunders et al (2007), population can be defined as the full set of cases from which the sample is taken. Population according to Bryman and Bell (2001) is the total collection of elements about which we wish to make some inferences.

3.8.8 Sampling selection:

The sample for the study has been selected from 5 star hotels, 4 star hotels, 3 star hotels and lodging properties. Precisely **80 staffs and 5 managers** have been chosen for the

primary research data collection. The sample population was carefully chosen from the area of the study through random sampling method. All the staffs were well informed about the purpose and the confidentiality to make sure that the data was delivering with maximum precision.

Zikmund (2003) stated that sampling is the process of using a small number of items or parts of the whole population to make conclusions regarding the whole population. According to Saunders et al (2009) the sampling techniques available can be divided in to two types:

- Probability or representative sampling
- Non-probability or judgemental sampling

Probability sampling is most commonly associated with survey-based research strategies where inferences are made from sample about a population to answer the research questions or to meet the objectives. In the case of non-probability samples, the probability of each case being selected from the total population is not known and it is impossible to deal with objectives that require you to make statistical inferences about the characteristics of the population (Saunders et al 2009).

3.8.8 Time frame

The time frame to research design is independent of which research strategy the researcher is pursuing or the researcher's choice of method (Saunders et al 2007). Cross sectional studies refer to the study of a particular phenomenon (or phenomena) at a particular time. Most research projects undertaken for academic courses are time constrained. The time frame on many courses does not allow sufficient time for a longitudinal study (Saunders et al 2007). Cross-sectional studies often employ the survey strategy (Robson, 2002). Saunders et al (2007) states an important question to be asked in planning the research is that, "Do the research want to be a snapshot taken at a particular time or do the research want to be similar to a diary and be representation of events over a given period?" The snap shot time horizon approach refers to Cross-sectional research while the diary time horizon approach refers to Longitudinal.

The time frame used in this research is cross-sectional. This is mainly because of the short time period for conducting the research. This research collected quantitative data from a sample of respondents during a particular time interval and examines the relation between variables and therefore the time horizon is cross sectional.

3.9 Data analysis procedures:

Sekaran and Bougie (2010) opined that the researcher can deliberately chose the data analysis procedures according to the type of information collected. Whatever the technique is used researcher should be able to compare the primary and the secondary data in such a way that the objectives should be achieved. The data collected through questionnaires can be analysed through organisational method which is by making charts, graphs (VanderStoep and Johnson, 2009). In addition to this, the researcher focuses on both the qualitative as well as the quantitative data analysis process.

In respect to the data analysis the researcher, consider the theoretical perspectives meant to connect the employee turnover aimed to categories in this nature state. The researcher also emphasize effectively on the satisfaction rate based on the quantitative research analysis method. The qualitative research perspective categorically fixes on the semi structured interviews to generate the responses. The previous theoretical consideration tends to consider the simplified actions intend to constitute the charts, diagrams in this respective connection.

The quantitative data analysis primarily conceives the responses from the population which goes on reflecting the responses of the employees of Kerala. These responses are generated out through questionnaire method. These intend to help in making the responses based on the multiple-choice questions along with the open-ended questionnaire.

3.10 Research ethics:

According to the Data Protection Act the research process, maintain some ethical considerations for the accomplishment of the research investigation. These research ethics intend to look at the social norms as well as the practices undertaken by the researcher for the sake of the research investigation. As per (Saunders, Lewis & Thornhill, 2009) the ethical motives behind every research is questionable and in most of the researches data collection requires extensive negotiations to get access into employees. The researches questions will be generalised to much possible extend without damaging the sampling and expecting this will make the access to employee easy enough. The ethical consideration vastly reflects two significant contexts like:

The response of the participants:

In this regard, the researcher claim to relate the unethical influences made upon the respondents to seek the desired responses. Therefore, to eradicate this researcher has to abide by some norms. These norms deliver to submit that the respondents must give their answers or responses by their own willing consent. According to Bryman and Bell (2007), the respondents must not be bribed or forced to give their own responses for the research investigation. The respondents are free to give their responses with a free and open mind. This will generate an unbiased approach for the researcher.

The data application method:

Another important ethical context is the avoidance of the recording commercial data. According to Diener and Crendall (1978) some researchers deliberately avoids recording proper data to increase the accuracy of the study conducted which is ethically and morally wrong. Recording improper data sometimes gives good accuracy as well as authenticity to the data findings. As a result, this will be more beneficial and fruitful for the researcher to make the findings far more valid. The response of the respondents makes them more reliable when generated out of their own consent.

3.11 Research limitation:

The research limitation executes some complexities faced to do the research investigation. As a result, the research limitation tends to limit the research investigation and make it more unsuccessful at large. Bryman and Bell (2007) opined that, a proper study on the previous researches carried out on the similar topics helps the new researchers to understand the possible limitation to a greater extent. Researcher faces some constraints to meet the research investigation. Time constraint has been one of the reasons of research limitation. (Saunders et al 2007) stated that, the researchers are often found to be failed to carry out an in-depth research investigation while doing the research process due to lack of time to do the research investigation. The research also faces some limitation coming from the financial sector. The researcher fails to deliver appropriate research limitation because of the budget constraints to do the research investigation generating more responses. Moreover,

the biased approach of the managers of the hotel industry due to their personal reasons can be a reason of their answers.

Chapter 4: Data Analysis and Findings

4.1 Introduction:

The respective chapter aims to analysis the qualitative as well as the quantitative data which is important for research investigation. Therefore, the research investigation mainly focuses on the employees of the hotel industry to accomplish the research investigation. The researcher reflects 80 staffs to meet the qualitative research analysis, while 5 managers to meet the qualitative data analysis. The qualitative research investigation reflects the employee's responses in this respect.

4.2 Quantitative Analysis:

Q1. Do you agree job satisfaction influences the employee turnover ratein hotel industry?

Options	Response	Total respondents	Response percentage (%)
Strongly Agree	21	80	26.25 %
Agree	20	80	25 %
Neutral	11	80	13.75 %
Disagree	18	80	22.5 %
Strongly Disagree	10	80	12.5 %

Table 3: Response of Job Satisfaction in the Hotel Industry to influence the employee turnover

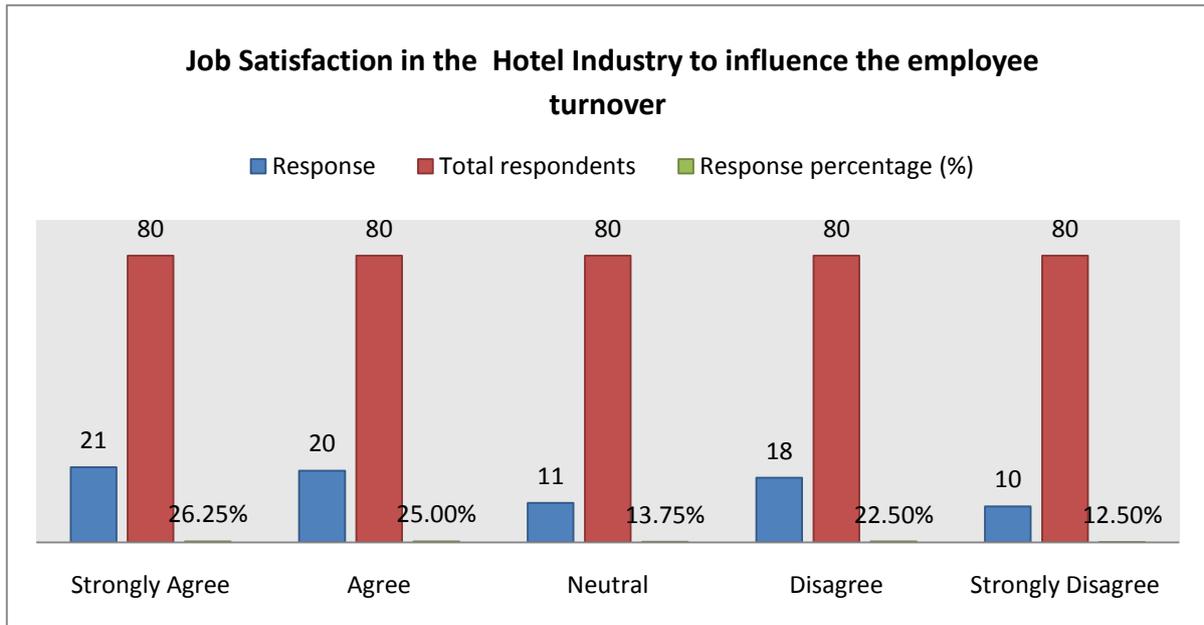


Chart 4: Job Satisfaction in the Hotel Industry to influence the employee turnover

Data analysis:

The given diagrammatic representation shows the responses of the employees to the particular question asked. As per the data obtained, around 26% of the employees agreed strongly that the job satisfaction has a significant influence in employee turnover. Around 25% of employees agreed to the point. However, 35% of employees opined that the job satisfaction is not always the reason for employee turnover and among this around 12 employees completely disagree to the point by saying employee satisfaction will not affect the employee turnover.

Findings:

Now the responses made an impact on the research investigation. More than half of the employees agreed to the fact that job satisfaction leads to employee turnover. This constitutes to lay the fact that the research investigation found that job satisfaction becomes one of the essential elements for the employees. Job satisfaction is found very important for employees to stay active in the job and to meet the necessary targets. Job satisfaction can increase through initiating various practices like maintaining good relations between the employees and the managers; by maintain proper shift timings etc.

Q2. Do you agree job stress affects the employee turnover rate in hospitality industry?

Options	Response	Total respondents	Response percentage (%)
Strongly Agree	23	80	28.75%
Agree	19	80	23.75 %
Neutral	9	80	11.25 %
Disagree	13	80	16.25 %
Strongly Disagree	16	80	20%

Table 4: Response of job stress affects the employee turnover rate

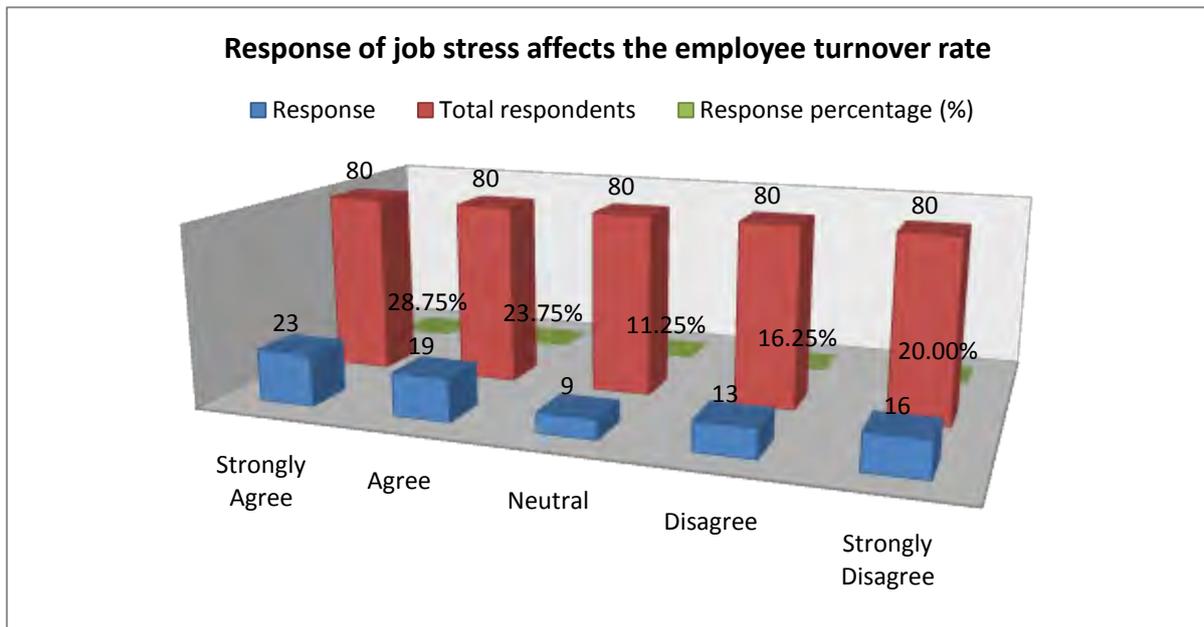


Chart 5: Response of Job stress affects the employee turnover rate

Data analysis:

The given representation significantly emphasizes on the percentage of the staff responses giving their approval to the implication that job stress can hamper the turnover rate. Around 53% employees agrees to the point that job stress can influence the employee turnover rate. around 12% of employee responds neutral and surprisingly 36% employees disagreed to the point that stress influence employee turnover rate in hospitality industry.

Findings:

The responses generated out, deliver a significant interpretation on job stress. More than 50% of employees thinks that job stress significantly influence the employee turnover rate. There could be many reasons for increases stress at work place. Long working hours and huge pressure intake affects the private life of the employees. Thereby the staffs may feel psychological handicapped in terms of being lonely. From the data it is very evident that more than 50% of employees like to reduce the job stress to a great extent. Initiating different entertainment packages can reduce the job stress and make the work place more enjoyable

Q3. Do you agree long working hours affect the employee turnover rate in hospitality industry?

Options	Response	Total respondents	Response percentage (%)
Strongly Agree	18	80	22.5%
Agree	16	80	20%
Neutral	20	80	25%
Disagree	19	80	23.75%
Strongly Disagree	7	80	8.75%

Table 5: Response of long working hours affect the employee turnover rate

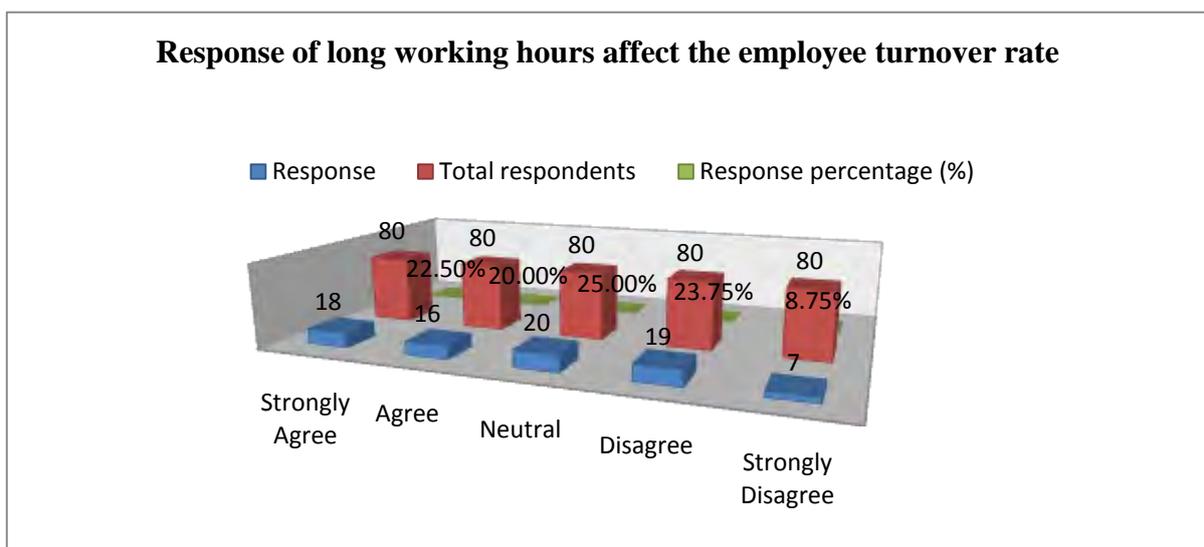


Chart 6: Response of long working hours affect the employee turnover rate

Data analysis:

The data shows that 67.5% of employees more or less agreed that long working hours influence the employee turnover rate. Around 32 % of employees disagree to the question. It is a fact that if the employee satisfaction is so high then employees really don't care if the working hours are long or not. The 32 % of people could be in that situation or could be the supervisors of the field.

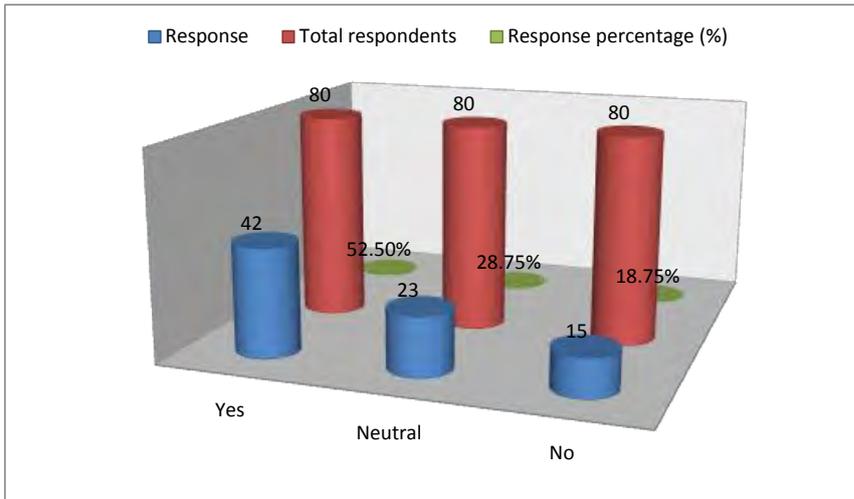
Findings:

The data obtained explains that employees care about the working hours and the data also supports various relations on long working hours and employee turnover rate. Physical as well as mental efforts are the two consecutive areas, which are necessary for the staffs in respect to the hectic working schedule. According to the data obtained, proper and acceptable shift timings will help to decrease the employee turnover rate and this will benefit the organization in the end. Long working hours are one of the reasons, which intend to exhaust the human power to work. The data gives an evident opinion on long working hours and this will definitely lower the employee performance. From the result obtained it is clear that the long working hours will raise a turnover intention in the employees.

Q4. Do you think reward management practices influence the employee turnover rate in Indian hospitality industry?

Options	Response	Total respondents	Response percentage (%)
Yes	42	80	52.5 %
Neutral	23	80	28.75 %
No	15	80	18.75 %

Table 6: Response of reward practices influence the employee turnover rate



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Chart 7: Response of reward practices influence the employee turnover rate

Data analysis:

As per the diagrammatic representation, it is clear that the above 50% of employees favours the reward management practices and around 18% have answered no. While analysing the data it is clear that the employees are expecting the managements to give rewards for the talents they posses. Some hotels provide good incentive schemes to employees in such cases employees don't think that the reward management practises don't create enough influence.

Findings:

Reward practices within the organization are an added advantage for the management. This helps the managements to meets their policies of employee welfare. These reward practices implemented by the organization necessarily meet the appraisal functioning of the organization. The obtained data clearly explains that the reward management practise can create a positive influence on employee which in turn helps the management to retain the employees. The data obtained shows that more than 50% of the employees are in favour of reward management policies. This explains that more than half of the employees are expecting to get rewarded for the efforts they put in at the work. By fulfilling these expectations of the employees, the management is actually acquiring strength to mentally control the staff.

Q5. Do you agree the incentive schemes affect the attitude of the employees?

Options	Response	Total respondents	Response percentage (%)
Strongly Agree	22	80	27.5%
Agree	20	80	25%
Neutral	9	80	11.5%
Disagree	19	80	23.75%
Strongly Disagree	10	80	12.5%

Table 7: Response of incentive schemes affects the attitude of the employees

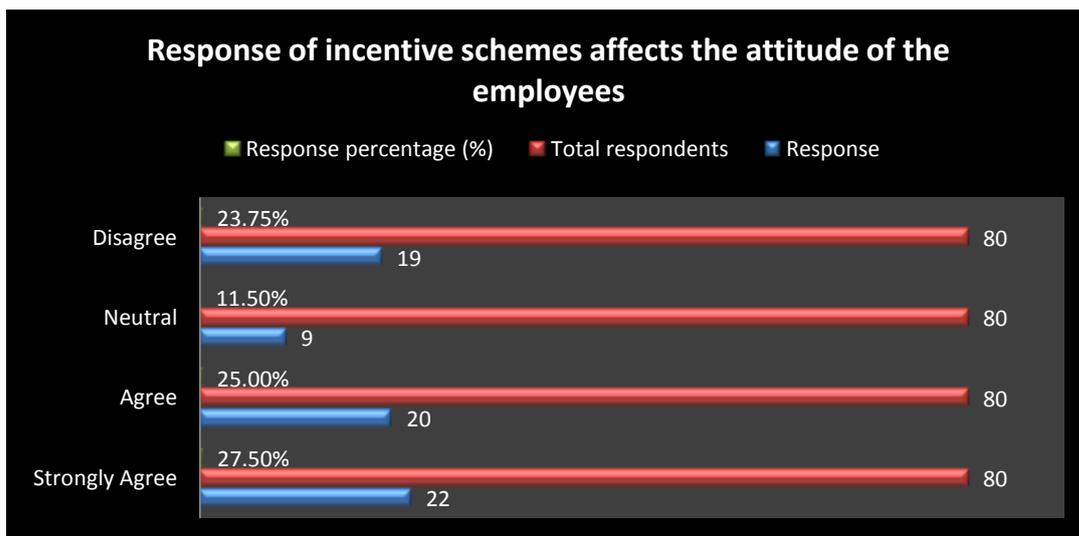


Chart 8: Response of incentive schemes affects the attitude of the employees

Data analysis:

The diagrammatic representation shows that around 53% of employees think that incentive schemes affect the employee turnover rate and 35% thinks that it doesn't make any impact on employees. Among the responses 11% percentage stands neutral.

Findings:

The research data shows 53% employees think that the incentive schemes can affect the attitude of the employees towards the work. Many theories explained Incentive schemes delivered by the organizational managers are the elements used to motivate the staffs in the end of the day. The data tells that employees sees the incentive schemes as beneficiary gains or profits embraced more as recognition of the performances of the staffs in the hospitality industry. This automatically managed to influence the turnover rate of the employees. But some management initiates effective reward management practices to overcome the stress and increase satisfaction and in such cases the employee doesn't care much about incentive schemes. Employees who really don't care of incentives may fall to this category.

Q6. Do you think that Hotel industry in Kerala appreciates the expertise of the employees more than any other states in India?

Options	Response	Total respondents	Response percentage (%)
Yes	41	80	51.25%
Neutral	17	80	21.25%
No	22	80	27.5%

Table 8: Response regarding the state of Kerala appreciates the expertise of the employees more than any other states in India

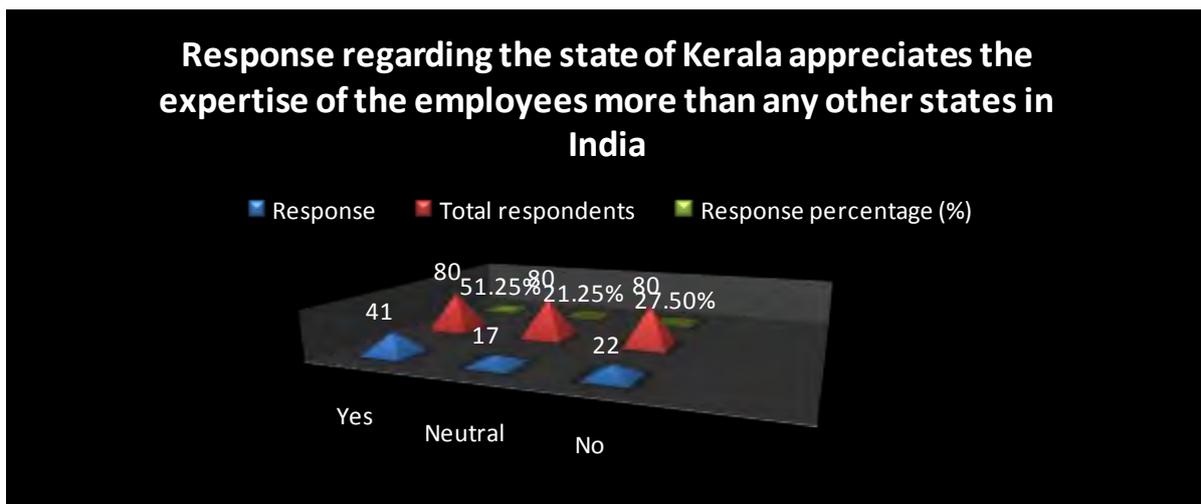


Chart 9: thestate of Kerala appreciates the expertise of the employees more than any other states in India

Data analysis:

More than 50% of the employees had positive responses on the state of Kerala, in respect to the hospitality industry, motivating the employees compared to any other states. Then again a particular responses generated from the given context play a consideration given on the employees possessing 22% of the responses for the neutral area. Moreover, the organization rules down 28% of the given responses in giving some negative statement.

Findings:

Unlike the other states of India, Kerala is well known for the employee rules and regulations. In Kerala people are mainly working class. From the data it is clear that, more than 50% of people think that the working atmosphere in hotel industry of Kerala is better than the rest of the states in India. Some Hotels uses fringe benefits to appreciate the expertise of employees. Whatever the measures the Kerala hotel industry adopted, the data clearly explains that employees are happy with the appreciation techniques. It is clear that such techniques can bring down the employee turnover rates to a great extend.

Q7. Do you agree that currently hotel industry motivates the employees by giving proper incentive schemes?

Options	Response	Total respondents	Response percentage (%)
Strongly Agree	11	80	13.75%
Agree	14	80	17.5%
Neutral	11	80	13.75%
Disagree	28	80	35%
Strongly Disagree	16	80	20%

Table 9: Response to motivation of the employees by giving proper incentive schemes

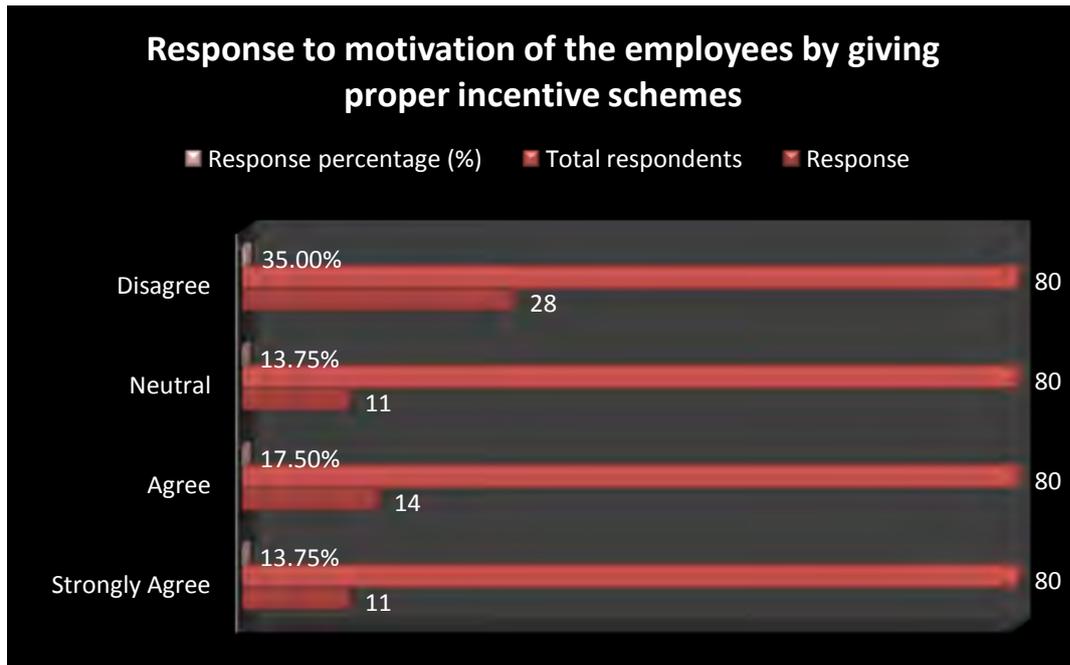


Chart 10: Response to motivation of the employees by giving proper incentive schemes

Data analysis:

The given data shows the importance of the employee incentive schemes in hotel industry as a motivational factor. The data shows that more than 50% of the employees comments that the current incentive schemes are not enough and it fails to motivate the employee. At the same time around 30% of employees think that the current packages are enough for motivation. Among the respondent 11% employees stays neutral.

Findings:

It is clear that incentive schemes play a very big role in motivating employees. From the data it is remarkable to note that around 35% of employees strongly suggest that the current incentive schemes are not enough to motivate the employees. The incentive schemes mainly are the bonus and addition benefits paid along with the salary at the end. This is aimed to increase the influence of management among employees. Sometimes the incentives schemes also ensure medical facilities, medical treatment for the staffs. It is clear that when employees do not feel motivated enough they tend to leave the job. while looking at the data it is clear that most of the employees are not getting motivate at the job and this could possibly raise the turnover intentions.

Q8. Do you agree that the employee training helps in reducing the employee turnover rate?

Options	Response	Total respondents	Response percentage (%)
Strongly Agree	17	80	21.25%
Agree	41	80	51.25%
Neutral	4	80	5%
Disagree	9	80	11.25%
Strongly Disagree	7	80	8.75%

Table 10: Employee training affecting employee turnover rate

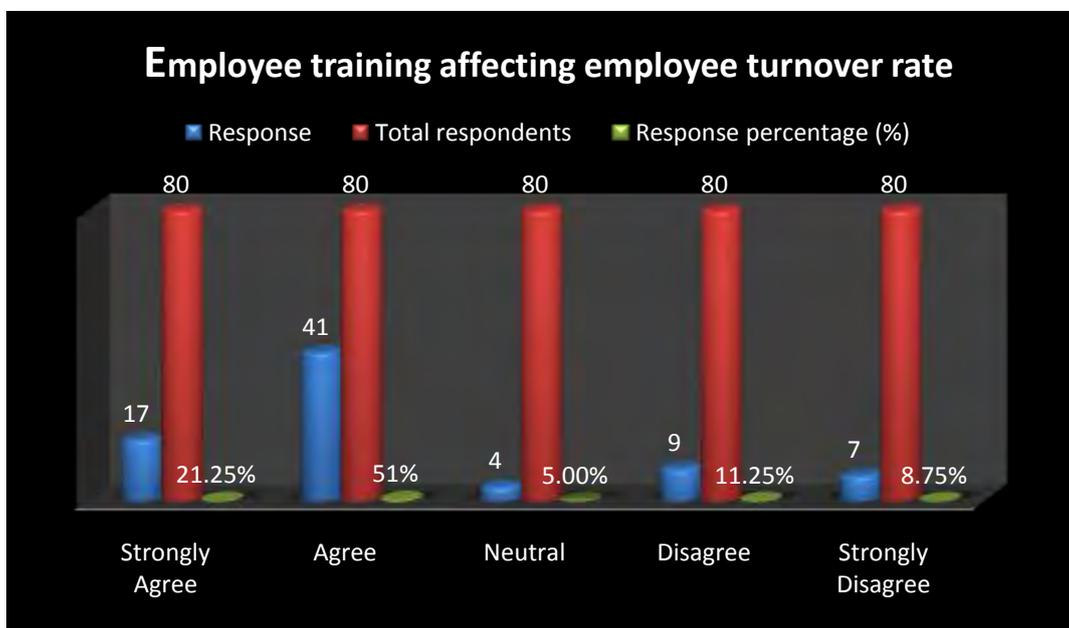


Chart 11: Employee training affecting employee turnover rate

Data analysis:

The response indicates that around 72% of the employees suggest that proper employee training can help in reducing the employee turnover rate. Among the respondents only 20% employees think that training will not help in reducing the employee turnover rate. The data tell that the majority of the employees are looking forward to increase the expertise and gaining new knowledge through training.

Findings:

According to the data obtained from the respondents it is very evident that the employees are considering the process of training as very important in the job. It is very clear from the data; no matter what the task is employees believe that training makes the tasks easier. If the employees are considering the training so important; the management can consider training as one of the motivational factors. If it finds that employees are getting satisfied through proper and regular training then probably it is because the employees are aiming for the proper career growth. Previously the employees mention that motivation is very important to bring down the employee turnover rate; in this context training could be tried as a motivational factor and this also gives more influence on employees.

Q9. Do you think that the work atmosphere can influence employee turnover rate?

Options	Response	Total respondents	Response percentage (%)
Yes	46	80	57.5%
Neutral	24	80	30%
No	10	80	12.5%

Table 11: Influence of work atmosphere on employee turnover rate

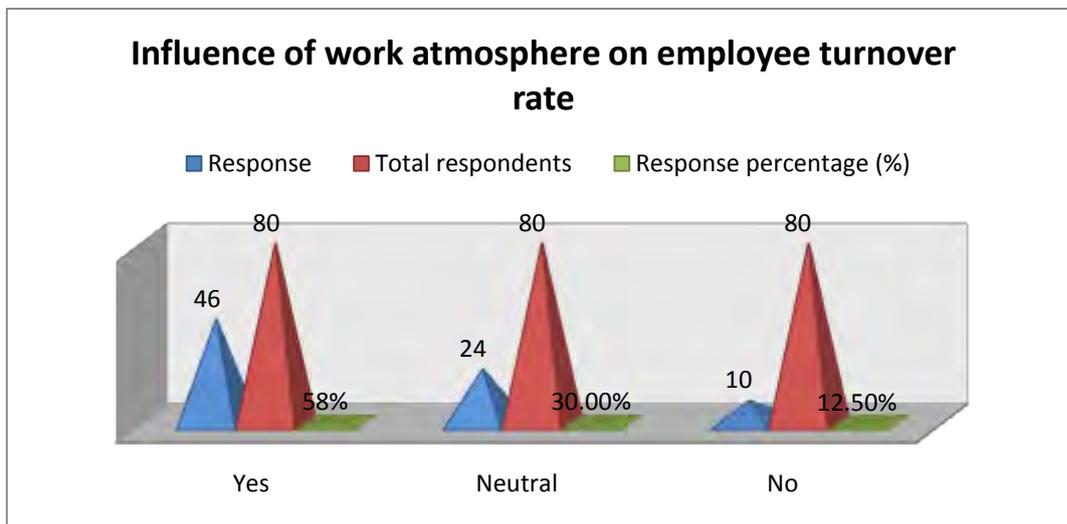


Chart 12: Influence of work atmosphere on employee turnover rate

Data analysis:

The responses of the staffs have their consent in respect to the positive feedback denoted by yes. From the data findings it is clear that around 58% of employees think that the work atmosphere can make influence on employee turnover rate. 30% of the employees opined that sometimes the work atmosphere can make influence and sometimes it will not. Only 12% employee's comments that work atmosphere will not influence the employee turnover rate. The given percentage conceals some periodical perspective to encounter the fact that the work atmosphere managed to create an influence on the employee turnover rate.

Findings:

The data explains the employee perceptions on relations among staff and other subjective matters at work. From the data acquired it is clear that work atmosphere affect employees very strongly. Considering the topic of relations among staff are very important. To manage this effectively efficient and effective training should be given to supervisor on how to manage staffs ethically. Relationships between staffs can get worse very fast and this could lead to voluntary turnovers. Voluntary turnover of an efficient employee will affect the hotel very badly. While considering the other matters; work safety is another possible issue that could make an employee leave the company. All the employees like to work in safe environment and this could be achieved by giving proper training on safety issues and providing enough safety material to overcome the possible threats at work.

Q10. Do you think that by recruiting professionals hotels will gain a competitive advantage and can minimise the turnover rate?

Options	Response	Total respondents	Response percentage (%)
Yes	53	80	66.25%
Neutral	16	80	20%
No	11	80	13.75%

Table 12: recruiting professionals affecting employee turnover

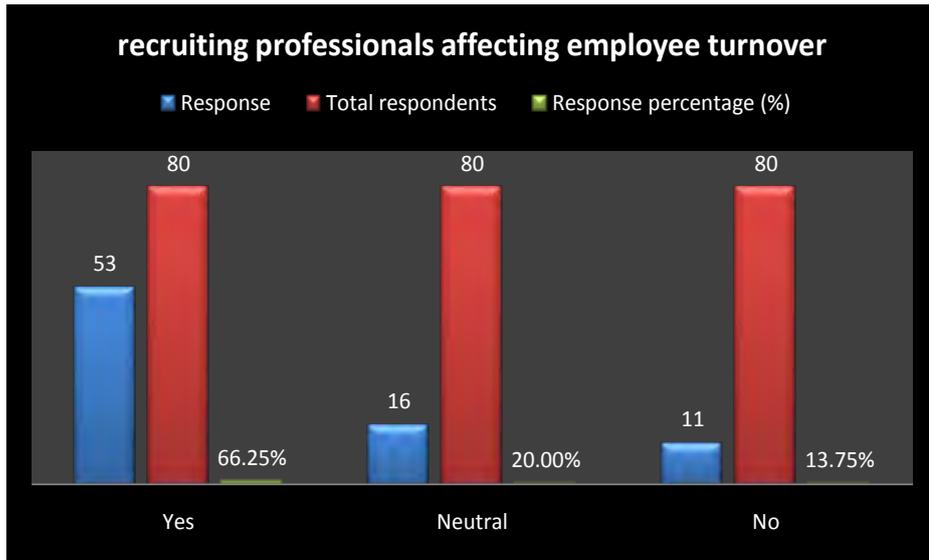


Chart 13: recruiting professionals affecting employee turnover

Data analysis:

The responses generated out of the specific question as laid by the employees could lay greater emphasis on the employee turnover rate. These suggest considering the effectiveness coming in line to that of the responses given by the staffs in respect to the positive section. The responses found to give **around 66%** of the responses as yes. In compared to the neutral responses **20%** of the staffs have their inclination to neutrality. Again **13%** of the staffs possess inclination to the negative process. Around **80** staffs gave their valuable responses in respect to the policies framed by the organization. Thereby helping to create the increased rate or as well the fluctuation of the responses of the staffs.

Findings:

Data finding shows that around 66% of employees suggest thathotels gain competitive advantage while hiring trained professionals. When looking this data financially it is true when a trained professional comes on board the money that needs to spend on the employees training is reduced considerably and the employee will be ready for the work as soon as possible. In hotel industry certain expertise are required that the employees needs to acquire those through experience only and such expertise cannot achieve through training. Such expertise will not come along with a fresh employee and can be easily achieved from

an experienced professional and the hotel can use this experience for entertain customers and attain guest satisfaction. Around 20% employee opined neutral in the fact that chances for high for an experienced professional to leave the company for better career developments.

Q11. Do you agree that in hotel industry the working hours affects the work life balance of the staffs and thereby affecting the employee turnover rate?

Options	Response	Total respondents	Response percentage (%)
Strongly Agree	48	80	60%
Agree	16	80	20%
Neutral	3	80	3.75%
Disagree	7	80	8.75%
Strongly Disagree	6	80	7.5%

Table 13: Work life balance affecting employee turnover

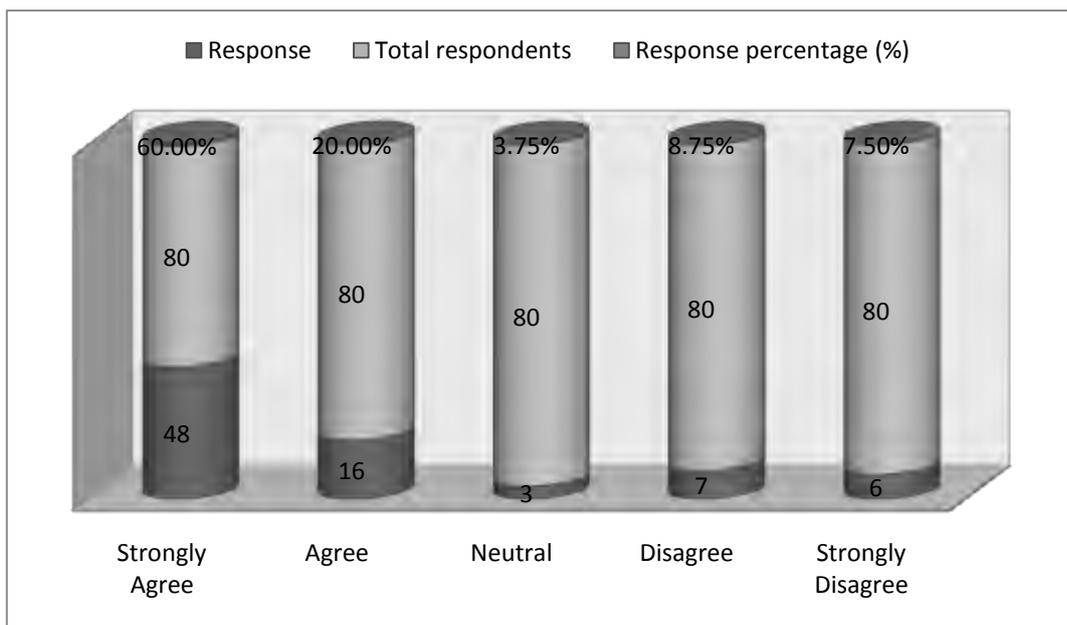


Chart 14: Work life balance affecting employee turnover

Data analysis:

As per the responses generated out of the **80** total numbers of staffs, 80% of employees opined that long working hours influence the work life balance of employees. Below 20% of employees suggests that the long or extended working hours doesn't affect the

work life balance. Among the 80% of the employees agreed 60% of employees very strongly suggest that the extended working hours leads to employee turnover. The respondents gave their opinion in respect to the working hours about the hotel industry. These influenced personal life of the staffs. Long working hours henceforth managed to create an obstacle for the organization progress. This is because the long durability of the organization managed to create an impact on the employee life state and at the same the performance ability of the staffs had underwent major decline.

Findings:

From the data it is clear that 80% of employees agreed that long or extended working hours leads to employee turnover. In this context it is clear that the employee cannot withstand to long working hours. While analysing the data the chances for developing employee turnover intentions are so high in this issue. This extended working hour gradually develops to state of dissatisfaction and the organization has a negative effect on the employee organization relationship. Several techniques can be initiated to avoid developing such crisis situation. Hotel industry stands primarily for service and irrespective of the timing the employees should be ready at all times of the day. Effective maintenance of weekly duty rosters and proper and timely shift hand over process etc can be initiated by employers to retain the staff by minimising the dissatisfaction. Around 20% employees opined that long working hour doesn't affect the work life balance. Human Resources strategies are in action to overcome this issue with reward management techniques.

Q12. Do you think that working conditions of the hotel industry in Kerala can increase the job satisfaction on employees?

Options	Response	Total respondents	Response percentage
Yes	12	80	15%
Neutral	15	80	18.75%
No	53	80	66.25%

Table 14: Working conditions influencing job satisfaction

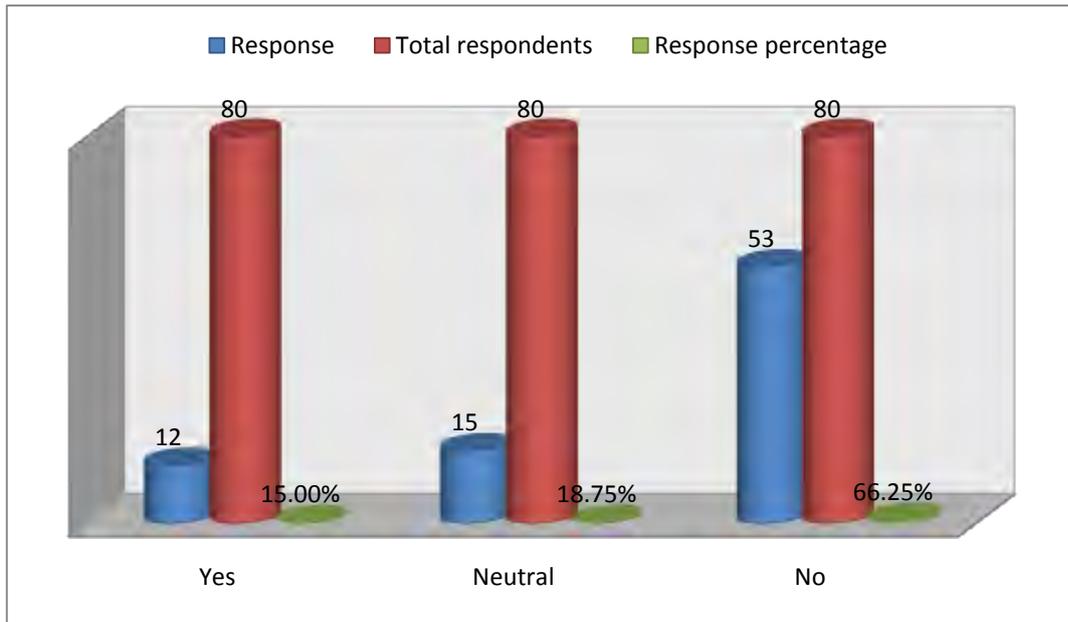


Chart 15: Working conditions influencing job satisfaction

Data analysis:

Some possibilities of the data analysis managed to maintain very well the perspective standpoints in creating response of the staffs. The data achieved essentially holds the need to make some changes in the working conditions in the hotels on Kerala as the positive feedback being only **15%**. This again followed by the responses of the staffs being **19%** based on the neutrality potential. Around **66%** of the respondents made their statement very clear that the working conditions are not all good enough to create job satisfaction among employees. The requirement of job satisfaction was made pretty clear from the data acquired from employee responses.

Findings:

Job satisfaction can be influenced by several reasons. In a work atmosphere there could be an number of matters that could make the employee dissatisfied. While analysing the data it is very clear that around 66% of the employees suggest that the present working conditions are not good enough. It cannot be said that all employee among this 66% are not satisfied because of the same cause, it could be different reasons that makes these employee dissatisfied. Some of the phenomenal constraints count to reflect more on the performance ability of the staffs. The staffs put to reflect some of the necessary constraints more on the job satisfaction criteria.. Overload of work can be another possible reasons for the employee turnover.

Job satisfaction cannot be made possible in a day or a month; it requires proper planning and effective formulation of strategies. There are several measures like incentive schemes, reward management practises etc to increase the motivation of employees

Q13. Do you agree that Hotel policies as well as both the internal and external scenario affect the employee turnover rate?

Options	Response	Total respondents	Response percentage
Strongly Agree	18	80	22.5%
Agree	36	80	45%
Neutral	8	80	10%
Disagree	12	80	15%
Strongly Disagree	6	80	7.5%

Table 15: internal and external scenario affecting the employee turnover rate

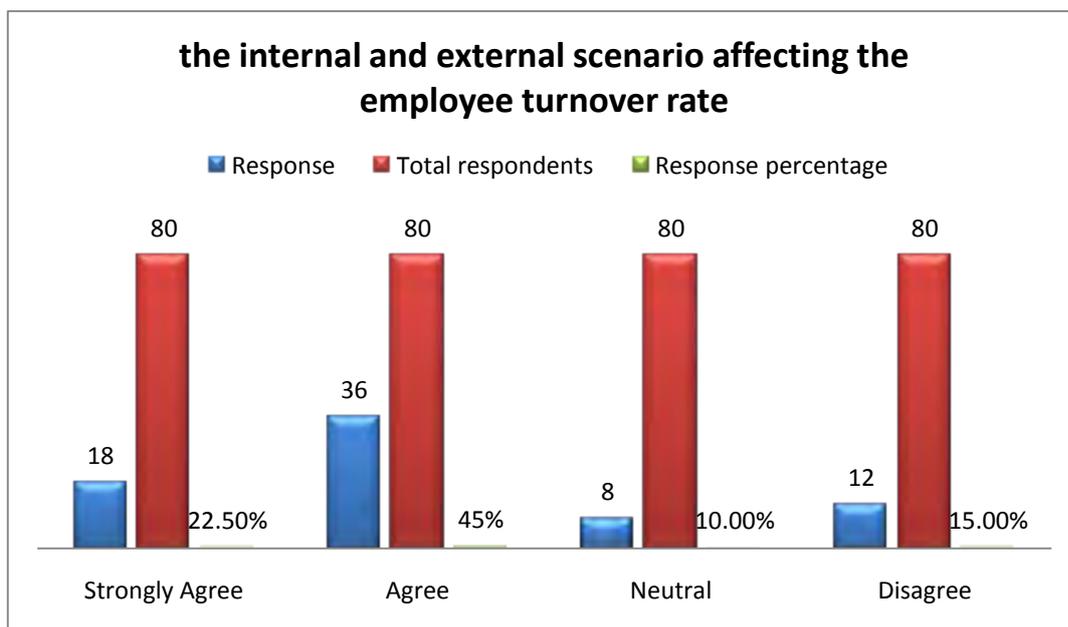


Chart 16: the internal and external scenario affect the employee turnover rate

Data analysis:

The given responses count to meet the policies accorded by the internal as well as the external scenario of the hotel industry. This question is analysed by giving more focus on the part; employee turnover rate. As a result, the responses of the staffs show difference of opinion in this connection. Around 68% of the staffs agree to the statement that the external as well internal scenarios along with the Human resource policies affect the employee turnover rate. Among the respondents 23% disagree with an opinion that it is not true. 10% of respondents stay neutral which means there could be external or internal scenarios affecting but not always.

Findings:

While examining the data it is clear that majority of employees think the both external and internal scenarios along with the HR policies affect the employee turnover rate. While considering the HR policies can have a lot of effect on employee turnover rate. For example; initiating incentive packages and reward management practices can improve the job satisfaction which indeed reduces employee turnover rate. Salary hikes at the year end, medical expenses of employees and giving additional bonus for extra hours are some of the other HR policies which could bring down the employee turnover rate.

While considering the internal scenarios employee relation could be a possible reason for employee turnover. Labour party system can make internal issues mainly between staffs and management which could ultimately disturb the working ambience. Labour party is quite common in Kerala hotels. External scenarios can also affect the employee turnover in fact more than the internal scenarios. External opportunity for example better job opportunity with more attractive packages can force employees for voluntary turnover. It is good to have some amount of employee turnover which in fact gives opportunity to bring new and experienced employees on boards. These employees sometimes bring new ideas along with them. Issues on the family life of employees could force employee to leave the hotel.

Q14. Do you agree that career growth can motivate employees working in Kerala hotels?

Options	Response	Total respondents	Response percentage
Strongly Agree	28	80	35%
Agree	36	80	45%
Neutral	5	80	6.25%
Disagree	7	80	8.75%
Strongly Disagree	4	80	5%

Table 16: career growth in relation to motivation

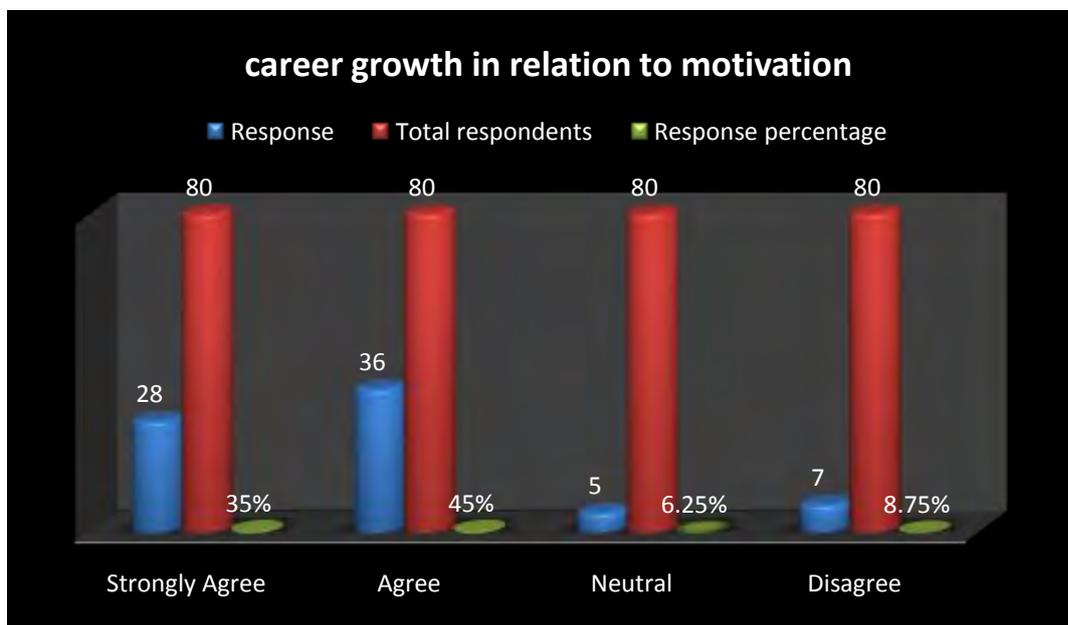


Chart 17: career growth in relation to motivation

Data analysis:

The response indicates that 80% employees agree to the statement that career growth can motivate staff. Only a negligible percentage of employees disagreed to above statement. The majority percentage explains the intentions or plans of employees to acquire career growth in the profession.

Findings:

According to the data majority of employees think that career growth can motivate employees. But it is true that management have enough limitations in giving career growth to more than a limit. Employees which are professionally qualified will be in search of career until they satisfies with their growth. Employees having high intention in achieving growth will have less chance of staying in a particular company. Performance appraisals are one of the effective techniques that help the management to identify the employees that needs to be retained. In this context, performance appraisal can be used to find out the potential employees from a group.

Q15. How far do you think that the incentives schemes and reward management practices affect the performances of the staffs?

Options	Response	Total respondents	Response percentage
Strongly Agree	22	80	27.5%
Agree	37	80	46.25%
Neutral	6	80	7.5%
Disagree	11	80	13.5%
Strongly Disagree	4	80	5%

Table 17: Response of the Incentives schemes monitors, shapes and motivates the performances of the staffs

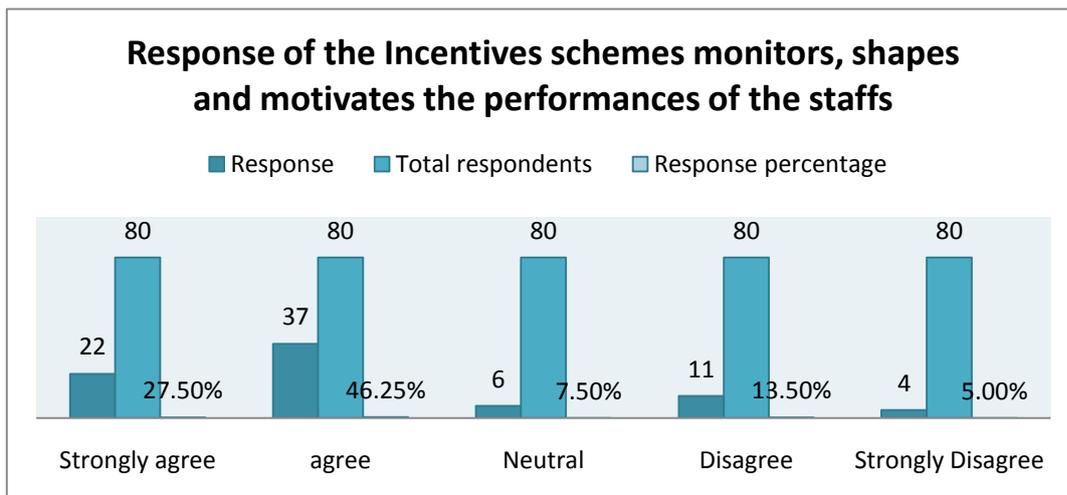


Chart 18: Response of the Incentives schemes monitors, shapes and motivates the performances of the staffs

Data analysis:

As per the bar diagram the study of the data findings connect with the responses in respect to the potential approaches. Around 74% of the staff responses explain that there is a clear connection between the employee performance and the incentive schemes and reward management practices. Only below 20% of employee doesn't see much relation between these practises.

Findings:

The data findings hold to maintain a fixture that may give way to the possibilities aimed to categories the fact that incentives can very well monitors as well as shape the performance potential of the employees. Reward management practises and incentive schemes are usually initiated to increase the employee performance without dissatisfaction. In hotel industry extended working hours are one of the main reasons of employee dissatisfaction which sometimes leads to employee turnover. Reward management practises are found to be very effective in this situation. By giving proper reward to the employees for the extra effort they put into work; will make them satisfied. From the data it is clear that, initiating incentive schemes along with the proper reward management practices will gave employer a competitive advantage of controlling the employees.

4.3 Qualitative Analysis:

Q1. What are the current incentive schemes adopted by the management in hotels to influence the employee turnover rate in Kerala?

Data analysis:

All the managers agreed that; recently there were some changes initiated to the incentive schemes with a strong motive to bring down the employee turnover rate. Out of 5 managers; 4 managers commented on special pay bonus packages at the busy times. As per the managers the additional bonus pay at the busy periods will help in motivating the employee and it also increases the job satisfaction. And two managers commented on a new child welfare package which provides with free education for the children of employee to a certain age. The managers stated the new child welfare package helps employee in family planning thereby management can create an emotional effect on employees which increases the employee commitment and performance. All the managers agree that if the management

wins in creating a emotional effect on employees towards the organisation; then the chance of that employee leaving the organisation is very less. While analysing the opinions of all the managers it is clear that the incentive schemes are very important in retaining the employees within the organisation. One of the manager commented that; “recognition for the effort employees put into work is what employees are looking forward to see”.

Q2. What are the current strategies adopted by the human resources management to motivate the performances of the staffs?

Data analysis:

Managers commented on various strategies they follow to motivate the staffs. Recognising the employees, bonus packages on busy periods and double pay for overtime and regular and periodical training for the employees were common among the strategies mentioned. All the managers are found to be formulated enough strategies to increase the employee performance. From this the importance of Human Resource strategies can be identified. According to the managers, by using effective strategies the job satisfaction in the employees can be increased. This job satisfaction can influence the employees gradually and raises the performance at work. One manager commented that, by providing safer environment for employees to work can increase their performance to a greater level. 2 managers out of five also commented on the importance of strategies to increase the job satisfaction. From the opinions of the managers it is very evident that the job satisfaction is a strong factor the affect the employee performance; which leads to employee turnover. From the given opinion it is clear that, managers think that factors like recognition, bonus and training influences the employee motivation and performance.

Q3. What are the measures adopted by your organizations to minimise the employee turnover rate?

Data analysis:

According to the mangers the measures are initiated right from the first procedure that is employee hiring. But out of 5, 3 managers opined that it is very difficult to identify the staffs that carry strong turnover intention. Even though managers commented that, the measures starts from the beginning they also states that the influencing measures starts from

training. From the managers opinion it was very clear training can influence and the change the perceptive of an employee towards the organisation. According to the managers setting up a healthy work atmosphere is the second measure and this could influence the employee in deciding whether or not to continue with the company. Reward management and entertainment packages are mentioned by the managers as measures to make sure that the employee are comfortable enough in the group. Managers commented on other measure could be proper and timely evaluation to help the employee to find his weakness and to strengthen them. Basically from the measures initiated it is clear that all the measures are finally focused with the aim to increase the job satisfaction and entertainment packages like monthly outing and gatherings will help to reduce the work stress. By evaluating the data, it seems like managers consider job satisfaction as main weapon to face employee turnover.

Q4. Do you think that extended working hours will influence the personal life of the staffs and it leads to employee turnover?

Data analysis:

All the managers agree that, extended working hours affect the personal life and it ultimately leads to employee turnover. Out of 5, 2 managers opined that the job satisfaction can counter the influence of extended working hours and other 2 managers opined that proper incentives can counter the influence of extended working hours but one manager comments that even though there are several measures which reduces the influence, extended working hours will affect the employees work life balance and it will lead to employee turnover. The managers stated, *“We maintain our ethical code of conduct structured purely on the implementation of the policies, as a part of our employee turnover policies, by valuing the staff’s emotions”*. The aim is clear that is to meet the emotions of the staffs. From this it is clear that extended working hours can influence the emotions of the employee and policies are formulated to overcome this. Even though the managers commented on various measures to overcome the influence of long working hours, none of them disagree to the fact that extended working hours will influence the employee performance and it will lead to employee turnover. Managers also commented measures like regular intervals between shifts and proper rotation of shift timing will help to overcome the bad influence of long working hours. It is also very evident that initiating various measures also aims at creating an emotional bond between employee and the company.

Q5. What are the measures adopted by your organization to reduce the job stress?

Data analysis:

All managers supports to the fact that job stress affects the employee performance; and at the same time managers opined that, job stress cannot be stopped especially in hotel industry but it can bring down to possible low levels through effective training. Out of 5, 3 managers commented that job stress can be increased if the relation between employees and managers are not good. Even if there are a lot of possible reasons for stress, from the comments of managers it was clear enough that they believe; providing a good and safer working condition and proper situational based training can bring down the employee stress. Managers also commented that, if job stress is not handled well can cause job dissatisfaction which will ultimately leads to employee leaving the company. Managers commented that, job stress can lead an employee to possible outcomes like depression and thus it will affect the emotional bond of an employee towards the organisation and also it leads to poor performance. From the expert opinions it is clear that job stress is something which should be really looking into as it can lead to complete job dissatisfaction.

4.4 Summary:

The given chapter goes in to reflect the data findings and analysis. This becomes vital in order to meet the investigation. The data was extracted out of the approaches of the managers and the staffs. Therefore, both the qualitative as well as the quantitative analysis could be achieved. The given chapter focuses on the main issues that can link the objectives in the end. The opinion from the managers and the employees are very crucial in finding out the real case scenarios of the hotel industry.

Chapter 5: Conclusion and Recommendation

5.1 Conclusion:

The focus of the study was to examine the relation between employee turnover and the factors such as job satisfaction, job stress, extended working hours, incentive schemes and reward management practices. The study therefore aimed to answer whether factors like job satisfaction, job stress, extended working hours, incentive schemes and rewardspractices impacts the employee turnover rate..

In the beginning theoretical exploration of the various concepts and studies on employee turnover was done to form a background on the research. This helped in identifying the research area and framing the research objectives. Then the researcher presented the hypothesis to answer the research question and objectives. After the secondary research is done, the plan of the primary data collection is put into action.

Data analysis done with the help of statistical tools provided which allows the researcher to have a detailed insight on the data collected. Data analysis confirmed that the employee's perceptions and requirements are very high at the job. This again confirmed that the factors identified from secondary data actually influences the employee turn over. The cross tabulation data also proved that the factors like job satisfaction, job stress, extended working hours, incentive schemes and reward practises under examination are closely related to each other. Through the data analysis and the findings the objectives and hypothesis of the research is achieved

5.2 Summary of the data collected

The data was collected from 80 employee and 5 managers and then it is arranged and analysed with the help of statistical tools. While examining the data collected through questionnaires it is very clear that employee perceptions support the research hypothesis. Majority of the employees supports the statements that were asked in favour of research hypothesis. From the data it is clear that hotel industry in the state Kerala is identified as one of the best place to work comparing to hotels in the other states of India. But while examining it can be also seen that hotels in the state Kerala cannot meet most of the expectations of the

staff. It is very clear from the manager implications that recently a lot of new and effective human resource practices have been implemented to bring down the employee turnover rate. From the data it is clear that the hotels in Kerala having a good working culture at the work places.

5.3 Objective linking

Form the given opinion of the employees, the importance of the job satisfaction at the work is very evident. Majority of the employee agrees job satisfaction as a main factor of employee turnover. At the same time the data explains that job stress can cause job dissatisfaction. Manager's implications identify many possible reasons that could increase the job stress and data from the questionnaires identifies job stress is one of the major factor that cause job dissatisfaction. This explains the impact made by job stress and job satisfaction on employee turnover.

Quantitative data analysis shows that the majority of the employees are exhausted with the long working hours in the hotel industry. Managers have commented on various measures that are effectively put forward to bring down the influence of long working hours on the staff. Even though there are enough measures adopted; managers agree to the fact that extended working hours can influence the employees very badly and even commented this could lead to employee turnover rate. Quantitative data too supports the manager's statements. This shows the relation between extended working hours and employee turnover.

Quantitative data shows the need of incentive schemes at the hotel industry. Data clearly tells that employees are highly expected to be rewarded for the effort they put in at the time of work. Qualitative data shows that managers have initiated various incentive schemes and reward management practices to make sure that the employees get satisfied. Managers even commented on various effective entertainment packages initiated. This shows that the management is also aware of the importance of incentive schemes and reward management practices in hotel industry. This proves the impact and influence of incentives schemes and reward management practices affects employee turnover.

5.4 Discussions:

Objective 1: To analyze the impact of job satisfaction on employee turnover rate.

While analysing the secondary data it is very evident that job satisfaction have great influence on employee turnover especially in hotel industry. (Clegg, 1983) comment about the relation on organisational commitment and employee turnover. While analysing the qualitative data it is clear that the managers thinks that job satisfaction improves organisational commitment. Thus it can be concluded that job satisfaction directly affects the employee turnover rate. While analysing the quantitative data it is very clear that the employees are greatly in concern of the employee turnover rate. Managers commented on various packages and plans to increase the job satisfaction and this shows that the managers are concerned about the factor job satisfaction. When comparing the data analysed and the secondary data obtained it can be conclude that job satisfaction is one important factor that can make significant effect on employee turnover rate.

From the data collected it is also very evident that the other factors like job stress, extended working hours, incentive schemes and reward practices also have direct or indirect relation with the factor job satisfaction. From everything it is clear that by increasing the job satisfaction the employee turnover can be minimised.

Objective 2: To understand the impact of job stress on employee turnover rate:

The study also intends to focus on the impact of job stress given to the organization, which has been successfully meet by the researcher. The previous studies explain that the services provided by the employees in hotels are extremely difficult as well as time consuming. It requires more time to do the job. The industry requires around the clock services based on the arrival of the foreign delegates as well as the clients and their expectations are very high. Secondary data explains under heavy working conditions job stress of employees can increase. Managers opined that when job stress increases a level of performance of an employee go down. When analysing the quantitative data, majority of the employeesthink increased job stress can cause job dissatisfaction and while analysing the data it is clear that most of the employees don't like to work in stressful condition. Secondary data shows that job stress can bring down the job satisfaction eventually which could lead to voluntary turnovers.

While analysing the qualitative data it can be seen that managers mentioned training as an effective factor which could bring down the job stress. Managers opined that training could increase the expertise increase ultimately increases the performance of employees. Managers also commented on situational based training which enables the employees to understand the situations even before it happens and this helps employees when the situations actually occurs. Managers also commented on various entertainment packages to reduce the stress of employees.

While comparing the secondary data along with the primary data collected it becomes clear that the hotel industry is one of the sectors where employees feel high job stress. Primary as well as secondary data explains various techniques to bring down job stress and it is clear that all the techniques are more or less the same. From the data acquired it can be concluded that initiating effective training programs along with the entertainment packages can bring down job stress to a big extent. Even though there are several measures it is clear that job stress affects job satisfaction very negatively and it could also lead to the employee turnover.

Objective 3: To find out whether the extended working hours affects the employee turnover rate.

The research with the help of both the qualitative as well as quantitative research analysis will submit the research data in respect to the turnover rate. Long working hours can reduce the employee performance. This will create a low self-esteem and make the staffs **psychologically weak** in connection to their performance ability. Long working hours will hamper the working potential of the staffs. The qualitative and quantitative data clearly explains that long working hours can influence the staff. Quantitative data shows that the employees feel long working hours can reflect on employee performance. Qualitative data also agrees to this. While analysing the secondary data it can be seen that extended working hours can lead an employee towards depression and this could negatively affect the employee. While analysing the qualitative data, managers commented on various pay bonus packages can bring down the effect of long working hours. Long working hours are forced on employees mainly because of shortage of staffs.

By analysing the data it is clear that the long working hours can affect the employee performance. Along with this it is also clear that the long working hours can affect the work

life balance of the employees. This will suffer the personal life of the staffs. The family and private life of the staffs will suffer the individuals and create a psychological influence on the staffs. As a result, this will penetrate the performance of the staffs and hamper their career growth. Therefore, this will create imbalances for both the organization as well as the staffs. Finally long working hours affect the job satisfaction and it increase the job stress too.

Objective 4: To analyze the impact of reward management practices on employees

While analysing the secondary data it is clear despite the industry reward management practises are very important in motivating the employees. The secondary data explains that humans generally have a nature of seeking for rewards for what they have done. The quantitative data shows that majority of the employees consider reward management practises as a main motivational factor. Manager's comments that reward management practices are very important in motivating the staff. Studies have shown that the reward management practises helps in motivation thereby improving the employee performance. While analysing the primary data it is clear that managers used reward management practices not only to increase the performance but also it can increase the organisational commitment.

It is clear that reward management practices helps in retaining skillful staffs within the organisation. According to psychological studies reward management practices can be used as best tactics to retain employees. While critically analysing the primary and secondary data supports the human resource theories which says reward management practices can influence the employee turnover.

Objective 5: To understand how incentive schemes affect the attitude of employees:

The data obtained through questionnaires shows that employees are expecting incentive schemes as the welfare measures. Secondary data tells that incentive schemes has the poor both motivate and demotivates the employees. Secondary data says that incentive schemes can be defined as the additional salary given to employees specifically for the motivational proposes. While examining qualitative data it is clear that managers think incentive schemes are very important especially in hotel industry where work environment are stressful most of the time.

The researcher identifies the incentive schemes as one of the effective factors that motivate employees as both the primary and secondary data explains the same thing. From

the qualitative data it is clear that, absence of effective incentive schemes formulation can lead the employees to job dissatisfaction and ultimately leads to employee turnover.

5.5 Recommendations for the Research:

Recommendation:

Human resource approach can be implemented in the hospitality industries of Kerala. Employees in Kerala's hospitality industry are facing problems regarding working hours, holidays, incentives and poor training sessions. The gap between the leaders and the employees of the hospitality industry can be curtailed down with the help of communication tools. Firstly the ethics and objectives of the hotel need to be conveyed to the employees of the firm so that it can drive them towards appropriate employee performance needed. Secondly **top down model** need to be followed by the managers so that the problems faced by the employees can be known to the managers. Working environment needs to be friendly curling up the gaps between the peers and the leaders to create a positive ambience. Third stage involves the problem solving stage led by the managers of the company in accordance to the problems confessed by the employees. With the use of human resource approach employee engagement can be improved in the hospitality industry and it could bring down the employee turnover rate to an extent.

In house Training system can be implemented in hotel industries. Most of the parts of India are more inclined towards academic studies rather than professional courses. During the recruitment process the management can ask for skills rather than qualification. For instance a candidate good in cooking or interior designing can be selected by taking the tests of the minimum knowledge. Later on professionals can be recruited to give appropriate training to the new recruits. Professionals can be hired in cooking, interior designing, customer services, housekeeping and finance. Cross training and inter departmental training should be started. Employees should be cross trained in other departments also to enhance the knowledge of employees in hotel operations. It is clear that as knowledge increase it improves the performance. If the employees are more concerned on developing knowledge then these practices could help to increase the job satisfaction. This also gives a competitive advantage on hotels. At the busy periods staffs can be shifted from one department to another department according to the need and this also helps the employees to get a change the routine job.

Increase in the pay scales can be followed by the hotel industries to satisfy the needs of the employees. Employees in the hotel industries are low paid as compared to the other professions. Pay scales should be increased according to the employee performance. As per the present records the pay scales of the employees in the hotel industries are set according to the standard of the hotels. While fixing the salaries efficiencies and abilities should be considered. Attractive incentive schemes needs to be introduced in the hotel to decrease the rate of employee turnover. During the peak timings it is common in hotels that the staffs should have to work more than the usual timings and this causes dissatisfaction if it not recognised properly. Double pay system could be introduced for extra hours of work. This can motivate the staff to work more if it is required. Extra staffs can be hired only for particular busy periods or seasonal timings. This can avoid forcing the employee to work longer than usual.

Improvement in the living standards: the company has the responsibility to take care of the employees. India being a developing country has seen a growth of economy in the hotel industries. But the growth in the standards of the employees working in hotel industries did not go through important developments. The rate of employee turnover can bring down by facilitating the needs of the employees. Employees are seen to be migrating from different states and also reallocating from neighbouring countries. In such cases, the hotel industries in Kerala can provide those rooms and quarters. In this case, differentiation based on the position held by different employees should not intervene. The personal self-respect of the employee cannot be hurt with the discrimination based on certain issues. Language barrier can appear for an employee reallocating from different state to the southern parts of India. The management needs to take care of the professional and personal needs of the employees. The personal need also includes the enough scope of growth in a particular organization. For instance housekeeping personal can expect career to excel in department of customer service or public relations. Medical facilities can be introduced in the company to help them regarding the health issues. Medical allowances should be should be given to employees. Employee welfare is one of the most discussed topic all over the world and it is clear that welfare measures can create a strong emotional bond between employee and employer.

Knowledge about the competitive advantage can help the hotel industries to get an idea about the rival companies. In the recent times, hotel industry is increasing in number to accommodate the interests of the domestic and the international tourists. In Kerala guest houses are also exerting a good competition to the hotel industries. The existing company

can imitate the management policies of the rival companies in a positive note. The employee turnover can be handled with the knowledge about the companies working in the common land. Management can do a research on the choices of the employees for the neighbouring companies. When an employee is shifting a hotel, industry maximum probability is that the employee would shift into the same domain. In such case, the management can analyze the employee engagement strategies used by the other rival company. Despite of direct imitation of the company policy the industry can rely on the *innovative approaches*. The flow of innovation can be brought from the feedback of the employees and the decision making process of the top-level management.

5.6 Limitations of the study

Limitations of the research

The research explored the influence of different factors on employee turnover rate. The sample size is too low to make the broad generalisation of the study. The data collection techniques used predominantly focuses on the reasons of employee turnover and its influence on satisfaction, but satisfaction and behaviour intentions are too complex than other factors in the study and the study haven't considered other possible reasons that could affect the employee turnover.

The 5 point Likert scale used in the research to analyse the perceptions and attitudes of the respondents might be too small to reflect the exact perceptions under investigation. The research uses the more than one model to analyse the physical dimensions rather than focusing on one single model which would have made the results more accurate and the applicability of that model in the specific context of the research.

The areas under investigation largely focus on behaviours and attitudes of employees in work conditions which is very dynamic that it requires a longitudinal approach and therefore the time limit for this study might have influenced the research findings.

The place where the research took place can be considered as convenient place, because of the availability of hotels different categories of hotel. It might have influenced the findings because of the fact that, employees in different type of hotel should face different situations at work and this could influence the opinions delivered by the employees.

The fact cannot avoid that different employees have different perspectives on working conditions and this could affect the data delivered by the respondents. For example the researcher can't predict the level of satisfaction that every employee are expecting at the work environment and this could affect while analysis the data.

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Appendix 1

Quantitative Analysis: (For the Customers)

Q1. Do you agree job satisfaction influences the employee turnover rate in hotel industry?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q2. Do you agree job stress affects the employee turnover rate in hospitality industry?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q3. Do you agree long working hours affect the employee turnover rate in hospitality industry?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q4. Do you agree long working hours affect the employee turnover rate in hospitality industry?

Yes	Neutral	No

Q5. Do you agree the incentive schemes affect the attitude of the employees?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q6. Do you think that Hotel industry in Kerala appreciates the expertise of the employees more than any other states in India?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q7. Do you agree that currently hotel industry motivates the employees by giving proper incentive schemes?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q8. Do you agree that the employee training helps in reducing the employee turnover rate?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q9. Do you think that the work atmosphere can influence employee turnover rate?

Yes	Neutral	No

Q10. Do you think that by recruiting professionals hotels will gain a competitive advantage and can minimise the turnover rate?

Yes	Neutral	No

Q11. Do you agree that in hotel industry the working hours affects the work life balance of the staffs and thereby affecting the employee turnover rate?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q12. Do you think that working conditions of the hotel industry in Kerala can increases the job satisfaction on employees?

Yes	Neutral	No

Q13. Do you agree that Hotel policies as well as both the internal and external scenario perceive the employee turnover rate?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q14. Do you agree that career growth can motivate employees working in Kerala hotels?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Q15. How far do you think that the incentives schemes monitors, shapes and motivates the performances of the staffs?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Appendix 2

Qualitative Analysis: (For the Managers)

Q1. What are the current incentive schemes adopted by the management in hotels to influence the employee turnover rate in Kerala?

Q2. What are the current strategies adopted by the human resources management to motivate the performances of the staffs?

Q3. What are the measures adopted by your organizations to minimise the employee turnover rate?

Q4. Do you think that extended working hours will influence the personal life of the staffs and it leads to employee turnover?

Q5. What are the measures adopted by your organization to reduce the job stress?

Appendix 3

Reflection

The Research was carried for the partial fulfilment of the MBA. The dissertation stages involve introduction part which gives a light of the background area and it also explains the organisation of the research study. Planning is a very important tool that has been learned throughout the study. The initial planning phase was bit more difficult for the researcher as it was the first time organising a more lengthy process. While planning it was found difficult to forecast the process that has happen last. Through effective direction from the supervisor and friends forecasting was made easier.

The next phase was execution. The first phase of execution was finding the secondary data. Because of lack articles published mentioning about the sample area the secondary data collection was found to be little difficult than expected. But through efficient mentoring the data was finally organised considering all aspects of the study. The technique of starting with a boarder perspective and drawing into a narrow conclusion was learned and is found to be an effective method of understanding the topic. The skill to choose the effective method for the study was learned. By the end of the research, the method of study was found to be effective in drawing a conclusion. The importance of choosing the method of study was learned throughout the research. The method of study chosen helps in the various stages of the research study to overcome most of the limitations. The skill to forecast and find the effective method of study was learned by doing the research.

The data collection techniques were found to be easier as the researcher has enough friends that is working at the specific area and belongs to sample population. Possibilities to find data for successful completion of the research were examined at the very beginning of the study. This helps to get the data collected within the time frame set. The data collection was found to be easier as researcher has a well understanding of the local language of sample population. Data analysis was found to be little difficult. By completing this study, the researcher achieved the basic skills and techniques used for data analysis. While the data analysis; the statistical method of converting the data into charts was learned. By converting of quantitative data with the use of statistical tools helps in effective data analysis.

Conclusion was drawn from the analysis and finding obtained from the data collected. Conclusion was then linked to the objectives that have been set the very beginning of the

study. By doing the conclusion and objective linking the researcher has obtained specific skills in comparing the data and finding the relations. Through discussion the data was analysed and compared with the data collected to make sure that the objectives have been achieved at the end. Cross examination is another skill which the researcher achieved through the study. Setting up of time schedule and completing the study within the time frame was one the main achievement of the researcher. The time was evenly distributed to every process that has been identified at the planning phase. Even though researcher found that some process had consumed more time than set the extra time allowed the study to be finished on time. From this study the researcher learned that if any process shows any limitation at the planning; it is better to allocate some extra time for that particular process or it could make the entire time schedule to lag.

From the research carried out some of the skills that achieved buy the researcher are planning, execution, setting time frame, understanding limitation of topics and cross examination. The study helped the researcher to acquire a good idea on Human Resource practises and strategies. The study also helped the researcher in identifying how most of the human resource strategies helps in bring the employee satisfaction to higher level. the study also helped the researcher to get a practical understanding of Human Resource practices in the real world.