Employment turnover from the perspective of managers in 5 Star Hotels in Tehran:

*Front Desk*

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Abstract

The hospitality and tourism industry is a progressively important part of the all countries because of its effect on economy. One of the important factors regarding this industry is the importance of employees’ impact on service quality, raising income and satisfying guests. Also this industry is known for its high rate of turnover. In hotels guests interact directly with hotel staff and usually it starts from reservation and front desk departments, so that the front office personnel play an important role of making the first picture of hotel in guests' mind.

The purpose of this study is to find the factors, which lead an employee to make a decision of leaving a hotel front desk. The data in this study is collected in qualitative format, using semi-structured interviews to gather information. Since the purpose of this study is to understand managers’ point of view, all the interviews were taken from managers. General managers, human resource managers and front desk managers were selected from all 5 star hotels in Tehran to be interviewed.

The finding of this thesis indicates that all eight presented factors in frame of reference are true in 5 star hotels in Tehran. Also there are other indicators such as marriage, different work shift schedule, not having related academic background, immigration and starting family business.
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Chapter 1: Introduction

Introduction

As Smith and Rutigliano in 2002, have reported, hospitality is an important industry because of its close commitment to the economy. Employee satisfaction and turnover are imperative matters that face the success of the business and, shockingly, turnover has been rising universally in numerous organizations, including hospitality. According to the Smith and Rutigliano study turnover rate can be healthy or unhealthy based on percentages. As an example in US annual turnover in a specific low range around 10 percent could be defined as a healthy rate. Smith and Rutigliano (2002) had an accurate view that this is the golden rate that companies and organizations try to reach. Also Bernadette Kenny reports in "Forbes" magazine, any rate below 15 percent annually is considered as a healthy rate of employees’ turnover (Kenny, 2007). Actually in this regard, the other important issue for the HR experts is to forecast who is leaving the company, because this percentage can be healthy if the people are willing to leave are low performers, not top tier positions (Smith, Rutigliano, 2002).

From another view it is financially also effective as the turnover can result in costs and benefits. Essays, UK (2013) in every organization, costs normally consist of various parameters like recruitment, selection and training and decrease in quality of service while
the new employee gets fully trained. There are always remaining employees, who would loose their moral and motivation by feeling insecure. On the other hand, turnover can effect positively by providing opportunities for promotion, introducing new skills or ideas to the organization. Iran is a tourism land. Essays, UK., 2013 the hotels play an important role. In Hotels when it comes to the front desk, people are one of the most important resources since; it is people-intensive and service-intensive department. Moreover, front desk has a major responsibility as a receptionist and marketer since it is the face of the hotel and it influences the hotel’s prestige (Essays, UK., 2013).

1.1 Scope of the study

To have a view of how wide the scope of this study was, this should be pointed out that various studies have inspected the environmental and organizational elements on the employees’ decision to turnover (Brough & Frame, 2004).

As per Brough has reported in 2004 that there are many specific points to be pointed out in numerous environments especially in Iran. Because of the researchers' interest and years of experience this research was aimed to have a deeper look in Iran’s 5 star hotels by eliminating ineffective parameters together by popping up those more important ones in a wider look.

As per Vandenberg and Nelson (1999), the plan to leave refers to the subjective standards influencing a worker to turnover from his present place of employment to another place. Blau (2000), Bigliardi et al. (2005). All these asides, by this research new doors have been opened and looked into 5 star hotels in Tehran.
1.2 Research problem statement

The researchers have noticed through the years of direct active job in hospitality industry, the hotel industry consists of all types of lodging from boarding houses to luxury hotels to provide accommodation, services and amenities for guests. The lacks of accurate hospitality rose from a high turnover of the employees made the researchers get focus on this matter to dig in and see the consequences. Today's challenging environment puts good quality of service as a competitive indicator in hotel industry. In hotels services mainly are provided by people, so human resource plays a major role in hotels. Due to the nature of customer-employee contact, low rate of employee turnover is imperative for providing quality of service in hospitality industry, while high rate of turnover impresses negatively on service (Bonn, Forbringer, 1992).

1.3 Need and necessities of the research

Guests interact directly with hotel staff and usually it starts from reservation and front desk departments. In guests and employees' interaction, employees have the chance to make the guests feel welcomed, cared, treasured and important. “Satisfaction also goes up if guests have more interactions with the same staff members” (Greif, 2012). Thus turnover in front desk is an item that managers should care, since front desk employees have the ability to create loyalty, advocacy, satisfaction and commitment in a guest (Greif, 2012).

"As within the models of HRM presented by Guest (1987), Walton (1985) and Beer ctal. (1984), frontline employees are viewed as the organization’s most important asset, being capable of achieving and sustaining competitive advantage" (Kim Hoque,
Consequently, any environmental factors that affect the hotel business have changed over time, and new recruitment strategies have planned, such as casual, outsourcing and contract. These factors create instability among the position of hotel employees and forced them to flee the organization and motivated them to pursue other companies. Since, hotel industry intensely depends on human resources this issue impact negatively on success and efficiency of the organization (Kim, 1998).

As a result of human resource importance In this industry Nowadays most researchers exclusively focusing on turnover intention issues while in the past most studies has been based on empowerment, motivation, job satisfaction, and so on. (Dalessio et al., 1986; Vandenberg & Scarpello, 1990).

1.4 Importance of the issue

Turnover is the result of employees’ decision to leave their job and position voluntary or involuntary. Turnover is often measured by percentages in organizations and typically it is an annualized percentage. Turnover rate in hospitality industry varies in different countries and also it is significantly higher than other industries (BLS, 2004).

Employee turnover in associations got generous consideration from both faculty members and managers. Quit a bit of this consideration has been centered on understanding its causes. By creating strategies to address these attributes, managers may be able to control the act of turnover in their organizations. One of major problem of managers in hotel industry is turnover, which results in vacant positions and trying to recruit right candidate. Hospitality industry is known to experience high rates of
employee turnover (BLS, 2004).

1.5. Academic and practical interest

When it comes to Iran, human resource has become much more important in hospitality industry since there are limited numbers of universities presenting the hospitality courses. As researchers we have been involved practically and professionally in the hospitality matter and as reported employing right one for front desk becomes much more difficult due to lack of educated people in this field. Lack of suitable human resource causes lots of problem for hotels service delivery system. Also in hospitality industry pleased and satisfied employees are shown necessary by academic researchers to hotels success. Dissatisfied employees can bring lots of fiscal and physiological costs to a hotel since as a result of turnover the cost of training the new employee to make him/her effective; will result in large-scale amount of money and time. This problem gets much more complicated when a service provider company needs to replace an employee and finding an appropriate one in shortest time puts managers in trouble.

1.6 Research Question

The research question for this these is:

What are the factors, which lead an employee to make a decision of leaving a hotel front desk?
1.7 Research objectives

This study aims to achieve the following adjectives:

1. Compensation and benefits
2. Career development
3. Stress
4. Interpersonal relationship
5. Organizational commitment
6. Perceived alternative employee opportunity
7. Motivation
8. Job satisfaction

This research is asserting the effect of the each of the presented factors on turnover from the perspective of hotel managers in Tehran’s five star hotels.

And then the collected data will be compared with the frame of reference to find out which one of these have been mentioned from managerial point of view.

We will find out a pattern, which the managers could use for reducing turnover in their hotels. This should be done in a different research.

According to all information above and the studies which have been done in this area this study was undertaken to understand the factors that cause employee turnover in front desks of five star hotels in Tehran, Iran.

1.8 Research outline

This study was divided into 7 main chapters. The background to the study, statement of the problem, research purpose, research questions, organization of the study
are in the introductory chapter. Chapter two is a review of the literature on the definition and concepts, factors that account for turnover. Chapter three presents the frame of reference that presents, which of the previous studies will be used in order to go out and collect data. Chapter four is a presentation of the methodology, which includes research method, research purpose, research approach and strategy, data collection method, sample selection, data analysis and quality standards. Also it presents, what we have collected. Chapter five includes the answer of research question and presents findings. Chapter six presented the summary, conclusions, contributions and implications to theory and industry, recommendations for further study and limitation of the study.

### 1.9 Abbreviations

HR: Human resource

HRM: Human Resource Management

ETR: Employee Turnover Ratio
Chapter 2: Literature Review

Introduction:

As a beginning for this chapter let’s start with one of the marvelous researchers in this field, Mattsson, as he reported in 2002 that the today economies are as changing as ever. Organizations have to negotiate with new forms of workers' attitude new perspectives on the way they do business (Andreas Mattsson, 2002).

Moreover, experts have proved that the turnover crises also have great impacts within the hospitality industry. Many studies have been done on employee turnover, but sure more surveys are expected, as labor strenuous employees are section of the hospitality product (AlBattat, 2013).

Employee turnover and its effects on organization have been the main topic of Parsa 2014, which claimed that, it is also the concern of businesses in most industries. So, we need new methods and investigations to have a better look for the turnover ratio. Traditional method associated with measuring employee turnover ratio (ETR) carries a ratio of amount of employees leaving the firm when compared to the total number associated with employees. A deficit of the traditional methods is that individuals’ methods assume that most employees are associated with equal value to the firm, and it doesn’t consider factors such seeing that quality of worker performance, employee stint,
and employee knowledge base in figuring out the impact associated with employee turnover (H. G. Parsa, 2014).

2.1. Definition of turnover:

This is always well incoming to get in line with the definitions of critical words for better understanding of an academic essay. Business dictionary defines turnover as “the number of employees hired to replace those who left or where fired during a 12 month period” (businessdictionary.com, 2014).

In Human Resource And Personnel Management book, Aswathappa described turnover as “the process of employees leaving an organization and requiring to be replaced” (K. Aswathappa, 2006). He also believed some labor turnovers are not really avoidable, that include; retirement, death and transfers do occur causing displacement in workforce.

Taylor (1998) believed there could be two kinds of turnover, voluntary and involuntary. He mentions voluntary turnover is avoidable since it takes place due to dissatisfaction and issues the worker has by a section of the job. On the contrary involuntary will occur when death, health problem, forced to depart your responsibilities and etc. (Taylor, S. 1998).

From other perspective employees leave their jobs owing to job-related and non-job related conflicts. Job related turnover happens when a staff leaves owing to dissatisfaction with working condition, supervising conflicts or salary discrepancies. When personal issues affect a staff to go out of the group is non-related turnover. Personal issues can be relocation, marital issues or family problems. There is an additional type,
when employees usually do not fit into the organization. Getting as a consequence of work place culture or use the environment, which they never feel discomfort to work (Choi, 2007).

Turnover has incredible influences on businesses especially on hotel industry. In line with Cornell University's Center of Hospitality Research (2005) the average rate of turnover in line-level employees in U.S. is 65% every year. Consequently, the turnover rate is high and also the U.S hotel industry is being affected by it (Stalup & Pearson, 2001). There are a lot of detrimental impacts on, which employers avoid up to possible. First of all, employee turnover is very expensive, money wise and quality wise for a company. American industries lose billions of dollars every year. Employee turnover has a direct impact on a company’s productivity and financial performance (Pinkozitz, Moskal, & Green, 2002; Smith & Watkins, 1978; Tracey & Hinkin, 2006). Although turnover is a positive action from employees’ perspective since it leads to a better job, it is a huge loss in employers' eyes, retrieving from Charted Institute of Personnel & Development (2000). According to Taylor (1993), turnover’s costs can be examined in two dimensions in hospitality industry, visible and hidden. Visible costs are advertising, recruiting, training and etc. Visible costs are easier to calculate compared to hidden costs. Hidden costs are the quality of job performed; inefficiency, lost opportunities from being understaffed and the stress included to being understaffed Taylor (2007).

In 2002, Mattsson said there can be some advantages which has a certain level connected with employee turnover. In his opinion a firm without any employee turnover will eventually get old along with the employees. This will eventually represent an
obstacle regarding new ideas arising from the organization and the particular creative power on the organization will reduce (Mattsson, 2002).

AlBattat brought up, which has a saying that the particular turnover crisis has been one of the major problems within the hospitality industry. Style and color considerable amount connected with studies on employee turnover, it is even now ambiguous and demands further investigation because of its dependency on human resource within the hospitality industry within a service solution (AlBattat, 2013).

Sutherland in 2004 claimed one of the characteristics of know-how workers is advantage of mobility. The money necessary for labor turnover connected with these key resources is elevated in financial and also non-financial words. There is thus a must understand what the particular factors are that will underpin the retention cognitions of know-how workers. Sutherland collected the results from 306 knowledge workers in full time employment representing an array of demographic groupings. The effects showed that work satisfaction and organizational commitment do not predict knowledge workers’ proposed future amount of service. Factor investigation revealed seven actual dimensions of retention cognitions. Cluster analysis disclosed nine distinct groupings of knowledge workers affecting to their retention cognitions. Sutherland also stated that high levels of individualism are needed to challenge and concentrates on personal development were being demonstrated. (Sutherland, 2004).

Mattsson in 2002 stated and proved without the employee turnover a company will risk unproductivity and lack of innovative ideas. In his thesis this individual supported the idea that there is a transformation these days towards new kinds of employment. Organizations often endeavor to outsource if you can and the social bindings
on the employer is not as strong as they had been. To be able to sit in dynamic natural environment organizations try to hold their workforce as flexible as possible (Mattsson, 2002). In 2002 Ghazali called the hospitality like a successful industry because of its remarkable contribution on the economy, in Malaysia exclusively and in international generally. He showed that like a human based industry, hospitality depends on humans contained in the product, that cannot be separated from the service process (Ghazali, 2010).

2.2 Definition of performance

The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. The development of a company's performance pyramid begins with characterizing a general corporate vision at the first level, which is then deciphered into individual business unit targets. The second-level business units are transient focuses of money stream and gainfulness and long haul goals of development and market position (e.g. market, fiscal). The business working system overcomes any and all hardships between top-level and normal operational measures (e.g. customer satisfaction, adaptability, productivity). At last, four key performance measures (quality, conveyance, and process duration, waste) are utilized at offices and work focuses every day. The essential purpose of the performance pyramid is to connection an organization's strategy with its operations by deciphering destinations starting from the top and measures from the base up (Kurien & Qureshi, 2011).
2.3 Relationship between turnover and performance

The relationship between turnover rates and organizational performance has been examined from various disciplinary perspectives, including organizational psychology, sociology, economics, and human resource management. Perhaps because interest in the topic is highly dispersed, the research literature has provided little integration; indeed, some extant results seem conflicting. For example, some studies have shown a negative relationship between turnover rates and organizational outcomes such as sales & customer services (Baron, Hannan, & Burton, 2001).

2.4 How to measure performance

Performance is no more concerned with gazing only toward particular prerequisites associated with products, services or processes. To measure quality of performance, all areas of an organization must be tended to, since they all help the understanding of a product or service, or are supporting processes imperative to its accomplishment. In an element environment where change is going on quick, the attention to what types of measures to utilize will be not the same as one organization to an alternate. Measures could be utilized to screen, control, convey strategy, and guarantee that better choices are made and appropriately take movements, and check whether activities are carried out as per arrangement or not. Gazing toward all-inclusive toward an organization to choose what to measure has potential difficulties. Large portions of which are associated with the process of designing, preparing and utilizing a PMS to check whether its destinations are continuously satisfied. Diverse methodologies might be connected to enhance quality and general performance. The choice of a methodology to measure and enhance performance
is one of the first problems with which organizations need to manage. To begin with necessity is, to be recognized by top management of its need and likewise that it won't put the ordinary working conditions of the organization at danger (Sousa & Aspinwall, 2010).

2.5 Authors previous research studies

Experts see various details affecting the turnover and most notable Mattsson in 2002, believes According to the kind of employee, the effects connected with employee turnover will vary. By utilizing extremely standardized internal function processes an organization just might handle an excessive employee turnover rate. An organization that strongly be determined by the knowledge stored from the individuals’ minds are usually in general more susceptible for employees leaving the company (Mattsson, 2002).

Mattsson (2002) proved that considering knowledge engaged on a market has advantages given it makes a nice metaphor from your system we adequately recognize in true to life. Someone is in need of knowledge, on duration as some men and women own knowledge. Simply by using a broker a transaction may take place. To achieve a powerful market, we believe the interpretive system from the buyer, seller and broker needs to be somewhat similar. As previously suggested you have to consider what kind of reuse situation a great information system needs to be designed to carry out. Some interesting information is stated underneath (Mattsson, 2002).

Confusion is normally caused by problems understanding one another. Similar interpretive systems make it easier to understand one another and facilitate an understanding transaction. A broker may be a technological system as well as a human. A technological system may become a corporate Discolored Pages directory and/or keep
case files. To increase the worthiness of the stored information you have to updating existing info, indexing it and decontextualize it. When designing a great information system, you have to consider who these users are and what sort of knowledge reuse situation that is to be facilitated. An example of a market imperfection is actually when buyers settle for knowledge that is actually “good enough” on account of problems locating the item. One point produced is that understanding management should stretch beyond the organizational boundaries. This becomes obvious with regards to a person entering this company. The organization should try to make use of this person’s previous experience not simply by tapping her of domain-specific knowledge, but by trying to connect to the entrants preceding knowledge market using her like a broker to markets beyond the organization. The same theory pertains to the case of men and women leaving the corporation. They should not be regarded as “lost” but as contacts on the surrounding environment and as a consequence still assets as opposed to sunk costs (Mattsson, 2002).

Mattsson divided these employees into three different kinds; core staff, the flexible labor pool and the agreement workers. The core employees will be the employees that are most necessary for the organizational well being and also the category that have the most vital organizational understanding (Mattsson, 2002). Mattsson pointed out in 2002 the core employees will be the most essential assets in organizations connected with today. In his thesis we promote the idea that organizations should choose a technique for how they want to organize themselves so, that you can decrease the negative effects caused by employees leaving this company (Mattsson, 2002).

Guglielmo took a review of the employees’ satisfaction and commitment and proposed that some sort of solutions could always be powered by considering reciprocity
like a governance instrument from the employment relationship. When employees perceive organizational assistance, this can create an obligation to respond a person's eye and caring received. From the organization through larger effort, involvement and identification, so increasing employees’ intention to stay in the organization. Hence the main aim with this theoretical article is to show how reciprocity may strengthen the career relationship, so improving job satisfaction and commitment, and so leading to decrease turnover charges. He introduced the relevance from the employee turnover from the hospitality industry, showed its negative consequences as well as main causes.

He also analyzed these organizational answers to help turnover, highlighting the importance of human sources management practices; this individual showed the relevance of organizational determination and job satisfaction, and introduced the importance of reciprocity speaking about the perceived organizational assistance. Also built a framework where employment relationship is concerning much more in comparison with an economic alternate, but it ended up being also a likely social, psychological and institutional device. He explained exactly how reciprocity provides defense against opportunistic actions by either party, and offers a crucial element of predictability from the demands placed on that social relation might develop. Guglielmo concluded the article with some fresh research implications. Reciprocity depended on institutional environment where employment relationship is actually embedded. Then, in a variety of static and energetic experimental games, he proved so it was important to look into the interaction course of action between employers and employees by transforming institutional conditions underneath which behavior take place (Faldetta, 2013).

Mattsson discovered different alternatives; for example, he said an organization
may find it’s cheaper to show a newcomer next to retain understanding, they may have thought we would use an info system, standard operational procedures or support. For example, this individual found out that there are different strategies for minimizing negative effects of employees’ turnover (Mattsson, 2002).

There is an article, which has been done by an Iranian lady and her coworker in 2013 inside Iran regarding turnover. Arshadi defined the goal of her study was to look into the effect connected with workplace characteristics (job security, trust in elderly management, distributive proper rights and information sharing) on turnover intention, with mediating role connected with emotional exhaustion. They collected the information from employees of the industrial organization in Iran that had been selected by simple random sampling method. Results using structural equation modeling (SEM) revealed that workplace traits predicted emotional exhaustion, which in change predicted turnover intent. In addition, emotional exhaustion mediated this linkage between office characteristics and turnover intention (Arshadi, 2013).

At the same time Hijzen revealed that they find no evidence that imports of intermediate services are connected with job loss. In reality, firms that scan services have swifter employment growth than the ones that do not (Hijzen, 2011). In 2002 Mattsson paid attention again on the importance of understanding and stressed the item on employees’ turnover and means from the new competitive globe. In order to be competitive organizations must not only retain the data they already have got, but they must acquire new understanding through learning. Employee turnover does not only have negative affects, but also bringing in brand new competencies into an organization may lead to increased innovation.
Mattsson suggested that knowledge need to be evaluated in several dimensions:

1. How easy is actually this knowledge to acquire, transfer and keep?
2. What can this knowledge respect?
3. In the quantity of repositories does this kind of knowledge exist?

He mentioned that his reason for his research ended up being to explore exactly how employee turnover affects the database within a company. He attempted to produce a framework that described the connection between employee turnover and organizational knowledge; and tried to illustrate our framework. He also provided suggestions about how organizations may work with his findings in their knowledge management (Mattsson, 2002).

The Rasmi’s study attempted to review the recent literature on hospitality and tourism career, working environments, labor turnover, employment aspects, employee dissatisfaction and the causes of turnover crises. The Mobley model (1977) and a theoretical framework interpreting their bond between work natural environment, employee satisfaction, and turnover intention that leads to voluntary or involuntary turnover is likewise examined (AlBattat, A. P., 2013).

In addition, Borstorff's study in 2007 demonstrated that the employees’ opinion to leave was primarily because of more sufficient and appropriate vacant position in another organization or family matters. Wage and advantages were seen as a positive outcome of specific organization, while work condition, company’s guideline and opportunity of growth were not considered to be strengths of the company. The employees did not trust that the organization provided growth opportunities. As Borstorff says the guidelines were treated to be bureaucratic with no chance for adjustment. The workplace was thought to
be inflexible and is managed according to aimed goal of production. When it comes to satisfaction and fulfillment aspect, employees were not pleased about their work timetable. Managerial connections were evaluated as a critical component when choosing to stay with the organization.

The supplement interviews declared the following as reasons of employees' dissatisfaction which make them eager to leave: not feeling appreciated by the company, receiving a little support from managers, poor evaluation system, and feeling as though the supervisor does not value them (Borstorff, 2007).

2.6 Indicators introduced by different authors

2.6.1 Indicators introduced by Sutherland

Sutherland also mentioned a list of effective parameters on turnover in 2004 listed below:

(Sutherland, 2004)
- Lack of challenging work
- Your level of trust in management
- Lack of career development opportunities
- Incentive/bonus/variable pay
- Base pay
- Individual recognition & praise being given
- Freedom to work independently
- Career planning by the organization
- Relationship with your immediate boss
- Issues you have raised being unattended
2.6.2. Indicators introduced by Mattsson

- With regards to the kind of employee, the effects regarding employee turnover are different. By utilizing incredibly standardized internal perform processes an organization just might handle a high employee turnover charge. Organizations that strongly rely on the knowledge stored in the individuals’ minds come in general more somewhat insecure for employees leaving the organization.

- There may end up being some advantages that has a certain level regarding employee turnover. Opinion a company without any worker turnover will eventually grow old along with its employees. This will eventually work as an obstacle regarding new ideas arising in the organization and your creative power of the organization will decrease. (Mattsson, 2002).

Lack of innovative ideas: Without the employee turnover a company will risk stagnation and a lack of innovative ideas. We have a transformation today towards new types of employment. Organizations often attempt to outsource whenever they can and the social bindings to the employer is quite a bit less strong as they once were. able to adjust to a dynamic environment organization tries to help keep their workforce as flexible as it can be. The workers may be divided into three kinds of workers; core individuals, the flexible labor pool and the commitment workers. The core workers include the workers that are most necessary for the organizational well being along with the category that develop the most vital organizational knowledge (Mattsson, 2002).

Taking the core workers as the most essentials: The particular core workers are the most essential tools in organizations regarding today. Organizations needs to chose a
strategy for how they want to organize themselves to be able to decrease the uncomfortable side effects caused by employees leaving this company (Mattsson, 2002).

**Using different strategies:** There are different strategies for minimizing the negative effects of employee turnover. Considering knowledge functioning on a market has advantages since it makes a nice metaphor coming from a system recognized in true to life. Someone is in need of knowledge, on once as some people own knowledge. By using a broker, a transaction may take place. To achieve an efficient market, the interpretive system from the buyer, seller and broker must be somewhat similar. As previously suggested you will need to consider what kind of reuse situation an information system must be designed to perform. Some interesting studies are stated underneath (Mattsson, 2002).

**Problems of understanding each other:** Confusion is often caused by problems understanding each other. Similar interpretive systems make it easier to understand each other and facilitate a knowledge transaction (Mattsson, 2002).

**Updating existing information, indexing it and decontextualize it:** A broker may be a technological system or human. A technological system may act as a corporate Yellow Pages directory and/or store case files. To increase the value of the stored information it is important to updating existing information, indexing it and decontextualizes it (Mattsson, 2002).

**Organization information system design:** When designing an information system, it is important to consider whom the users are and what kind of knowledge reuse situation that is to be facilitated (Mattsson, 2002).
**Knowledge management:** An example of a market imperfection is when buyers accept knowledge that is usually “good enough” on account of problems locating it. One point created is that expertise management should stretch away from the organizational boundaries. This becomes obvious in the case of a person entering the organization. The organization should try to utilize this person’s previous experience not merely by tapping the girl of domain-specific knowledge but additionally by trying to touch base to the entrant's earlier knowledge market using her being a broker to markets away from the organization. The same theory refers to the case of men and women leaving the business. They should not consider “lost” but as contacts towards the surrounding environment and so still assets as opposed to sink costs (Mattsson, 2002).

When organizations invest in service from consultants they ought to realize that they're not only choosing a solution to an issue. They are actually investing in the consultants’ knowledge and so they should create efforts to catch this knowledge approximately they can. Also in this example organizations should take into account the external network that is certainly accessible through your consultant and employ this if necessary. The technique of learning is discussed in the thesis since it is fundamental to understand, in order to achieve knowledge. Organizational learning is important to adapt to help changed setting given it helps the organization to gauge its performance along with behavior. Learning helps the organization to take powerful action (Mattsson, 2002).

**Organization learning system:** Learning is an important organizational mechanism since it helps organizations to adjust to a dynamic environment. Since it is not possible to store all knowledge gained it is important to make an assessment which knowledge that is important to retain for future knowledge re-use situations. By
evaluating the knowledge, it is possible to rank the knowledge in importance (Mattsson, 2002).

Knowledge should be evaluated in three dimensions.

1. How easy is this knowledge to acquire, transfer and store?
2. What does this knowledge regard?
3. In how many repositories does this knowledge exist?

Employees may interpret given tasks and role demands very differently. Hence, different individuals may act very different even though the work is the same. Independently of an entrant’s level of professional skill she needs to internalize the organizational culture as soon as possible when she enters the organization. This is important because it uniform the interpretive systems and increases the understanding between members of networks inside the organization (Mattsson, 2002).

**Organization interpretive system for new comers:** A somewhat similar interpretive system makes it easier for people to understand each other. It is especially important to teach newcomers how to interpret the organizational language. The actual comprehension involving work firmly affects the way in which persons carry out their work and in some cases “what” they want to perform. This understanding of work may have great importance around the employee’s contribution towards organization, as well as the organization’s performance (Mattsson, 2002).

**The comprehension of work:** The comprehension of work makes an applicable view of what constitutes competence. The person mind of the employee is the most important repository for know-how. The individual mind could be the only true library for tacit know-how, knowledge that could be especially hard for you to transfer. The
psychical archives would be the very tangible repositories for instance databases, papers, prepared manuals etc. The process in the organization contains know-how since an observer can easily retrieve knowledge by observing a continuous process and decisions produced in that process (Mattsson, 2002).

**Organizational memory factor:** Individual minds, physical archives and processes are the parts of an organizational memory. Intellectual capital is discussed from the thesis. We tend not to consider our concepts to be congruent with the methods within Intellectual Money, however we found it had been possible to make synergies by making use of concepts collected through the world of Intellectual Capital. The human capital of an organization is the competence possessed from the employees and one of the most valuable assets of the knowledge intensive business (Mattsson, 2002).

### 2.6.3 Indicators introduced by Leiter & Maslach

As per cited in the literature, the researchers, Leiter & Maslach 1988 have introduced the turnover indicators as most cited as below. These indicators made up the constructs of the research, which are introduced in the next chapter (Leiter & Maslach 1988).

**Emotional Exhaustion:** Emotional Exhaustion is very correlated with turnover aim (Lv, 2012). “Emotional exhaustion is shown as the perception that one’s emotional feelings have been completely expanded” (Arshadi, 2013). A study of Front Office Staff in Turkey has found that emotional exhaustion and turnover target have direct relevance (Lv, 2012). Exhaustion at workplace makes employees to feel less happy with their jobs and it leads to less willing to stay with the organization (Leiter & Maslach, 1988). A
meta-analysis on the emotional dimensions has been done and the result provides strong relationship on turnover intention (Lee & Ashforth, 1996).

**Stress:** Stress can be an individual’s respond a great event, which can be unusual or unordinary. Stress’s impact is usually physical or emotional. Stress can possibly be examined from each positive and negative aspect. From beneficial side, stress can encourage employees to operate better and swifter. This aspect is additionally more relevant towards hotel industry, the fast pace environment.

However, if stress exceeds a certain level, it could cause many serious issues (Hwang, Lee, Park, Chang, & Kim, 2014). Occupational stress also has negative impact on one's personal life. People who endure stress have higher potential for having physical and psychological pain. It can also lead to breakup, substance abuse, anxiety, depression, health dilemma and suicide (Hwang, 2014).

**Payment:** The next reason employees commence to seek for a position in other businesses is their dissatisfaction off their payments. Price (1977) verified that there is a positive relative between payments in addition to turnover. He believes better payment causes a higher career satisfaction, as an outcome it holds again turnover intention. Additionally, satisfaction with payment and job effectiveness would make the employee to possess less reason to look for a new job some other place (Jones, 1986). Some lower paid employees likewise would leave their jobs even regarding 50 cents more per hour. “Inequity throughout pay structures as well as low pay is extremely good causes of dissatisfaction which enable it to drive some employees to stop. Again, a new worker may wonder why the person next to him receives a higher wage for what on earth is perceived to be the same work” (Shamsuzzoha & Hasan Shumon).
Lack of opportunity for future growth and promotion: In the event the available position can be dead-end position, it ought to be explained to the candidate so it does not mislead the particular person. Although some positions aren't dead-end, the employee could see or feel there is absolutely no opportunity to grow after a while. As a consequence, he/she would leave the corporation to satisfy himself/herself.

Lace of Appreciation and Recognition: Employees mostly wish to perform their best in the workplace and in return to merely be appreciated and identified by their supervisors as well as the organization. They should also be told actually doing well and where they should try harder.

Inadequate or lackluster supervision and training: Every employee needs training immediately after hiring. Even the employee has received enough experience within the position he/she have been hired, extra guidance and direction from supervisors or management would help become more accustomed to the procedure along with the organization. Lack of training would lead to a low top quality service performed by the employees and by the end it will hurt this company (Shamsuzzoha & Hasan Shumon).

Employee turnover from the retail workplace is becoming an important subject of research from both equally a theoretical and also a practical standpoint (Hammerberg, 2002). It is vital from a theoretical viewpoint, in understanding the way the underlying causes of turnover can provide insights into tips on how to control the rising problem and in which a retailer's specific turnover complications lies. However, from the practical standpoint, learning tips on how to minimize the turnover of skilled employees is vital from the enterprise expense side (Hammerberg, 2002).
Retailers in your twenty-first century must have the ability to keep knowledgeable as well as experienced employees getting work done in their organization. This issue is even more critical in this retail world thinking about unemployment rates are usually hovering near a 30-year low. Hammerberg study analyzed 1190 employee exit interviews from the chain of fifty-three stores to analyze exactly why given for leaving the organization. The different reasons behind leaving the corporation were organized into categories based on similarities found (Hammerberg, 2002). Significant differences were seen in the reasons granted for termination based on employment status and time employment. Full time and in their free time employees most often left due to job-related reasons. Hourly employees generally left due in order to non-job related good reasons. Exiting employees exactly who had worked from the department store 11 weeks or less most often left without observe (27.8%), while exiting personnel who had labored 12 months or higher most frequently left due to job-related reasons. No significant differences were seen in the reasons granted for termination by both males and females. The findings with this research can be employed in the development of appropriate software programs to reduce the degree of employee turnover in retail organizations (Wisconsin-Stout, 2002).

The factors that affect employee absenteeism, based on the surveys’ respondents ended up mostly work-related. These types of factors were morale, satisfaction with payment and benefits, fulfillment of job expectations, higher level of pay, and training. With one exemption (parenthood status) most personal characteristics for instance gender, marital reputation, and age cannot be found perceived to affect absenteeism.
The factors that affect employee voluntary turnover based on the surveys’ respondents were a mixture of work-related and individual characteristics. The review respondents suggested that will age, hourly as opposed to salary status, household obligations, length of service, job pleasure, pre-employment job expectations, satisfaction with pay and benefits, as well as quality of relationship with coworkers, affected employees' non-reflex turnover. As towards the relative importance on the factors that give rise to employees' voluntary turnover, your respondents thought that will satisfaction with pay, the job as well as coworkers, and having an individual's pre-employment expectations attained “all factors relevant to the work surroundings” were the main contributors to non-reflex turnover (Pizam, 2000).

Unequal or substandard salary structures fall under this classification too." When two or more employees perform comparable work and have comparable obligations, contrasts in pay rate can drive lower paid employee to leave. Similarly, if an employer pays less compare to other employers for the same responsibility, employees are motivated to escape for higher pay, if different components are moderately equivalent" (Handelsman, 2009).

A few employees move from organization to organization in order to find a workplace that is suitable for them. "In the case that working conditions are substandard or the work environment does not provide main facilities, like as, appropriate lighting, furniture, clean restrooms, and other safety and health arrangements, employees won't be willing to endure the burden for long." If a worker discovers a proper workplace, which is suitable for them in a particular organization, they may work in that same association for quite a long while (Handelsman, 2009).
An insufficient match between the employee's skills and the occupation can likewise be a purpose behind an employee to leave an association. "Employees who difficult jobs are assigned to them or whose skills are underutilized may get to be demoralized and quit. Deficient data about skill prerequisites that are expected to fill a vocation may lead to recruit under qualified or overqualified applicants” (Handelsman, 2009)

The most widely recognized explanation behind worker turnover rate being so high is the pay scale on the grounds that employees are for the most part looking for employments that pay well. The individuals who are edgy for a vocation may take the first that goes along to bring them through while hunting down better paying occupation. Additionally, employees tend to leave an organization as a result of unsuitable performance evaluations. Low pay is justifiable reason in respect to why a worker may be deficient in performance (Rampur, 2009).

Another reason that employees leave is a result of the absence of advantages accessible to them through the organization in which they work. High employee turnover could likewise be because of no potential open door for progressions or advancements. Employees lean toward other organizations, which may give them higher posts and expanded remuneration packages (Rampur, 2009).

Another reason that representatives may leave an association is because of the absence of tasks or assignments that don't require their maximum capacity. "Employees would absolutely leave in the case that they don't get encounter and are simply set on the 'bench'. There are numerous more causes which lead to employee turnover, for example, absence of employee motivation, Work pressure, job anxiety and stress, partiality and favoritism, employee attitude and egos, poor employee management" (Rampur, 2009).
With this chapter we discuss by far the most relevant indicators extracted from the most relevant academic papers last but not least we picked the most beneficial suitable for the investigation. In the future chapter the selected model with the literature is extracted.

2.7 Frame of reference

According to researchers' findings which has been presented in this literature review following items from researchers has been mentioned:

<table>
<thead>
<tr>
<th>Abraham Plam</th>
<th>Havelman</th>
<th>Rampruek</th>
<th>Sutherland</th>
<th>Leiter &amp; Maslach</th>
</tr>
</thead>
<tbody>
<tr>
<td>age</td>
<td>Unequal or substandard wage</td>
<td>salary scale</td>
<td>Lack of challenging work</td>
<td>Emotional Exhaustion</td>
</tr>
<tr>
<td>hourly as opposed to salary status</td>
<td>work environment</td>
<td>lack of benefits</td>
<td>Your level of trust in management</td>
<td>Stress</td>
</tr>
<tr>
<td>household obligations</td>
<td>A bad match between the employee's skills and the job</td>
<td>lack of project assignments</td>
<td>Lack of career development opportunities</td>
<td>Payment</td>
</tr>
<tr>
<td>length of service</td>
<td>lack of employee motivation</td>
<td>Incentives/benefits/variable pay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>job pleasure</td>
<td>Work pressure</td>
<td>Base pay</td>
<td>Lack of appreciation and Recognition</td>
<td></td>
</tr>
<tr>
<td>pre-employment job expectations</td>
<td>job stress</td>
<td>Individual recognition &amp; praise being given</td>
<td>inadequate or lack of supervision and training</td>
<td></td>
</tr>
<tr>
<td>satisfaction with pay and benefits</td>
<td>partiality and favoritism</td>
<td>Freedom to work independently</td>
<td></td>
<td></td>
</tr>
<tr>
<td>quality of relationship with coworkers</td>
<td>employee ego and attitudes</td>
<td>Career planning by the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>poor employee management</td>
<td></td>
<td>Relationship with your immediate boss</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Issues you have raised being unattended</td>
<td></td>
</tr>
</tbody>
</table>
The presented indicators, which are most frequent ones among turnover indicators, can be categorized into bundles. To do so most relevant founding from researchers which puts mentioned indicators inside a bundle as a main indicator have been gathered.

2.7.1 Main factors of turnover

Compensation and benefits

Most of people work in order to cover their life expenses, so it is sensible to request rational amount of compensation for their attempt. Compensation could be offered in monetary reward or direct model like as bonus and wage or it can be packaged with other indirect model which is not related to monetary like as medical insurance (Mondy, 2010). One of the factors, which has been considered as one of the downsides in hospitality industry is poor compensation (Brien, 2004; Getz, 1994; Richardson, 2008). Some past studies demonstrated that employees would be pulled in, held and intended to accomplish organizational aims when the employee utilized money as a motivator (Milkovich & Newman, 2002). Employees may leave an organization if they feel that their employer cannot afford their desired level of compensation (Mondy, 2010). As Milkovich and Newman (2002) noted that hospitality skills are transferable from a company to another, so employees tended to quit the company when they receive a job offers with better compensation level.

Career development

Except compensation and benefits, career development is another job issue that puts hospitality work among modest choices of careers (Richardson, 2008). Richardson
(2008) noted that poor or uncleranness structure disturbed the image of hospitality work. The result of Woods, Sciarini, and Heck (1998) study which they did on about 5000 hotel general managers showed that advancement opportunity is a standout amongst the most referred to turnover causes. Also, Hartman and Yrle (1996) in their study mentioned that lack of self-development raises turnover rate. They have noted that employees tended to leave their company when they get limited promotional opportunities. In another study done by Arthur (1994), he observed that employees are willing to improve inconsecutively in other companies instead of continue their career in the current one.

**Stress**

Cartwright and cooper (1997) introduced some of environmental causes of occupational stress such as inbuilt factors of job, work-home interface and the position and role of employee in the company. Wallace’s (2003) studied about managing shift works. He pointed that unpredictable shifts, long working hour, physical hardship, mental and emotional job requirements and limited breaks are the main reasons, which result in occupational stress.

Employees’ role in the company can produce stress. In order to make guest satisfied, frontline employees ‘duty is to be polite, welcoming and positive during working shift (Anderson, Provis, & Chappel, 2002). Also role ambiguity is one of stress sources (Zohar, 1994). The main duty of frontline employees is to make guest satisfied, while they may not have empowerment to perform their job properly. This situation also causes stress. As Hsieh and Eggers (2011) pointed hospitality work has special nature like as long working hour, working on weekend and stressful work environment. These
features left employees limited time for other non-work related matters, mainly family activities. This struggle has direct impact on turnover rate. (Allen, Herst, Bruck, & Sutton, 2000)

**Interpersonal relationship**

Hospitality is a labor-intensive industry and in order to reach to organizational goals, intimate relationship between employees is required. Superiors and co-workers' interaction in a company is inescapable, so conflicts and struggles will be unavoidable (West, 2007). The satisfaction of relationship between employees and superiors is negatively related with employees' decision to turnover (Gerstner & Day, 1997, cited in Harris, Wheeler & Kacmar, 2009). As stated in Eatough (2010), Fairness, limited resources availability, management style and incorrect job guidelines are the reasons of interpersonal conflict. Perceived justice or fairness has a major role in employees’ justice about their work treatment. For perceived justice two aspects have been introduced, one is procedural justice and the other is distributive justice. Folger and Greenberg (1985) have presented definition of these two subjects. They mentioned that procedural justice is about fairness while deciding about employees' outcomes like as compensation or their position in company and distributing justice is about fairness of the real result of making decisions.

**Organizational Commitment**

The strength of relationship between organization and employees is defined as organizational commitment (Upchurch, Dipietro, Curtis, & Hahm, 2010). Interpersonal relationship, workload, pay expectation and recognition have been founded by Maxwell
and Steel (2003), as items, which have impact on the level of commitment. In another study conducted by Lee (2000), perceived justice has been introduced as an item which has effect on organizational commitment. Also Schuler and Jackson (1999) noted that including employees as part of organizational process will increase the level of organizational commitment.

In addition, strong relation between organizational commitment and turnover has been found by researchers. Milkovich and Newman (2002) found that only employees with high level of commitment will decide to stay in the organization, although they receive a better job offer from another organization.

**Perceived Alternative Employment Opportunity**

In an early investigation of Hulin, Roznowski, and Hachiya (1985), they observed the huge relationship between voluntary turnover and available job alternatives. Various studies recognized that the mentioned observation causes the turnover intention (Griffeth, Hom, & Gaertner, 2000; Khatri et al, 2001; Mor Barak, Nissly, & Levin, 2001). In expansion to the available alternatives, educational background may influence this intention as well. Mor Barak et al (2001) examined that employees with higher educational background consider their qualification as a positive advantage as a result of having more alternative positions to choose.

**Motivation**

Motivation literally means the desire or reason, which drives an individual to do or accomplish something. This issue has been studied a lot in management. Two typical
examples of these studies are Maslow’s (1954) hierarchy of needs and Hertzberg’s (1968) two-factor theory. In these theories, motivation was connected with different factors, for example, Recognition, advancement, relationship, reward and status. Also, Holt (1993) divided motivation factors in two groups, one is intrinsic and the other is extrinsic. External components including promotion, pay and professional stability were put into the extrinsic group, while variables including self-actualization and self–esteem considered as factors in intrinsic group.

Intrinsic elements, for example, self-satisfaction were observed as items which are related with turnover intention. This is a key issue in concentrating on turnover in frontline operation. Forefront positions were considered as a position containing or characterized by repetition (Hinkin & Tracey, 2000).

So this repeating job might decrease frontline employees’ motivation since they don’t have enough opportunities to realize their value. The circumstance of turnover can swing to be an endless loop. As talked about over, the motivation issue prompts turnover, and the turnover may decrease motivation of employees who are remaining (Kim & Jogaratnam, 2010). Waldman et al (2004) expressed that by high turnover rate remaining employees have to train new comers. At the point when the turnover rate stays high, there are constantly new comers. This circumstance absolutely raises the typical workload of remaining employees and they will have less time for their own duties. Also as a result of repetitive tasks such as training, they may lose the opportunity of realizing their own value in their position and start to be de-motivated.
Job Satisfaction

Job satisfaction is another theme that has been generally considered in the turnover research. Literally, Job satisfaction reflects how much the individual is fulfilled by his/her occupation. Generally, job satisfaction was considered as a factor, which has direct relation with turnover (Griffeth et al, 2000; Khatri et al, 2001; Tett & Meyer, 1993; Vong, 2003). Khatri et al (2001) divided job satisfaction into fulfillment with job nature, with the pay and with supervision. Griffeth et al (2000) presented relationship with supervisor, pay, working condition and job content as distinctive components of job satisfaction. In this study job satisfaction is considered as the employees’ satisfaction with his/her job in order to prevent confusion with other turnover indicators above. Griffeth et al (2000) found that job satisfaction has a noteworthy effect on turnover. Front office employees work in a repetitive job procedure, so their job nature brings dissatisfaction easily. According to literature review the most frequent and main indicators which are presented in the literature review can be defined as a table in the below:

Table 1: Emerged frame of reference

<table>
<thead>
<tr>
<th>Compensation and Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development</td>
</tr>
<tr>
<td>Stress</td>
</tr>
<tr>
<td>Interpersonal relationship</td>
</tr>
<tr>
<td>Organizational commitment</td>
</tr>
<tr>
<td>Perceived alternative employment opportunity</td>
</tr>
<tr>
<td>Job Satisfaction</td>
</tr>
<tr>
<td>Motivation</td>
</tr>
<tr>
<td>Turnover</td>
</tr>
</tbody>
</table>
Chapter 3: Frame of reference

Introduction

The purpose of this study is to find the factors, which lead an employee to make a decision of leaving a hotel’s front desk. As discussed in the literature review, there are wide varieties of reasons that alone or in combination can influence turnover (Ambrose et al., 2005; Matier, 1989).

The research question is: What are the factors, which lead an employee to make a decision of leaving a hotel’s front desk?

3.1 Model selection

According to literature review most frequent indicators, which have been defined, will be used as selected indicators. These indicators were most frequent items, which have been studied up to now. Since this research is trying to find the indicators, which cause turnover among front office clerks in five star hotels, in Tehran, a combination of these indicators have been chosen in order to cover all possible subsets.

According to the strength and frequency of variable causes discussed in the literature review, the selected indicators of turnover were categorized into career development, compensation and benefits, stress, organizational commitment,
interpersonal relationship, perceived alternative employment opportunity, job satisfaction and motivation.

Each indicator includes different subsets, which are explained in literature review. Interview questions are prepared based on different subsets of each indicator in order to answer research question.

Table 1: Emerged frame of reference (Adopted and modified from literature review)

| Compensation and Benefits | Career development | Stress | Interpersonal relationship | Organizational commitment | Perceived alternative employment opportunity | Job Satisfaction | Motivation | Turnover |

Each indicator includes different subsets, which are explained in literature review. According to literature review, compensation and bonus includes monetary reward such as salary and bonus and non-monetary reward like medical insurance. The other indicator, career development, includes self-development, limited promotional opportunities and unclear career structure. It is notable that motivation and stress are two indicators that include more items compare to other indicators. Inbuilt factors of job, work-home interface, unpredictable shifts, long working hours, limited breaks, role in the organization, heavy mental, emotional and physical demand, empowerment and balance
between work and life are the subjects which result in stress. In the other hand recognition, advancement, relationships, reward and status, job safety and stability, self-satisfaction, turnover rate and job nature impact motivation of employees. In addition subsets which lead an employee to have conflict in interpersonal relationships have been shown as relationships between employees and superiors, fairness, management style and limited recourse availability.

Also, the studies show that mentioned indicators at the same time can be causes of another subset. As an example it is mentioned that interpersonal relationships, work load, pay expectation, recognition and perceived justice are subsets of organizational commitment. It shows that interpersonal relationships at the same time are both indicator and subset of another indicator.

When it comes to perceived alternative employment opportunity it is noted that the most efficient elements of this indicator are available job alternatives and level of employees’ education. As it has been mentioned in literature review in this study job satisfaction is considered as the employees’ satisfaction with his/her job in order to prevent confusion with other turnover indicators.

All of these indicators have been considered while designing interview questions in order to answer research question properly according to selected indicators.
Chapter 4 Methodology

Introduction

This chapter elaborates how the answers of research questions are found. The used methodology and the reasons are explained. It is followed by purpose of the research, research approach, research strategy, data collection methods and data analysis methods. At the end of this chapter validity and reliability issues will be discussed.

There are 91 hotels in Tehran province, which only 5 of them are five star hotels. 5 star hotels have been selected to narrow down the topic. Therefore, five star hotels of Tehran have been selected and interviewing human resource managers, room division managers and general managers of selected hotels will collect required data. The scope of the study included from top managers to the middle managers that are in contact with front desk agents of the hotels by accurate professional interviews. This study was done in Tehran five star hotels. These hotels are mainly located in downtown Tehran, but not all of them. Four out of five of these hotels are operating more than 40 years and one of them has been started running around 5 years ago. The research strategies used for this research are semi-structured interviews, classic human resource theories and case study. All these are qualitative methods of research and hence a single data collection technique has been used.
4.1 Research purpose

The purpose of this study is to find the factors, which lead an employee to make a decision of leaving a hotel front desk. As discussed in the literature review, there are wide varieties of reasons that alone or in combination can influence turnover (Ambrose et al., 2005; Matier, 1989). This research will describe the research area by create an understanding of the area and then it will generalize from the collected data (Polit & Beck, 2004). Yin (2003) explains this as descriptive research. The thesis will additionally be exploratory in its methods as the information that the exploration produces will not generally have clear results or be supported by current theories (Yin, 2003).

4.2 Research approach

The data in this study is collected in qualitative format and it is a multiple case study using semi-structured interviews to gather information. Non-metrical characteristics are used in qualitative data collection (Collis & Hussey, 2003). Any types of research that the findings are not in statistical procedure or any other means of quantitative is known qualitative (Strauss and Corbin, 1998). Since this study is trying to understand the indicators from management side, which require a close look at details. This type of study uses a smaller sample base, because it would have a greater focus on each manager. The downside of this type study is that it needs to be verified by qualitative method (Gummerson, 1999).
4.3 Research strategy

“According to Yin (2003) a case study design should be considered when: (a) the focus of the study is to answer “how” and “why” questions; (b) you cannot manipulate the behavior of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context” (Baxter and Jack, 2008). For these reasons case study has been chosen as the strategy of this research.

4.4 Data collection method

Semi-structured interview has been decided to be used since the managers’ point of view is the target of the interview. It is the best approach for this study, since it is a formal interview and it makes the interviewee feel free to share his/her opinion. An interview guide has been designed from the frame of references’ conclusion. It let the interviewees to contribute more information, which will help the interviewer with broader answers. After the interviewee elaborated, the interviewer will continue the conversation with “how” and “why” to continue the dialogue. Face-to-face interview was chosen to elaborate the reactions, opinions and behavior on a particular issue the interviewee is discussing. The setback in this approach is that not all the hotels and managers cooperated with us to give time for interview. We asked for 30 minutes of their time and the answers were unclear and the interview meeting was postponed every time.
Table 2: Six Sources of Evidence: Strengths and Weaknesses

<table>
<thead>
<tr>
<th>Source of evidence</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interviews</strong></td>
<td>• Targeted – focuses directly on case study topics</td>
<td>• Bias due to poorly articulated questions</td>
</tr>
<tr>
<td></td>
<td>• Insightful – Provides perceived causal inferences and explanations</td>
<td>• Response bias</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Inaccuracies due to poor recall</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Reflexivity – interviewee gives what interviewer wants to hear</td>
</tr>
</tbody>
</table>

Source: Modified from Yin, 2009, p.102

4.5 Data analysis

The investigation of the gathered information includes three parts, which are examining, categorizing and structuring. In the other words analysis is observing collected data to evaluate the motion of the study. Analyzing of a case study is particularly easier said than done because of not existing characterized strategies for doing this process. To do the analysis of each study, having a framework is needed to show analyzing procedure and steps (Yin 2003).

The analysis will form on framework, which is created from theory; this structure will be utilized to test the respondent's answers. Thus from the answers it will be found out if the respondents are agreeing with the theory or they are introducing something new or doing something variously than what has been clarified in the theory.

Yin (2009) statuses that there are four general strategies: relying on theoretical propositions, developing a case description, using both qualitative and quantitative data or examining rival explanations. In this research theoretical proposition has been decided to be used in data analysis strategy. It helps the case study to organize the finding and it is also the most preferred strategy in case study analysis. (Ibid). Yin (2009) divides specific
analytic techniques in to five groups; pattern matching, explanation building, time-series analysis, logic models and cross-case synthesis. Since the data is being compared by frame of reference, pattern matching will be the analytic technique.

According to Miles and Huberman (1994) qualitative data is analyzed like the following steps:

1- Data Reduction
2- Data Display
3- Drawing Conclusion

The data conducted from the interviews will be compared with existing models and theory that are presented in the frame of reference at the end of chapter three. The data from the interviews will be analyzed to see if there are any patterns matches the frame of reference. After that conclusions will be drawn based on it to find a possible pattern.

4.6 Validity & Reliability


4.6.1 Construct Validity

In this research the frame of reference is presented with all the sources and the interview guide has been prepared, which will be added to appendixes. These steps will
provide a chain of evidence, which provides a good view how the researchers come to conclusion. Moreover, the supervisor will go through the report to ensure the validity.

4.6.2 Internal Validity

“Internal validity concerns the fact that each time one makes a case study it interferes with the “normal” routines. This is something that is very difficult to avoid (ibid). Due to the fact that this is not a causal study, not much discussion will be put into internal validity” (Näppä, 2013)

4.6.3 External Validity

In multiple-case study, external validity is one of major issues. To benefit a more useful external validity in multiple-case study, one should use theory to support the findings (Ibid). Saunders et al (2009) states that drawing generalization is one of the most mattered concerns when analyzing qualitative data.

This research is qualitative by nature and it is regarding one subject, these facts pose a threat to external validity. Also, this research is not looking for generalizing the finding, but to rather portray an event that can be helpful in the similar situations in different hotels.

4.6.4 Reliability

“Reliability can be assed by the following three questions” (Easterby-Smith et al., 2002):

• Will the measures yield the same results on other occasions?

• Will similar observation be reached by other observers?
• Is there transparency in how sense was made from the raw data?” (Easterby-Smith et al., 2002)

The following steps were taken to ensure of the reliability:

• Two interviewer were present at the interview time
• The conversation at the interview was recorded and written down afterward
• The same questions with the same order were asked from the interviewees
Chapter 5: Data Analysis

5.1 Data Presentation Summary

All the interviews were recorded in the interviews, then they were written down on papers. Once they were categorized based on the frame of reference, the following result occurred.

Managers believe that the main reasons that employees quit their jobs are:

- The employee believes his/her abilities are more than what he/she is doing
- The employee has a better job opportunity somewhere else
- The employee thinks his/her workplace does not have the standards it should have
- There are too much stress and pressure during the work time
- Workplace abuse
- The employee feels the manager does not give enough attention to him
- The employee does not find his job as good as he once thought it was
- Lack of ability to work and coordinate with the coworkers
- High working pressure due to lack of number of staff in front office departments (Information, operator etc.)
- Low paying salary compared to work pressure
- Unorganized work schedule and private life due to 3 shift work
- Lack of interest and inability work in reception and cashier desk
- Inability to work physically (standing for a long time during the day)
- Manager does not give power to staffs’ for making the smallest decisions
- Random work shifts
- Lack of opportunities for growth
- Shortage of staffs per shift
- Person compares himself with other coworkers
- Getting experience in five star hotels and then finding a better job in smaller hotels

The following are the reasons employees mention while leaving:

- Low income
- Discrimination
- Lack of opportunities
- Money issues
- Shift work
- Job monotony
- Bad behavior of guests with reception because they think the reception is responsible for all the problems within the hotel
- 3 shift work especially night shift
- No extra pay for night shift
- Comparing with coworkers about income degree and abilities
- Immigration
- Traveling to home city
- Starting a business
The following are the answers retrieved from interviews that have been categorized based on the frame of reference.

*Compensation and benefits*

More competitors are entering this industry and as a result employees will compare their wage with other hotels and leave or stay at their position. Some other employees stay within the hotel, but they usually have second job, which eventually harm the hotel. Since they are working more than 8 hours per day, they productivity will decrease.

Working in a good and friendly environment is more important than higher wage. If the work environment is not friendly or safe, the employee will choose a work with higher income. Level of wage has a direct effect on front office employees’ efficiency. When the hotel is busy and there is a lot of pressure on staffs, they think they have to get paid more. In other word, by increasing the staff’s wage, we can lower the bad effect of work pressure on them during the busy times. Moreover, one of the main reasons employees change their job is because of having a low wage compared to work hours and the pressure they experience during a work shift.

*Motivation*

Advanced opportunity gives the employees the impression to feel safer with their positions and the company for a longer time period. Therefore, they will work harder and become more loyal. Even if they observe one of their co-workers has developed his/her career they will be hopeful to happen to them too.
Hope for having a better future is the only thing that pushes humans to tomorrow. When there is a logical job opportunity, the person will try his best to follow the rolls in order to have a better future. One the other hand when there are no job opportunities, the employee might say, “Why should I follow the rules”. Unfortunately lack of financial support and working security in any level will make a person unmotivated. Having better job opportunities leads the employee to work harder and for a longer period of time to achieve what he is after.

**Career Development**

Self-development will help the employees to have higher self-esteem, which will result in developing themselves and in their work. It also helps the employees who chosen this industry as their career to be more positive. In addiction, self-development will attract the employees to stay motivated to grow.

When an employee realizes that managers or guests are paying attention to his/her work, he/she starts to think about learning new things. By making distinguishing active and inactive employees, they will start thinking and acting to become better and better everyday. Obviously gaining knowledge will help the staffs to do their daily works in an easier way. The reason is because sometimes during a day guests are asking questions that are not related to hotel work and the only way staffs are able to answer them is to gain knowledge. Giving self-esteem to staffs and giving them more knowledge will help them to grow.

Promoting within the staff of the front desk will make the employees more committed, since they experience grow and the feel more valuable for the company. When an employee is working in a same position for couple of years without any growth,
he/she starts thinking about working somewhere else. In some jobs such as doorman and bellboy, which they get extra income such as tips and gifts, they don’t think of changing their job. The only reason they might want to change their job is get more days off. Creating Classes for front office staffs and giving them certificate would gain their morals and it will boost their confidence. If an employee likes his/her job, he/she won’t think of changing it. Unfortunately some employees quite, in order to have an easier job.

**Stress**

Working on weekends’ results in worrying and being nervous about the nuclear family. Specially for the employees who are married and have kids.

Although having weekends shifts and longer working hours is always told before the hiring process starts, employees will get frustrated and discouraged about their job.

Disorder is more effective on personnel behavior compare to work hours. Hard work with peace of mind won’t make them tired. Normally, when the front office department is hiring staffs, new comers get aware of the time schedule and time shifts. Working for a long time make staffs tired. Most employees work longer than 8 hours due to financial problems. Working a lot makes them look tired and angry. Standard work hours during a week and enough staffs for all three shifts will affect staffs’ moral.

Employees who work in good manner and correct should take responsibility and it gives them moral. Giving them power in related areas to work will give them confidence so they can make decisions in emergency situations. Making decisions in tough situations will give them self-esteem and decreases employees’ stress. It also looks more professional to the guests.
It cannot be said that professional and personal life are not related problems, they always have direct impact on each other. The only time employees can forget their problems is when they are working in friendly environment. In reality, most of the times, life problems will decrease staffs’ productivity. At the time employees go back home, they think about their problems. In order to make some balance between work and personal life, everything should have discipline otherwise the person might think of changing his job. Workplace should offer solutions for employees’ problems so by that they will feel they are with their family. In this way he will have a peace of mind, which boost efficiency.

*Interpersonal relationship*

No one likes to be treated wrong. Discrimination makes people unhopeful. Working under pressure makes employees tired. When it comes to fairness in financial aspect, it can be hundred percent effective. Active staff should be paid more while inactive staffs should be paid less. This will make both types of employees think to work better. Sometimes staffs get angry about injustice between coworkers by the managers, which sometimes they talk about it and sometimes they do not. They are always checking these things and pay attention to injustice. One the other hand, it depends on how they define injustice. At the end of the day it is between the employee and the employer and how it affects their relationship.

It causes disorder and it makes employees to feel they have to give feedback to manager. Most of the times managers do not like to hear their feedbacks. Incorrect job instructions cause problems and put the whole team under question. It will effect on their
efficiency, focus on job, which leads to mistakes and hopelessness. Working with incorrect job instruction, puts employees in a situation, which they keep comparing themselves to other staff. Also it increases employees’ expectation and their needed attention. In case of receiving incorrect job instruction, the energy that employees put in work will waste and the efficiency will decrease. In the long term, employees will loose their hopes. As a result, it will cause depression.

A good manager can find employees’ abilities and understand their problems, employees are human too. If you understand them, they understand you. Friendly behavior with them while a mistake has happened makes them feel safe so they try not to make mistake again. By making a friendly relationship with staffs, they will do their jobs in a better way. Employees feel unhopeful after facing unfairness and this also affects the efficiency of employees. Manager can make great changes by choosing enough number of staff and sharing the work between them.

*Perceived alternative employment opportunity*

Every day, employees are seeing different people who got better jobs. Therefore, if they see coworker or other people who are getting hired somewhere else and they are more successful and happy, they might think of changing their job. Job recommendations inside and outside of hotel can affect their thoughts. However, it really depends on outside situation it means if the other job has better opportunities it can affect them, but if not, they might not even think about it. Front office staffs are a lot like an actors. They always try to not show what is going on in their mind, but still their thoughts can change their
moods. Often problems in personal life or depression might force them to leave their jobs. 50% of external factors like commercials; easiness, less responsibility and more wages can affect employees’ behavior during work time.

Average salaries in governmental hotels are lower than private hotels. The difference is very obvious. Most of the times, staffs are not happy about their salary. On the other hand, money is not the only thing that person wants from his job. Respect, position in society and feeling useful are other factors that make and keep them happy. There is also a fact that we never get enough money. The more we get, the more we want.

Organizational commitment

If there be a pressure on employees all the time, they will get tired and won’t have efficiency. Sometimes they have to get rewarded, but not monetary, there are many other ways.

The work pressure and heavy workload can happen in hotels especially in 5 star hotels. Nevertheless in case of repeating all the time and bad management for busy days makes the employees exhausted. Working during weekends makes them angry, tired and it has direct effect on their efficiency. On the other hand, when an employee works hard for a long time, he/she will get sick. Specially in reception, which they have to stand up for a long time and work.

Motivation

If the reason of quitting a job is escaping from the work pressure, it can cause bad effects on other employees. Specially the employee finds a better job and become more
successful. It will make the coworkers to think, they should quite as well. On the other hand, the work pressure increases between employees, which lower the efficiency. We have to mention that it might have a good effect on some personnel by gaining more attention compare to previous.

Unfortunately, reward is defined in one word, which is money. Usually after passing a busy time, staffs will receive reward that is not a lot. By rewarding employees every time, they do their task correctly, and they get encouraged. Usually once or twice a year staffs receive rewards, which is not a lot. In some cases, reward has assigned to short time periods and provides a work environment with positive challenge. This method could increase employees’ moral and improve their operation and brings motivation.

Job Satisfaction

If the employees feel that their manager is seeing their work and paying attention to them, it won’t effect. Managers should know employees’ personality and put them in a right work position. Working in front office is a routine job; therefore, there should be some hobbies for staffs such as language classes, computer classes and etc. It varies from one employee to another. Some employees like routine work and some like to experience new things. In case of liking new things, routine work makes the employee dependent and the employee starts thinking of changing his/her job. Routine jobs affect staffs’ personality and causes problem in making changes in work system.
6. Finding and Conclusion

6.1 What are the factors, which lead an employee to make a decision of leaving a hotel front desk?
Findings of interviews are summarized in above figure.

This figures shows the answers of the managers, which has been categorized based on the frame of reference. The answers of the managers in this figure presents that all eight factors that were included in the frame of reference are also the factors in Iran too. However, there are some more indicators, which are listed here:

- **Marriage**

  Employees who get married – this mainly effects women- have more responsibilities therefore they quit their jobs. Sometimes it is even not acceptable for their partners to work at a hotel and as a result they quit.

- **Hotel is not related to employees’ major**

  Due to the bad economic situation is in Iran right now, people have to accept any job offer they receive to cover their life cost. In some cases, people with different academic background has been hired in hotel to just earn money. Most managers referred to this issue as one of the main issues.

- **Immigration**

  Many people in Iran seek to immigrate in other countries to start a better life. Many of them have to wait for years and in the meanwhile they have jobs. In this case when they receive their immigration’s acceptance, they quit their jobs.

- **Starting family business**

  Mane employees work hard and save money in the hope to start their own business one day. After reaching that point they leave their jobs, move to other cities to be cheaper and start their own business.
6.2 Limitations

This thesis has focused on only five star hotels, which limits this thesis. Also, 2 of the general managers out of 5 did not agree to meet and discuss these issues. Moreover, there are many studies that research about turnover topic. However, they mainly focus on the employee and just couple of them focuses on managers’ perception.

6.3 Further Research

The literature so far has been unable to show how marriage, different work shift schedule, unrelated academic background, immigration and starting family business affect turnover. Studying these factors and categorizing these ones into one special indicator is recommended. Also studying these case in quantitative format to see which indicator is more effective, would help managers to focus on it in order to control their turnover rate.
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Hammerberg. Article first published online: 12 AUG 2002 DOI: 10.1046/j.1365-3164.2002.00298_5.x
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satisfaction and intent to stay in the hotel and restaurant industry. Journal of Human Resources in Hospitality & Tourism, 9(3), 318-339
Appendix 1: Interview guide in English

1. What items do you think are the main reasons of turn over in your hotel?
2. What are the various reasons given by the employees for leaving the hotel?
3. How much the level of wage affects the turnover of the employees?
4. How does advanced opportunity aid employees to stay longer within the hotel?
5. Does self-development help the employees to save their job position?
6. How does promotion prevent employees to consider other job opportunities?
7. How do employees react to long working hours and shifts on weekends?
8. In what extend do you think empowering is necessary for employees in their daily tasks?
9. How work-life balance affects on employees?
10. How do employees react to fairness at work?
11. What happens when employees receive incorrect job instruction?
12. Does management style influence employees’ work? How?
13. How much external environment would affect the turnover rate in front desk?
14. Do employees get paid into their expectation?
15. What does heavy workload do to employees?
16. What does a routine job do to employees?
17. Does it help the employees to think about another job?
18. How other employees will feel or react when one of their co-workers leaves his/her job?
19. How often do you reward employees? Why do you do that?
Appendix 2 Interview guide in Persian (Farsi)

1. دلایل اصلی ترک کار توسط پرسنل فرانت‌افیس را چه مواردی میدانید؟
2. دلایل مختلفی که کارمندان در هنگام ترک کار آنها می‌پیدا کنند، چیست؟
3. تا چه اندازه سطح درآمد بر تصمیم پرسنل برای ترک کار تاثیر می‌گذارد؟
4. شناسی پیشرفت تا چه اندازه باعث مانندگی شدن پرسنل می‌گردد؟
5. آیا کمک به پیشرفت توانمندی‌های شخصی و ارتقای فردی در حفظ جایگاه شغلی تاثیر دارد؟ چگونه؟
6. ارتقای و پیشرفت پرسنل، تا چه اندازه از توجه پرسنل به شغل‌های موجود دیگر پیشگیری می‌نماید؟
7. عکس العمل و واکنش پرسنل در مقابل ساخت کار طولانی و کار در پایان هتفه چیست؟
8. تا چه اندازه فکر می‌کنید ارائه انتخابات به پرسنل جهت تصمیم‌گیری در مواقع ضروری، در کار روزانه آنان تاثیر می‌گذارد؟
9. تا چه اندازه تعادل بین کار و زندگی، بر روی پرسنل تاثیر می‌گذارد؟
10. عکس العمل و واکنش پرسنل به موضوع عادت در کار چیست؟
11. در صورتی که پرسنل خط می‌شعلی نادرستی را دریافت نمایند (با توجه به محبیت کار، توانمندی فرد، وحد و شرح وظایف را (چه نتیجه‌ای حاصل خواهد شد؟
12. آیا شیوه مدرکت، بر کار پرسنل تأثیر می‌گذارد؟ چگونه؟
13. تا چه اندازه عوامل مالی بیرونی، بر ترک محل کار پرسنل فرانت‌افیس تاثیر می‌گذارد؟
14. آیا حقوق دریافتی پرسنل، انتظارات آنان را پراورده می‌نماید؟
15. تشکل سنجیدن کاری چه تاثیری بر روی پرسنل می‌گذارد؟
16. کار تکراری و روشنی چنین تأثیری بر پرسنل دارد؟ آیا باعث ترغیب آنان به جستجوی کار جدید می‌گردد؟
17. تأثیر خروج و ترک کار یکی از پرسنل، بر دیگر همکاران یا باید آن را چگونه ارزیابی می‌نماید؟
18. آیا وقتی یکبار پرسنل تشیف می‌گردد و دلیل انجام این امر چیست؟