



**A Case Study of Management Failure in Mitigating Employee
Turnover in the Hotel Industry**

Rashad R. Ali

5917190045

**SUBMITTED IN THE PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTERS IN
BUSINESS ADMINISTRATION
INTERNATIONAL PROGRAM, GRADUATE SCHOOL OF
BUSINESS
SIAM UNIVERSITY, BANGKOK, THAILAND**

2018



Title of Research: Case Study of Management Failure in Mitigating Employee Turnover in the Hotel Industry

Author: Rashad Ali

ID: 5917190045

Major: General Management

Degree: Master in Business Administration (International Program)

Academic: 2018

This is Independent study has been approved to be partial fulfillment of the requirement for Degree of Master in Business Administration in General Management

lw.

(Dr. Tanakorn Limsarun)

Advisor

Date *28 August 2019*

Jom

(Assoc.Prof.Dr.Jomphong Mongkolvanit)

Dean, Graduate School of Business

Siam University, Bangkok, Thailand

Date *29 August 2019*

TABLE of CONTENTS

ABSTACT	4
ACKNOWLEDGEMENT	5
CHAPTERS	
1 INTRODUCTION	6
1.1 Research Background.....	6
1.2 Research Problems.....	7
1.3 Objective of Study.....	8
1.4 Scope of Study.....	8
1.5 Research Significance.....	9
1.6 Definition of Terms.....	10
2. LITERATURE REVIEW	11
2.1 Employee Engagement.....	11
2.2 Job Satisfaction.....	12
2.3 Career Path.....	13
2.4 Reward Systems.....	14
2.5 Leadership Styles.....	15
2.6 Past Research.....	16
3. FINDINGS	18
3.1 Figure 1. Factors Contributing to employee turnover.....	18
3.2 Other Factors that contribute to turnover.....	18
3.3 Interview of Westin Hotel.....	19
4. CONCLUSION AND RECOMMENDATION	21
4.1 Conclusion.....	21
4.2 Recommendations.....	22
4.3 Limitations of study.....	24
REFERENCES	25

Abstract

Research Title: A Case Study of Management Failure in Mitigating employee Turnover in the Hotel Industry

Researcher: Rashad Ali

Degree: Master of Business Administration (International Program)

Major: General Management

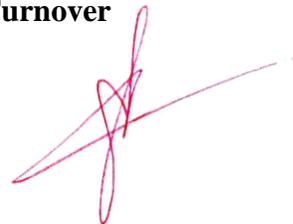
Advisor:

(Dr. Tanakorn Limsarun)

28 / August / 2019

In companies, employee productivity is an on-going issue. In addition to employee productivity, this study examined the ways in which management fails to mitigate employee turnover within the hotel industry. This study used the Documentary Research Method of interviews, data collection from peer reviewed articles, historical data, and past research to support the claim that management plays a role in failing to mitigate employee turnover. Findings revealed that not only does management play a role in failing to mitigate employee turnover they also contribute, and in many cases, are the cause of employee turnover in the hotel industry. Personal Factors and Organizational Factors were the driving forces behind management and their failure to achieve this goal. Strategies and solutions that were found from this research can be deemed helpful to top level and mid-level management to develop new and innovative ways to help mitigate employee turnover. One major limitation of this study was the absence of quantitative data to support these claims. However, this information found through Documentary Research Method can serve as a reliable solution for future studies.

Key Words: Management, Employee Turnover, Mitigating Turnover



ACKNOWLEDGEMENT

In this section, I'd like to thank Siam University, my advisor Tanakorn Limsarun, my basketball coach Sompong Boonlam, Marie Orton, my parents Otto Ali, Rasheda Ali, Joan Taffe- Ali, Jyoti Shrikureja, management staff at the Westin Hotel, and the professors and staff at Saim University for their assistance in shaping this research review and giving me an amazing opportunity.



Name: Rashad Ali

Date:

Introduction

1.1 Research Background

High turnover in the hotel industry is an ongoing and important issue for the hotel industry. Turnover costs accrue to hotels from a variety of sources (Dusek, Ruppel, Yurova, Clarke, 2014). On top of battling the rigorous nature of the hotel industry change in margins while countering the demand to provide quality services, management is also confronted with the difficulties in reducing or mitigating employee turnover. The hospitality and hotel industry have one of the highest turnover rates for multiple reasons regardless of the permanence of the position. There are numerous ways to define the turnover rate: voluntary, involuntary, functional, and dysfunctional turnover (Mayhew, 2019). Despite the various forms of turnovers the focus here is to give insight on how managers fail to retain employees and provide suggestions of ways to reduce it. Many factors can be responsible for a high rate of turnover: lack of training, job satisfaction, employee communication, lack of benefits, career paths, personal factors, and most importantly poor management. Why is management failing to reduce high rates of turnovers? There can be multiple reasons as to why this phenomenon continues to persist, but a major part of that is poor leadership. The business saying, “Employees don’t leave companies they leave bosses,” is true. Managers who operate like dictators, refusing to take other people’s opinions into consideration, often run off good employees. The bottom line is that when employees do not feel appreciated, or feel as if they are being taken advantage of, they do not want to continue working for their managers (Brandenberg, 2018). While employees provide vital services for the operation of the company the input does not match the output.

Research Problems

1.2

Since the hotel industry has a less rigorous set of guidelines for employment and there are low limitations or lower expectations set for the job, they are one of the top sectors in the hospitality industry with a high turnover rate. A 2015 report from Deloitte titled “Hospitality 2015 – Game Changers or Spectators,” found that employee turnover in hospitality is 31 percent for non-management staff, a number that could climb higher the further we move from the recession (Mest 2016). There are also countless problems that arise leading to high turnover in the hotel industry and many sectors of the hospitality industry. A lot of these businesses suffer from poor management strategies and practices. Due to these bad practices a considerable fraction of employees feel like they do not get the recognition they deserve while performing their job duties. When employees feel like they are being undermined by management, demotivated employees often experience reduced productivity. There are underlying high expectations that cause employees to feel the need to take on large loads of work which further lowers productivity and can cause employees to burn out. Even if employees may disagree with these demands, management can use a method of fear by threatening loss of jobs if they do not comply (Blank, 2017). Another important aspect related to employee turnover is an employee’s ability to grow their career. Some employees leave their jobs after a certain period of time because there is no room for growth within the company and their duties become repetitive and stagnant. Without recognition they would essentially be in the same position for years. In addition to wage and career stagnation, if a company experiences a growth in profits employees should also get an increase in wages, but often do not. On the other hand raises in wages won’t necessarily improve retention if management isn’t good. Micromanagement, lack of communication, constructive criticism vs. bullying, and any form of harassment (religion, race, and gender) are also problems inflicted on employees from management that tend to reduce the likelihood an employee will maintain a position within a company (Burks, Sherman, 2017).

Objective of study

1.3

The objective of this study is to identify the factors associated with how management might fail to reduce employee turnover rate in the hotel industry. This study will compose a variety of options and investigations that will help provide some insight that might prove useful to management teams for reducing employee turnover and maintaining higher employee retention. This result will also allow the possibility of creating and building healthy relationships between management and operational level employees by:

1. Recognizing inadequate or poor management techniques that are conveyed to employees.
2. Identifying techniques to reduce or mitigate employee turnover.
3. Identifying and implementing new techniques for management to use on their staff to help retain employees.

Scope of the study

1.4

Due to many factors that cause a high unemployment rate in the hotel industry, this study will analyze how poor management techniques are one of the leading causes of high unemployment rate in the hotel industry. In addition this study will also use documentation from peer reviewed articles, past literatures, as well as hotel interviews to support this case and offer solutions to this existing issue. The purpose of accessing this information is to help combat this problem and offer new and innovative techniques to future and current management to assist in reshaping the ongoing and increasing unemployment rate in hotel industry.

Research significance

1.5

This research could potentially prove beneficial for any company in the hotel industry and human resource department assisting and providing possible outlets to correct the issues involving high employee turnover rates. Having a high employee turnover rate can be very costly for human resources and the company (Ronra, Chaisawat). Costs associated with turnover in many organizations are very high and significantly affect the resulting financial performance of an organization. Direct costs associated with turnover include expense of recruitment, selection, and training of new people. Indirect costs include specific things such as increased workloads and overtime expenses for currently employed persons, as well as reduced productivity associated with lower employee morale. Estimated costs vary from organization to organization so tapping into the saving cost of maintaining employees is very significant. From various research studies, focusing on employee retention is also beneficial because employee engagement and happiness will be consistently high. If your employees are happy then this leads to a consistency in production. There is also retention among your clients and the clients your customers bring with them. Enhanced morale aids in preventing negative influence of disgruntled employees towards management. This can lead to a greater team morale as well as create relationships between upper management and employees.

Key Words

1.6

Management- the organization and coordination of the activities of a business in order to achieve defined objectives. Management is often included as a factor of production along with machines, materials, and money. According to the management guru Peter Drucker (1909-2005), the basic task of management includes both marketing and innovation. Practice of modern management originates from the 16th century study of low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More (1478-1535). Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy. (Business Dictionary, 2018).

Employee Turnover- Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Measuring employee turnover can be helpful to employers that want to examine reasons for turnover or estimate the cost-to-hire for budget purposes. Blanket references to turnover can be confusing; therefore, specific definitions and calculations for employee turnover may be useful to human resources practitioners (Mayhew, 2018).

Mitigating Turnover- Mitigation means reducing risk of loss from the occurrence of any undesirable event. This is an important element for any insurance business so as to avoid unnecessary losses. Mitigating employee turnover is reducing the number of employees that exit your company (Bennett, 2019).

Literature Review

2.1

Employee Engagement

An employee's mindset is considerably related to employee engagement which is the heart and soul of the success of the company. Studies show that an employee's mindset or engagement is one of the major factors that one must take into consideration when regarding employee retention. Regardless of compensation amount, an employee's mindset is what keeps them engaged with their work. The employee engagement is based on trust, integrity, two-way commitment and communication between an organization and its members (Engage for Success, Macleod). It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity, and well-being. Measurement references of this approach vary from poor to great. Engagement can be nurtured and dramatically increased or lost and thrown away. But employees may stay with a company for various reasons including forced incentives in which you gain perks without being acknowledged for engagement with the job. Engaging an employee is a retention tactic to maintain them as a byproduct of wanting them to stay for non-monetary reasons such as enjoyment of the work, the company, the boss, or the management (Crisp, 2017). Furthermore, "engaged organizations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments – between employers and employees – are understood and fulfilled" (Engage for Success, Macleod). According to Efront, there are three key elements that are effective practices when it comes to employee engagement (Andriotis, 2016). All three of the core elements have to do with a sense of belonging. In 1990, Professor William Kahn held in-depth interviews with employees. He found that for an employee to feel engaged, they had to: feel that their work was meaningful and made a difference, feel valued, trusted and respected, feel secure and self-confident (Andriotis, 2016). He further states that the more an employee feels part of the community and feels like their voice is being heard the more they will be engaged with the job that they do. While good remuneration packages are enticing and are used as a method to retain employees, these steps alone are not enough to keep

employees and make them feel secure. Instead of using old methods of learning where all the ideas make their way from the top to the bottom perhaps reversing these methods to bring ideas from bottom to top can be more effective at maintaining employee engagement. Since employees are more involved in the day-to-day aspects of the job they have more knowledge of what is happening and the problems that need to be corrected. While surveys are a useful tool to gauge employee engagement many of them are intended to satisfy management instead of catering to learn how employees feel about the jobs they are performing. If the use of surveys demonstrate to employees that their voice is being heard, the more empowered they will feel in their role in the company (Andriotis, 2016).

2.2

Job Satisfaction

What are the things that matter most to employees? In most cases employees are treated as assets and tools instead of working human beings. As mentioned earlier compensation isn't the only thing that makes employees tick. Job satisfaction (or a lack thereof) is another facet that influences not only employees but also the organizations they feel dissatisfied with. Job satisfaction also coincides with employee's satisfaction which is, quite simply, how content or satisfied employees are with their jobs. Employee satisfaction is typically measured using an employee satisfaction survey. Factors that influence employee satisfaction addressed in these surveys might include compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. (CustomInsight, 2018). Dissatisfied workers experience lower productivity in the workplace, poorer performance, more job stress, and higher turnover rates. In addition organizational stress has been researched in two forms; positive stressors, such as job challenges, social networking, motivation and advancement opportunities, and negative stressors, such as social isolation, tension and loneliness (Dusek, Ruppel, Yurova, Clarke, 2014). Moreover, low job satisfaction can result in low morale and decreased loyalty to the company itself, according to an article published in the International Journal of Learning and Development (Holland, 2018). Job satisfaction is just as important as any other aspect and variable in any job. Unsatisfied employees have the potential to bring down an organization before termination or quitting. What creates job satisfaction and how can one achieve it? It may be found in a combination of both intrinsic and extrinsic factors. Intrinsic job satisfaction is a result of feeling

content with the work itself and the responsibilities that go along with it. Intrinsic job satisfaction include such components as sense of success at work, relations with colleagues, job stability, customer relations and efforts to unearth one's skill (Gaziosmanpaşa, 2017). Intrinsic motivation tools are directly related to the job and result from the same factors. Factors such as the job itself, independence granted by the job, importance of the job for the individual, involvement in management, taking responsibility, opening space for creativity and enabling the individual to utilize her/his skills and capabilities constitute intrinsic factors. Extrinsic job satisfaction has more to do with the work conditions such as salary, job security, and your relationships with coworkers and supervisors (Holland, 2018). Extrinsic factors mainly refer to job elements that are produced by external forces related to the environment outside of the individual. Differing from intrinsic mastery, determination, and willingness won't be enough for a successful work environment. Environmental factors to support these intrinsic factors should also be highly qualified and quantified as some elements the individuals are in need of can only be met by the external environment (Gaziosmanpaşa, 2017). External environmental factors that support the employee are basically a physically appropriate working environment, to be a part of a coherent team, to be appreciated by colleagues and superiors, and being under a project-oriented control rather than an oppressive control. A satisfied employee is not just a retained employee but an ambassador for the brand, internally and externally. They can also help dispel the apprehensions of other employees and non-employees and can defend the company in various forms. Happy employees are more loyal to the company and its objectives, they go the extra mile to achieve goals and take pride in their jobs, their teams and their achievements (Bathena, 2018).

2.3

Career Path

Outside of the acknowledgment that employees seek from their managers or an employer, having a clear career path is something that can keep employees engaged and retain them in a company. Advancement usually follows the traditional path: an individual is hired and through experience, trust, work performance, and time they are eligible to advance within the company. Employees usually feel more engaged when they believe that their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the company's mission (Society for Human Resource Management, 2018). MbaSkool (2018) identifies a career

path as the various positions an employee moves on one by one as he grows in an organization. The employee may move vertically most of the time but also move laterally or cross functionally to move to a different type of job role. By moving vertically, one within the organization in a specific industry moves up the ladder in that department, and by moving laterally one progresses through various industries. By placing some forms of specific ladders within your company to hone the skills of your employees allows them to give you full production value and more. An example of this is Campbell's Soup Company's career path where they differentiate their employee development in two aspects, (1) broad skills that are applicable to a wide variety of job roles, such as thinking creatively, making decisions and leading people, and (2) narrow specific technical skills that are required to be successful in a specific job role. HR wanted to ensure that all employees understood the skills needed to be successful in each role. So they linked every job role to the company's comprehensive competency model (Talent Guard, 2014). This model further goes on to explain that, identifying employee's key competencies contributes to improve their recruitment process to help ensure that the Campbell's company will be able to draw in the best candidates that suit their mission. Also, by offering a variety of career opportunities they can attract and retain employees simultaneously while maintaining their best performance and driving up sales.

2.4

Reward System

In an evolving and advancing business economy, businesses are seeking more ways to retain and get the best out of their employees. The Business Dictionary (2018) refers to reward systems as being procedures, rules, and standards associated with allocation of benefits and compensation. Reward systems can also be defined as a system that consist of policies and mechanisms by which organizations administer employee rewards such as annual pay increases (Eerde, 2015). There are a variety of reward programs one can implement: bonuses, recognition programs, variable pay, stock options etc. Integrating the most valuable reward system can be pivotal in a business. Employers should first familiarize themselves with the proper forms of reward systems to set in place and make sure it is a perfect fit for their employees. As an employer if your business is based off of individual performance you shouldn't use rewards systems that consist of characteristics that specifically cater to group performances. Pay

increases have short-term value, so long-term retention of employees requires a long-term system of rewards plans that incorporate compensation beyond monetary value. According to online sources when designing a rewards program there are a few things to take into consideration before doing so including identifying employee performance or behaviors that will reinforce the company goals and make sure employees understand the rewards program and make it attainable. If employees understand the programs and how to benefit from the rewards, their motivation will continue while also maintaining high levels of productivity (Robinson, 2018).

2.5

Leadership Styles

Another aspect to examine is the what management leadership styles are being put in place or if there are any of them. Many forms of management and leadership are very outdated in this era of constant technological and business evolutions. Even though there are various types of leadership styles the two main styles that we will examine are transactional leadership and transformational leadership. Transactional leadership is where the leader communicates what needs to be done and once completed there is some form of compensation awarded for fulfilling that need. If there is an outstanding performance, the reward is either presented in a material or non-material way; in the case of a bad performance the individual is punished in the form of a specific consequence (Kužnin, Walker 2017). This type of leadership is also defined as managerial leadership which focuses on the role of supervision, organization, and group performance (Cherry, 2018). Transactional leaders are more militant than outgoing. They give employees a set of tasks, and the employees perform them. Since the hotel industry is vastly growing there needs to be a change in the way employees are treated in regards to transactional leadership. Even though this style may seem very harsh it can be effective because both managers and employees are on the same page and there is no gray area or uncertainty about what is expected of them. This helps in setting standards and expectations, and if those expectations cannot be fulfilled then you are able to assess which employees are a good fit for the company. On the other hand this style can pose a problem for some because there's a chance the leader can resort to using threats to make sure employees are upholding the company standard. Proper use of this transactional approach requires that, leaders should display acts of

kindness while also demonstrating authority. While transactional management is militant, transformational leadership is more optimistic and motivational. Transformational leadership contains four elements: charismatic leadership, individual consideration, intellectual stimulation, and idealized influence (Kuzin, Walker 2017). Charismatic leadership is more motivational because employees tend to follow a leader who is passionate, positive, and enthusiastic while maintaining company goals and constantly enforcing the vision. Individual consideration focuses on the wants, needs, and emotions of every employee while improving their abilities. Intellectual stimulation focuses more on autonomy, allowing leaders to challenge employees to solve problems on their own and to be more involved in the organization. Idealized influence focuses on emphasizing that the group's need comes before the individual (Kužnin, Walker 2017). Transformational leaders are more empathetic than transactional leaders which can allow subordinates to trust this type of leadership more. They tend to be on the front line with employees and not just directing orders. They are focused on helping every member in the group and motivating them to make the group feel like they can accomplish any difficult task or overcome any obstacle. Even though these are styles of leadership that have many benefits managers or leaders must adjust their leadership based on their employee's expectations on a company to company basis. Every company will face unique challenges, and the management and leadership must find ways to face these challenges and tailor them to their employee's needs.

2.6

Past Research

To further support the claim that lack of management contributes to a high turnover rate in the hotel industry we will be examining some of the issues that existed in the past. According to a study by Ameliya and Febriansya conducted on employee turnover at the ABC Hotel, factors that contributed to employee turnover within this company were recruitment method failures, selection, lack of or incomplete training, performance appraisal, career growth opportunities, and salaries and benefits. If maintaining a high rate of customer service is the goal then that's where it starts; first impressions are everything. The hospitality and hotel industry require good customer service, so management treating employees with dignity and customer service-like attitudes is a way you can achieve that. Allow employees to feel like they have a place during their job and that it means something. "The hospitality industry is an industry that often

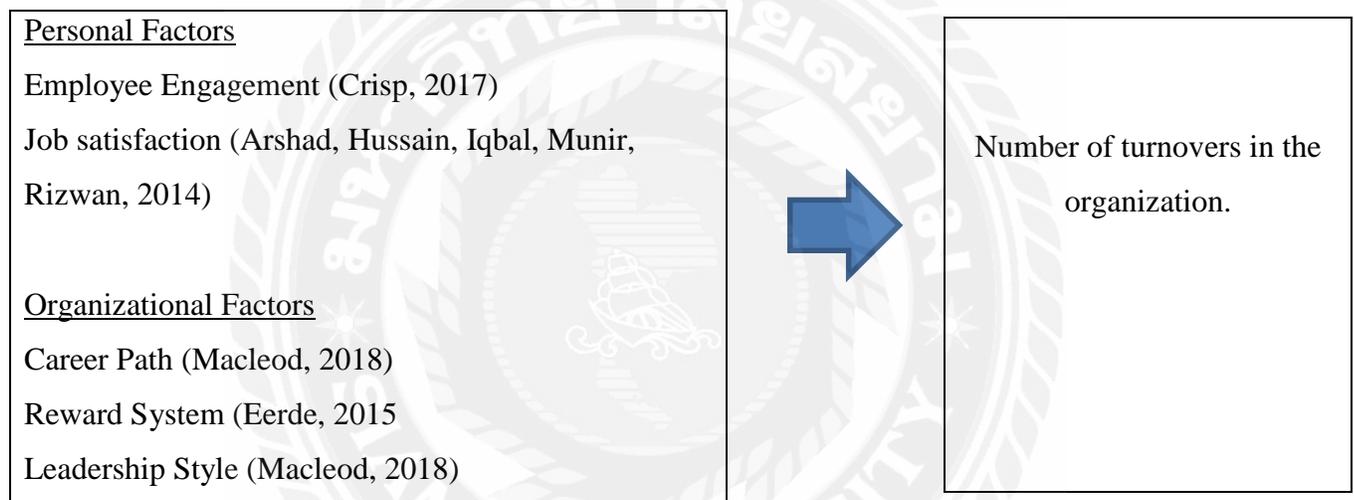
experiences employee turnover caused by internal problems that occurred at the company, internal problems also cause a high rate of employee turnover” (Ameliya, Febriansya 2017). Fixing internal issues and caring for employee’s well-being or concerns should be a number one priority on all sectors. As mentioned, employee turnover can be harmful to the company in terms of cost. According to this case study on ABC Hotels the costs are divided into direct and indirect costs. The direct costs include the loss of time and money, and need for recruiting, hiring, and training new employees. On the other hand indirect costs are associated with the decline in production and services due to the company failing to fill the work void that was left behind the previous employee (Hinkin & Tracey, 2000, Ameliya, Febriansya 2017). Since saving money and increasing profits is the main goal of most companies, the time and money it takes to maintain employees should be the main priority. That also accounts for the quality of training that is being given to the employees. If employees are being trained properly and leaders are being anointed amongst employees the turnover can be reduced while also providing a smoother transition into the position for new employees. Armstrong (2009) defines mentoring as the process of using specially selected and trained individuals to provide guidance, pragmatic advice and continuing support, which will help the person or persons allocated to them to learn and develop (MWILU 2016). This mentorship begins with management. “As part of their job duties, managers are responsible for modeling, communicating and reinforcing behaviors. It has been found that employees experience stress when managers miscommunicate or create uncertainty about their roles (Malek 2018). Managers are the driving force behind their employees and their whole company. In addition to this, the most critical point where the cycle of turnover begins is the first few days and weeks of the incorporation of a new employee in an organization. This phenomenon is referred to as an induction crisis which occurs when a new employee has not been properly integrated into the team (Walker, 2006 MWILU, 2016). This is where mentors need to step up and become either a big sister or big brother to these types of employees. When a new employee has someone to respect amongst themselves, they will develop a sense of respect for their managers and feel more comfortable with them.

Findings

3.1

From conducting research, we can see a connection between the factors of employees leaving companies due to poor management. Important factors such as employee satisfaction and their attitudes towards their jobs contribute to employees quitting their jobs. The illustration below displays the framework for this in relation to the variables.

Figure 1. Factors Contributing to employee turnover.



3.2

According to previous literature the results revealed a few organizational factors that contributed to employee turnover other than the main key points:

1. Employees sought out a career path or growth within the company
2. Demotivated due to leadership styles of management
3. Lack of proper training leading to mistakes
4. Lack of input in decision making opportunities that could impact important duties of the job

5. People-to-people relationships with management were inadequate and only make individuals feel like assets
6. Flexible working hours weren't provided and not open to changes
7. A non-competitive pay environment where there were no increase in salaries or bonus system
8. Employees experience high levels of stress when management miscommunicates their roles
9. Lack of trust between management and the employees
10. Improper training amongst management and not being able to properly train staff with the correct tools needed

Interview of Westin Hotel

3.3

The information that was gathered from an interview conducted with management at the Westin Hotel in Bangkok, Thailand (which is a branch under the Marriot) inquiring about their practices and strategies for mitigating employee turnover was very informative and supportive to this research. The model that was used in my research for calculating turnover is as follows **Labor Turnover Formula** = (Total number of workers leaving the organization per month or year / Average number of workers on payroll for a month or year) x 100 (Labor Turnover Causes Effects Measures to Control, 2016) is the same model they incorporated. They have a staff of 400 at the Westin and about two employees leave per month $2/400=0.005 \times 100= 0.5$ turnover of only those who exit the company is 7% across the full year. There are also two types of turnover transfer and exit turnover. Any employee that transfer within the company is not considered turnover only the employees that leave is considered to be turnover. But the number of employees can fluctuate due to bonuses that are received at the end of the year.

There are three main reasons as to why employees leave the company. The main reason at the top of the list is employees that do not get along with their managers that consist of personal issues, the second being salary, and the third is location. But the main focus was that management didn't care about their staff. In this interviewed the reason that employees felt as if

management didn't care about them were due to poor practices related to that specific individual. There was also a cultural difference between Thai managers and foreign managers. Thai managers were very good at managing other Thai employees but foreign managers have the biggest issues. Depending on the foreigner, the employees have 75% more problems which are related to the majority of high turnover issues. But they have proper plans in place to fix these issues starting with a growth system. One of the examples used was in housekeeping a manager must first be an attendant, then floor supervisor, then assistant manager etc. and you must serve at least two to three years in those roles before becoming a manager. They also incorporate feedback where they have one to one meetings with employees. Managers must follow the action plans and knowledge of KPI's. When asked were there any practices or strategies put in place to combat this issue and there multiple practices put in place. They use KPI's (Key Performance Indicators) which consist of 7 indicators but the main KPI used was turnover ratio and percentage. Separately from KPI's there are also three main practices they use to combat employee turnover: recognition program that recognize employees through online survey for guest to give feedback on services and the option of mentioning the name of that particular employee on guest satisfaction surveys. The second practice is salary and bonuses. Their aim is to pay the highest bonus in the Sukhumvit are paying bonuses every two months. The third option is proper training and making sure employees have the proper tools to do their job correctly whether it is engineering having hammers and nails or housekeeping having proper cleaning equipment. Many hotels try to cut cost by not equipping their employees with the proper tools which can be detrimental to your company. That's what separates them from other hotels. Other ways to mitigate and employ solutions to help ensure employee satisfaction and reduce stress levels among employees are having parties or celebrations, ensure people are using vacations days and off days, team building activities, and proper training. They also create personal relationships implementing more of a transformational leadership technique. Upper management also assists in some of the duties that are asked of operational level workers alleviating the work load for those employees. Upper management also discovered that when your employees like you they want to work more for you. Upper management make it their duty to make sure mid-level managers are taking care of their staff by offer strategies to ensure they are taking care of their team by taking them out to eat and making sure their well-being as a person is okay to perform their job duties as well as day to day situations.

Conclusion

4.1

This study examined the effects of management failure in mitigating employee turnover in the hotel industry. It is clear that through research from peer reviewed and past literature that there are poor management practices that participate in the failure of mitigating employee turnover through organizational factors and personal factors; employee engagement, job satisfaction, career path, reward system, and leaderships styles. Another aspect of this study that we can conclude is the employee's perception of manager's action, behaviors, and dissatisfaction with their job influencing their intention to leave (Diane, 2018). In addition to organizational support and productive work relationships between management and staff reducing an employee's intent to leave, we can also infer that employees want to be faced with challenges in order to keep them motivated and engaged (Diane, 2018). Employee recognition was another factor found in the research where employees felt they weren't recognized or valued for their work. One thing that can be practiced to promote employee retention is that the organization, as well as management, should highlight the meaning of their employee's work performance. This will foster positive perceptions of the work in the individual or particular employee by highlighting their personal contributions to the organization and linking individual contributions to the positive organizational outcomes (Mann, 2015). While hiring from within the company is a good practice for career growth, from the findings we can also infer that there should be proper training practices for managers to ensure they perform at high levels to maintain satisfaction and productivity amongst their employees. The skills it takes to build and maintain a team are skills that can be taught – but organizations have to devote sufficient resources. While managers wear many hats, developing and retaining staff should be the largest in their toolkit. But few managers are ever evaluated on their ability to minimize turnover. For such a large function of the job, turnover is woefully ignored (O'Donnell, n.d). This study has provided new ways for managers to promote a positive work environment as well as recognizing their errors in poor management techniques.

Recommendations

4.2

This study recommendation is designed to help management mitigate employee turnover in the hotel industry or possibly other industries. Since there is little to no clear initiative put in place to combat this ongoing issue the solutions are as follows:

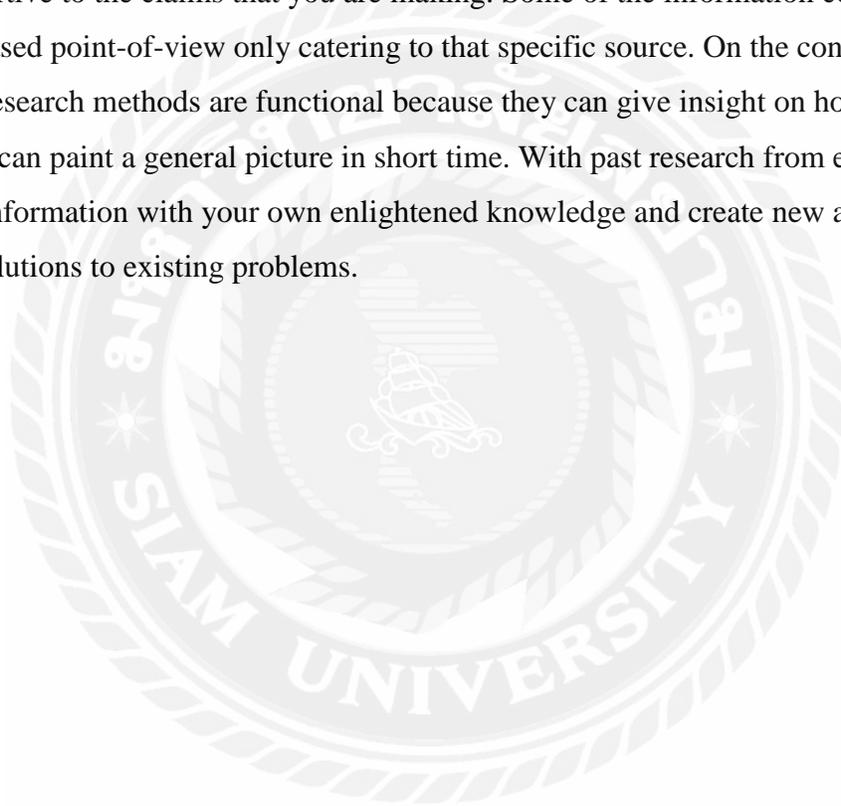
1. Offer competitive pay packages to employees and communicate any pay increases or bonus package to eliminate any confusion between management and their employees. Top management should create a compensation package specifying any details or bonus packages that employees can earn including base salary and raises. Top management must communicate that to mid-level managers and make sure they have the proper tools to communicate that to operational level employees or send out a letter and make sure employees have a clear understanding (Mann, 2015).
2. Keep employees engaged by giving them challenging tasks at work and conduct frequent meetings or monthly surveys to gauge that. To begin with, upper management should focus more on autonomy and innovating new ways to challenge employees on all levels including mid-level managers. Mid-level managers should then challenge themselves in creating ways to challenge employees on an operational level (Kuznin, Walker, 2017).
3. Create relationships with employees instead of treating them like assets or working machines. Implementing transformational leadership style can promote success in their employees. Upper management can implement training programs for mid-level management in order to learn how to effectively communicate to operational level employees who would allow them to trust and create open and honest relationships between each other which may lead to an increase in production (Cherry, 2018).
4. Make it clear that employee's job tasks are benefiting the company and communicate any positive feedback to the employee. Upper management should first communicate this issue to make employees feel more comfortable, by implementing administrative recognition programs. Once mid-level managers properly understand the program upper management should make sure they can properly communicate it to operational level employees.

5. Create policies that align with the company's goal and mission and have those policies reinforced in daily tasks. A way that top level management can achieve this is by having meetings about all staff members understanding the program and its policies. Consistent motivation and high levels of production can be achieved by this. Mid-level management can incorporate task that align with these policies providing operational level employees with new ways to create tasks (Robinson, 2018).
6. Create an environment where employees are constantly engaged and their satisfaction levels are kept at adequate levels. Employees feel more engaged when their employer is concerned about their growth. Implement transformational leadership techniques while incorporating the awareness of a company's policies and understanding amongst your employees (Cherry, 2018).
7. Allow employees' voices to be heard in certain decision making ideas with management about everyday tasks. Employees are the driving force of a company; they can ruin it or build it. Have quarterly surveys where employees assist in decision making and allow decisions to be made from the bottom, up, instead of top to bottom. Mid-level managers should convey these surveys and relay that information to top level management and make decision based of the employee's ideas since they deal with the day-to-day operations (Andriotis, 2016).

Limitations

4.3

One claim that limits documentary research is that it isn't viewed as the best form of research due to its lack of firsthand experience and information that is current and present in real time. By relying on past literatures and piecing together old information one could argue that the information that is being presented doesn't offer new ways and solutions to existing and current problems. You can also infer that the information you get from your sources might not be real, valid, or supportive to the claims that you are making. Some of the information could also be viewed as a biased point-of-view only catering to that specific source. On the contrary documentary research methods are functional because they can give insight on how things were in the past and can paint a general picture in short time. With past research from experts you can combine that information with your own enlightened knowledge and create new and innovative strategies or solutions to existing problems.



References

- Andriotis, N. (2017, March 30). *The 6 most effective employee engagement strategies*. Retrieved from <https://www.efrontlearning.com/blog/2016/10/6-effective-employee-engagement-strategies.html>
- Booz, M. (2018, March 15). *These 3 Industries Have the Highest Talent Turnover Rates*. Retrieved from <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2018/the-3-industries-with-the-highest-turnover-rates>
- Brandenberg, D. (2017, November 21). *Employee Turnover Because of Poor Leadership*. Retrieved from <https://smallbusiness.chron.com/employee-turnover-because-poor-leadership-24806.html>
- Business Dictionary Management*. (2018). Retrieved from <http://www.businessdictionary.com/definition/management.html>
- Campbell Soup Career Pathing Case Study*. Talent Guard, talentguard.com/campbell-soup-case-study/. <https://talentguard.com/campbell-soup-case-study/>
- Cherry, K. (2019, May 06). *How Do Transformational Leaders Inspire and Motivate Followers?* Retrieved from <https://www.verywellmind.com/what-is-transformational-leadership-2795313>
- Coleman, B. (2019). *Definition of Mitigation: What is Mitigation ? Mitigation Meaning*. Retrieved from <https://economictimes.indiatimes.com/definition/mitigation>
- Crisp, D. (2017, January 11). *Is there a difference between employee retention and employee engagement?* Retrieved from <https://www.quora.com/Is-there-a-difference-between-employee-retention-and-employee-engagement>
- Dusek, G. A., Ruppel, C. P., Yurova, Y., & Clarke, R. (2014). The Role of Employee Service Orientation in Turnover in The U.S. *Hotel Industry*. 18(2), 87-104.

- Gaziosmanpaşa, D. (2017). *Business & Management Studies: An International Journal* (Bmij). *Explanation of Intrinsic and Extrinsic Job Satisfaction Via Mirror Model*, 5(3), 627-639.
- Holland, E. (2018, October 03). *5 Key Factors to Finding Job Satisfaction*. Retrieved from <https://chopra.com/articles/5-key-factors-to-finding-job-satisfaction>
- Hospitality 2015: game changers or spectators: Deloitte Ireland: Consumer Business*. (2016, November 3). Retrieved from <https://www2.deloitte.com/ie/en/pages/consumer-business/articles/hospitality-2015.html>
- Kuznin, M., & Walker, J. K. (2017). *Management and Organization. Contemporary Leadership Challenges In Hospitality Organizations in Times of Uncertainty and Change*, 455-468.
- Labour turnover: Causes: Effects: Measures to control*. (2016, December 08). Retrieved from <https://accountlearning.com/labour-turnover-causes-effects-measures-to-control/>
- Macleod, D. (2018, September). *What is Employee Engagement*. Retrieved from <https://engageforsuccess.org/what-is-employee-engagement>
- Malek, K., Kline, S. and DiPietro, R. (2019). *EmeraldInsight*. Retrieved from <https://www.emeraldinsight.com/doi/pdfplus/10.1108/JHTI-02-2018-0010>
- Mann, S. (2015). *Mitigating Voluntary Employee Turnover in Business Systems and Administration, Mental Health and Substance Use, Island Health*. Retrieved from <https://pdfs.semanticscholar.org/d6d7/08c5d1bc216f11248bbca2e4818e954d47b1.pdf>
- Matsuo, M. (2015). *Human resource development programs for knowledge transfer and creation: The case of the Toyota Technical Development Corporation. Journal of Knowledge Management*, 19(6), 1186-1203. doi:10.1108/JKM-03-2015-0108
- Mayhew, R. (2019, February 05). *Employee Turnover Definitions & Calculations*. Retrieved from <https://smallbusiness.chron.com/employee-turnover-definitions-calculations-11611.html>

- Merla, D. K. (2018). *Strategies to Reduce Employee Turnover*. 1-127. Retrieved from <https://pdfs.semanticscholar.org/d6c7/4a6d8e1f938090a8f6aa6b8af5d2aef54df0.pdf>
- Mwilu, J. M. (2016). *Factors Influencing Employee Turnover in The Hotel Industry in Machakos Town, Machakos County*. 1-67.
- O'Donnell, R. (n.d.). *Want to Reduce Employee Turnover? Focus on Management*. Retrieved from <https://recruiterbox.com/blog/reduce-employee-turnover-focus-on-management>
- Rahman, W., & Nas, Z. (2013). Employee development and turnover intention: Theory validation. *European Journal of Training and Development*, 37, 564-579.
doi:10.1108/EJTD-May-2012-0015
- Rena, A., & Febriansyah, H. (2017). The Significant Factors of Employee Turnover Case Study: Abc Hotel. *Journal of Business and Management*, 6(2), 239-249.
- Rizwan, M., Arshad, M. Q., Atif Munir, H., Hussain, M., & Iqbal, M. (2014). *Determinants of Employees intention to leave: A Study from Pakistan*. *International Journal of Human Resource Studies*, 4(3), 1-18.
- Robinson, A. (2018, June 07). *3 Things You Can Do to Boost Employee Engagement*. Retrieved from <https://www.inc.com/adam-robinson/new-research-reveals-biggest-driver-of-employee-engagement-3-simple-strategies-can-help-you-take-advantage.html>
- SHRM. (2018, October). *Developing Employee Career Paths and Ladders*. Retrieved from <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingemployeecareerpathsandladders.aspx>
- Thuemoh, K., & Pillai, J. (2017, November 30). *Compensation and Benefit Trends 2017: Salaries Remain Stable while Turnover Rates Rise in Thailand*. Retrieved from <https://www.globenewswire.com/news-release/2017/11/30/1239808/0/en/Compensation-and-Benefit-Trends-2017-Salaries-Remain-Stable-while-Turnover-Rates-Rise-in-Thailand.html>

Vink, B. (2018, September 07). *How high employee turnover hurts your company*. Retrieved from <https://blog.impraise.com/360-feedback/how-high-employee-turnover-hurts-your-company>

Zigu. (n.d.). *Career Path Definition: Human Resources (HR) Dictionary*. Retrieved 2018, from <https://www.mbaskool.com/business-concepts/human-resources-hr-terms/1782-career-path.html>

