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Strategies for Low Employee Turnover in the Hotel Industry

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Abstract

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

Employee turnover affects the profitability, performance, and customer service of an organization. The purpose of this multiple case study was to explore strategies that leaders in the hotel industry used to maintain a low rate of employee turnover. Motivation-hygiene theory was the conceptual framework for the study. The study population included 9 hotel leaders from 2 international hotels operating in Jamaica. Methodological triangulation involved the comparison of data from observation of hotel facilities and leaders' interactions with employees, review of company documents, and semistructured interviews. Data were analyzed into emerging themes using a Gadamerian hermeneutics framework of interpretation. Four major themes emerged from the data analysis: effective leadership strategies, favorable human resource management practices, good working conditions, and a family-oriented organizational culture. Analysis of the data showed that hotel industry leaders used a combination of these strategies to maintain low rates of employee turnover. The findings and recommendations may contribute to positive social change by providing hotel leaders with effective retention strategies, resulting in increased profitability and potential income continuity, thereby decreasing unemployment and moderating poverty.

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Dedication

I dedicate this doctoral study to my husband, Kevin, and to my children, Aprille and Aiyanna. Your steadfast belief in me encouraged, inspired, and motivated me throughout this journey. Without your support and sacrifice, I would not have been able to complete this study and achieve this great accomplishment.

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Firstly, I would like to thank Jehovah God for giving me the strength and courage to complete this study. Secondly, I would like to thank my Chair, Dr. Richard Snyder, for his unwavering support and mentorship throughout this journey. I also acknowledge and extend gratitude to my second committee member, Dr. Annie Brown, and University Research Reviewer Dr. James Savard. I sincerely appreciate all the invaluable feedback and guidance provided throughout this process. Finally, I would like to thank the research participants for sharing their expertise and contributing to the expansion of the literature on employee turnover in the hotel industry.

Table of Contents

List of Tables

Section 1: Foundation of the Study

Organizational leaders face challenges in managing and retaining employees (Aruna & Anitha, 2015; Mwasaru & Kazungu Kingi, 2015). One of the greatest challenges hotel industry leaders face is the inability to find and retain qualified employees (Pearlman & Schaffer, 2013). Staff turnover in the hotel industry not only leads to a decrease in service quality but it also causes hotels to lose competitive advantage (Mohsin, Lengler, & Kumar, 2013); therefore, staff turnover can result in a loss of revenue (Guilding, Lamminmaki, & McManus, 2014). High staff turnover also leads to higher costs in the hotel industry (Tews, Michel, & Ellingson, 2013). Lower levels of turnover will allow business leaders to save costs, enhance strategic human resource planning, and improve the competitive advantage of the organization (Schlechter, Syce, & Bussin, 2016).

Employees' turnover intention is a major problem that managers in the hotel industry face on a daily basis (Ferreira, Martinez, Lamelas, & Rodrigues, 2017). There are no fixed practices in the hotel industry that show how to retain employees and keep them committed because employers place different emphases on different variables, depending on the organizational fit (Mehta, Kurbetti, & Dhankhar, 2014). However, strategies for employee retention such as training and development, adequate remuneration, effective communication, and increasing job satisfaction may help to reduce turnover if managers implement them successfully (Anvari, JianFu, & Chermahini, 2014). An employer's use of the needed retention practices can reinforce an employee's decision to stay (Al-Emadi, Schwabenland, & Qi, 2015). Because of the

global nature of the hotel industry, a talent war has surfaced, as hospitality firms vie for the most qualified applicants (Torres & Mejia, 2017).

Background of the Problem

Managing high employee turnover is critical for organizations to stay competitive (Anvari et al., 2014). Employee turnover is an element of change that directly affects the profitability of a company. Employee turnover is very expensive, with losses, typically, in advertising, headhunting fees, human resource management costs, time and productivity loss, an imbalance in work, and staff training and development costs for new employees (Anvari et al., 2014). The high turnover rate is one of the problematic managerial concerns in the hotel industry, consistently higher than in many other industries (Kim, 2014). Rigg, Sydnor, Nicely, and Day (2014) noted that hotel industry leaders need to be competitive in a global society rebounding from the impact of a global economic recession. As the labor pool continues to decline in the hotel industry, employers must adopt new creative strategies to attract, as well as keep, new employees (Milman & Dickson, 2014). Leaders in the hotel industry need to consider the implications of the global context in which they operate and respond appropriately to meet the challenges.

Problem Statement

Employee turnover in the hotel industry is expensive and disrupts business operations because of the additional overhead cost of hiring and training new employees (Akgunduz & Sanli, 2017). Replacing a nonmanagement employee in the hotel industry costs about 30% of the employee's annual salary, and the cost of replacing a manager

averages 50% of the manager's annual salary (Mohsin et al., 2013). The general business problem was the challenge of high turnover of employees in the hotel industry and the subsequent negative effects these turnovers have on long-term sustainability and profitability. The specific business problem was that some leaders in the hotel industry lacked strategies to maintain a low rate of employee turnover.

Purpose Statement

The purpose of this qualitative, multiple case study was to explore strategies that leaders in the hotel industry use to maintain a low rate of employee turnover. The targeted population consisted of managers in two international hotel chains operating in Jamaica. These managers were ideal for this study because their hotel chains have relatively higher employee satisfaction levels and lower turnover rates than the industry average. The sample consisted of a total of nine leaders from the two chosen hotels. The findings from this study may help hotel leaders contribute to positive social change by reducing turnover rates and increasing service quality, thereby raising customer satisfaction and occupancy rates and thus stabilizing employment in similar hotels. The implications for positive social change may also include continual employment of workers, job security for those employees, and reduction of the country's unemployment rate. Higher levels of employment may serve to benefit the employees, their families, and their communities.

Nature of the Study

I employed a qualitative methodology for this study. Qualitative methodology permits a researcher to obtain a deep understanding through first-hand experience (Yin,

2014). The research question under study fitted the qualitative method because it required an in-depth exploration of strategies that leaders used to maintain low rates of employee turnover within the hotel industry. Conducting in-depth interviews using open-ended questions, combined with the review of institutional documents and observations, might be the best way to gain this understanding in qualitative research.

In contrast, researchers use the quantitative approach to examine cause-and-effect relationships among constructs as well as to confirm or refute hypotheses (Fassinger & Morrow, 2013). The quantitative method was not appropriate for this study because I intended to explore retention strategies and, therefore, did not have a basis for confirming or refuting hypotheses. A mixed-methods approach, which contains elements of a qualitative and quantitative method, was not ideal for this study. A mixed-methods approach can be time-consuming and expensive, and mixing two data sets can be difficult (Caruth, 2013). Furthermore, Sandelowski (2014) noted that researchers using mixed methods often include the use of both open-ended interview questions and standardized questionnaires.

The research design for this study was a multiple case study, rather than other designs such as phenomenology, ethnography, or narrative. In a case study, the researcher can use multiple sources of data, including interviews, document reviews, and observations (Yin, 2014). A case study was most appropriate for this study because I analyzed data from a variety of sources that strengthened the study's validity. In phenomenology, researchers collect data primarily through interviews (Marshall & Rossman, 2016). A phenomenological design was inappropriate because it would not

allow the use of multiple sources of data to explore the targeted population. According to Moustakas (1994), phenomenologists explore individuals' real-life experiences to understand the essence of the experience. However, I explored multiple cases for common themes, rather than focus on finding the essence of a phenomenon.

Ethnographic researchers examine the culture of a particular group (Murthy, 2013). The ethnographic design was not appropriate because the focus was not on the way of life of a group but the strategies used in a contemporary business situation. In narrative studies, researchers explore the motives, interests, and activities of the relevant individual actors (Makkonen, Aarikka-Stenroos, & Olkkonen, 2012). The narrative research design was not appropriate because the purpose of the study was to identify strategies that hotel industry leaders used to keep turnover rates low and not to explore the motives or interests of individuals.

Research Question

The central research question was as follows: "What strategies do leaders in the hotel industry use to maintain a low rate of employee turnover?"

Interview Questions

1. What strategies have you implemented to achieve a low rate of employee turnover?

2. Which of these strategies has been effective in keeping the rates of employee turnover low in your organization? (For each strategy mentioned by the interviewee, probe with *Why does this strategy work?*)

3. How do you measure or otherwise assess the success of these strategies?

4. Based on your observations, what makes employees satisfied with their jobs?

5. What are some factors that employees say make them dissatisfied with their jobs?

6. How do you address the factors that cause dissatisfaction?

7. What other information, if any, can you provide to help me understand why employees made the decision to stay with or leave this hotel?

Conceptual Framework

The conceptual framework for this study was the motivation-hygiene theory, developed by Herzberg, Mausner, and Snyderman (1959). Motivation-hygiene theory is also known as the two-factor theory (Herzberg, 1987). Herzberg (1987) classified the factors affecting job satisfaction into two groups: *hygiene factors* and *motivators*.

Hygiene factors concern aspects surrounding the job, such as pay, fringe benefits, and interpersonal relationships with supervisors and coworkers (Herzberg, 1987). Lack of hygiene factors will cause dissatisfaction, but sufficient provision of hygiene factors will not motivate or result in satisfaction (Herzberg et al., 1959). Herzberg et al. (1959) noted that the factors that motivate people at work are different from, and not simply the opposite of, the factors that cause dissatisfaction. According to Herzberg et al., if leaders address these hygiene factors adequately, employees may still not be satisfied with their jobs.

Motivators are aspects that relate to the job itself (Herzberg, 1987). These features include recognition, achievement, responsibility, advancement, and the work itself (Herzberg, 1987). The presence of motivators will increase employee motivation, but a lack of these factors will not necessarily cause dissatisfaction (Herzberg, 1987). To create

satisfaction, Herzberg et al. (1959) posited, leaders should address the motivating factors associated with the work environment. I chose Herzberg et al.'s two-factor theory because the concepts of dissatisfaction and satisfaction helped me organize my data for analysis and identify strategies that leaders used to keep a low rate of employee turnover in their hotels.

Operational Definitions

The following terms are specific to the topic of exploring strategies that hotel industry leaders used to maintain low rates of employee turnover. Definitions of critical terms aid the reader in understanding the goals of this study.

Employee turnover: Employee turnover is the movement of people into and out of employment within an organization, whether voluntary or involuntary, controllable or unavoidable (Faldetta, Fasone, & Provenzano, 2013).

Hospitality industry: The hospitality industry is a predominantly tourist-dependent industry, comprising multiple service oriented-businesses such as casinos, hotels, live entertainment, or restaurants (Tsaur & Tang, 2013).

Involuntary turnover intention: Involuntary turnover intention is an employer's intention to fire an employee because of dissatisfaction with that employee's performance (Saeed, Waseem, Sikander, & Rizwan, 2014).

Job embeddedness: Job embeddedness is a broad set of influences on an employee's decision to stay on the job (Robinson, Kralj, Solnet, Goh, & Callan, 2014).

Leader-member exchange (LMX): Leader-member exchange is the two-way relationship between supervisors and subordinates. The leader-member exchange theory

(Magnini, Hyun, Kim, & Uysal, 2013) focuses on the exchange leaders develop with each of their subordinates and the quality of these relationships, which influences subordinates' responsibility, decisions, access to resources, and performance (Elanain, 2014).

Turnover intention: Turnover intention is an employee's plan to leave his or her job or an employer's plan to remove an employee from a position (Saeed et al., 2014).

Voluntary turnover: Voluntary turnover is a situation in which an employee has an alternative best opportunity and leaves the organization willingly (Saeed et al., 2014).

Work-home interference: Work-home interference is a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Tromp & Blomme, 2014).

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Assumptions, Limitations, and Delimitations

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Assumptions

Assumptions are beliefs that the researcher has not verified but considers true (Kirkwood & Price, 2013). The first assumption regarding this study was that the interviewees were honest and truthful with their responses. The second assumption was that the choice of interview questions for data collection would lead to the right information on the strategies leaders employed to achieve low staffing turnover rates in the hotel industry. Finally, another key assumption was that Herzberg's two-factor theory was an appropriate conceptual framework for exploring the constructs that influenced the individuals in the hotel industry to stay in their jobs.

Limitations

The term *limitations* characterizes potential weaknesses that may influence the results of a study but are beyond the control of the researcher (Brutus, Aguinis, & Wassmer, 2013; Kirkwood & Price, 2013). Limitations concern the boundaries of the study and how readers can and cannot apply the results to other situations (Marshall & Rossman, 2016). The first limitation was that I was solely responsible for data collection and analysis, which created a potential for bias. As such, more effort to increase the reliability and validity of the study was necessary. The next limitation was time. Walden University required that I conduct the doctoral study within a specified time; therefore, I employed a cross-sectional data collection strategy.

Delimitations

Delimitations are those characteristics that define the boundaries of a study (Yin, 2014). The first delimitation was my focus on leaders in hotels only. I did not include any other businesses that make up the hospitality industry. The second delimitation was that I used a purposeful sample of hotel leaders geographically located in Jamaica. Their responses may not represent the views of hotel leaders in other geographical locations. The third delimitation was the research problem itself. There might be many other important issues that leaders face in the hospitality industry, but I focused on the strategies leaders used to maintain a low rate of employee turnover in the hotel industry.

Significance of the Study

The potential contributions of this study to professional or practitioner application are its possible effect on global changes in talent management and development in the

hotel industry. The total contribution of the hospitality industry to gross domestic product (GDP) in the global economy was $7.58 trillion (9.8% of GDP) in 2014 and is forecast to rise by 3.8% per annum to $11 trillion (10.5% of GDP) in 2025 (World Travel and Tourism Council, 2015). In 2014, the hospitality industry directly supported 105,408,000 jobs (3.6% of total employment). As of 2015, researchers expected the GDP to rise by 2.0% per annum with a concomitant 130,694,000 hospitality industry jobs (3.9% of total employment) in 2025 (World Travel and Tourism Council, 2015). The findings, conclusions, and recommendations from this study may help leaders in hotels, as well as other leaders, respond appropriately to meeting change-induced challenges in the work environment. The findings may contribute to an understanding of how to increase the effectiveness of hotel workers through training and development interventions and how to adopt suitable employee engagement and motivation initiatives.

Contribution to Business Practice

This study is of potential value to the practice of business because hotel managers could use the findings to devise strategies to achieve low turnover rates, retain employees, and increase productivity and profitability. Employee turnover in an organization results in additional costs for recruitment and training (Dusek, Yurova, & Clarke, 2014). Such firms suffer from a void in skill and knowledge base until the new employee becomes more adept at the job (Dusek et al., 2014). The findings and conclusions herein may also contribute to improving business practices by enhancing leaders' knowledge concerning how work-related issues impact voluntary employee turnover. Leaders outside the hotel industry may also use the findings to increase service

quality and raise customer satisfaction, which can create customer loyalty and profitability.

Implications for Social Change

The implications for positive social change include the potential for providing a clearer understanding of employee retention and making leaders in the hotel industry cognizant of strategies for achieving low employee turnover rates. Leaders may then be able to provide continued employment for employees and their families, to the benefit of their communities. Potential income continuity could result in sustainable incomes that employees can use to improve health care and education for themselves and their families. Findings and recommendations of this study may impact social change if employers' actions lead to job stability, potential income continuity, and the direct benefits thereof, which may include strengthening local tax bases.

A Review of the Professional and Academic Literature

In this literature review, I examined research findings on the challenges that hotel industry leaders faced in retaining employees. I also explored strategies that hotel industry leaders used to maintain low rates of employee turnover. Articles included in this review relate to the research question: What strategies do leaders in the hotel industry use to maintain a low rate of employee turnover? Peer-reviewed journal articles, along with books and government publications, were the sources of information in this literature review.

The review begins with an overview of the retention challenges in the hotel industry followed by a detailed examination of the literature on the conceptual

framework. I continue with an analysis of Herzberg et al.'s (1959) two-factor theory, a discussion of the theory's applicability to retention strategies in the hotel industry, and a summary of contrasting theories. Also included is a review of the existing body of knowledge relating to the reasons for employee turnover. The focus then shifted to factors that influence turnover intentions, such as HR management, organizational culture and commitment, career development, leader-member exchange, job embeddedness, remuneration and rewards, emotional exhaustion, and working conditions. Finally, a review and synthesis of the literature on the employee retention strategies that leaders can implement in the hotel industry complete the literature review.

I explored literature on a range of issues relating to employee turnover and retention challenges in a wide array of industries. I accessed research material through several databases—ABI/INFORM Global, Business Source Complete, Science Direct, and ProQuest. I performed additional searches using commercial search engines such as Google Scholar. The search terms for discovering relevant content for the review were employee turnover, employee retention, turnover intention, employee turnover intention, hotel turnover, challenges in the hotel industry, hospitality industry turnover, turnover in the hotel industry, turnover in the hospitality industry, retention strategies, and retention challenges in the hotel industry. The entire study contains 296 referenced works, with 93% peer-reviewed and 91% within the mandatory 5-year period (2013–2017). There are 155 works cited in the literature review, of which 150 (97%) are peer-reviewed, and 135 (87%) were published between 2013 and 2017.

Retention Challenges in the Hotel Industry

The problem of employee turnover in the hotel industry requires attention because it leads to uncertainty and instability in an organization (Vasquez, 2014). According to Vasquez (2014), employee retention is essential to the economic progression of an organization. The cost of replacing employees can be an unreasonable expenditure because of lost productivity during the training periods (Vasquez, 2014). Moreover, Robinson et al. (2014) posited that managers need to continue to develop a greater understanding of employee retention in the hotel industry, given the direct influence that employees have on organizational performance.

Leaders in the hotel industry, as in other industries, need to understand factors that encourage their high-potential employees to choose to stay rather than to leave. Knowledge of these factors can increase company representatives' abilities to improve productivity and efficiency (Milman & Dickson, 2014). In a study on the effect of gender and compensation on employee turnover in the Chinese hotel industry, Yang (2014) found that hotel employees in the lowest tier positions—such as food and beverage preparation and service, housekeeping, and front office—had the highest turnover rates. Jayawardena, McMillan, Pantin, Taller, and Willie (2013) analyzed the challenges and trends in the hotel industry based on a roundtable discussion between industry leaders and hospitality educators in May 2012. Through this analysis of past and present trends, Jayawardena et al. predicted that the challenges of labor shortages would continue to affect the hotel industry in the future. According to Jayawardena et al., hoteliers worldwide have been less than effective in recruiting and retaining employees because

they have made little effort to attract talent to entry positions from which they would be able to advance to higher-level jobs in the organization. Jayawardena et al. also noted that the perception of the hotel industry is poor in many countries and employees who enter the industry look at it as a bridge to a better job elsewhere.

In a study of 26 governmental agencies, human resource associations, and hospitality and tourism employers from New Orleans, Pearlman and Schaffer (2013) concluded that employee turnover results in fewer employees being available to deliver high-quality service. As a result, visitors may decide not to return, and the destination may develop a negative reputation, which may exacerbate the problem (Pearlman & Schaffer, 2013). The consequences of an inability to retain employees included direct and indirect costs of recruiting and training new employees and the loss of organizational knowledge when employees leave (Robinson et al., 2014). In a quantitative study of 500 employees to examine the relationship between job satisfaction and employee loyalty among workers in the hotel industry in India, Kiruthiga and Magesh (2015) discovered that some hotel leaders found it difficult to retain employees because the leaders were unable to identify the factors that contributed to both job satisfaction and loyalty. Moreover, Iqbal and Hashmi (2015) suggested that the purpose of various employee retention policies should be to enhance job satisfaction, a goal that would improve the retention rate and trim the considerable expenses associated with employing and guiding fresh personnel.

Herzberg's Motivation-Hygiene Theory

I used Herzberg et al.'s (1959) motivation-hygiene theory as the framework for this study. To understand people's behavior at work, leaders must be aware of the concept of the needs or motives that will move their employees to act. Theories of motivation explain both the behavior and the attitudes of employees (Rowley, 1996). Content theorists assume that various needs motivate the actions of individuals (Osabiya, 2015). Theorists that are known for their work on content theories include Alderfer (1969), Herzberg et al., Maslow (1943), and McClelland (1995). However, I focused on Herzberg's motivation theory.

Herzberg et al.'s (1959) motivation-hygiene theory is known worldwide due to the practical ways put forward to motivate employees. Studying 203 accountants and engineers in the United States, Herzberg et al. asked these professionals to describe and rate their feelings regarding their job experiences. Herzberg et al. further analyzed the impact of 14 job satisfaction and dissatisfaction factors as they related to the number of times they occurred and how long the impact lasted. Herzberg et al. used the critical incident interview technique, which was a new technique. Responses regarding feeling good about the job would relate to motivators, and responses about feeling bad towards the job would relate to hygiene factors.

Herzberg et al. (1959) found that some job characteristics could lead to employee satisfaction. However, other job-related factors could cause dissatisfaction (Herzberg et al., 1959). Therefore, if managers wish to increase satisfaction on the job, they should be concerned with the nature of the work itself, the opportunities it presents for gaining

status, assuming responsibility, and achieving self-actualization. The absence of hygiene

factors may cause dissatisfaction, but their presence does not cause a high level of

satisfaction (Kuranchie-Mensah & Amponsah-Tawiah, 2016). If, on the other hand,

managers wish to reduce dissatisfaction, they must focus on aspects of the job such as the

working conditions and the policies and procedures in the organization. Accordingly,

managers must focus on both sets of factors if they value the importance of both.

Herzberg et al. (1959) concluded that job satisfaction and dissatisfaction are the

products of two separate factors, namely motivating factors (satisfiers) and hygiene

factors (dissatisfiers), respectively. Motivators come about from factors built into the job

itself, such as achievement, recognition, responsibility, advancement, and growth

(Herzberg et al., 1959). Herzberg et al. used the term *hygiene* in the medical sense, in that

it operates to remove hazards from the environment. Hygienic factors relate to feelings of

dissatisfaction in employees and are extrinsic to the job—factors such as interpersonal

relations, salary, supervision, and company policy (Herzberg et al., 1959). Existing

literature refers to it as Herzberg's theory, the two-factor theory, and the motivation-

hygiene theory. For simplification, I referred to the theory as the two-factor theory.

Herzberg (1965b) replicated the original study in 1965 with 139 lower-level

supervisors representing various industries in Finland. Herzberg's findings supported the

original findings and provided cross-cultural validation of the two-factor theory.

Herzberg (1965a) also documented a subsequent study of job motivation in the Soviet

Union, conducted by representatives of the Sociological Research Laboratory at the

University of Leningrad. The researchers sampled 2,665 workers employed in a variety

of heavy and light industries located in the city of Leningrad. The researchers found that the most effective and important attitudinal factor for effective job performance was satisfaction with the kind of work performed (Herzberg, 1965a). This conclusion reflects Herzberg et al.'s original identification of the work itself being a motivational factor.

A significant point from Herzberg et al.'s (1959) research was the perception of motivators and hygiene factors as two contrasting factors affecting different areas of job satisfaction. Herzberg (1966) posited that hygiene factors prevent dissatisfaction, but they do not lead to satisfaction. Lazaroiu (2015) opined that hygiene factors are mainly interferences in the workplace. Hygiene factors are necessary only to avoid bad feelings at work. Hygiene factors could not motivate and, when used to achieve this goal, could produce negative effects over the long run (Herzberg, 1966). A hygienic environment prevents discontent with a job, but such an environment cannot lead the individual beyond a minimal adjustment consisting of the absence of dissatisfaction.

Positive *happiness* appeared to require some attainment of psychological growth (Herzberg, 1966). Satisfied employees increase the productivity levels of the organization, resulting in further rewards and beneficial life outcomes (Gonzalez-Mule, Carter, & Mount, 2016). According to Hersey and Blanchard (1982), people are motivated when they perceive that they will get rewards for their performance. Satisfaction, on the other hand, is the person's feelings regarding the rewards they receive (Hersey & Blanchard, 1982). An understanding of the factors that motivate employees will help managers to recruit, select, train, retain, and help employees better to be more productive (Rahman & Nurullah, 2014).

Herzberg (1966) stated that researchers had replicated the two-factor theory study many times in a wide variety of populations and corroborated it with other studies. Hines (1973) did one such replication in New Zealand. Using job satisfaction ratings from both management and nonmanagement employees, Hines found that, contrary to the findings in the two-factor theory, employees who were satisfied with their jobs had high ratings for factors such as supervision and interpersonal relationships that caused dissatisfaction. Hines also found that job factors that cause satisfaction—recognition and responsibility— were rated significantly higher by satisfied employees than by dissatisfied employees. Herzberg (1987) reviewed the literature and reported that researchers conducted more than 50 studies using the two-factor theory.

Job design refers to the composition of various tasks that employees perform on a daily basis (Oldham & Fried, 2016). Herzberg (1966) suggested three ways to design work for greater employee motivation: job enrichment, job enlargement, and job rotation. The first, job enrichment is an extension of Herzberg et al.'s (1959) two-factor theory. Herzberg saw it as a continuous management function that involves embracing motivators in job design. These include self-scheduling, control of resources, accountability, and undertaking specialized tasks to become an expert in them.

Job enrichment involves redesigning jobs so that they are more challenging to the employee, with less repetitive work (Herzberg, 1966). Herzberg stated that job enrichment (sometimes called *vertical job enlargement*) is a deliberate, planned process to improve the responsibility, challenge, and creativity of a job. To improve employee motivation and productivity, employers should modify jobs to increase the motivators

present for the employee (Herzberg, 1966; Siengthai & Pila-Ngarm, 2016). However, after conducting a conceptual review of job design, Oldham and Fried (2016) noted that Herzberg did not provide much guidance about the specific components that managers could introduce during job enrichment.

Job enrichment contrasts with the second design, job enlargement, also known as *horizontal job loading*, which involves giving employees more work without changing the challenge level. Job enlargement can result in greater intrinsic motivation for the employee (Onimole, 2015). The third design, job rotation, ensures that employees spend equal time on each job (Herzberg, 1966). Spending equal time on all jobs helps to relieve the monotony and improve job satisfaction but is unlikely to create positive motivation (Herzberg, 1966). Herzberg (1987) stated that if managers enriched jobs, employees would be more interested in their work, they would exercise greater responsibility, and they would produce higher quality output.

Hackman and Oldham (1976) proposed that managers should design work to engender three critical psychological states in employees: experiencing meaning, feeling responsible for outcomes, and understanding the results of their efforts. These psychological states enhance employees' intrinsic motivation, job satisfaction, and quality of work and performance while reducing turnover (Hackman & Oldham, 1976). Studying 135 employees working in the FMCG industry, Ali and Zia-ur-Rehman (2014) found that job design played a major role in employee satisfaction and performance. However, Herzberg (1987) noted that job design as a motivational technique could work only with some people, under certain conditions, and for a period of time.

Herzberg (1968) drew a critical distinction between movement and motivation. Herzberg referred to movement as working to fulfill hygiene needs and motivation as working to fulfill motivator needs. For example, employees performing work-related actions because they have to work is movement, whereas doing so because they want to work is motivation. Movement is derived from humankind's *animal nature*—which is the built-in drive to avoid pain from the environment—in addition to all the learned needs that become conditioned because of the need to serve basic biological necessities (Herzberg, 1968). Herzberg suggested that to motivate an employee; the desire must originate from within the employee.

In the mid-1990s, the two-factor theory continued to gain popularity (Phillipchuk & Whittaker, 1996). Maidani (1991) retested the two-factor theory using a questionnaire instead of the critical incident technique that Herzberg et al. (1959) used in the original study. Studying 350 private and public-sector employees, Maidani attempted to determine whether using a questionnaire would yield the same results as those of Herzberg et al. (1959). On the contrary, Maidani found that both the motivator and hygiene factors were sources of satisfaction and not dissatisfaction, a finding that reversed Herzberg et al.'s study (which had concluded that hygiene factors were sources of dissatisfaction rather than satisfaction). However, Maidani's study did support the two-factor theory in that motivators are sources of satisfaction. Despite differences in Maidani's findings, the basic tenets of the two-factor theory can help leaders to identify motivational factors that provide job satisfaction and hygiene factors that will prevent job

dissatisfaction. Leaders can then use this information to identify strategies for achieving low rates of employee turnover in the hotel industry.

In a subsequent study, Phillipchuk and Whittaker (1996) investigated whether Herzberg's two-factor theory was still applicable in the 1990s. Phillipchuk and Whittaker noted that the organizational climate in the 1990s was one of downsizing, restructuring, and re-engineering. Phillipchuk and Whittaker replicated the study and found that the results provided enough data to validate the two-factor theory's use in the 1990s. Phillipchuk and Whittaker noted that respondents did not offer any new factors that were not in Herzberg et al.'s (1959) original study; however, respondents reported fewer of such factors as recognition, advancement, and responsibility in the workplaces. Phillipchuk and Whittaker also noted that the respondents did not mention salary and working conditions as satisfiers or dissatisfiers, which suggested that they were not important as motivators or demotivators. These indications could be due to either a small-sample or single-company bias (Phillipchuk & Whittaker, 1996).

A quantitative study of whether Herzberg et al.'s (1959) studies on motivation in the workplace were still valid revealed that despite criticism, the two-factor theory still had utility nearly 50 years after its development (Bassett-Jones & Lloyd, 2005). Studying 3,209 employees from seven employment sectors, Bassett-Jones and Lloyd (2005) found that money and recognition did not appear to be primary sources of motivation in stimulating employees. Bassett-Jones and Lloyd further noted that, in accordance with Herzberg's arguments, intrinsic factors—achievement, recognition, growth, and interest

on the job—played a more important role. Bassett-Jones and Lloyd further suggested that the importance of recognition as a motivating factor has declined.

The two-factor theory has attracted many criticisms. One of the main criticisms was Herzberg et al.'s (1959) use of the critical incident technique. Some researchers questioned the use of the critical incident method because of a reliance on respondents' memory and personal testimony (Lundberg, Gudmundson, & Andersson, 2009). The two-factor theory was also criticized for not taking individual differences of needs and values into account when explaining work motivation (Parsons & Broadbridge, 2006); the argument was that different people have different needs and, therefore, different motivators. Tuch and Hornbæk (2015) noted that another main criticism was the ambiguity of the two-factor theory. Several versions of the theory exist in the literature and differ in their explanations of the relation between the factors that cause satisfaction and dissatisfaction (Tuch & Hornbæk, 2015). Despite these criticisms, Matei and Abrudan (2016) agreed that the premises of the two-factor theory are valid but suggested that motivational theories are valid only in the cultural environment in which researchers conceived them.

Supporting and contrasting theories. Maslow's hierarchy of needs is a motivational theory proposed in a 1943 paper entitled *A Theory of Human Motivation*. Maslow (1943) put forward five levels of needs: physiological, security, social, esteem, and self-actualizing needs. Maslow stated that the hierarchical order of the needs did not influence the dominant need for the individual, but rather, it was the individual who assigned the level of importance to a particular need. Maslow argued that motivation of

workers occurs when the needs correspond with their current situation and that lower-level needs would not motivate them unless the situation changed.

Both Maslow (1943) and Herzberg et al. (1959) stated that people must achieve a specific set of needs to be content. In Maslow's theory, it was through a hierarchy of needs; in Herzberg et al.'s two-factor theory it was through a two-way paradigm (i.e., hygiene and motivators) in which individuals met two specific needs. Each stage of the five levels must be fully or largely completed before advancing to the next stage (Jae Min & Hanna, 2015; Maslow, 1943; Rahman & Nurullah, 2014). Maslow was more specific regarding categorizing the areas of human needs and including less concrete areas such as emotions. In contrast, Herzberg et al. were more specific regarding what physiological and concrete aspects of humans must be present to produce motivation. Herzberg et al. argued that people were motivated more by self-actualization than might be considered in Maslow's hierarchy of needs and that employees should provide more self-actualization opportunities for workers. Herzberg et al.'s goal were for motivation to be the prevailing attitude among individuals, and Maslow's main goal was for individuals' needs to be met for them to develop healthily. Maslow's theory was simple, descriptive, and based on long experience studying human needs. In comparison, Herzberg et al.'s theory was more prescriptive and based on actual information collected after interviewing 203 professionals. Hersey and Blanchard (1982) noted that Maslow helped identify needs or motives, and Herzberg et al. provided insights into the goals and incentives that tended to satisfy the needs.

Alderfer (1969) condensed Maslow's (1943) five human needs into three categories: existence, relatedness, and growth (ERG). Alderfer related existence to Maslow's physiological needs, relatedness to the esteem and social needs, and growth to the self-actualization needs. In the ERG theory, Alderfer distinguished between physiological and psychological needs and stated that existence was the only category that pertained to physiological needs. Alderfer also argued that, contrary to Maslow's theory, a drive to satisfy more than one need at a time could be a motivating factor. Alderfer further argued that the ERG theory accounted for there being a regression if the individual cannot satisfy a higher-order need, and this could result in the individual replacing a higher-order need with a lower-order need.

McClelland and Burnham (1976) further developed these theories of needs and explained how needs for achievement, power, and affiliation affect managers. In conducting several workshops with more than 500 managers in 25 US corporations, McClelland and Burnham found that managers fell into three motivational groups: those who had a need for affiliation (a need to be liked), those with a need for achievement (a focus on setting goals and reaching them), and those with a need for power (a focus on building power through influence). Subsequently, McClelland (1995) focused on the pure psychology of motivation, again dividing needs into three sections: achievement, affiliation, and power. People with a need for achievement focus on various achievement levels and try to find jobs with a similar risk level (McClelland, 1995). The need for affiliation is similar, in that the higher the need is for affiliation (for example, to be accepted by a specific group), the higher the risk (McClelland, 1995).

The similarities of McClelland's (1995) theory to Herzberg et al.'s (1959) two-factor theory were that, with both, high achievers tended to show interest in Herzberg et al.'s motivators and low achievers were more concerned about hygiene factors. McClelland proposed no lower-order needs. Although the need for achievement was not identical with Herzberg et al.'s motivators or Maslow's (1943) higher-order needs, there were some similarities. The major difference was McClelland's emphasis on socially acquired needs. According to McClelland, individuals acquired specific needs over time which were shaped by one's life experiences. In his needs model, McClelland identifies three main motivators that individuals learn through experience (Khurana & Joshi, 2017).These three needs influenced a person's motivation and effectiveness in certain job functions (McClelland, 1995).

The portion of McClelland's (1995) needs theory that addressed power had two aspects: personal and institutional. Personal power relates to someone wanting to lead others, while institutional power relates to someone wanting to guide others in making the organization successful (McClelland, 1995). Except for McClelland's theory of needs, other motivational theorists like Maslow (1943) and Alderfer (1969) discussed motivation as it relates to both the individual's physiological and psychological needs. McClelland focused on the psychological needs only. McClelland did not consider the physiological needs to be a primary driver of motivation.

Although each of the motivational theories mentioned contributed some meaningful understanding to this study, Herzberg's (1966) two-factor theory appeared the most relevant. Motivation factors drive satisfaction while hygiene factors drive

dissatisfaction (Herzberg, 1966). Moreover, Herzberg maintained that the achievement of motivational factors would lead to higher performance levels. According to Herzberg, factors that motivated employees and inspired them to stay in organizations were intrinsic to the job. These factors include achievement, opportunities for advancing career, and recognition. Herzberg did not believe that hygiene factors motivated employees, but instead felt that these factors must exist in an organization to make employees happy. These factors include management style, interpersonal relationships, work conditions, company policies, and adequate remuneration. The absence of these hygiene factors could cause employee dissatisfaction and result in high turnover rates.

Development of the two-factor theory. Development of the two-factor theory continued into the 21st century. Matei and Abrudan (2016) asserted that motivation is a force acting on all employees, driving them to choose one action or another. The first set of factors consisted of hygiene factors such as company policies and procedures, supervision, interpersonal relations, job security, working conditions, and salary (Lukwago, Basheka, & Odubuker, 2014). The absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction (Herzberg, 1987). This observation contrasts with the second set of factors Herzberg et al. (1959) called motivators, which enrich an employee's job. These motivators are strong determinants of job satisfaction and include: recognition, work itself, responsibility, growth, and advancement (Lukwago et al., 2014).

Lunenburg (2015) opined that Vroom's (1964) expectancy theory differed from Maslow's (1943), Herzberg et al.'s (1959), and Alderfer's (1969) theories because

Vroom failed to say what motivated individuals but, rather, discussed the cognitive

processes that might bring about motivation. Lunenburg illustrated the force of

motivation with the following equation: Motivational factor = Expectancy x

Instrumentality x ∑Valence(s). Lunenburg defined these terms thus: (a) *Expectancy* is the

way in which the individual evaluates how effort relates to performance; (b)

instrumentality is the performance-to-reward relationship (the probability that the

performance would yield the desired reward), and (c) *valence* refers to how valuable the

individual believes the reward is. If the individual does not see much value in the

rewards, he or she will not have a strong preference for attaining the reward, and the

reward will not motivate the individual (Lunenburg, 2015).

There is a need to clarify the distinction between satisfaction and motivation. Job

satisfaction is the assessment employees make regarding how well the working

environment fulfills their needs (Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014).

Job satisfaction is an emotional response to a value judgment by an individual worker

(Bednarska & Szczyt, 2015), whereas motivation impels an individual to act and gives

the individual a reason to move in a certain direction (de Castro, Neto, Ferreira, & da

Silva Gomes, 2016). Because satisfaction is an attitude, an employee can be satisfied with

the job but not necessarily motivated to do it. Individuals are motivated to perform

certain actions because they believe that completing an activity will lead to the

achievement of their objectives (de Castro et al., 2016).

The sources of work satisfaction are different from those generating

dissatisfaction, and intrinsic work elements are motivators acting within the area of

satisfaction (Matei & Abrudan, 2016). Matei and Abrudan (2016) labeled factors that relate to satisfying psychological growth needs as motivation factors. In contrast, Matei and Abrudan labeled factors in the workplace that relate to dissatisfaction as hygiene factors. Employees will face dissatisfaction with the organization if hygiene factors do not exist at all or do not exist adequately (Ncube & Samuel, 2014).

If workers are not motivated, turnover rates will increase, owing to employees becoming discontented and unproductive (Maidani, 1991; Parsons & Broadbridge, 2006). Ahmad and Rainyee (2014) found that most researchers affirmed a positive relationship between job satisfaction and organizational commitment, and these attitudes negatively associated with the employee turnover intention. Leite, de Aguiar Rodrigues, and de Albuquerque (2014) found that satisfaction with relationships was an antecedent of commitment, which mediated its relationships with other variables such as work and personal characteristics. When job satisfaction is high, turnover intention among the employees is low (Larkin, Brantley-Dias, & Lokey-Vega, 2016; Leider, Harper, Shon, Sellers, & Castrucci, 2016) and, when job stress is high, the tendency for employees to leave the organization is also high (Larkin et al., 2016). The purpose of job enrichment is to make the position more satisfying to the employee. Overall goals for the company often include increasing employee job satisfaction, reducing turnover, and improving the productivity of employees.

Chien (2013) tested the validity of the two-factor theory and found it to be plausible for studying job satisfaction. Studying 1,875 employees in a Chinese chemical fiber company, Chien examined job satisfaction in a multidimensional perspective in

relation to the degree to which employees perceived that work experiences matched their expectations. The top three job retention options rated by the participants were the good image of the enterprise, good compensation, and the closeness of the workplace to the residence. Participants who chose at least one motivator as their job retention options had significantly greater job satisfaction than those who chose only hygiene factors as their retention options (Chien, 2013). Chien concluded that although most employees showed positive attitudes toward the corporate image, collaborative working atmosphere, and supervisor's expertise, the employees felt that the company should exert more effort in job rotation and promotion, professional development, performance management, organizational communication, and employee benefits and compensation. Chien noted that the job retention options were similar to Herzberg et al.'s (1959) hygiene factors, and the results were consistent with previous studies.

In a study to evaluate and identify intrinsic motivation factors for employees at a multinational luxury hotel in Thailand, Marshall, Mottier, and Lewis (2015) found that a dedicated employee center improved the hygiene conditions for employees and significantly enhanced the recognition and appreciation of employees by management. Civre, Lovec, and Fabjan (2013) conducted a study on work motivation in Slovenian front-line employees in the tourism industry and analyzed the results using the two-factor theory. They concluded that growth factors such as recognition and responsibility had a major impact on work motivation. On the other hand, hygiene factors such as salary had no statistically significant impact on work motivation (Civre et al., 2013).

Reasons for Employee Turnover in the Hotel Industry

It is important for leaders to understand the factors that influence employee turnover since this can help in sustaining stability in the workforce (Schlechter et al., 2016). The decision to stay or leave involves assessing costs and benefits; that is, if the current value of the benefits associated with leaving a job surpasses both the monetary and psychological costs of leaving, employees will be motivated to shift jobs (Al-Emadi et al., 2015). Many human resource development factors may influence employee turnover (Nawaz & Pangil, 2016); these factors include human resource management, organizational culture and level of commitment, career development, leader-member exchange, the degree of job-embeddedness, remuneration, emotional exhaustion, level of job satisfaction, and working conditions. I dedicate the next part of the review to each of these factors and state how the information informs the study.

Human resource management. High employee turnover is a critical problem in the hotel industry in which the most significant factor is human resources (McGinley, Hanks, & Line, 2017). HR managers have a major role to play in ensuring that they design effective strategies and policies, which can contribute to employee retention and result in the success of the business (Mwasaru & Kazungu Kingi, 2015; Tandung, 2016). One of the top five challenges facing the hotel industry is how to attract employees during a time of labor shortage (Jayawardena et al., 2013). In a study conducted in the Iranian work environment, Karatepe, Baradarani, Olya, Ilkhanizadeh, and Raoofi (2014) found that poor HR management practices, coupled with nepotism and high labor turnover, were among the most significant problems. Santhanam, Kamalanabhan,

Dyaram, and Ziegler (2015) in their study of 236 frontline employees in the hospitality

industry in India, discovered that selection and compensation practices had significant

effects on employee turnover intention. In their study of existing HR management models

and a perusal of the relevant literature, Rok and Mulej (2014) noted that underinvestment

in human capital in service industries resulted in high staff turnover and negative

attitudes toward those occupations. An improved approach to HR management brought

substantial changes in the strategic management on both industrial organizational levels

(Rok & Mulej, 2014).

Losing good employees can reduce productivity and work quality (Holtom &

Burch, 2016). If employees are satisfied, organization leaders can achieve the goals they

desire (Khanna & Sehgal, 2016). Herzberg et al. (1959) stated that certain characteristics

tend to relate consistently to job satisfaction and others to job dissatisfaction. Hygiene

factors, which potentially lead to job dissatisfaction, include company policy, working

conditions, and pay and benefits (Herzberg et al., 1959). Herzberg (1966) described the

hygiene factors as KITA factors— an acronym for kick in the ass— whereby managers

provide incentives or threaten to punish employees to perform. These factors are similar

to HR practices in organizations. In their study on the relationship between job

satisfaction and employee loyalty in the hotel industry in India, Kiruthiga and Magesh

(2015) found that the work environment, work relationships, and human resource policies

had a great impact on employee loyalty and turnover.

Organizational culture and commitment. Organizational culture is the set of

beliefs, values, work styles, and relationships that distinguish one organization from

another (Habib et al., 2014). Company representatives will have a greater chance of retaining an employee whose values, career goals, and plans fit well with the organizational culture (Karatepe, 2013). However, factors such as administrative practices, supervision, and company policy can contribute to dissatisfaction with work-life (Herzberg et al., 1959). If employees' goals align with their organizational culture, within which supervisors and coworkers give continuous support, employees may be more committed to the job (Karatepe, 2013). Akyüz, Kaya, and Özgeldi (2015) found that, directly or indirectly, HR management activities such as managing behavior and attitudes, extensive training, and feedback can affect turnover, as can organizational boundaries and ethics—components of organizational climate.

Organizational culture is very important in strengthening organizational commitment (Hanaysha, 2016). Organizational commitment is an attitudinal factor where the individual forms a psychological attachment to the organization (Dey, Kumar, & Kumar, 2014). Employees who are committed to the organization will display loyalty and be productive in their jobs (Dey et al., 2014). Lack of organizational commitment can result in the employees leaving their jobs (Khalid & Ishaq, 2015). Likewise, a high level of organizational commitment reduce turnover intention (Kang, Gatling, & Kim, 2015). In a study of 419 hotel workers in New Zealand, Brien, Thomas, and Hussein (2015) found that communication significantly and directly impacted the commitment of employees to the organization. Accordingly, Brien et al. (2015) recommended that hotel leaders should communicate effectively with their employees to mitigate employee turnover intention.

Career development. Career progression opportunities are a particularly salient concern in the hotel industry (McGinley et al., 2017). Most employees do not see their employment in the hotel industry in terms of a long-term career commitment, but rather as a temporary endeavor or a stepping stone (Zopiatis, Constanti, & Theocharous, 2014a). In a study of 345 undergraduates and graduates enrolled in tourism and hospitality studies in Poland, Bednarska and Olszewski (2013) found that most students planned a short-term career in hotel and tourism, resulting in tacit knowledge leakage outside the industry. Armoo and Neequaye (2014) proposed that industry-to-person congeniality, the opportunity for professional development, and job competitiveness are crucial in determining students' choice of career options in the hotel industry. Previous work experiences and satisfaction with their studies significantly influenced students' attitudes toward tourism careers (Bednarska & Olszewski, 2013).

Employees with a high level of career adaptability are more likely to achieve greater career satisfaction (Guan, Zhou, Ye, Jiang, & Zhou, 2015). A high level of career satisfaction will result in a low level of turnover intention (Guan, Guo et al., 2014; Guan, Wen, et al., 2014). In studying 431 service sector employees in China, Chan, Mai, Kuok, and Kong (2016) found that employees who displayed adaptive skills acquired career satisfaction and promotability. Promotable employees had less intention to quit since they felt that they were being prepared by their supervisors for higher positions (Chan, Mai, Kuok, & Kong, 2016). Accordingly, employees with greater career adaptability often experience greater career satisfaction and are more unlikely to leave their organizations (Chan & Mai, 2015).

Motivator needs are fulfilled by what Herzberg et al. (1959) called motivator factors or satisfiers: achievement, recognition, the work itself, responsibility, and advancement. Herzberg et al. contended that factors that lead to job satisfaction are those that satisfy individuals' need for self-actualization, and it is only from the job performance that individuals can enjoy the rewards that will reinforce their aspirations. Career advancement opportunities are limited in the hotel industry (Kruja, Ha, Drishti, & Oelfke, 2016). In analyzing 307 frontline employees in large U.S. theme parks and attractions, Milman and Dickson (2014) observed that the availability of advancement opportunities was one of the most important employment characteristics that employees used to determine whether they stayed in the hotel industry.

Leader-member exchange. Leadership style has a negative impact on turnover intention; after studying 600 nurses at public hospitals in Jordan, Alhamwan, Bt Mat, and Al Muala (2015) noted that this conclusion was consistent with the claims of prior researchers. A significant positive relationship exists between participative leadership style and job satisfaction and between supportive leadership style and job satisfaction (El-Nahas, Abd-El-Salam, & Shawky, 2013). Tromp and Blomme (2014) found that autocratic leadership style, mandatory overtime, and a lack of work-home arrangements contributed significantly to negative work-home interference in the hotel industry. Leadership deficit, namely a lack of responsible managers who possess global fluency and the ability to inspire employees, is one of the challenges in the hospitality industry (Baum, 2015). Employees experience less negative work-home interference when they

see that leaders offer them flexible arrangements, such as the possibility for schedule adjustment, flexible working hours, and part-time work.

Herzberg (1966) noted the importance of limiting the control that managers have over employees, and instead increasing the accountability that managers have to employees. Less management control would increase employee autonomy. Herzberg also emphasized that managers should allow employees to participate in the planning of job functions and the evaluation of performance. Kruja et al. (2016) noted that it was important to make employees feel a part of the team in the organization. A supportive group environment ultimately reduces the intentions of an employee to quit (Li, Kim, & Zhao, 2017). In a study they conducted in Spanish hotels, Quintana, Park, and Cabrera (2015) concluded that idealized attributes of transformational leadership and contingent reward from transactional leadership were the most important factors that positively affected employees' extra effort, perceived efficiency, and satisfaction.

Job embeddedness. Managers consider job embeddedness as an indirect way to reduce turnover costs in the organization (Marasi, Cox, & Bennett, 2016). On this basis, managers have continually attempted to find ways to create and expand job embeddedness in their employees to increase retention and reduce costs associated with turnover, training, and recruitment (Marasi et al., 2016). In a study of 196 senior athletic administrators in the U.S.A., Peachey, Burton, and Wells (2014) found that employees who did not feel embedded in their positions were more likely to look for other job opportunities if they felt a low level of commitment to their organizations. Studying 197 Chinese employees, Tian, Cordery, and Gamble (2016) found that strategic HR

management was one factor that contributed to the creation and development of job embeddedness.

Good relationships influence job embeddedness and are a key factor in enmeshing individuals in organizations (Tews, Michel, & Allen, 2014). Person-organization fit and organizational citizenship behavior are usually stronger among employees who are more embedded into their jobs (Afsar & Badir, 2016). After studying 223 university students in the United States, Rahim and Cosby (2016) concluded that high levels of workplace incivility resulted in job burnout and increased turnover rates. Therefore, Rahim and Cosby recommended that managers implement strategies to enhance the social skills of supervisors to enable them to interact more favorably with employees. Social skills refer to the ability to build and maintain positive relationships and handle conflicts without demeaning employees (Rahim, 2014).

Tews et al. (2014) noted that there is a negative relationship between fun and employee turnover and that the socializing of employees has a positive effect on retaining employees in the hotel industry. Tews et al. noted, however, that not all types of fun are equal, and one of the key means through which managers can create fun to influence retention is by facilitating high-quality work relationships. Because fun may be context-specific, managers should assess systematically which aspects of fun are most relevant to eliminating turnover in their work environments (Becker & Tews, 2016). If employees lose the social commitment toward their coworkers, they may leave the organization in search of more favorable working environments (Shaukat, Yousaf, & Sanders, 2017).

Remuneration and rewards. Staff turnover problems occur when employees are not satisfied with their rewards (Anvari et al., 2014). Armoo and Neequaye (2014) noted that remuneration in the hotel industry is grossly inadequate when compared to other industries. Studying the hotel industry in Tanzania, Fischer (2013) found earnings in restaurants, hotels, and bars to be low. Long and Perumal (2014) noted that compensation and benefits, training, career development, performance management, and employee relations correlate to employees' intentions to leave their organizations. Front-line employees in the hotel industry receive relatively low salaries and rewards, and therefore it is more likely for them to change jobs than other employees (Lu, Lu, Gursoy, & Neale, 2016). Thus, a negative relationship exists between pay level and turnover rates (Alhamwan, Bt Mat, & Al Muala, 2015; Buttner & Lowe, 2017).

Herzberg et al. (1959) noted that managers should pay reasonable wages to decrease employee dissatisfaction. Herzberg et al.'s evidence were not so clear, although they placed salary with the dissatisfiers. Placing salary as a dissatisfier seems the most appropriate classification; although pay may have some short-term motivational value, it is difficult to conceive of it as a long-term motivator in the same manner as responsibility and achievement. In a study of employees' intention to leave their jobs in Asian hotels, Subramanian and Shin (2013) observed that the rewards system was the most significant predictor of intention to leave; they suggested that organizations should improve the organizational climate dimensions of reward, standards, and leadership. However, Issa Eid (2016) cautioned against overestimating money as a motivating factor since employees' motivation does not necessarily increase with a higher salary.

Emotional exhaustion. Employees experience emotional exhaustion when faced with higher levels of demand on time and energy (Karatepe & Hasan, 2015). Emotional exhaustion plays a great role in determining turnover intentions (Kraemer & Gouthier, 2014). Kim's (2014) study on turnover intention in travel agents showed that similar previous job experience affects reasons for leaving the job. Karatepe and Hasan (2015) noted that managers' support mitigated the positive effects that time and behavior-based work-family conflict had on emotional exhaustion. Hindrance stressors and exhaustion heighten hotel employees' turnover intentions (Yavas, Karatepe, & Babakus, 2013). However, job design in the industry may be difficult to change due to the inherent nature of some tasks (Zhao, Ghiselli, Law, & Ma, 2016).

Herzberg et al.'s (1959) two–factor theory inspired ideas in redesigning jobs. By building motivational factors into the content of jobs and allowing employees to assume responsibilities, managers may be able to motivate employees to increase productivity. Hwang, Lee, Park, Chang, and Kim (2014) conducted a study of 288 employees in both domestic and international chain hotels in South Korea; the results showed that occupational stress factors predicted hotel employees' decision to leave the job (Hwang et al., 2014). Kucukusta, Denizci Guillet, and Lau (2014) investigated the influence of five- and six-day work schedules, with and without overtime, on employees' perceptions of their organization's commitment in Hong Kong's hospitality industry. Kucukusta et al. (2014) found that employees working the five-day schedule exhibited higher organizational commitment when compared with their counterparts working a six-day schedule with overtime.

Job satisfaction. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Rok & Mulej, 2014). Studying 200 salespersons in Jordan; Issa, Ahmad, and Gelaidan (2013) measured job satisfaction based on 19 items across five dimensions of job satisfaction, adopted from the Job Descriptive Index and the Minnesota Satisfaction Questionnaire. Issa et al. concluded, based on the results, that there is (a) a significant negative relationship between pay, supervision, and promotion satisfaction and turnover intention and (b) a significantly low relationship between coworkers and satisfaction with the work itself and turnover intention. A subsequent study by Zopiatis, Constanti, and Theocharous (2014b) of employee intention to leave the hospitality industry in Cyprus supported the idea that there is a negative relationship between affective organizational commitment and extrinsic job satisfaction and turnover intention.

The measure of job satisfaction concentrates most clearly on what Herzberg et al. (1959) classified as hygiene factors. Hygiene factors are concerned with the context or environment in which the employee does the job. Hygiene factors correlate with job satisfaction and are therefore integral to improving the satisfaction and dedication of employees (Amzat, Don, Fauzee, Hussin, & Raman, 2017). In a study on teachers' job satisfaction among Vietnamese school teachers, Wang and Tran (2015) found that factors such as professional development, school policies, working conditions, overall management of the institution, and compensation, were important determinants in the satisfaction and performance of teachers (Wang & Tran, 2015).When these factors are unfavorable, Herzberg et al. proposed job dissatisfaction results. Additionally, Walker

and Calvert (2015) suggested that the top three areas of dissatisfaction were salary, status, and working conditions. Conversely, when hygiene factors are positive, such as when workers perceive that their pay is fair and their working conditions are good, workers are satisfied with their jobs.

Job satisfaction affects the performance of employees and plays a crucial role in the employees' commitment to the organization (Jeet & Sayeeduzzafar, 2014). High job satisfaction positively relates to low occupational stress, high job performance, and low turnover intention (Belias, Koustelios, Sdrolias, & Aspridis, 2015). Leaders can achieve the objectives of the organization easily when employees enjoy a high level of job satisfaction (Fareed & Jan, 2016). In a study to find out the relationship between employees' rewards and the dimension of their job satisfaction in the service sector, Sarwar and Abugre (2013) found that rewards induced positive job satisfaction of employees.

Low job satisfaction can lead to an increase in employee turnover, and this may ultimately have an adverse effect on customer satisfaction (Han, Trinkoff, & Gurses, 2015). The quality of the interpersonal interaction between employees in the hotel industry and hotel guests plays a critical role in customer satisfaction (Lee & Ok, 2015). Dissatisfied customers leave with negative attitudes, and are less likely to return to the hotel (Lu, Berchoux, Marek, & Chen, 2015; Rauch, Collins, Nale, & Barr, 2015). Analyzing 61,116 employees from a global hotel chain, Worsfold, Fisher, McPhail, Francis, and Thomas (2016) concluded that employee job satisfaction impacted the

satisfaction of hotel guests with the service experience and their intentions to return to the property.

Working conditions. Poor working conditions lead to job dissatisfaction, low morale and emotional exhaustion (Manyisa & van Aswegen, 2017). Tews et al. (2014) observed in their study of 296 restaurant servers in the U.S. that, although the existence of fun activities in the organization did not relate directly to turnover, these activities influenced the employees' decisions to stay in or leave the job because the activities led to bonding and forming of friendships. Herzberg et al. (1959) and Herzberg (1966) noted that elements of the job and the job environment led to either satisfaction or dissatisfaction. Herzberg et al. (1959) identified working conditions as one of the factors of dissatisfaction. Owence, Pinagase, and Mercy (2014) found that a lack of career growth opportunities and poor working conditions led to job uncertainty and are *push factors*.

Business leaders can retain current staff by sustaining a supportive working environment (Nazia & Begum, 2013). Employees in the hotel industry face low pay, limited job security, and frequent physically and mentally exhausting working conditions, with many employees perceiving their work as an intermittent activity, rather than as a permanent career (Korff, Balbo, Mills, Heyse, & Wittek, 2015). Employees may derive meaningfulness in the workplace from the components of the work itself and by perceiving a sense that they are working for a humane organization. In a study comparing New Zealand and Danish hotels, Markey, Harris, Knudsen, Lind, and Williamson (2014) found that representative participation in management decisions appeared to offer greater

opportunities for a better quality of work environment. Danish employees enjoyed greater

influence through collective bargaining and cooperation committees and, therefore,

experienced less workload stress than the New Zealanders.

Retention Strategies in the Hotel Industry

There is a strong need for hospitality educators to shape the career expectations of

their students (Brown, Thomas, & Bosselman, 2015). Students who have recently entered

the workforce lack an adequate understanding about the realities of careers in the industry

in the core areas of compensation, work-life balance, and working conditions (Brown et

al., 2015). Career development is a key factor in increasing employee loyalty and

retention in the hotel industry (Armoo & Neequaye, 2014; Kiruthiga & Magesh, 2015).

Awang et al. (2015), in a study of 130 academicians in Malaysia, found that the impact of

academic development and organizational climate induced stronger organizational

commitment and consequently reduced turnover intention. Leaders who focused on

academic development, academic tasks, and organizational happiness promoted higher

organizational commitment and subsequently enhanced job performance, leading to

improved retention rates (Awang et al., 2015).

Employers should provide the conditions necessary to improve the professional

development of the employees (Lee, Back, & Chan, 2015). On the job training will result

in job satisfaction and lower turnover (Huang & Su, 2016). Studying 859 hotel

employees in the United States, Lu, Lu, Gursoy, and Neale (2016) found that younger

employees were less likely to leave the organization when compared to older ones.

Accordingly, managers should see this as an opportunity and provide continuous

mentorship and training to assist younger employees and to encourage retention (Lu et al., 2016). Employers should afford employees the opportunities to develop key internal relationships, and supervisors should also provide coaching on career opportunities and job performance (Kang et al., 2015). Employees will be more actively engaged in the organization when they get the opportunity to improve themselves (Lee, 2016).

Akyüz et al. (2015) suggested that if managers want to decrease the turnover rate in their organizations, they should focus on the organizational climate and HR activities. They also found that leaders in the hotel industry should embed their employees more fully by recruiting and selecting employees who are more supportive of organizational goals and values. Hotel leaders should consider the capabilities of the employees when hiring and training (Jung & Yoon, 2015b; Karatepe & Karadas, 2015). The ability to source, train, and retain employees long-term is fundamental to improving guest services in the hotel industry (Popescu, Iancu, Popescu, & Vasile, 2013). Hsu (2015) found that the effective application of HR strategies had widely contributed to the success of the hospitality industry in California because of effective managers who stood their ground and made sound decisions for the best of the industry.

Jehanzeb, Hamid, and Rasheed (2015) found that a strong positive relationship existed between effective training programs and job satisfaction, and between coworker support for training and job satisfaction. Studying 391 employees in the Turkish banking sector, Akyüz et al. (2015) found that extensive training practices, employee skills, abilities, and knowledge enhanced the market value of employees and in turn lessened their turnover intentions. The reason for these positive outcomes may be that, as

employers train employees extensively and as employees improve themselves in their jobs, both groups have higher morale and motivation and, as a result, employees do not want to quit their jobs. In a review of the literature to explore the significance of skill shortages, Li-Cheng and Tseng (2014) discovered that training schemes were necessary to develop positive management-employee relationships and were key to helping hotels cope with skills shortages. HR practices influence employees' intentions to quit; thus, employers need to consider employees' perceptions of HR practices in formulating and executing those practices (Santhanam, Kamalanabhan, & Dyaram, 2014).

Milman and Dickson (2014) suggested that viewing employees as internal customers can provide insight and value for managers, resulting in a more proactive approach to employee retention, rather than a reactive response to turnover. Kim (2014) stated that to reduce turnover HR management should practice internal marketing with a focus on employee traits and develop effective programs for newcomers with different backgrounds. It is imperative that leaders understand the intentions of their strong performers and design strategies that will keep them in their organizations (Milman & Dickson, 2014). Managers who can implement strategies to increase organizational commitment may be able to lower the rate of employee turnover (Joung, Goh, Huffman, Yuan, & Surles, 2015; Lapointe & Vandenberghe, 2017). Mehta et al. (2014) recommended that employers do smart hiring, conduct *stay* and *exit* interviews to understand why employees choose to leave the organization, and to remain more involved in the communication process.

Ahmad and Rainyee (2014) noted that the use of sound strategy and a good match of the employee to the organization would ensure that those involved are committed and satisfied, which in turn will enhance the retention strategies. Creating enhanced work environments that strengthen and support leadership for employees is essential for accelerating job satisfaction (El-Nahas et al., 2013). In an exploratory study of Greek millennials in the hotel industry, Dimitriou and Blum (2015) found that population of employees valued interesting work, appreciation for a job well done, and a work environment that was enjoyable. Millennials also sought opportunities for advancement and promotion within a company and demonstrated surprisingly few other differences in comparison to older generations' preferences (Dimitriou & Blum, 2015). Creating a healthy working environment that includes management support, reward, and incentive programs should lead to employee retention in the hospitality sector (Vasquez, 2014).

In investigating the effects of work-life balance on 1,416 employees from seven populations—Malaysian, Chinese, New Zealand Maori, New Zealand European, Spanish, French, and Italian—Haar, Russo, Sune, and Ollier-Malaterre (2014) found that work-life balance was positively related to job and life satisfaction. It is important for organizations to invest in work-family benefits because such investment improves employees' organizational commitment (Azim, Ahmad, Omar, & Silong, 2015). However, in studying 884 employees from 12 luxury hotels in India, Mohsin, Lengler, and Kumar (2013) found no support for a positive relationship between the impact of work on social and family life and the intention to quit. Based on a study of 321 employees in a South African automotive industry, Coetzee (2015) noted that career adaptability significantly

explained the participants' level of satisfaction with their experiences of career opportunities and work-life balance. If the organizational culture is positive, it enhances employees' commitment and job satisfaction and increases employees' retention (Habib et al., 2014).

Studying 132 frontline employees who held positions at four-star and five-star hotels in Malaysia, Bustamam, Teng, and Abdullah (2014) concluded that rewards positively and significantly associated with job satisfaction. Likewise, Armoo and Neequaye (2014) recommended that leaders should improve remuneration levels and that government, industry, and academia should put measures in place that would encourage and promote the skills of hotel employees. In a study conducted on Generation Y participants in Thailand, Dhevabanchachai and Muangasame (2013) found that compensation was one of the major factors that encouraged employees to be more productive, effective, and loyal to a company. Popescu et al. (2013) supported this claim; stating that the labor market needed to be engaged more successfully in the hotel and tourism industry and that HR policies must address pay differentials and offer attractive remuneration packages.

However, Robinson et al.'s (2014) study of 327 Australian hotel frontline employees led to the conclusion that the intrinsic rewards that managers offered such as recognition, praise, and autonomy, were more likely to engender organizational commitment for hospitality employees. Seldon, Lee, and Thompson (2013) conducted a quantitative survey to examine factors associated with new-hire turnover within U.S. state governments where turnover rates were highest. State governments that paid higher

salaries offered pay-for-performance incentives, awarded group bonuses, invested more in training, and allowed job rotation lost significantly fewer new hires than those in other states (Seldon et al., 2013).

In a conceptual article, Hester (2013) wrote to identify the true costs organizations encountered when employers replaced employees. Hester (2013) concluded that by screening employees, managers would make better hiring decisions that, in turn, would lead to lower employee turnover rates. Yavas et al. (2013) recommended that managers should consider the candidates' hope levels during employee selection and hiring, and employers should give priority to candidates high in hope because such employees cope better with stress and exhaustion. Jung and Yoon (2015a) noted that different styles of coping with stress have varying influences on turnover intent; they suggested that active, task-oriented coping styles could reduce turnover intent and induce job satisfaction.

In a study of 455 employees in Egypt, El-Nahas, Abd-El-Salam, and Shawky (2013) found that boosting job satisfaction ultimately reduced turnover intentions, absenteeism, and role stress and increased productivity and performance. There is a positive relationship between leader-member exchange and job satisfaction, and a negative association between that relationship and employees' intentions to leave the organization (Bhatti, Islam, Mirza, & Ali, 2015). Elanain (2014) found that consistent with Western studies, leader-member exchange played a functional role in staff turnover intention. Saeed et al. (2014) determined that job satisfaction, job performance, and leader-member exchange has a direct negative influence on turnover intention. Performing a comprehensive search of 89 empirical studies relating to ethical leadership,

and published in or before 2014, Ng and Feldman (2015) found that ethical leadership related positively to job attitudes and behaviors, job satisfaction, perceived leader effectiveness, and trust in the leader.

Transition

Section 1 of this study included the introduction to the basis of the research, problem and purpose statements, research question, conceptual framework, operational terms, the significance of the study, and review of relevant literature. In summary, some hotel leaders find it difficult to retain employees (Kiruthiga & Magesh, 2015). Employee retention is vital to increasing organizational performance and strengthening the economy (Vasquez, 2014). The purpose of this qualitative multiple case study was to explore strategies that hotel industry leaders used to maintain a low rate of employee turnover.

The literature review covered topics such as the components of the two-factor theory, the conceptual framework for the study; retention challenges in the hotel industry; reasons for employee turnover in the hotel industry; and retention strategies leaders can implement in the hotel industry. The scholarly articles in the literature review helped me develop the foundation for this study. Section 2 provided further detail on the nature of the study, the participants, and the research design. Section 3 includes the presentation of findings, recommended improvement strategies, suggestions for future research, and reflections on my research.

Section 2: The Project

This section includes information concerning the role of the researcher, the research method and design, the population, the data collection, and the techniques for data analysis. The purpose of this study was to explore strategies hotel industry leaders use to maintain a low rate of employee turnover. The section includes a justification for the selection of the population and sampling methods and a discussion on the ethical research protocol. Finally, the section includes a discussion on how I mitigated bias and established the reliability and validity of the study.

Purpose Statement

The purpose of this qualitative, multiple case study was to explore strategies that leaders in the hotel industry use to maintain a low rate of employee turnover. The targeted population consisted of managers in two international hotel chains operating in Jamaica. These managers were ideal for this study because their hotel chains have relatively higher employee satisfaction levels and lower turnover rates than the industry average. The sample consisted of a total of nine leaders from the two chosen hotels. The findings from this study may help hotel leaders contribute to positive social change by reducing turnover rates and increasing service quality, thereby raising customer satisfaction and occupancy rates and thus stabilizing employment in hotels. Higher levels of employment may serve to benefit the employees, their families, and their communities.

Role of the Researcher

Qualitative inquiry includes the adoption of the concept of the researcher as a research instrument (Kaczynski, Salmona, & Smith, 2014). As the researcher, I was the

primary data collection instrument. The researcher's role in a qualitative study involves all stages of the study, from defining a concept to designing, interviewing, transcribing, analyzing, verifying, and reporting the concepts and themes (Sanjari, Bahramnezhad, Fomani, Shoghi, & Ali Cheraghi, 2014). In this study, my role involved collecting, analyzing, and reporting on data while avoiding bias, respecting ethical standards, and protecting the rights of the participants. I conducted interviews using open-ended questions.

As an account executive working in the logistics industry since 2011, I have close working relationships with many hotel industry members. According to Rigg et al. (2014), there are differences in engagement levels between older and younger employees and between workers in the front of the house and those in the back of the house in Jamaica's hotel industry. Jamaica is a major tourist destination and, being a Jamaican, and a lifelong resident, I am also familiar with the experiences of Jamaican hotel industry workers. Working with hotel industry members gave me insights into the challenges that hotel leaders face from employee turnover.

A case study researcher strives for the highest ethical standards while doing research (Yin, 2014). The researcher should obtain ethical approval from a recognized institutional review board (IRB) and obtain informed consent from the participant before collecting data (Lakshminarayan, 2016). To maintain ethical standards, I adhered to the protocols of the Belmont Report and obtained the approval of the Walden University IRB before collecting data. Adherence to the ethical principles of the Belmont Report involves protecting participants under three principles: (a) respect of persons, (b) beneficence, and

(c) justice (Department of Health, 2014). I have completed the National Institutes of Health training on the protection of human participants in research (see Appendix A) and thus have the necessary qualifications to protect participants' rights during my research.

Personal connections, location, and a researcher's background influence recruitment of participants (Robinson, 2014). To avoid a conflict of interest or any bias, I included an organization that I did not have an affiliation with, and participation was entirely voluntary. I mitigated bias by defining the target population explicitly, avoiding leading questions, and using multiple sources of data, Yin (2014) noted that a good researcher asks good questions and interprets the answers fairly. I asked neutral, simple, clear, and concrete interview questions to enhance neutrality and reduce participants' misunderstanding.

According to Yin (2014), using an interview protocol is an effective way to increase the reliability of the case study research. An interview protocol served as a guide for directing the interview process (see Appendix B). The interview protocol helped to provide an identical approach to the manner in which I asked the semistructured questions to all participants. Nine hotel industry leaders gave their perceptions during semistructured interviews. Use of semistructured interviews gives the researcher a chance to ask open-ended questions, develop a conversational style, and explore issues that arise spontaneously (Doody & Noonan, 2013). Use of semistructured interviews promotes flexibility for the researcher and allows the participants to give their own opinions, experiences, and perceptions (Cridland, Jones, Caputi, & Magee, 2015). Employing

semistructured interviews, therefore, encouraged depth and vitality and gave participants the opportunity to describe the strategies that they use to keep turnover rates low.

Participants

The participant list consisted of a purposeful sample of hotel industry leaders working in two international hotel chains operating in Jamaica. The criterion for selection was that leaders had implemented strategies for maintaining a low rate of employee turnover. Hotels that affiliate with an international chain have a higher level of efficiency and profitability than other hotels in the industry (Aissa & Goaied, 2016). These particular chains have almost 40% less turnover than the industry average, but for reasons of confidentiality, I cannot cite the exact numbers here. A purposive sample served the interests of the study. Participants included leaders at different management levels such as the chief executive officer, directors, managers, and heads of various departments. Diverse participants promote validity in a case study (Heale & Forbes, 2013; Morse, 2015). I solicited referrals from people I knew and to whom I could gain access. My strategy for recruiting study participants consisted of sending an email request for participation to potential participants (Appendix C).

The relationships between researchers and participants are important aspects of any qualitative research (Corby, Taggart, & Cousins, 2015). I continually engaged and communicated with participants via phone or email, listening to their experiences and concerns. Interviewers should motivate cooperation by establishing rapport before focusing on the events of interest (Brown et al., 2013). Accordingly, I established a working relationship with the participants by disclosing fully the objective of the study. It

was also important that I build trust and establish rapport because the participants needed to be comfortable answering questions honestly. According to Marlett, Shklarov, Marshall, Santana, and Wasylak (2015), engagement of the researcher is important, because it means being available at any time to answer questions, address concerns, and keep participants informed about the research process.

Jacob and Furgerson (2012) noted that it is important for the researcher to build trust in the participants for them to share their experiences. A discussion with participants about the steps regarding the maintenance of confidentiality also helped to build trust. Doody and Noonan (2013) suggested that it is important that the researcher maintain a neutral demeanor and not exhibit strong reactions because participants may not want to say things they feel the researcher may disagree with. I clarified any misunderstandings that participants had about the study and listened actively and maintained eye contact during the interview. Finally, participants had the opportunity to review the interview interpretations for accuracy, and I provided them with a summary of the findings.

As part of the ethical requirement, the researcher is responsible for formally soliciting and gaining consent from all potential participants (Yin, 2014). Informed consent is an integral part of ethics in research carried out in different fields (Sanjari et al., 2014; Winter, 2017). I sent an informed consent form to all potential study participants for their review and agreement before any data collection began. I informed the participants that there were no incentives for participating in the study. The participants had the option not to answer any questions and to withdraw from the study at any point during the research. They were able to do so in person, by telephone, by mail,

or by email. All interviews occurred in a private environment, and identity of the
participants remained confidential. I keep paper records in a safe and secure location in a
locked file cabinet, and I stored the data on an encrypted hard drive to safeguard the
electronic records. To ensure the privacy of the participants, I used encoded identifiers
and keep the encoding key in a different secure location.

Research Method and Design

Research Method

I considered three types of research methods: quantitative, qualitative, and mixed
methods (Guetterman, Fetters, & Creswell, 2015). I used a qualitative research method to
explore the strategies that leaders use to maintain low rates of employee turnover in the
hotel industry. The qualitative method allows a focus on understanding participants'
beliefs, experiences, and perspectives (Kaczynski et al., 2014; Zachariadis, Scott, &
Barrett, 2013). Use of the qualitative method allows participants to express their feelings,
thoughts, and actions (Humphrey, 2014). The qualitative method was the most
appropriate for answering the research question because it was necessary that I develop
explanations and understanding through the use of in-depth interviews and open-ended
questioning. It was also appropriate because I was interested in gaining a holistic view of
the strategies that leaders use to keep turnover rates low.

According to McCusker and Gunaydin (2015), quantitative researchers aim to
classify features, count them, and construct statistical models in an attempt to interpret
the results. The objective of the study was to explore the strategies hotel industry leaders
use to keep staffing turnover rates low does not require comparing, measuring, or

quantifying a phenomenon, and so the quantitative method was not the best method to use. Use of the quantitative method allows the researcher to test hypotheses and conduct statistical analyses of the study results (Bölte, 2014; Chung et al., 2014). It was not my intention to formulate hypotheses or construct statistical models, and so the quantitative method was not appropriate. Furthermore, because the quantitative researcher knows clearly in advance what he or she is looking for (McCusker & Gunaydin, 2015), the quantitative method was not suitable for use in this study, because the strategies under research were unknown.

The mixed methods research approach combines both qualitative and quantitative methods. In the mixed methods approach, researchers employ both qualitative and quantitative methods and this allows for the benefits of both methods in a single design (Kaczynski et al., 2014). Although a combination of the two research methods provided an expanded understanding of research problems, the mixed method was not ideal for this study because a qualitative method was adequate for the research question. According to Gelling (2014), although the mixed method offers researchers an additional tool, there will also be some research questions that researchers might answer best using either a qualitative or a quantitative approach. In addition, use of a mixed methods approach may prove to be difficult for researchers due to the differing goals of quantitative and qualitative methods (Larkin, Begley, & Devane, 2014; Trafimow, 2014).

Research Design

There were many viable designs for a qualitative study. Three that I did not choose were phenomenology, narrative, and ethnography. I used a multiple case study

design for this study. Case study design supports the exploration of a particular phenomenon and enables the investigation and description of that phenomenon within a particular, contemporary context (Tsang, 2013; Yin, 2014). A case study is relevant when the research question requires an in-depth description of some social phenomenon (Yin, 2014). Thus, a multiple case study design was more appropriate than other research designs for this study because it was appropriate for exploration of leaders' strategies for keeping turnover rates low. Use of case studies may enable researchers to advance the issue under study and make further improvements that may apply to the concepts (Reddy, 2015). In a case study, a researcher can collect detailed information using a variety of data collection procedures over a sustained period (Yin, 2014). I selected the case study method as the most appropriate research method to analyze data from a variety of sources—a tactic that strengthened the validity of the study.

Phenomenological researchers seek to understand what a particular experience is like and what meaning an individual gives to the experience (Corby et al., 2015). The interview is the primary data collection procedure in phenomenological research design (Marshall & Rossman, 2016; Stienstra, 2015); however, a phenomenological design was not appropriate for this study because it did not allow for the collection of data from other sources. Narrative research involves the study of an individual's experiences and could include biographies, autobiographies, or life histories (Dowling, Garrett, Lisahunter, & Wrench, 2015). Narrative study designs are appropriate for obtaining the motives, interests, and activities of the individual actors (Makkonen et al., 2012), which were not the focus of this study.

Ethnographic researchers study an intact cultural group in a natural setting over a prolonged period (Yin, 2014). Ethnographers seek an understanding of the essence of how members of a group share culture and function in their environment (Murthy, 2013). The purpose of this study was not to focus primarily on the way of life of a group but rather to provide an in-depth study of a specific problem. Ethnographic research was therefore not ideal for this purpose. Gandomani, Zulzalil, Ghani, Sultan, and Parizi (2015) stated that a researcher using ethnography often becomes a member of the community for the duration of the observations. Becoming a member of the hotel industry was not possible for this study.

Data saturation is the point at which a researcher determines that collection of more data will provide minimal new information as it relates to a particular issue (Morse, Lowery, & Steury, 2014). Interviews are one method by which study results can reach data saturation (Fusch & Ness, 2015). To achieve data saturation, I interviewed an initial sample of eight hotel leaders and then added an interviewee, after which the data reflected no new themes or findings. To achieve data saturation, there should be a balance between both the quantity and quality of the data (Fusch & Ness, 2015). Data that are rich in quality are many-layered, intricate, and detailed (Fusch & Ness, 2015). I used purposeful sampling to select participants sufficient to provide quality data related to the research topic.

Population and Sampling

The population for this study consisted of hotel industry leaders from two international hotels operating in Jamaica who have implemented strategies for

maintaining low rates of employee turnover. Qualitative researchers intentionally try to solicit participants who can relate detailed accounts of unique experiences (Moustakas, 1994; O'Reilly & Parker, 2013). The sampling technique that was most relevant was purposive sampling. Researchers undertake purposive sampling to identify participants who are most likely to provide responses that are rich in information based on their experiences (Masso, McCarthy, & Kitson, 2014). Purposive sampling is suitable for qualitative studies where the researcher is interested in informants who have the best knowledge concerning the research topic (Elo et al., 2014). I used purposive sampling to recruit participants with relevant knowledge and experience.

Participants qualified if they were in leadership positions at an international hotel operating in Jamaica, and have implemented strategies for achieving low rates of employee turnover. I compared the turnover rates in various hotels with that of the prevailing industry average. Leaders in hotels that have a lower turnover rate than the general prevailing industry rate were appropriate for this study. Participants consisted of an initial sampling of four leaders from each of two chosen hotels for a total of eight individuals. Participants included leaders from at least two different levels of management in the organizations. I added more participants to achieve data saturation. According to Marshall, Cardon, Poddar, and Fontenot (2013), sample size depends on what the researcher wants to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility, and the available time and resources. Estimating adequate sample size relates directly to the concept of saturation, which occurs when the researcher gathers data to the point of diminishing returns or when the research adds

nothing new (Marshall et al., 2013). I continued to interview eligible participants until data saturation occurred.

The site of the interview is an important consideration and may affect data collection (Doody & Noonan, 2013). Interviews should be conducted at a time and place of the participants' convenience and in a comfortable setting safe and free from interruptions (Doody & Noonan, 2013; Yin, 2014). I conducted face-to-face interviews at the participants' places of business, at a time that was convenient to the participants, and in a secluded area appropriate for minimizing distractions. If the participants' place of business was not convenient, I chose a neutral venue for the interview, to ensure participants felt at ease, and I made every attempt to keep the interview sessions relaxed and conversational.

A well-prepared researcher is more likely to engage the interviewee, listen attentively, and respond appropriately during the interview than one who is not (Doody & Noonan, 2013). I familiarized myself with the interview guide beforehand, because excessive referring to the guide during the interview may have been distracting for the participant and may have affected the flow of the interview. The duration of an interview depends on the questions under discussion, but interviews did not last longer than one hour. According to Jamshed (2014), semistructured interviews usually have a duration of 30 minutes to no more than an hour. I ensured that each interview lasted no more than an hour.

Qualitative researchers use data saturation to verify and ensure the comprehension and completeness of data (Marshall et al., 2013). Snowball sampling techniques helped

me to achieve the requisite number of study participants who could provide quality data and promote data saturation. Snowball sampling is a technique using a qualified participant to refer members of their social network who fulfill the qualifications defined for the targeted population (Dusek, Yurova, & Ruppel, 2015). It is hard to define how many interviews are enough to reach data saturation (Rowlands, Waddell, & McKenna, 2015). Data collection reaches saturation when additional data provide minimal new information (Marshall et al., 2013; Morse et al., 2014). I achieved data saturation by selecting and interviewing participants until no new relevant themes about the phenomena emerged.

Ethical Research

Adhering to ethical principles and maintaining integrity are necessary when conducting research (Lakshminarayan, 2016). Informed consent is key to ethical research and is one of the criteria for IRB approval (Sanjari et al., 2014; Tamariz, Palacio, Robert, & Marcus, 2013). Participants received an informed consent form before the acquisition of any data. The researcher has a responsibility to obtain informed consent from all persons who may be a part of the study (Yin, 2014). The consent form included clear statements that no compensation was available for participating in the study. I distributed such forms to all participants.

One ethical concern is whether or not participants are aware of their rights when participating in research studies (Knepp, 2014). Participants were free to withdraw from the study at any time by calling me or sending an email. Encrypted hard drive stores the study data to safeguard the electronic records. I keep paper records in a safe, secure place

in a locked file cabinet. After a 5-year storage period, from the time of my doctoral study

completion, I will destroy all data by shredding all the paper and erasing all data from the

hard drive. I sought IRB approval before conducting the research and Walden

University's IRB granted permission to perform the research (Approval No. 10-17-17-

0496005). The researcher has a responsibility to protect the privacy and confidentiality of

the participants (Marshall & Rossman, 2016; Yin, 2014). I will safely store all collected

data from the interviews for 5 years to protect the confidentiality of the participants and

organizations. To ensure privacy and confidentiality, I replaced names and other

information with encoded identifiers and keep the encoding key in a different, secure

location. Participants may request a copy of the findings at the conclusion of the study for

use in enhancing their organizational strategies.

Data Collection Instruments

The interviewer serves as the primary data collection instrument in qualitative

research (Erlingsson & Brysiewicz, 2013; Houghton, Casey, Shaw, & Murphy, 2013).

Data collection sources include (a) interviews, (b) documents, (c) observations, (d)

videos, and (e) artifacts (Boblin, Ireland, Kirkpatrick, & Robertson, 2013). I used

multiple sources of evidence, with semistructured interviews being the main data

collection method. Interviews are a vital source of case study evidence because most case

studies are about human affairs or actions (Yin, 2014). The use of semistructured

interviews encourages depth and vitality, which helps new concepts to emerge (Doody &

Noonan, 2013). I asked open-ended questions throughout and solicited permission to

undertake digital recording of the interviews. I used other data collection methods as well, including my observations and perusal of company documents.

Observation is one of the key tools for collecting data in qualitative research and involves the examination of people in their natural settings (Yin, 2014). I requested permission to observe the physical hotel setting, because the surroundings may have been an indication of some of the strategies that leaders use for keeping employee turnover rates low. Direct observations are immediate, cover action in real time, and are often useful in providing additional information on the research topic (Yin, 2014). The observation sessions included inspecting areas such as the employees' workspace, parking lots, lunch room, and leaders' interactions with their employees. Use of an observational protocol (Appendix D) ensured sufficient focus and adequately provided the data with which to achieve the purpose of the study.

Documentary information serves to corroborate evidence from other sources. Denzin and Lincoln (2012) noted that, through interviews, documents review, and observations, a researcher must be able to collect data that are reliable and valid. According to Glenn (2013), use of documentary evidence may be efficient, cost-effective, and may give broad coverage. However, some documents may not contain sufficient information that the researcher can use to answer the particular research question because organization leaders produce documents for other purposes (Glenn, 2013). Company documents that proved useful in this study include HR documents, administrative documents, and other records.

Use of semistructured interviews augments the credibility of qualitative studies because through them the researcher can collect rich data for analysis (Doody & Noonan, 2013). Accordingly, the use of semistructured face-to-face interviews enhanced the credibility of this study, since it allowed the participants to provide explanations and describe their experiences. I transcribed the responses to the interview questions and uploaded them into NVivo, the software I used to organize and analyze the data. Elo et al. (2014) contended that the researcher should carefully examine interview tapes, videos, and transcribed text to assess the researcher's actions critically. I reviewed the relevant documentation to enhance reliability and validity.

Triangulation is a qualitative research strategy used to enhance credibility and dependability through the convergence of information from different sources (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). According to Heale and Forbes (2013), use of multiple sources of data collection promotes a more comprehensive picture of the phenomenon under study than one could achieve by using either approach alone (Heale & Forbes, 2013). To provide verification and support of the data, I used the following sources of evidence: semistructured interviews, company documents, and observations.

Member checking gave participants the opportunity to correct errors in what they perceived as wrong interpretations. Each participant received a summary of my data interpretations for member checking. Member checking allowed the accurate capture of the true meaning of participant responses. Researchers use member checking to ensure that the themes identified resonate with the participants and that the data receives the

correct interpretation (Andrasik et al., 2014). As a means of member checking, I asked participants to give feedback on the accuracy of my interpretations of the meanings of our interview discussions.

Data Collection Technique

I used semistructured, in-depth, face-to-face interviews as the main data collection tool in this study. Doody and Noonan (2013) stated that a researcher needs to plan and decide the format of the interview before collecting data. A location that was convenient for the participants, and meeting the criteria of no noise or other obstructions, served as the site for all interview sessions. Before collecting data, I collected the informed consent from each interviewee and prepared a script of what I would say before and after the interview. I also prepared an interview guide with a list of open-ended questions and asked questions in the same sequence for each interviewee, to ensure consistency. The interview guide is contained in the interview protocol in Appendix B. Interview protocols contain not only a set of questions but also the procedural guide for directing a qualitative researcher through the interview process (Jacob & Furgerson, 2012). I asked follow-up questions as necessary.

Upon initial contact with the participant, I restated the purpose and potential benefits of the study. Before proceeding, I requested permission from the participants to record the interview with the use of portable, digital recorder. I took notes during the interview and, upon completion, I transcribed the conversation and sent a copy to the participant, asking for verification and confirmation of accuracy. I stored copies of the

transcripts, along with the verifications, in a coded file to ensure confidentiality, and I

refrained from using participants' names on the documents to protect their privacy.

Interviews are particularly useful in uncovering the story behind a participant's

experiences (Doody & Noonan, 2013). There are both advantages and disadvantages to

using interviews as data sources (Robinson, 2014; Roulston, 2014). Using a face-to-face

interview strategy builds trust and exemplifies good ethical research practice (Robinson,

2014). However, interactional problems may result because of the interviewer's inability

to understand and orient to participants in ways that facilitate mutual understanding

(Roulston, 2014). Problems in semistructured interviews may also stem from a lack of

competence on the part of interviewers or failures on the part of interviewees to cooperate

with the interviewers' purposes (Roulston, 2014). Lack of cooperation on the part of

interviewees is a direct outcome of the interviewers' actions or lack thereof, for example,

insufficient planning of prior fieldwork, flawed research design, poor question

formulation, failure to explain one's role, or lack of rapport building (Roulston, 2014).

Nonetheless, face-to-face interviews have the distinct advantage of providing social cues

such as voice and body language (Irvine, Drew, & Sainsbury, 2013).

Other data sources included a review of company documents and observation.

Use of document reviews and direct observations can help researchers to achieve a more

credible and quality study (Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). I

requested permission to access training materials that leaders use for new employees, and

explored company websites, administrative documents, and other documents that could

help me to understand the practices leaders employed in the organization. Documents

were useful for tracking change over time, and documentary research was relatively low cost because I accessed such documents from the hotel management and on the Internet. However, since the designs of documents were not specific to this study, the information was at times idiosyncratic or incomplete. Nonetheless, the details in some types of documents yielded much more information than other data sources.

I solicited permission from management before proceeding with the observation of the physical hotel environment. The observation sessions included scrutinizing the employees' work environment, and how leaders interacted with their employees. The advantages of observation include observing natural behavior, which was necessary to get a real picture of the behaviors and events as they manifested in natural settings. According to Yin (2014), observational evidence is often useful in providing additional information about the topic under study, and it can lead to probes in interviews. However, the findings from observation may have reflected biases, because the report may have been too subjective. Accordingly, it was necessary to supplement the observational record with the findings from other sources.

Member checking allowed each participant to check the authenticity of the work, critically analyze the interpretations, and comment on them. The participants' comments served as a check on the validity of the interpretation. During each interview, I restated and summarized information and then questioned the participant to determine accuracy. Use of follow-up member checking interviews also helps in obtaining in-depth data and reaching data saturation (Andrasik et al., 2014). The participants could either affirm that the summaries reflected their views, feelings, and experiences or disagree with the

account of these experiences. Member checking serves to decrease the incidence of incorrect data and the incorrect interpretation of data and ensures findings that are authentic, original, reliable, and achieve rigor (Morse, 2015). Participants' verifying the accuracy of the interpretations added credibility and enhanced the reliability of the study.

Data Organization Techniques

Data organization is an important aspect of research as it ensures the integrity and accessibility of data files (Salman et al., 2014). Assigning a generic code to each participant can help a researcher to achieve confidentiality (Gibson, Benson, & Brand (2013). To protect the confidentiality of the participants, I assigned codes to each participant and labeled each file P1, P2, and so on. I undertook digital recording of the interviews, with the permission of the participants. Informed consent and confidentiality protect the dignity and rights of the participant and minimize the risk of harm (Gibson et al., 2013). I stored the raw data on a secure computer drive and used a portable flash drive as a backup copy. On completion of the observations, I documented and summarized the findings in a journal and will keep all documents and physical data related to this study in a locked file storage cabinet to which only I will have access. I stored all electronic data in a database that has password protection, and, following the 5-year storage period, I will shred all paper documents and erase all electronic files.

Data Analysis

I used thematic analysis as the main analysis method for the study and used methodological triangulation to enhance the quality of the data. Methodological triangulation is the collection of data from different sources to gain an articulate,

comprehensive view of the phenomenon (Cope, 2014). Methodological triangulation is appropriate for use in case study analysis because the technique is helpful for showing mutual relationships among data from multiple data collection sources (Denzin & Lincoln, 2012; Yin, 2014). To triangulate the data for this study, I analyzed data from (a) face-to-face semistructured interviews with leaders, (b) systematic observation of hotel facilities and leaders' interactions with employees, and (c) company documents.

Stenner, Mitchell, and Palmer (2017) noted that the Gadamer hermeneutic approach facilitates interpretation of texts within certain contexts. According to Stenner et al. (2017) texts refer to sources of information in addition to the written or spoken word. Di Iorio and Di Nuoscio (2014) noted that the Gadamerian hermeneutic framework provides the researcher with the ability to engage in continual dialogue to interpret and discover the true meaning of experiences. The dialogical encounter concerns the combination of preunderstanding, preconceptions, tradition, and biases involved towards the enriching and broadening of horizons about the research question (Stolorow, 2014). I analyzed the data based on the Gadamerian hermeneutics framework of interpretation for an enriched understanding of strategies that leaders use to maintain low rates of employee turnover in the hotel industry.

Thematic analysis involves identifying, analyzing, and reporting patterns or themes within the data (Sebastião, Chodzko-Zajko, & Schwingel, 2015). Data analysis began in the field during data collection as I recorded notes and made initial interpretations during the interview process. The analytic focus in case studies is on the overall pattern of the elements within a case (Yin, 2014). I looked at the parts in

relationship to the whole to see how the themes related to each other. I imported the data into NVivo, a software package for organizing data and facilitating coding. First, I used coding tools to ensure adherence to the ethical requirements of the study, and I continued to use assigned special codes to represent the participants throughout the study. Next, I analyzed the transcriptions using thematic analysis. The thematic analysis involved identifying themes that emerged from the data as being important to the description of the phenomenon.

Researchers can easily obtain a visual model of the interconnected relationships via NVivo's modeling tool (Jackson, 2014). Visualizations used while working with NVivo to interpret the data are a helpful and sometimes indispensable aspect of pursuing transparency (Jackson, 2014). The NVivo software assisted in the organization of the data into themes, to make the retrieval of such data quicker and more efficient. According to Bazeley and Jackson (2013), the model explorer tool in NVivo is useful for mapping and diagramming how the themes relate to each other.

Organizing the data analysis around the central research question was fundamental to interpreting and understanding the findings. After organizing the data into themes, I interpreted the meaning of the data and then concluded accordingly. One strategy a researcher can use in analyzing the data from case studies is identifying how it relates to the central tenets of the conceptual framework (Yin, 2014). Using the perspective of Herzberg et al.'s (1959) two-factor theory, I analyzed the key themes and patterns emerging from the data, and I was open to any new themes that emerged. Herzberg et al.'s findings revealed that certain characteristics of a job are consistently

related to job satisfaction, while other factors are associated with job dissatisfaction. Analysis of the findings allowed me to discover themes and helped me to identify strategies that leaders use to maintain low rates of employee turnover in the hotel industry. In Section Three, I added discussion of other theories that are relevant to the data and themes that I reported. Where relevant, I drew on studies from 2017, that were new to me since writing the proposal.

Reliability and Validity

According to Cope (2014), a major challenge for researchers is striving for the highest possible quality when conducting and reporting research. Researchers assess the quality of qualitative content by exploring the values of credibility, dependability, confirmability, and transferability of the data (Cope, 2014; Elo et al., 2014). It is common to see terms such as quality, rigor, or trustworthiness instead of validity, and dependability instead of reliability, in qualitative studies (Guba, 1981). I used the qualitative techniques of credibility, dependability, confirmability, and transferability to assess the trustworthiness of my study.

Credibility

Credibility refers to the value and believability of the findings (Houghton et al., 2013). Use of triangulation enhances credibility (Houghton et al., 2013). Qualitative researchers use triangulation to test validity through cross verification of data from different sources (Carter et al., 2014). Use of multiple sources of information allowed more insight into this study. According to Roy et al. (2015), use of varying data collection methods enhances the quality of case studies. I enhanced credibility through

methodological triangulation, member checking, and the use of an interview protocol. Using methodological triangulation with data from interviews, company documents, and observations served to strengthen the findings of the research, deepen the understanding, and provide verification.

Open-ended questions increase the credibility and validity of the study because of the rich details gleaned from participants (Doody & Noonan, 2013). I ensured strict adherence to interview protocols; asked open-ended questions, and encouraged full, meaningful answers as to the participants' knowledge and feelings. Member checking helps to enhance credibility (Houghton et al., 2013). Member checking is a technique in which the researcher allows the participants to review the researcher's interpretations and confirm that they are from the data the participants provided (Cope, 2014). I provided participants with a draft interpretation of the responses and asked for verification of accuracy. Study participants had the opportunity to give feedback and make changes as necessary.

Dependability

Dependability refers to the stability or consistency of the data (Cope, 2014; Elo et al., 2014). Houghton et al. (2013) stated that researchers can achieve dependability by outlining and providing a rationale for the decisions made throughout the research process. To promote dependability, I provided an in-depth methodological description to facilitate repeatability of the study, and I gave reasons for decisions made during the key stages of the research process. Methodological triangulation helps to strengthen the validity of the case study (Denzin & Lincoln, 2012). The reader can trace through the

logic, assess the extent to which I followed proper research practices, and determine whether the findings of the study were reliable and could serve as a platform for further inquiry.

Confirmability

Confirmability refers to the quality, accuracy, and relevance of the results (Elo et al., 2014). According to Cope (2014), confirmability indicates the ability of the researcher to show that the data represent the responses of the participants and not the researcher's biases or viewpoints. Participants gained the opportunity to correct errors and challenge any perceived or wrong interpretations through the use of member checking. Member checking refers to the process of sharing interpretations with participants and allowing for their feedback on the accuracy of the interpretations (Houghton et al., 2013; Marshall & Rossman, 2016). Allowing the participants to review my data interpretations and give corrections, as necessary, enhanced the confirmability of the study.

The role of methodological triangulation in promoting confirmability in this context was to reduce the effect of investigator bias. Minimizing biases improves the trustworthiness of research (Lakshminarayan, 2016). I admitted all predispositions and assumptions and acknowledged beliefs underpinning decisions made and methods adopted during the research. While collecting data, I kept a journal of my thoughts and feelings as the researcher. Keeping these accounts helped in the identification of any personal biases, and helped me work to set them aside when I reviewed the data. According to Yin (2014), one way of increasing the reliability of information in a case

study is to maintain a chain of evidence. I recorded all interview data, completed an audit trail throughout the study, and used multiple sources of data.

Transferability

Transferability refers to whether the findings can apply to other settings or groups (Houghton et al., 2013). I provided the background data, to establish the context of the study, and a detailed description of the research study, to allow researchers to make comparisons. I meticulously adhered to the data collection and analysis techniques for the research design, by using an interview protocol and reaching data saturation. Providing sufficient information about the participants and the research context will also enable the reader to assess the transferability of the findings (Cope, 2014). Elo et al. (2014) highlighted the importance of reporting the analysis process and ensuring high-quality results.

Data collection reaches saturation when additional data provide no new themes or concepts (Morse et al., 2014; Roy et al., 2015). The main strategy for achieving data saturation was to use methodological triangulation. I also added one additional interview beyond the original sample of leaders, and no new information or themes emerged. With methodological triangulation, the researcher uses multiple methods of data collection to explore the phenomenon thoroughly (Cope, 2014). Data sources included interviews, observation, and company documents. Ensuring data saturation increased the credibility of the study and thereby may impact how the reader or other researchers view the data regarding their overall assessment of the transferability of the findings.

Transition and Summary

The purpose of this qualitative multiple case study was to explore strategies that leaders in the hotel industry use to maintain a low rate of employee turnover. Section 2 included a detailed description of the study design by restating the focus of the study and the related details of the study plan. The section included detailed information about the research method, the research design, the data collection and organization techniques, and strategies for ensuring the reliability and validity of the study. Section 3 includes (a) the presentation of findings, (b) applications to professional practice, (c) implications for social change, (d) recommendations for action, and (e) recommendations for further research. Finally, I related the findings to the conceptual framework and the current literature to provide the study conclusions and summary.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, multiple case study was to explore strategies that leaders in the hotel industry use to maintain a low rate of employee turnover. The study population comprised leaders from two international hotels operating in Jamaica. The results showed the different strategies that hotel leaders with successful employee retention use to reduce turnover in the areas of leadership, HR management, working conditions, and organizational culture.

Leaders in the hotel industry face the challenge of high employee turnover rates, which can hurt the profitability of the organization if leaders do not implement effective strategies to mitigate the problem. High turnover of hotel workers results in lost time, capital, and HR efforts for an organization, and thus decreases the quality of the hotel's service to its customers (Kim et al., 2015). The manager of a hotel can reduce the company's turnover rate by adopting adequate managerial programs (Kim et al., 2015). I conducted this case study to explore strategies that leaders in the hotel industry use to maintain a low rate of employee turnover.

I used NVivo 11 Pro computer software for the initial coding and identification of themes and subthemes. I categorized the findings into themes and subthemes related to tenets of Herzberg et al.'s (1959) motivation-hygiene theory. The following subsection includes a detailed discussion of the study findings concerning the overarching research question, the conceptual framework, and the existing literature on employee turnover in the hotel industry. Also included are the application of the findings to professional

practice, the implications of the study to social change, and recommendations for action and further research. Finally, I present personal reflections and a conclusion.

Presentation of Findings

The central research question was as follows: "What strategies do leaders in the hotel industry use to maintain a low rate of employee turnover?" A literature review of peer-reviewed articles and other seminal works generated a foundation for conceptual components connected to the central research question. This study's participants represented two international hotels operating in Jamaica that have lower employee turnover rates than the industry average. Data retrieved from the respective websites of these hotel chains revealed that the chains' turnover rates were slightly more than 60% of the reported industry average. For reasons of confidentiality, I am unable to state the exact turnover rates for these international hotels. All participants met the criterion of implementing strategies for maintaining a low rate of employee turnover. I completed semistructured interviews with a total of nine hotel leaders. I reviewed company documents that I obtained online and from research participants directly. In addition, observation sessions included attending meetings and taking notes on leaders' interactions with employees and observing areas of employee interaction such as workspaces, parking lots, and lunchrooms.

As noted in Section 2, I developed a semistructured interview protocol and an observational protocol. I used unique identifiers for each participant (P1 to P9). After completing each interview and the associated transcriptions, I conducted member checking with the research participants to validate my interpretations of the data. I then

identified recurring participant phrases and words and used them to establish initial

codes. My initial analysis of interview transcripts, observations, and company documents

resulted in the development of themes and subthemes. Table 1 shows the initial codes,

number of sources, and references for each code.

Table 1

Initial Codes and Number of Associations Derived From Interview Questions

Codes	Number of participants with this perception	Times mentioned
Working relationship between leaders and employees	8	47
Compensation and benefits	9	45
Working environment	8	33
Company support	8	23
Hiring and retaining talented employees	5	16
Growth and development	5	15
Training	6	14
Employee survey	6	13
Rewards and recognition	4	11
Reducing work and stress levels	5	10
Employee empowerment	4	8
Strong attachment to the job	4	8
Overseas hotel programs	3	6
Job satisfaction	3	5
Economic times	2	3
Competition	1	1
Retention	1	1
Job security	1	1
Organizational commitment	1	1

After assembling the initial codes as shown in Table 1, I split the codes into major themes and subthemes in line with the overarching research question and the concepts of Herzberg's (1959) motivation-hygiene conceptual framework. Having done that, I took a look at the smaller codes and integrated them into other codes that appeared close in context. Table 2 shows a list of major themes, subthemes, and the number and percentage of participants who offered each perception.

Table 2

Major Themes and Subthemes Based on the Data

Primary theme	Subtheme	Participants with this perception (#)	Participants with this perception (%)
Effective leadership strategies	Working relationship between leaders and employees	8	89
	Employee empowerment	4	44
	Opportunities for growth and development	5	56
Favorable HR management practices	Talent management	5	56
	Training	6	67
	Competitive compensation and benefits	9	100
	Rewards and recognition	4	44
Good working conditions	Positive working environment	8	89
	Reducing emotional exhaustion	5	56
Family-oriented organizational culture	Company support of employees	8	89
	Job embeddedness	4	44

Discussion of Themes and Subthemes

During the interviews, I asked all study participants similar questions, all of which originated from the research question and the conceptual framework of the study. The nine study participants were from different management levels: directors, managers, and heads of various departments. The following subsection contains a discussion of the major themes and subthemes.

Theme 1: Effective Leadership Strategies

One of the first themes that emerged from the findings was effective leadership strategies. Leaders play a pivotal role in developing team members, thereby contributing to the success of the organization (Singh & Sharma, 2015). This theme emphasizes the participants' perception that adopting proactive and credible leadership styles was an effective tool to mitigate employee turnover. The quality of leadership employees experience is critical to their retention (Singh & Sharma, 2015). In this study, data from the participants showed that having a genuine concern for employees, empowering them, and providing opportunities for growth and development, were important factors in employee retention. The participants' supporting statements are listed in Table 3.

Table 3

Theme 1: Effective Leadership Strategies—Participant Comments

Participant	Participant comment
P1	Being an effective leader is very important if you want employees to remain in the organization.
P2	I have an open-door policy that is very effective, and employees feel more comfortable to talk to me and other managers who listen and inspire.
P4	When we speak to employees on a one-on-one basis about why they stay with us, they will say, "you know what, I love my boss. I love working with this guy. This guy, he understands me. He knows my kids by their name, and so that is important to me."
P5	As leaders, we encourage employees in every way, we assist them in every way, hear them out, listen to them, and they are satisfied with working with us.

Interview Questions 1 through 7 provided responses that formed Theme 1 and the three subthemes. The working relationship between leaders and employees emerged as the dominant subtheme. Table 4 shows a list of the study participants along with the percentage for each subtheme mentioned as an effective leadership strategy for reducing turnover. The percentage represents the number of responses with that subtheme divided by the total number of responses the participant provided to all interview questions in the study.

Table 4

Theme 1: Effective Leadership Strategies—Subthemes

Participant	Subthemes		
	Working relationship between leaders and employees	Employee empowerment	Opportunities for growth and development
	%	%	%
P1	15	1	1
P2	18		7
P3	3	5	
P4	5		3
P5	6	5	
P6	3		4
P7	8		
P8	22		1
P9		4	

Subtheme 1.1: Working relationship between leaders and employees. The

leader-member exchange theory addresses the working relationship between employees

and their immediate supervisors (Garg & Dhar, 2017). Leader-member exchange

enhances employees' work engagement and positively relates to job performance

(Breevaart, Bakker, Demerouti, & van den Heuvel, 2015). When leaders engage

employees, employees will be enthusiastic about the job and inspired (Breevaart et al.,

2015). All nine research participants (100%) said that to reduce turnover, it was

important for leaders to engage with employees. Effective leaders have a high degree of

quality relationships and interaction with their employees, which build loyalty and lead to

lower levels of employee turnover in the hotel industry (Chen & Wu, 2017). Participant P2's thoughts were as follows:

> We engage employees in different ways. We have formal ways of engaging the employees, such as daily and weekly department meetings, general staff meetings, annual performance appraisals, and employee satisfaction surveys. We also have informal ways like monthly one-on-one discussions where we engage employees to hear them out. We collect the feedback, and we review and address the comments. I have a few cases where some employees mentioned the challenges they were having with the six-day workweek schedule. I sat with each of them, analyzed their situation and worked out a schedule that was both satisfying to them and the organization. When somebody feels comfortable enough to say, "you know, I'm having this issue, or I think we can do this as opposed to that to make it better," then, of course, they will feel better working for this hotel. Unless I am on the phone, or in a meeting, my door is always left open, so employees can feel free to walk in and speak to me.

During our interview, the participant's cell phone rang. The participant apologized, told me it was an employee calling, so I paused my recording. I watched the expression on the participant's face change to one of sorrow. The participant immediately reassured the employee that someone would fill in and she (the employee) should take all the time she wanted to handle the situation and to call if she needed anything. Participant P2 later revealed that the employee had been involved in a motor vehicle accident while heading home. Leaders' support and genuine care for employees will motivate the

employees and increase their job satisfaction, resulting in low turnover rates. Facilitating

high-quality leader-member relationships, will serve to engage and inspire employees and

lead to organizational commitment and lower turnover rates.

Herzberg et al. (1959) highlighted the need for leaders to create opportunities for

subordinates to participate in planning, executing and evaluating work assignments.

Herzberg et al. recommended that leaders limit their control over employees and instead

increase employees' accountability and responsibility, thereby increasing their autonomy.

Leaders in the hotel industry may, toward that end, encourage employees to embrace new

and challenging tasks, which Herzberg et al. posited would enrich their jobs, raise their

motivation, and thus increase retention rates.

Subtheme 1.2: Employee empowerment. Employee empowerment involves

establishing people-oriented systems and giving employees a degree of responsibility for

decision-making regarding their tasks in the organization (Hashemy, Yousefi, Soodi, &

Omidi, 2016). One of the key traits of an effective leader is the ability to empower others.

Employee empowerment is one of the management techniques that international hotel

chains use to maintain low turnover rates (Kele, Mohsin, & Lengler, 2017). Participant

P5 stated, "I think that effective leadership makes employees feel empowered and more

likely to remain with us much longer." To substantiate the importance of empowering

employees, Participant P3 said,

> We empower staff by involving them in decision making, especially in my area
>
> [retail]. Whenever I am meeting with some of my suppliers, I take some of my
>
> team members and let them sit with me. I say to them, look at these products, do

you think this is something that we can sell in the store? I allow them to help in

selecting the products that we sell to our guests, and this gives them great

satisfaction. I also use the opportunity to show them how I make the selection and

this helps them to develop their management skills. One of my staff refused to

take up a job offer in another hotel that would pay a little more because of an

attachment to me and the mentorship I provide.

According to Kessler (2014), poor leadership may be one of the factors

contributing to employees leaving the organization. Some participants described differing

degrees of employee dissatisfaction that occurred when leaders did not provide effective

leadership. Participant P1 remarked,

Employees complain a lot about bosses who they think do not understand the job,

or who have no empathy, or have no interest in who they are, what they're trying

to achieve, their satisfaction or situation, and who do not make them feel valued. I

learned the hard way. Years ago when I started working here, I thought it was

more important to get the job done and meet my department's targets. However,

my director informed me that my staff was complaining about me not taking an

interest in them. This eventually affected the overall performance of the

department as employees were not motivated to work and deliver on the targets

that I had set for them. Overtime, I started listening to them more, building

relationships with them, and having one-on-one discussions with them.

Eventually, the performance level improved as we started to work more together

as a team. Today, things are much different, and I am a better leader. I have gotten

to know my employees, and really care about their welfare.

Leaders who care for the individual employees as much as they care about the

performance objectives of the company will help decrease employees' thoughts of

leaving an organization (Bertotto, 2015).

Participant P7 pointed out the following:

If employees feel as if they don't have a voice, or if they speak up they'll be

victimized, if the coaching and counseling, as we call it, is not done in a

transparent or fair manner, then yes, you're going to find yourself with a lot of

dissatisfied or unhappy team members.

In support, Participant P8 said, "If a situation arises and employees are not able to speak

frankly with a manager without thinking of repercussions then they will be dissatisfied

with that, and may not want to stay and work with the manager." Having a leader who

admits mistakes, encourages workers to speak their minds, and focuses on core values

and ethical conduct is related to fewer turnover intentions and can be of real value

(Olaniyan & Hystad, 2016). Encouraging employees to speak up will assure them that

their opinions matter. Being so empowered may motivate them to accomplish tasks that

will benefit workgroups and the organization as a whole.

These employee empowerment strategies used by hotel industry leaders to

maintain low turnover rates support and confirm Herzberg et al.'s (1959) two-factor

theory, which holds that employees feel motivated when able to set their own goals and

determine their strategy for achieving the results. The points highlighted by the

participants align with the findings of Herzberg et al. (1959), who stated that to remove

dissatisfaction, management should address any issues relating to employees'

relationships with their supervisors. As such, if employees are dissatisfied with the

leadership styles, then management could focus on this hygiene factor to improve the

organizational climate and retain employees. Herzberg (1968) also developed the concept

of job enrichment, in which managers encourage employees to assume additional and

more challenging responsibilities and strive to develop expertise in these new job

functions. Herzberg proposed that job enrichment was essential to the workplace because

it helped prevent the feelings of repetitiveness in day-to-day operations from hindering

productivity. In addition, leaders' granting workers autonomy creates job enrichment.

Herzberg (1987) noted that if managers enriched jobs, employees would be more

interested in their work and would produce higher quality output.

During the observation sessions, about 78% (7/9) of the participants demonstrated

a genuine concern for the employees and treated them as valuable team members.

Participants P1 and P8 appeared inspirational and encouraged the employees to perform

at their best, and Participants P2 and P4 exhibited excitement and were full of energy as

they engaged the employees and listened attentively to their complaints. Participant P3

addressed all employees by name and asked their opinions on which new product to

introduce in the hotel gift shops. As I sat in on a monthly department meeting, I observed

that Participant P5 sat in the audience instead of at the head table. Had I not known

before that Participant P5 was the head of the department, I would not have been able to

tell, because he blended in with staff as he sat with them in the meeting, spoke to them

respectfully, noted all their suggestions and concerns, and provided feedback from the previous monthly meeting. Participant P7 also took notes during a weekly meeting and effectively handled conflicts with employees.

A perusal of a departmental memo to employees revealed that the head of the department encouraged team spirit, with the aim of reaching the respective departmental goals. Another memo to all staff included the general manager's motivating employees to "commit to the vision of the organization." On the whole, the hotels appeared to have effective leaders, according to the data from the semistructured interviews, observations, and company documents.

Subtheme 1.3: Opportunities for growth and development. Developmental activities improve employees' personal and professional growth; they include seminars, courses, workshops, special assignments, and goal-setting activities with leaders (Riggs & Porter, 2017). Leaders play a crucial role in setting the stage for engaging employees in growth and development behaviors (Riggs & Porter, 2017). Career and development opportunities strengthen committed employees' loyalty to the organization (Lapointe & Vandenberghe, 2017). Several study participants mentioned that they provide many opportunities for growth and development in the organization, and this contributes to employees' remaining. Fifty-six percent (5/9) of the participants felt that the opportunities for advancement and growth were a determining factor in keeping turnover rates low. The participants' supporting statements are listed in Table 5.

Table 5

Subtheme 1.3: Opportunities for Growth and Development—Participant Comments

Participant	Participant comment
P2	Staff normally make a decision to stay based on the growth and development opportunities, which is a big thing these days.
P4	We also believe that for an employee to be comfortable where they are, that they should not be stagnant, and that growth is necessary for the employees.
P6	Employees stay because we are a part of a group, and they know that there are many opportunities for growth.
P8	I definitely think that the advancement strategy is good and once we can provide growth and development opportunities, employees will stay for a very long time.

Participant P4 stated,

We are very big on promoting from within so that, even if you have not been

promoted or you do not see your specific growth, then you can see that other

persons in the organization are advancing and growing, and so you can look

towards your personal growth and advancement. You might be here as the front

desk clerk, but you know that maybe when they're opening up another hotel, you

can go there as a supervisor. I have several employees who reported to me in the

past and who are now supervisors and managers. I send my employees to different

departments to be cross-trained so if a position comes up in other areas, they are

ready to take up the challenge.

Participant P4's statement is in line with Herzberg et al.'s (1959) premise that to

motivate employees; employers should focus on factors of satisfaction such as

advancement, growth, and achievement. Herzberg et al. (1959) posited that job

enrichment is dependent on leaders' providing a planned process for improving

responsibility and creativity in jobs to encourage employees' personal growth and

development. Employers can motivate employees by providing them with challenging

but enjoyable work, through which the employee can achieve, grow, and advance in the

organization (Herzberg et al., 1959). Given the findings from this study and the

supporting arguments from the motivation-hygiene theory, it is evident that employers

should give employees opportunities for growth and advancement. Such opportunities

may engender job satisfaction, which may result in employees' staying in the

organization.

Some study participants reported that one of the nuances of the hotel industry in

Jamaica is that, occasionally, employees leave to work in the hotel industry in the United

States and Canada through the government's H2A and H2B programs. There was a 19%

increase in the number of Jamaicans who gained employment through the U.S. hotel

program in 2016, compared to 2015 (Ministry of Labor and Social Security, 2017). In

2016, the Ministry placed 2,300 Jamaicans in U.S. hotels, compared to 1,927 in 2015

(Ministry of Labor and Social Security, 2017). The U.S. employers have been getting

some of the best Jamaican talents available in the hotel industry (Ministry of Labor and

Social Security, 2017).

Employees sometimes leave the hotel for advancement and growth opportunities,

because they get the chance to work in a new country and earn more. In response to the

question of why employees leave, Participant P7 explained that "employees will leave if

they figure that their career path is not going in the direction that they had hoped or that

they've had discussions, but it's not being fulfilled." Participant P7 also explained that

employees also leave if they feel that employers are not compensating them adequately.

According to Participant P2, "employees will ask, 'Why is it that I should stay with this

particular company and have so much experience, yet you're not considering me for that

position?'" Leaders should, therefore, continue to provide more opportunities for growth

and development to ensure that fewer employees seek those opportunities elsewhere.

Theme 2: Favorable HR Management Practices

Human resource management practices— hiring, training, and compensation

practices— have a significant effect on employees' intention to quit (Santhanam et al.,

2015). To increase retention rates, it is critical that managers introduce workplace

policies that staff strongly endorse (Deery & Jago, 2015). Because the needs of

employees vary from one organization to another, employers must engage with staff to

identify the policies that are likely to have the most traction (Deery & Jago, 2015). Some

participants described HR practices that they felt were critical to retaining employees.

The participants' supporting statements are listed in Table 6.

Table 6

Theme 2: Favorable HR Management Practices- Participant Comments

Participant	Participant comment
P3	On-the-job training is one way that we ensure that the job satisfies employees' standards. Employees can do their jobs, so they feel comfortable staying on the job.
P4	An important aspect of keeping the employee turnover rate low is to understand the importance of getting the right people in the right job.
P6	We have lots of training here, mandatory training in most departments, which helps employees to do better in their jobs.
P9	The fact that there's a sense of fairness in how [employees are] dealt with, so for example, a manager cannot just arbitrarily say to someone, 'go home,' and employees can express themselves without any fear of retribution.

Interview Questions 1 through 7 provided responses that formed Theme 2, favorable HR management practices, and the four subthemes. Competitive compensation and benefits emerged as the dominant subtheme. Table 7 shows a list of the study participants along with the percentages for each time they mentioned each subtheme as a favorable HR management practice for reducing turnover. The percentage represents the number of responses with that subtheme divided by the total responses the participant provided to all interview questions in the study.

Table 7

Theme 2: Favorable HR Management Practices—Subthemes

Participant	Subthemes			
	Talent management	Training	Competitive compensation and benefits	Rewards and recognition
	%	%	%	%
P1		1	11	10
P2			5	
P3	2	9	13	
P4	11	8	11	
P5	8	1	5	1
P6	6	3	5	5
P7	12	6	7	
P8			14	
P9			17	13

Subtheme 2.1: Talent management. Talent management involves employers working toward hiring and retaining the best talent for their organization by implementing various strategies (Saddozai, Hui, Akram, Khan, & Memon, 2017). To reduce work conflict and enhance job satisfaction, managers need to identify and select different personalities and work values to attract the fittest applicants for their organizations (Wong, Wan, & Gao, 2017).

Participants noted that employers use several favorable HR practices to ensure low turnover rates. Participant P4 stated that

Selecting the right people for the right job is done at the very first stage with the

HR being the gatekeepers. When employees leave, we do an exit interview. There

is a question that we ask specifically, and that is "why are you leaving?" Persons

will let us know what the reason is. We use this feedback to improve the areas

that we can, to better retain employees.

A perusal of a copy of an exit interview that the management uses revealed that

employers did ask employees what the reason was for leaving. Participant P5 noted that

A manager cannot terminate a staff. There is a process where he or she has to go

to HR and substantiate whatever he or she says, and there have to be facts. The

employee can bring a witness to the hearing. These practices ensure that the

employee is protected and there's no victimization.

Evidently, based on the perceptions of the research participants, to retain employees, HR

managers employ effective practices such as hiring employees most suitable for the jobs,

providing job security, and capturing the reasons for leaving via an exit interview.

Subtheme 2.2: Training. Training is a learning process by which the HR

management or training staff, whether internal or external to the organization, provide

purposeful learning opportunities to employees in a structured manner (Bashir & Long,

2015). Sixty-six percent (6/9) of the participants agreed that the organization had fair HR

practices, invested heavily in training, and paid specific attention to talent management.

P3 stated how they accomplished this:

What we do is that we do constant training. We have a daily meeting with our

teams, which is called a lineup. I think, coupled with the team-building exercises

that we have and the focus on training, all make the employees feel as if they're

adding value to themselves.

While Participant P3 spoke, she pointed to a training schedule that hung on a wall held in

place with a thumbtack. Participant P4 further elaborated on what employers do to retain

employees:

We have management training every Wednesday, and that's a part of the

development of our management team. That is how we work to expand the minds

of our managers so that they, in turn, can understand how they relate to our

employees, who in turn are in touch with our guests. This on-the-job training

comes in various forms. At my hotel, we have an area where employees are

encouraged to go there and do independent study. We also provide various

classes. We do Payment Card Industry compliance training. We keep up to date

with the latest technologies, and of course, when new software et cetera, gets

rolled-out, training is a must. We have talk among ourselves, and we do a lot of

readings on Harvard Business Review. We read a lot, and that information is

disseminated on a weekly basis. The various articles that will come out on

Harvard Business Review, we meet and we speak about those articles, something

like a magazine club, so persons are exposed to other information.

Investing in training and development activities highlights the importance of people to an

organization, thus creating a sense of being valued and increasing the emotional tie

between employee and employer (Memon, Salleh, & Baharom, 2016). As a result,

employees are less likely to leave the organization (Memon et al., 2016). Research

participants perceived that training was, therefore, a favorable HR management strategy that contributed to the low rate of employee turnover.

Observations and perusal of company documents obtained from the HR managers and internet sources revealed that employees received consistent training in areas such as customer service, guest services, and food and beverage services. There are also managers directly in charge of training at both of the hotels. One of the hotel locations maintains a comprehensive hotel training library.

In the discussion of their two-factor theory, Herzberg et al. (1959) stated that company policy was one of the hygiene factors. As noted by some of the study participants, the company policy carried out by HR personnel can cause dissatisfaction if perceived to be unfair. Herzberg et al. noted that human relations training does not intrinsically motivate people. Although such training will decrease dissatisfaction, it will not guarantee employees' remaining in the organization if employees do not instill real motivation. As such, to retain employees, it is important not only to train employees but also to use other motivational strategies.

Subtheme 2.3: Competitive compensation and benefits. Compensation refers to all forms of pay and rewards that employers offer employees to perform their jobs (Maimako & Bambale, 2016). Benefits are programs that an employer offers to supplement an employee's job remuneration (Schlechter, Thompson, & Bussin, 2015). Benefits may include pension plan, health insurance, or tuition reimbursement programs. One of the most important factors in employee turnover is salary (Emiroğlu, Akova, & Tanrıverdi, 2015). The study participants noted the importance of remuneration, benefits,

and opportunities for employees to increase their salary. Eighty-nine percent (8/9) of

study participants expressed the observation that competitive compensation was one

factor that influenced employees' decision to remain with the organization. The

participants' supporting statements are listed in Table 8.

Table 8

Subtheme 2.3: Competitive Compensation and Benefits—Participant Comments

Participant	Participant comment
P1	Monetary recognition is a very big motivator because we all work to be able to advance our personal goals.
P3	At this property [hotel] there are chances for you to increase your income and employees like this opportunity.
P4	I absolutely think that the most effective strategy is our compensation strategy, where we ensure that our employees are in the top tier of the region.
P5	Employees want more money. It's not about work alone. It's what you take home at the end of the day, so, your salary. Salary is very important for employees.
P6	Of course, as we all know, the bottom line is money.
P7	Remuneration and benefits obviously play a role. Frankly, you have to remain, from a remuneration standpoint, competitive. Yes, we have to look at that.
P8	Money and comfort, that's the reality because while employees are comfortable working in a family setting, they have bills to pay.
P9	Remuneration is very important because it affords them the ability to provide for their families in these harsh economic times.

Compensation is one of the main reasons why people work (Maimako & Bambale, 2016). According to Pandey (2015), poor compensation contributes to high employee turnover. Participants described what happened if the compensation was not as employees desired. Participant P1 noted that

Employees will leave if they figure that they need more money. If you are working somewhere and you feel as if you're stressed out and the pay is not sufficient enough for the amount of stress, then, of course, persons will not want to work there. However, if employees are satisfied with the environment that they are working and they feel comfortable, then the salary factor might not determine if they stay or leave.

Participants also outlined other benefits that employees found satisfying. Participant P6 highlighted that

Each employee is also given two weeks paid sick leave per year. It is in our interest to make sure that our employees are healthy, and so we provide good quality meals. We ensure that meals are not too salty or it's not too oily. We also put health and wellness programs in place to physically care for the employees. Also, if you travel, there is a friends and family rate at other properties, and this gets the employees really excited. I came here from another hotel, and in speaking to the employees, I realized that quite a number of them own cars and either owns their homes or were in the process of buying or building one. This was quite different from where I was coming from, where only mostly management owned cars and homes. In addition, at my previous employment, employees were not

allowed to take tips. However, they are allowed to take tips here. This, therefore, gives employees a chance to earn more at the end of the day.

Data from the semistructured interviews and document review revealed that the participating hotels offer a competitive compensation package and an extensive list of benefits. A perusal of the documents obtained from management and online resources revealed that employees "are eligible to participate in the health insurance plan which includes health, dental and vision." Employees also get a "two-week vacation for every twelve months worked and twelve sick days per year." In addition to salary, employees get an additional gratuity, calculated on the basis of the number of guests in the hotel. Employees are also entitled to "college tuition reimbursement, access to the onsite fitness center, and discounted gym membership." Observation of the employees' parking lots revealed a full lot; at one location, I had to drive around for some time before I could access parking. This confirmed what Participant P6 said: "Most employees are adequately compensated to afford them the opportunity of owning cars."

Given the data from interviews with the study participants, provision of adequate compensation increased employees' level of satisfaction on the job and was key to recruiting and retaining employees and mitigating against high turnover in the hotel industry. In line with the conceptual framework, salary is one of the hygiene factors that potentially lead to job dissatisfaction. Herzberg et al. (1959) suggested that employers should pay reasonable wages to decrease employee dissatisfaction. Higher salaries are one of the factors employers use to attract and retain employees (Anvari et al., 2014). When hygiene factors are positive—for example, when employers pay adequate

salaries—job satisfaction may increase. However, Herzberg et al. (1959) noted that the

opposite of satisfaction is a lack of satisfaction; therefore, merely giving employees better

salary packages may not improve satisfaction but instead may only decrease

dissatisfaction. On the contrary, Feng, Wang, and Saini (2015) noted that employees who

receive more pay *would* experience job satisfaction and thus are less likely to leave the

organization.

Herzberg et al. (1959) acknowledged the complexity of compensation (money,

earnings, etc.) and concluded that money is not a motivator in the way that some other

motivators are, such as achievement and recognition. Salary serves primarily as a

dissatisfier (Herzberg et al., 1959). Herzberg noted that eliminating the factors that cause

job dissatisfaction will not motivate or create job satisfaction but instead will result in a

situation in which the employee is in a neutral state—neither satisfied nor dissatisfied. If,

for example, an employee is working under very poor conditions, or with an ineffective

supervisor, simply giving the employee a pay increase will not motivate him or her. As

such, hotel industry leaders need to be aware that it might be a misconception that money

is a large motivator, and so, although paying the most competitive rates will eliminate

employee dissatisfaction, it may not motivate the employees to be more productive.

In contrast, however, Herzberg et al. (1959) explained that when employers use

salary as a reward for the employee's achievement on the job, it is a form of recognition,

and it means more than just money; it means a job well done. Therefore, an interrelation

of compensation and other motivators may serve to act as a satisfier. It is therefore

important that after hotel leaders eliminate the factors that cause job dissatisfaction (such

as salary issues), they should create or improve the conditions for job satisfaction and motivation, to achieve lower turnover rates and higher levels of productivity.

Subtheme 2.4: Rewards and recognition. One way to manage turnover rates in an organization is through an effective reward system (Sankar, 2015). Rewards are offerings both financial (such as a pay raise or cash bonus) and non-financial (such as fewer working hours) given in recognition of an employee's achievements (Schlechter et al., 2015). Recognition is an employer's giving special attention to the efforts, actions, and performance of an employee (Schlechter et al., 2015). Employees expect to receive rewards and recognition that are based on a fair performance appraisal mechanism (Babakus, Yavas, & Karatepe, 2017). When employees perceive that what they have done for the organization is appreciated and valued, they develop an emotional bond with the organization and remain in its employ (Babakus et al., 2017). Some participants felt that rewarding and recognizing employees for their performance motivated the employees and resulted in job satisfaction. The participants' supporting statements are shown in Table 9.

Table 9

Subtheme 2.4: Rewards and Recognition—Participant Comments

Participant	Participant comments
P1	It might be a pat on the back, or it might be at a formal employee awards ceremony; regardless of how it's done, recognition drives deep to a person's soul and keeps them in the hotel.
P5	When employees get an award, they feel very motivated and demonstrate even more commitment than ever.
P6	Last year, the employee of the year won a car, and that has motivated other employees to perform better.
P9	Plaques are placed in public locations in the hotel to honor employees, and this makes them [employees] feel very proud and motivated.

Study participants highlighted some of the various awards and recognition for

employees. Participant P5 related that

We have an award each Monday, so I always nominate staff from my department.

We showcase the awards in public places for everyone to see. This inspires them,

even more, to maintain their level of performance and even improve where they

can.

Participant P6 explained,

We have three awards monthly. There is recognition for employees in every way,

and there's always a big function. All employees look forward to this with

anticipation, especially to the award for the employee-of-the-year. This employee

gets a new car! Can you imagine? We all get dressed up, and it is an evening of

excellence. Employees can bring their families, and we all just have a great time. It is a proud moment.

Observation of the facilities revealed plaques hanging in public spaces that recognized employees for achievements such as Employee of the Year, Supervisor of the Year, and Smile- Award Associate of the Year. Pictures of top-performing employees, along with other nominees for various accomplishments, decorated the notice boards. Looking down on the walkways as I strolled through one of the hotels, I noticed a "Walk of Fame" with the names of employees visibly displayed on the walkways in some areas. The names and pictures of employees were on public display to make all staff aware of their accomplishments. There was a reserved parking space in the parking lot at one of the facilities with the label "Employee of the Year." There was also a brand new blue motor vehicle in the reserved space. The hotel manager confirmed that the car represented the award for achieving the Employee of the Year title.

Company documents revealed that there are annual functions at both facilities to recognize and honor employees. Perusing the "Annual Service Awards" pamphlet, I noticed that there were 15 awards that employers bestowed on the employees at the annual ceremony of one of the hotels. Awards included guest services awards, Supervisor of the Year, and Most Exemplary Employee. It was also noticeable that awards were not just for the top performers but also for first runner-up and second runner-up in some categories. As such, many employees got an opportunity to benefit from recognition by the employers.

Participant responses revealed that recognizing employees made the employees feel valued and resulted in increased organizational commitment. This finding endorsed Herzberg et al.'s (1959) theory that rewards and recognition tend to drive employee motivation on a day-to-day basis and result in a reduction of negative job attitudes such as intention to leave the job. Recognizing and rewarding employees for their efforts will influence their motivation and likelihood to remain (Schlechter et al., 2015). The study findings strongly suggest the importance of employers' rewarding and recognizing employees' efforts and achievements to maintain high retention.

Theme 3: Good Working Conditions

The hotel industry on the island of Jamaica offers a wealth of experiences, attractions, and events for tourists visiting for adventure, to get married, or simply for some rest and relaxation in paradise. Tourism in Jamaica has grown to become an important economic, social, and cultural activity; growth in inbound tourism has been rapid over the last decade (Ajagunna & Crick, 2014). The research locations for this study are international all-inclusive resorts set in a tropical paradise at the foot of the crystal blue Caribbean Sea in Jamaica. Employers offer fun- and sun-filled services, where guests can enjoy a variety of food, beverage, amenities, and recreation options. Guests describe hotels as "a home away from home" (Ajagunna & Crick, 2014). The sand, sea, and sunshine provide an attractive and comfortable environment for both hotel guests and staff.

Provision of good working conditions was the third theme that emerged from the study. Working conditions include both the physical and social conditions under which

an employee works (Pandey & Asthana, 2017). They include the physical environment;

amenities; stress and noise levels; and degree of comfort, cleanliness, safety, and even

danger. Employees leave organizations when they become dissatisfied with job

conditions (Zainol et al., 2016). The results showed that 55% (5/9) of the participants

thought that good working conditions were important for employees' remaining in the

organization. Participant P9 defined the feeling by stating that "working in a safe and

pleasant environment is very important in employees' decision to remain with us." The

participants' comments are listed in Table 10.

Table 10

Theme 3: Good Working Conditions—Participant Comments

Participant	Participant comment
P1	Sometimes, the decision to stay is one of comfort within their surroundings, and the decision to leave might also be one of discomfort within their surroundings.
P4	We are able to attract persons from far distances because of our flexible work schedule. They know this is a hotel where they can come to work at 9:00 and are not required to be there at 6:00 because we are flexible.
P7	We ensure that team members operate in a clean and safe and secure environment. By doing this, you'll make any team member happy, and more than likely, they'll want to stay.
P8	As long as they [employees] are here, they have two or three meals each day, and those things really help to retain staff.
P9	If you go to our restrooms, while I'm not saying that it has the most high-end features, it's enough or it's adequate to ensure that they feel that we're looking out for them.

Interview Questions 1 through 7 provided responses that formed Theme 3 and the two subthemes. Fostering a positive working environment emerged as the dominant subtheme. Table 11 shows a list of the study participants along with the percentage for each time they mentioned each subtheme as an effective strategy for reducing turnover. The percentage represents the number of responses with that subtheme divided by the total responses the participant provided to all interview questions in the study.

Table 11

Theme 3: Good Working Conditions—Subthemes

Participant		
	Subthemes	
	Positive working environment	Reducing emotional exhaustion
	%	%
P1	4	
P2	4	8
P3		3
P4	5	
P5	10	4
P6	2	7
P7	16	
P8	5	1
P9	3	

Subtheme 3.1: Positive working environment. Given the nature of the industry and the characteristics of the Jamaican working environment—fun-filled, adventurous, relaxed, and pleasant—many study participants admitted that they were happy and comfortable in the surroundings. Participant P4 noted,

In our employee dining room, we have just about the same variety of food that

we feed the guest. Half of the buffet that we're eating from is fruits and

vegetables, and the next half is meats and staples, and we offer a wide variety of

vegetables. We offer two meals a day if you're coming in at a particular time. In

previous times, employees complained that their meals tasted less appetizing than

that of the guests. The management team set about changing the menu for the

employees and today I am happy to say that our employees are satisfied with the

improvements.

Participant P7 further explained that

We don't want it to be a situation where, let's say, the public restroom that our

guests have access to looking palatial, looking pretty, and at the back of the house

where our team members are it's rundown and not somewhere you want to be.

From that perspective, we try to ensure that the back of the house and what we

call the commercial areas are taken care of, that our team members can feel happy

and satisfied. We treat them as human beings. Again, we solicit feedback from

employees about what they are not happy with as it relates to the working

conditions. We have employee surveys, weekly and monthly meetings, and

general staff meetings. We always try to make the necessary changes based on

their recommendations.

When employees perceive that a commitment between the employer and

employee has been fulfilled, they are less likely to leave the organization (Chen & Wu,

2017; Guchait, Cho, & Meurs, 2015). Observations of the employees' staff canteen at

both facilities revealed spacious and comfortable dining areas with a variety of food similar to what employers offer the hotel guests. The employers offer the staff a wide array of fruits and vegetables, staples, meats, juices, and other snacks for breakfast, lunch, and supper. I also took the opportunity to dine in both the employees' lunchroom and from the guests' buffet at one of the research locations. I observed no difference in the taste or variety of the food.

The bathrooms for employees were adequate and clean, and I observed a duty roster for cleaning the bathrooms every three hours at one of the facilities. At one location, workers were conducting construction, and employers placed adequate signs throughout the property to inform both guests and employees to observe care when using those areas. The employees' sick bay contained adequate medicine and first aid equipment, and there was a nurse on duty at the time of my visit. Based on my observations of the hotel premises, the working environment appeared to be safe, pleasant, and clean.

Many workplace factors influence the level of job satisfaction, which directly affects the rate of employee turnover (Katsikea, Theodosiou, & Morgan, 2015). The responses of the participants and my observations of the facilities indicated that the employers provide a safe, pleasant working environment for employees—a key factor in ensuring job satisfaction. Data from my interviews and observation of the physical working environment of the hotel properties aligned with Herzberg et al.'s (1959) findings that, to avoid job dissatisfaction, working conditions should be safe, clean, and

hygienic, and employers should update and maintain the necessary tools and equipment for the work.

Subtheme 3.2: Reducing emotional exhaustion. Emotional exhaustion can result when employees face high levels of demand for their time and energy (Karatepe & Hasan, 2015). Some of the participants highlighted that emotional exhaustion could result in job dissatisfaction and, by extension, high turnover. The working environment of the hospitality industry is characterized by long and irregular working hours, role pressure, and work overload (Mohamed, 2015). Participant P2 remarked that "small things like employees' requesting a certain day off and we are not able to give it to them can make them unhappy." Participant P5 noted,

> We started a six-day work week, and that has caused some dissatisfaction for employees because it's not easy working six days a week. They would rather work the five days if they even have a longer one, but five days and get the two days off.

Participant P6 further explained,

> Regarding the company policy, it's six-day work week here. Employees at other hotels work five days. We did a little test the other day with a five-day work week, and they were quite excited because it is hard to do six days of work and get one day to do all that you have to do. This is something we have to address because we do not want them to be stressed out and leave.

A perusal of company documents revealed that employees work on a one-year contractual basis and are required to work "six days per week, for forty hours per week,

and are not eligible for overtime payments." These findings from the documents

corroborated the data from the semistructured interviews. Herzberg et al. (1959) noted

that poor working conditions in an organization are one of the hygiene factors that can

cause dissatisfaction. Herzberg et al. further noted that even if employers eliminated or

remedied the poor working conditions, employees would not necessarily be motivated to

perform better at their jobs. There is a positive relationship between employee burnout

and their turnover intention (Han, Bonn, & Cho, 2016). Therefore, to satisfy employees,

hotel leaders should first reduce or eliminate the level of emotional exhaustion, and then

create conditions that lead to job satisfaction.

Theme 4: Positive Organizational Culture

Organizational culture comprises the beliefs, values, and behaviors unique to an

organization (Habib et al., 2014). Organizational commitment can easily be observed in

the work environment when the employees in an organization act as a family and display

social qualities such as trust, solidarity, and unity (Youn, Kim, & Song, 2017). The

participants stated that the family atmosphere, engagement of employees, and

organizational commitment to employees were all factors that created a culture of trust

and respect and were determining factors in employee retention. Eighty-nine percent

(8/9) of the employees stated that the organizational culture influenced employees'

decision to stay. The participants' supporting statements are listed in Table 12.

Table 12

Theme 4: Positive Organizational Culture—Participant Comments

Participant	Participant comment
P4	One strategy that we employ to achieve a low employee turnover is to develop an employee-oriented culture. We have a lot of employee engagement activities.
P5	We work as a family and show interest in the employees' family, and that goes a long way in keeping them here.
P6	There is a culture too of helping the community, and again, you'd be surprised how many people like that, really good culture, regarding that.
P7	We have regular fun days for the staff where they can invite their family. It's a fun day where we get, not just to play, but to also bond and to know each other.
P8	We have management that really, really, really take family serious, and so because of that, I think it's a good strategy for employees who usually say, "I'm comfortable here because my family is being taken care of, so why do I need to leave?"
P9	Family is important, so once you focus on the children and the family is okay, then naturally I think it's a good way to keep the employees engaged and have them stay on the team.

Interview questions 1 through 7 provided responses that formed Theme 4 and the two subthemes. Company support emerged as the dominant subtheme. Table 13 shows a list of the study participants along with the percentages for each time they mentioned each subtheme as an effective strategy for reducing turnover. The percentage represents the number of responses with that subtheme divided by the total number of responses the participant provided to all interview questions in the study.

Table 13

Theme 4: Positive Organizational Culture—Subthemes

Participant	Subthemes	
	Company support of employees	Job embeddedness
	%	%
P1	2	
P3	5	8
P4	6	6
P5	3	
P6	4	3
P7	7	
P8	12	5
P9	7	

Subtheme 4.1: Company support of employees. Christian and Ellis (2014)

stated that when leaders build cultures that accommodate and support employees, the

employees are less likely to consider quitting. Interview data revealed that the employers

were very supportive of their employees. The research participants explained that they

showed great care and consideration for their employees' well-being and ensured that

they meet both the professional and personal needs of the employees in the best way

possible. When asked to illustrate how they created this supportive culture, Participant P3

noted,

> Currently, we have some persons who are from another department, they are
>
> pregnant, and they are butlers, and so they are not able to continue because it's a

lot of walking up and down for butlers. In their latter part of their pregnancies, we

have put them into retail to work, where it is easier for them. This is the usual

modus operandi for us. We are always on the lookout to see how we can make

employees' lives better.

Participant P5 explained,

If somebody is sick and we can assist outside of the work, we do. Let me share a

story with you. Last year one of my employees had a death in her family. I got all

the other employees together, and we visited her each night to support and

comfort her. It did not stop there. We donated supplies and food, and on the day

of the funeral, we chartered a bus and invited employees to come along.

Employees also participated in the funeral by singing and giving tributes. This is

just one of many examples. This is what we do all the time when our employees

have a death in their family. We support employees like any family should. Due

to this culture, the turnover is very low because employees feel that we care for

them and that they are valued.

The data from this study suggest that supporting the well-being of employees is

an effective strategy. The greater the company support, the greater the risk an employee

would take by quitting (Nguyen, Taylor, & Bergiel, 2017). Herzberg et al. (1959) noted

the importance of providing effective and supportive supervision in the organization to

create job satisfaction. However, Herzberg et al. did not address the different personality

traits of employees. Employees may respond differently to a motivator or hygiene factor

by different personality traits. Thus, supportive leadership may have opposite effects on two different employees.

Subtheme 4.2: Job embeddedness. Employees are embedded in the job when they have a close connection or attachment to other employees and perceive themselves to be a great fit for the organization (Nguyen et al., 2017). When embedded in their jobs, employees are less likely to leave the organization (Nguyen et al., 2017, p. 1217). Participant P4 was informative in this regard:

> We participate in several 5K runs competitively throughout the region. This week, we're going to be in the Breast Cancer Run. We did the Usain Bolt walk. We have our own sports days. We have domino competitions. We have football competitions and netball competitions. We have things for Labor Day and Heroes Day. We take part in all these events as a team, and employees look forward to this time of community and organizational bonding. We keep the employees engaged so that they can feel as if they are part of a family. They feel connected to their colleagues and do not want leave. We have workers who find their partners here, get married, and start families. We even have a family day when we celebrate and honor all the families of our employees. Employees see us as a family-friendly organization and feel comfortable here, and most of them would prefer not to leave. Many of them perceive that an international hotel is the best place to have a career in the hospitality industry, as it is in line with the plans for future goals.

Employees who experience the satisfaction of needs such as survival, belonging, and knowledge can exhibit desirable outcomes such as quality job performance, higher job satisfaction, and diminished turnover intention (Kim et al., 2017). Finally, Participant P8 noted that hotel management includes family members in all events, a practice that encourages employees to understand that this is more than just a "nine to five" job. Employees who enjoy team cohesion and work with supportive and communicative leaders do not consider exiting the company (Nei, Snyder, & Litwiller, 2015).

Herzberg et al. (1959) noted that interpersonal relations are one of the hygiene factors that employees expect the organization to fulfill to keep them satisfied. Herzberg et al. emphasized that the relationship of employees with their peers, superiors, and subordinates should be appropriate and acceptable. The expectation is that there should be cohesion and teamwork rather than conflicts and disagreements. Interpersonal relationships affect the culture of the organization since conflicts and misunderstandings result in negativity at the workplace. Accordingly, the perceptions of the participants in this study supported the motivation-hygiene theory in that the employees' sharing bonds and maintaining healthy interpersonal relationships was important to their remaining in the organization and producing at the highest level.

Overall, the conceptual framework addresses the importance of motivators that give positive satisfaction to employees. Job embeddedness is a motivator that emphasizes keeping employees connected to their organization and thereby offers some level of satisfaction. Herzberg (1987) noted that the presence of motivators will increase employee motivation, but a lack of these factors will not necessarily cause dissatisfaction.

This case study showed that leaders felt that employees' being a part of a family-oriented organizational culture, with supportive employers, increased their satisfaction and decreased the rate of turnover.

Application to Professional Practice

This study is of potential value to the practice of business because the results may help leaders to reduce employee turnover not only in the hotel industry but other industries as well. Talent management is a key factor in gaining competitive advantage (Singh & Sharma, 2015). When organizations have high turnover, they can experience a decline in customer loyalty (Mozammel & Haan, 2016). Given the importance of repeat business to the hotel industry, a decline in customer loyalty can affect an organization's profitability. Business leaders can adopt the findings of this study to retain employees and increase service quality, thereby increasing customer loyalty, increasing profitability, and achieving and maintaining a competitive edge. In turn, competitive advantage may help organizations to achieve sustainable financial performance and realize business growth on a long-term basis.

The findings revealed that it is of great importance that leaders engage employees, listen to them, and empower them by involving them in decision making. Leaders who do not listen to their employees, or who do not devote time and energy to them, could face turnover challenges (Lloyd, Boer, Keller, & Voelpel, 2014). Additionally, leaders should not only put strategies in place to get feedback from employees, but they should also consider employees' suggestions and provide honest feedback on a consistent basis. The research participants highlighted that motivation results from employees' perceiving they

have a voice and are valued. This finding could help leaders engage employees effectively to gain their commitment and ultimately reduce turnover in the organization. Retention of their most valuable asset, the employees, will help business leaders successfully meet their goals and objectives.

HR management practice was one of the factors that participants perceived to be critical for improving retention rates. High turnover rates result in added recruitment and training costs for organizations (Dusek et al., 2014). The participants indicated that it was essential to have an effective recruitment process to attract the right kind of employees, those who align with the organization's needs. Business leaders consider employee replacement to be costly (Anvari et al., 2014). Consideration of these findings by business leaders could lead to effective recruitment processes that minimize the time it takes to search for, interview, hire, and train employees. HR personnel can also gain insights from this study that help them retain talent, prevent bad hires, and improve management practices. Implementation of more favorable HR practices and policies may lead to increased job satisfaction and low turnover rates.

Additionally, the participants revealed that the practice of workforce training at all levels was an excellent opportunity to expand the skills and abilities of employees, resulting in better processes, more efficient work, and employee retention. The ultimate aim of training is to develop the employee's knowledge, skills, and attitudes, which are necessary for the organization to achieve its objectives (Bashir & Long, 2015). Leaders can apply the research-driven findings to introduce training programs necessary for helping employees strengthen their skills and improve their job performance.

Organizations spend a lot of money and resources to train their employees in hopes of

increasing the productivity and performance of the organization (Bashir & Long, 2015).

Investment in human capital is a key business strategy for improving an organization's

productivity, performance, and profits.

Employers can ensure that employees provide excellent service when they offer

consistent, ongoing training, development, and motivational programs for each staff

member. Front-of-house employees interact with guests on a regular basis; therefore it is

essential that these employees are knowledgeable in every aspect of their job functions so

they can adequately inform and satisfy guests. Providing customer satisfaction is a

necessary condition for customer loyalty (Kaura, Prasad, & Sharma, 2015). Loyal guests

will return to the hotel and hence provide a sustainable stream of business for the

organization and potential for growth. Bashir and Long (2015) noted that there is a

positive relationship between the benefits of training and the employees' commitment to

the organization. Employees may feel a sense of commitment and attachment to the

organization with the application of new skills and knowledge learned on the job.

Learning new skills may motivate and enable employees to perform better,

thereby improving business performance. When employers do not provide the

appropriate training to new hires, the result to the business will be decreased productivity

and poor performance (Jain, 2014). It may be expensive for organizations to implement

consistent training—leaders spend large sums of money and resources training and

developing their employees in the hope of increasing organizational performance (Bashir

& Long, 2015). However, this cost is nothing compared to the consequences of high

turnover. These research findings are relevant to business leaders' understanding that both employees and organizations can benefit from the positive outcomes that could make training and development a worthwhile investment.

All the research participants indicated that the competitive compensation strategy was one of the most effective strategies used to retain employees. Use of reward programs improves employee engagement and results in significant growth in career and personal development (Lardner, 2015). Applying these findings, business leaders could implement effective compensation strategies that will engage employees and enhance their job performance, making them more loyal and invested in the success of the organization.

A positive, healthy organizational culture was another strategy that research participants highlighted as being of great importance to employee retention. Organizational culture strengthens the commitment of employees (Hanaysha, 2016). Research participants emphasized the importance of a family-oriented culture, teamwork, and help to the community. Consideration of these findings could lead business leaders to nurture a healthy organizational culture that could attract and retain committed employees and, as a result, strengthen relationships with customers and other stakeholders.

The study findings showed that job embeddedness might help the employee to feel compatible with the organization, more connected, and less likely to forfeit the perceived psychological benefits of staying in the job. Many employers strive to help their employees feel job embeddedness, an indirect way to reduce turnover (Marasi et al.,

2016). Organizations can use the findings to create and expand job embeddedness in their employees to increase retention and reduce the costs associated with turnover. I am hopeful that business leaders, in both the hotel industry and other industries, can implement the findings of this study to retain employees and improve the performance of the organization.

Implications for Social Change

Maintaining low employee turnover may produce positive social change. Talent management is a top priority for organizations across the world (Singh & Sharma, 2015). Findings from the study can provide leaders with a clearer understanding of how to retain talent and improve employment opportunities. Such opportunities can result in continued employment for people, enhancing the well-being of families, communities, and society as a whole. Continued employment offers sustainable incomes, which can mean an enhanced quality of life, improved health care, and, potentially, education for employees and their families. Findings and recommendations of this study may impact social change if employers' actions lead to income continuity and the direct benefits thereof.

The implications for positive social change also include the potential for reducing poverty and crime rates. High turnover rates may contribute to unemployment, and during periods of economic hardships brought on by unemployment, some might turn to crime to compensate for lack of income (Lorde, Jackman, Naitram, & Lowe, 2016). Leaders' adoption of the study's findings to motivate and engage employees could lead to job satisfaction and retention of employees. Reduced employee turnover rates may allow

employers to create more employment opportunities, thereby decreasing unemployment, moderating poverty, reducing the crime rate, and creating safer communities.

An additional implication is that employers may be able to operate more profitable and sustainable businesses as a result of adopting the research findings. It costs employers about 10 times more to replace employees than to retain them (Wang, Wang, Xu, & Ji, 2014). Effectively motivating and retaining employees contribute to an organization's prosperity and profitability (Mozammel & Haan, 2016). The more profitable a business, the more resources leaders will have available to invest in research and development, innovation, and technology; all of these assets can serve to improve the lives of people in society. Leaders in profitable organizations can also contribute to the society by demonstrating corporate social responsibility and helping the government provide social amenities such as roads, water, and security for the citizens.

Recommendations for Action

The research participants in this study were successful in implementing strategies that contributed to low turnover rates. Themes and subthemes about strategies leaders used to maintain low turnover in their hotels emerged from my analysis of responses from research participants, observation of hotel facilities, observation of leaders' interactions with employees, and review of organizational documents. As the hotel industry continues to grow, the challenge of attracting and retaining employees will be even greater than it is now (Brien, Thomas, & Brown, 2017). Hotel leaders who have high turnover rates could benefit from adopting some of the strategies recommended in this qualitative study.

The findings of this study suggest that effective leadership is instrumental in shaping employees' work attitudes, influencing job satisfaction, and thereby improving retention rates. The study's results show that hotels having high turnover rates could benefit from adopting effective leaders who show genuine concern for employees, empower them, and provide opportunities for growth and development. Hence, I recommend that employers recruit, train, and retain leaders with the following attributes: who will engage and connect with employees; who will outline clear career paths for employees so they can grow and develop in the organization; and who will motivate, inspire, and look beyond processes to find ways to use employees' skills to benefit the company and the individual. I also recommend that leaders discuss employees' career goals during semi-annual or annual performance reviews, encourage employees to ask career-related questions during the year, and provide training on a consistent basis. Employers ensuring leadership presence and support can create sustainable career opportunities for staff (Alkahtani, 2015). If employees see the hotel industry as a beneficial career opportunity, turnover rates will decrease.

Human resource managers have the responsibility to design effective policies that can lower turnover rates and result in the success of the business (Tandung, 2016). On the basis of participant perceptions and my review of company documents, I recommend HR managers hire the right people from the start, by creating well-structured interviews, creating detailed job descriptions, and referring to the requirement of the job when conducting an analysis of the candidate. I also recommend that HR managers interview and vet candidates carefully, not just to ensure that the candidates have the right skills

and abilities, but also to ensure that the candidates fit well with the company's culture, managers, and coworkers. This recommendation is consistent with research by Alkahtani (2015), who argued that organizational leaders could reduce employee turnover by undertaking structured recruitment processes and providing adequate budgeting for staff training.

In this study, all research participants felt that providing competitive compensation and benefits was an important element for reducing turnover. Therefore, offering adequate compensation and benefits packages is critical to employee retention in the hotel industry. I recommend employers experiencing high turnover rates work with HR managers to obtain current data on industry pay packages and get creative, when necessary, with benefits and bonus structures. Another recommendation is that employers review compensation and benefits packages annually and pay attention to trends in the marketplace. In addressing factors of compensation and benefits, hotel leaders may be able to mitigate other factors they cannot control. Another recommendation stemming from the findings is for employees to use awards and recognition to motivate and maintain a happy, productive workforce. I suggest sending simple emails of praise to employees at the completion of a project, reporting the achievements of a team to other departments in monthly memos, and implementing other peer-recognition programs. Copying other supervisors and management on emails of praise could make that praise even more effective.

Some research participants highlighted emotional exhaustion as one of the reasons why employees quit. Because hotel employees play an important role in providing

excellent guest service, their job stress levels are a pertinent issue (Mohamed, 2015).

Therefore, employee job burnout should be a concern for all hotel industry leaders. Since

employees work long hours, often six days weekly, hotel employers should consider

ways to reduce employees' stress levels, if not their work hours.

I recommend employers implement and test strategies to help employees cope

with problems they encounter, pay attention to employees' personal needs, and offer

more flexibility, where possible. Employers could also offer transportation from the hotel

to bus stations and provide day care facilities for employees' children. I also recommend

employers hire employees who they perceive can function optimally in stressful

situations, discerned through a planned interview, and that they offer stress management

seminars or workshops. Recruitment of this nature might help lower the costs associated

with stress management for employees and reduce turnover rates.

Effective employee engagement practices can be a powerful means to gain

sustainable competitive advantage (Yadav & Katiyar, 2017). The data in this case study

show that creating a family-oriented organizational culture keeps employees motivated

and loyal to the organization. I recommend employers continuously engage and support

employees, treating them as part of a family so that employees see themselves as valued

assets to the organization. I also suggest that to help boost job embeddedness levels,

employers do the following:

- Promote internal mobility of employees,

- Develop innovative projects,

- Organize team-building activities to establish a foundation of trust, and

- Link team members' personal and group goals to the organization's objectives.

Adoption of some of the recommendations made in this study could help hotel industry leaders to reduce employee turnover and enhance productivity and profitability, thereby creating sustainable employment opportunities for the wider society. I will use various ways to further disseminate the results of this study. I will provide each research participant with a summary of the findings and recommendations. I also plan to make presentations at industry conferences and submit for publication to academic and professional journals.

As previously noted, Jamaican hotel workers frequently travel overseas to work in hotel employment programs, which offer more attractive remuneration. It is the Government of Jamaica's objective to grow the overseas hospitality employment program significantly (Ministry of Labor and Social Security, 2016). I recommend that investors and stakeholders focus instead on increasing the commitment to hotel workers here in Jamaica and making their jobs more permanent, rather than employing them on a contractual basis. The responses from the research participants indicated that job security was important in retaining staff. As such, I also recommend that hotel employers offer adequate health and pension benefits, to decrease the risk level of employees' leaving. Offering permanent employment with attractive incentives in the industry here at home may discourage employees from working overseas and increase the likelihood of lower turnover rates.

Recommendations for Further Research

In this multiple case study, I used a sample of managers in two international hotel chains operating in Jamaica. I used in-depth interviews, observations, and document reviews to identify the strategies that leaders in the hotel industry use to maintain low employee turnover. The study focused on two hotels in Jamaica, and so further research in other hotel chains may provide additional insights into successful strategies for reducing employee turnover in the industry. Also, in future, researchers could focus on how to reduce turnover in Jamaican hotels that are not a part of an international chain.

One of the recommendations was that employers should try to reduce the level of emotional exhaustion in the hotel industry, to reduce employee dissatisfaction and lower turnover rates. Two of the research participants reported that employees were dissatisfied with the six-day work week and that employees displayed a high level of excitement and satisfaction when employers conducted a trial allowing some employees to work a five-day schedule. Future research can build on the present study by examining and analyzing the impact and implications of the six-day work schedule on employees' work and health. To keep turnover rates low and enhance the productivity of the hotel industry, it is also imperative that researchers continue to investigate the impact that overseas hotel programs have on retention rates in Jamaica and other Caribbean countries. Findings from this study may provide hotel leaders with information needed to develop intervention strategies that could help to retain employees.

I plan to disseminate my findings by preparing a summary of the findings and recommendations and sharing it with industry stakeholders. I intend to prepare an oral

presentation suitable for trade groups. I will also prepare one or more presentations for use in academic conferences and/or business school settings.

Reflections

The hotel and tourism industry is the most important foreign exchange earner to the Jamaican economy, with a growth rate of 4% per annum (Chevers, 2015). I selected the topic of employee turnover in the hotel industry because, as a Jamaican citizen, I have a vested interest in identifying the strategies for keeping turnover rates low in the industry. Because of the country's high level of socio-economic and cultural dependence on this industry, I felt it was critical that I contribute much-needed research to the body of existing literature. While numerous studies exist on employee turnover in the hotel industry at large, research is lacking in the Jamaican context.

I have never worked in the industry but had family members who did, and so I must admit that I had some preconceived ideas about the industry before selecting my study topic. Upon beginning the study, however, I kept my personal opinions and thoughts to myself and was open-minded during the process. I used a purposive sample of leaders who had implemented successful strategies for reducing turnover, and this choice resulted in the filtering of articulate and experienced research participants. While conducting the in-depth interviews, I was enthralled by the experiences of the research participants and all that they were doing in their organizations to retain their employees. Observing the research participants during their interactions with employees provided more insights and enabled me to witness firsthand how they mitigated the problem of turnover on a daily basis.

Information from the interviews, observations, and company documents helped me to glean new ideas and dispel any preconceived ideas and biases I had at the beginning of the study. Use of member checking helped me to mitigate any bias. The member checking process included requesting the participants to verify and confirm the accuracy of my interpretations. I based my findings and recommendations solely on the data provided by the study participants. This doctoral process has taught me self-discipline, patience, and resilience. I thought about giving up a few times, but with encouragement from my chair and my family, I defied the odds and emerged successfully. I am confident I will be able to use my knowledge and skills to contribute to the academic field as a learned scholar-practitioner.

Conclusion

Employee turnover is an area of concern across the globe (Mittal, 2016). Turnover in the hotel industry requires attention because it results in instability, loss of productivity, and the increased cost of replacing employees (Vasquez, 2014). Because of the seasonal nature of the job, long work hours, and related pressures, the turnover rates for employees remain high in the hotel industry (Chen & Wu, 2017). Losing employees may hinder team-work in the organization and will incur extra costs (Akgunduz & Sanli, 2017). For this reason, hotel industry leaders should determine and eliminate the factors that influence turnover at the early stages. Jamaica depends heavily on the hotel industry for foreign exchange and employment opportunities, and so it is important that leaders understand how to keep this industry stable and sustainable.

The purpose of this qualitative multiple case study was to explore strategies that leaders in the hotel industry use to maintain a low rate of employee turnover. Findings from this study showed that hotel industry leaders use various strategies, including (1) effective leadership that empower employees and provide opportunities for growth, (2) favorable HR management practices that include talent management, consistent training, offering competitive compensation, and rewarding and recognizing employees, (3) creating good working conditions, and (4) fostering a family-oriented organizational culture. Use of favorable HR management practices was the most mentioned in motivating and retaining hotel employees. Use of effective leadership strategies was second, followed by working conditions and organizational culture.

Although these strategies are not new to the existing literature, they are well aligned with the vast body of knowledge within the discipline of HR and turnover. The results of this study support previous findings from researchers including Baradarani et al. (2014), Karatepe et al. (2014), and Tandung (2016). The major findings are well-aligned with much of current HR and management thought, and the concepts are also applicable to the hotel industry in Jamaica. The findings of this study provide a clear message that hotel leaders should recruit suitable persons, provide systematic training and career development opportunities, offer competitive compensation and benefits, and maintain flexible work schedules. Industry leaders may implement the findings and recommendations from this study to reduce turnover, thereby boosting productivity, improving profitability, and creating sustainable employment for the wider society.

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Appendix A: National Institutes of Health Certificate of Completion

Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that **Odetha Davis** successfully completed the NIH Web-based training course "Protecting Human Research Participants".

Date of completion: 01/17/2015

Certification Number: 1652675

Appendix B: Interview Protocol

Date_____

Location_____

Interviewer_____

Interviewee_____

Orientation

Opening introduction and exchange of pleasantries

General Reminders to Participants

The interviewer will remind participants of the purpose of the study.

The interviewer will reaffirm that information shared will be confidential and used solely

for the purpose of the study.

The interviewer will record conversations and take handwritten notes taken during the

interactions.

When the transcription and the analysis processes are complete, each participant will take

part in a member checking interview.

Participants

The target population and participants will include nine leaders from two international hotels operating in Jamaica who have implemented strategies for achieving low rates of employee turnover. Participants will include leaders from at least two different levels of management in the organizations.

Length of Interviews

All interviews will last approximately one hour.

Central Research Question

What strategies do leaders in the hotel industry use to maintain a low rate of employee turnover?

Interview Questions

1. What strategies have you implemented to achieve a low rate of employee turnover?

2. Which of these strategies has been effective in keeping the rates of employee turnover low in your organization? (For each strategy mentioned by the interviewee, probe with *Why does this strategy work?*)

3. How do you measure or otherwise assess the success of these strategies?

4. Based on your observations, what makes employees satisfied with their jobs?

5. What are some factors that employees say make them dissatisfied with their jobs?

6. How do you address the factors that cause dissatisfaction?

7. What other information, if any, can you provide to help me understand why employees made the decision to stay with or leave this hotel?

Closing

The interviewer will review documents with the interviewee and allow time for reflection, feedback, and confirmation of accuracy of interpretation of key terms.

The interviewer will thank the interviewee for his or her time and request permission to have a follow up visit if necessary.

Appendix C: Invitation to Participate in the Study

In-Depth Interviews and Observations– Invitation to Participate in Business

Research

Date: …………………………….

Dear Sir / Madam,

 I write to request your participation in the research to determine what strategies

leaders use to maintain low rates of employee turnover in the hotel industry. I contacted

you to participate because you are a leader in an international hotel operating in Jamaica,

who has implemented strategies to keep staffing turnover rates low. Participation in the

research is voluntary and confidential.

 I am a student at Walden University, United States, pursuing a Doctor of Business

Administration degree. The purpose of the research is to explore strategies that leaders in

the hotel industry use to maintain a low rate of employee turnover. The research

procedures include a series of interviews with, and observations of hotel industry leaders.

Your name or any other information that could identify you personally will be excluded

in any reports of the research.

 If you are interested in participating in the research, please refer to the attached

informed consent form. The form provides the detailed information to help you

understand the procedures for conducting the study and assist you in your personal

decision whether to participate. If you agree to participate, please reply to the email with

the words 'I Consent', and thereafter we will set up convenient times for both the personal interview and the observations.

I anticipate that the total time required for each interview will span approximately 30-60 minutes. I will record the interview and participants will have the opportunity to review the interview transcription for accuracy before inclusion into the research. I also wish to observe your interactions with staff at a meeting you are chairing or participating in. Time commitment will be for the duration of the meeting. I am grateful for your valuable time and thank you in advance for your cooperation.

Sincerely,

Odetha Davis

Doctor of Business Administration Candidate

Appendix D: Observational Protocol

A. Research Topic

Strategies for Low Employee Turnover in the Hotel Industry

B. Protocol Purpose and Use

1. I used the protocol to guide and inform data collection through observations made on the site location.

2. I used the protocol to ensure dependability of case study methods, findings, and conclusions.

C. Observation Procedures (**Facilities**)

1. I made arrangements with the research partner site for mutually convenient dates and times to conduct two observations. This helped me to capture any detail I might have missed on the first visit.

2. I observed the working conditions and the physical characteristics of the work environment of the employees. Are the working conditions safe, pleasant, etc?

3. I observed and made notes on the quality, accessibility, comfort and cleanliness of the facilities for the employees such as the employees' work space, parking lots, canteen, and lunch room.

4. I checked out the parking lots to see whether executives had reserved spots (and the others did not).

5. I observed any pieces of evidences of recognition such as awards hanging on walls or other public spaces.

6. I took written notes during the observation process.

D. Observation Procedures **(Leaders' Direct Interactions with staff)**

1. I observed the same leaders that I interviewed. The same informed consent form and letter of invitation was used for requesting participation in both the semistructured interviews and the observations.

2. I observed the leaders' direct interactions with staff at a meeting they were chairing or participating in. Time commitment was for the duration of the meeting.

3. I observed and documented how the leaders interacted with staff during the meetings. I noted the individual behaviors of each leader and also noted the energy, excitement, engagement, boredom, irritation, indifference etc. of the leader.