# Impact of Motivation on Employee's Turnover and Productivity in Hotels (FHRAI listed) of Kolkata

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*Abstract:*
*In a typical organizational working environment, it is imperative for organization to retain staff and ensure their effectiveness. Organizations are always established to achieve specific goals and such goals are tied to various degrees on staff motivation, retention, and efficiency among other things. Corporate entities especially in the hotel industry are facing a lot of problem in terms of employee turnover. Despite the centrality of motivation as a vital tool in employee's turnover and productivity, it is often underutilized by most managers in workplace. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, produce low quality work and finally exit the organization. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake.*

*There is a need to examine the impact of motivational factors that will ensure employees efficiency and retention as well as quality service in the hotel industry. This paper examines and tries to compare the views of employees working in different hotels of Kolkata. This research is empirical in nature and is based on primary data collected directly from the concerned employees by means of interview and questionnaire to rate various criterion. The data so collected has been subjected to reliability tests and analyzed using SPSS 16.0. This study will help employers to understand employee needs and plan welfare and development activities more in line with employee requirements in order to increase efficiency and decrease attrition rates.*

*Keywords: Hospitality industry, motivation, retention, employee turnover, FHRAI.*

## 1. Introduction

Employees are considered to be an important resource for any organization. Unlike other industries, employees in hotels are the sole contact points for delivery of products and services. The satisfaction level of customers or guest as we call them has a significant role for the sustainability of the organization. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction among the employees. Hence, in order to make employees satisfied and committed to their jobs there should be proper policies and practices. Thus, managing and retaining employee has become one of the most critical processes in today's environment.

Kolkata, the capital city of West Bengal is the largest metropolitan city in eastern part of India. It is the only city which has a number of classified hotels. In recent years, a lot of international chains have set up their hotels to have a share of the market. The present work focuses on the hotels of Kolkata and tries to compare the impact of motivational factors on productivity and employee turnover on three hotels Hotel A (a five-star hotel), Hotel B (a four-star hotel) and Hotel C (a three-star hotel) of Kolkata. This work is also an insight into the operations of these hotels with emphasis on the human resources that are engaged here. Effort is made to get information from internal as well as external sources to appreciate the status of the force employed in these properties and bring out recommendations to the employers on what could be the best possible way to improve for the future.

## 2. Review of Literature

### 2.1. Motivation

In recent years, there is a lot of evidence that motivation tools play a significant role in getting employees put their best in their work, if their needs are met. (Mullins, 1999) (Lussier, 2000)

A lot of knowledge on human motivation has been developed since last century and has been widely accepted. The term motivation has its origins in the Latin word "movere", which means movement (Steers, 2004)

Motivation is seen as one of the most major factors in issues related to human resources management and organizational behaviour management. (Rutherford, 1990) Pointed that motivation makes an organization more effective as motivated employees are in general more quality-oriented and productive, thus, it is essential for management to understand how organizations influence the motivation of their individual employees.

Many contemporary authors have defined the concept of motivation in a number of ways. According to (A, 2001) motivation is the result of the interface between the individual and the situation. (Simons, 1995) Employee motivation is based on a force that pushes people to make a particular job choice, remain with the job, and put a positive effort. Motivational need theorists derive that a need can grow from physiological or psychological deficiencies that provoke behavior (Ramlall, 2004).

### 2.2. Employee Turnover

(Albion, 2008) Over the last few decades' employee turnover has been a prolific and wide area of study. (McShane, 2000) defines turnover as the process in which employees leave the organization and have to be replaced. (Mathis, 2004) further adds that turnover can be both voluntary or involuntary. Voluntary turnover means when the employee leaves the organization at his own will for various reasons. Involuntary turnover reflects the employer's decision to terminate the employee from the organization.

Voluntary turnover in sometimes predictable on grounds of health or age factors, but get tougher in cases when an employee leaves due to job dissatisfaction or for better job opportunities. (Armstrong, 2004) Employee turnover could be a function of negative job attitudes, poor motivation in workplace, low job satisfaction, job insecurity and the condition of the labor market.

(Barney, 1991) (C.Wilson, 1994) A number of research scholars have mentioned that managing employees is more complicated and difficult than managing technology or capital. According to (Khatri, 1999) employees are considered to be one of the most important resources to organizations.

### 2.3. Productivity

Productivity measures the efficiency and effectiveness with which resources are used in economic activity. Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity.

(Atkinson, 2001) Opined, that measuring productivity in hospitality is acknowledged to be particularly difficult. (Hasan Kilic, 2005) In their study reported on an empirical research study which investigated the factors influencing productivity in hotels in Northern Cyprus. The findings suggested that employee recruitment, training, accomplishing guest expectations and service quality are the main productivity factors in hotels.

A lot of researches indicate that improving the working environment reduces complaints and absenteeism while increasing productivity (Roeloelofsen, 2002). (P, 2008) explains the behavioral office environment behavioral components of the office environment that have the greatest impact on office productivity.

### 2.4. The Relation between Motivation, Productivity and Employee Turnover

According to (Miller, 1992) in the workplace, motivation goes hand-in-hand with productivity as highly motivated people usually work hard and do better-quality work. Human resource management practices in compensation, job security, training & developments, supervisor support culture, work environment and organization justice can help to reduce absenteeism and decrease employee turnover thus improving better quality work (Meyer, 1991) (Solomon, 1992) (Snell, 1992) (Arthur, 1994) (Snell S. a., 1995) (Delaney, 1996) (Ichniowski, 1997)

(Huselid, 1995) In his study found that high employee turnover is negatively linked to employee productivity. (Johnson, 2000) Found that not only the costs of replacement of an employee are high but also there is a fall in the productivity levels when an employee leaves an organization. This effect is primarily due to the learning curve involved in getting familiar with the job and the organization. (Bonn, 1992) identified recruitment and selection procedures as one of the factors that affect labor turnover. (Walsh, 2007) (Boella, 1996) (Bratton, 1999) In their work reported the high rate of employee turnover in hospitality industry as one of the major challenges that the industry needs to address.

In various forms of academic literature, tourism and hospitality services work has been largely characterized as "low skills". These operations focus on low levels of education, low compensation and have a high dependence on seasonality. They are constantly plagued with high labor turnover and related concerns predominantly in developed countries. (Westwood, 2002) (Baum, 1996) (Burns, 1997)

### 2.5. Objectives of the Study

1. To examine the relation between employee turnover, motivational factors and employee productivity in the selected hotels of Kolkata
2. To perform a comparative study of job satisfaction across all the hotels and for different positions.
3. To study the impact of gender on productivity the selected hotels.
4. To arrive at possible solutions and recommendations for all the hotels to improve on the existing practices and enable them to be more proficient for the future.

*2.6. Research Hypothesis*
- H1- Employee Turnover does not have a significant effect on motivation factors and productivity

## 3. Research Methodology
The research design for this study is a survey and it was carried out through the help of questionnaires and interviews. Interviews and questionnaires are key devices used in a survey. Surveys are important instruments in conducting research as they help the researcher gather participants' opinions. Hence, this was adopted to find out the factors that have an impact on attrition and productivity from employees in the selected hotels, namely a five star, a four star and a three-star hotel in Kolkata. Purposive and stratified random sampling technique was adopted in selecting 194 respondents across 3 hotels. A total of 10% of the total respondents were taken into consideration (91 respondents were selected from five-star hotel, 61 from four-star hotel and 42 from three-star hotel) from each hotel to ensure equitable distribution of participants. Data was elicited from respondents using a five point Likert scale questionnaire. Likert Scale is a method of ascribing quantitative value to qualitative data, to make it amenable to statistical analysis. A numerical value is assigned to each potential choice and a mean figure for all the responses is computed at the end of the evaluation or survey.
The questions were divided into two major sections Annexure I was the demographic variables and Annexure II consisted of current data on the impact of motivation incentives on employee's turnover and productivity in the selected hotels. Further the researchers visited the hotels to gauze firsthand knowledge of the visible evidence of the working conditions and facilities that were accorded to employees in these hotels. Further some data was collected from the HR managers and Managers of these Hotels through interview. The data so obtained was scanned and analyzed using MS Excel and SPSS 16.0

| Variable | Code |
|---|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

*Table 1: Coding of Variables*

*3.1. Reliability and Validity of the Instrument*
Reliability refers to the consistency or dependability of the measuring instrument and thus in order to test the reliability of the instrument the Cronbach's Alpha was applied. This is used to measure internal consistency of the tools employed to get necessary data from respondents. The result shows that the reliability of the instrument which employed for employees is ranging from 0.934 to 0.886 which is more than the acceptable standard in social science research. Validity refers to the extent to which the measurement measures what is intended to measure. The instrument was designed by taking in to consideration the basic questions and all items included in the questionnaires are directly derived from it and consistent with the objective of the study.

| Scale | Number of Items | Cronbach's Alpha |
|---|---|---|
| Compensation | 07 | 0.914 |
| Working Environment | 04 | 0.824 |
| Challenging Work | 07 | 0.912 |
| Career Advancement | 06 | 0.918 |
| Training and development | 05 | 0.886 |

*Table 2: Reliability and Validity of the Instrument*

*3.2. Socio-demographic Characteristics of Respondents*
Table 3 represents the socio-demographic information on sex, age, educational qualification, position and years of service. As indicated, the majority of the respondents about (169) or 87% were male, while the percentage of female employees was 13%. More than 60% of the workforce was below the age of 30 years. Only 13% of the respondents had done a Masters degree and through interviews it was found that almost all had done their masters from distance education or through correspondence course.

| Variables | Frequency | Percentage (%) |
|---|---|---|
| **Sex** | | |
| Male | 169 | 87 |
| Female | 25 | 13 |
| Total | 194 | 100 |
| **Age** | | |
| Below 30 | 118 | 60 |
| 30-40 | 54 | 27 |
| 41-50 | 22 | 13 |
| Total | 194 | 100 |
| **Education Qualification** | | |
| Diploma | 98 | 51 |
| Graduate | 64 | 33 |
| Post-Graduate | 13 | 07 |
| Craft Course | 19 | 09 |
| Total | 194 | 100 |
| **Years of service** | | |
| 0 -5 | 63 | 32 |
| 6-10 | 51 | 26 |
| 10-15 | 43 | 22 |
| Above 15 | 37 | 20 |
| Total | 194 | 100 |
| **Level/Position** | | |
| Frontline | 138 | 71 |
| Supervisors | 34 | 18 |
| Managers | 22 | 11 |
| Total | 194 | 100 |

*Table 3: Socio- demographic data of respondents*
*Field Survey, May 2014*

## 4. Data Analysis

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| COMPENSATION | 194 | 1.00 | 5.00 | 2.4845 | .92309 |
| WORKING ENVIRONMENT | 194 | 2.00 | 4.00 | 3.1443 | .43164 |
| CHALLENGING WORK | 194 | 1.00 | 4.00 | 1.5052 | .61288 |
| CAREER ADVANCEMENT | 194 | 1.00 | 4.00 | 1.3196 | .54907 |
| TRAINING AND DEVELOPMENT | 194 | 2.00 | 5.00 | 3.1649 | .57007 |
| Valid N (listwise) | 194 | | | | |

*Table 4: Descriptive Statistics*

Table 4 represents the descriptive statistics of the variable for the study. From the table we can see that training and development and working environment have the highest means of 3.1649 and 3.1443 respectively. On the other hand, career advancement has the lowest mean score of 1.3196.

*4.1. Testing the Hypothesis*
- H1- Employee Turnover does not have a significant effect on motivation factors and productivity

The first objective was to get an idea of the impact of motivation on employee turnover and productivity. A Binary Logistic Regression model was used to predict the effects of motivational factors on employee turnover and productivity. The Binary Logistic Regression Analysis was employed because the dependent variable (employee turnover) is a categorical variable with two categories and was coded in a binary function (1= do not intend to stay and 0= intend to stay) and productivity (1= Yes and 0= No)

| Case Processing Summary | | | |
|---|---|---|---|
| Unweighted Cases[a] | | N | Percent |
| Selected Cases | Included in Analysis | 194 | 33.3 |
| | Missing Cases | 0 | 0 |
| | Total | 194 | 100.0 |
| Unselected Cases | | 0 | .0 |
| Total | | 194 | 100.0 |
| a. If weight is in effect, see classification table for the total number of cases. | | | |

*Table 5*

| Dependent Variable Encoding | |
|---|---|
| Original Value | Internal Value |
| NO | 0 |
| YES | 1 |

*Table 6*

| Categorical Variables Codings | | | Parameter coding |
|---|---|---|---|
| | | Frequency | (1) |
| PRODUCTIVITY | NO | 105 | 1.000 |
| | YES | 89 | .000 |

*Table 7*

## 4.2. Block 0: Beginning Block

| Classification Table[a,b] | | | | | |
|---|---|---|---|---|---|
| | | | Predicted | | |
| | Observed | | ATTRITION | | Percentage Correct |
| | | | NO | YES | |
| Step 0 | ATTRITION | NO | 0 | 82 | .0 |
| | | YES | 0 | 112 | 100.0 |
| | Overall Percentage | | | | 57.7 |
| a. Constant is included in the model. | | | | | |
| b. The cut value is .500 | | | | | |

*Table 8*

## 4.3. Classification Table

The above table tells us how good are model is. Block 0: Beginning Block. - We can predict that at least 82 will stay and 112 will leave the organization. So, the overall models predictive ability is 58% correct.

| Variables in the Equation | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | B | S.E. | Wald | df | Sig. | Exp(B) |
| Step 0 | Constant | .312 | .145 | 4.602 | 1 | .032 | 1.366 |

*Table 9*

| Variables not in the Equation | | | Score | df | Sig. |
|---|---|---|---|---|---|
| Step 0 | Variables | COMPENSATION | 73.387 | 1 | .000 |
| | | WORKINGENVIRONMENT | 9.573 | 1 | .002 |
| | | CHALLENGINGWORK | 8.942 | 1 | .003 |
| | | CAREERADVCMENT | 22.299 | 1 | .000 |
| | | TRAININGDEVELOPMENT | 13.688 | 1 | .000 |
| | | PRODUCTIVITY(1) | 29.491 | 1 | .000 |
| | Overall Statistics | | 105.804 | 6 | .000 |

*Table 10*

Variables not in the Equation- All the variable have a p<0.05, hence they will be significant predictors individually; they will have a good predictor for the model.
Block 1: Method = Enter

| Omnibus Tests of Model Coefficients | | | | |
|---|---|---|---|---|
| | | Chi-square | df | Sig. |
| Step 1 | Step | 150.667 | 6 | .000 |
| | Block | 150.667 | 6 | .000 |
| | Model | 150.667 | 6 | .000 |

*Table 11*

Block 1 – Method= Enter depicts that the p value is <.050, it means we have a significant model. The model will be a good predictor. The predictor variable will be able to explain yes or no prediction.

| Model Summary | | | |
|---|---|---|---|
| Step | -2 Log likelihood | Cox & Snell R Square | Nagelkerke R Square |
| 1 | 113.617[a] | .540 | .726 |
| a. Estimation terminated at iteration number 7 because parameter estimates changed by less than .001. | | | |

*Table 12*

The Nagelkerke R Square gives an idea of how much of the variance in dependent variable is explained by the predictor variable. Here, around 72% of the variance of the outcome is affected by the predictor variable.

| Hosmer and Lemeshow Test | | | |
|---|---|---|---|
| Step | Chi-square | df | Sig. |
| 1 | 4.952 | 8 | .763 |

*Table 13*

Hosmer and Lemeshow Test- It is the goodness-of-fit tests helps to decide whether the model is correctly specified. In order to justify that the model is fit the p value should be greater than 0.050 (for others the p value should be less than 0.050). The p value is 0.763 which is more than .050, which suggest that the model is fit.

| Contingency Table for Hosmer and Lemeshow Test | | | | | | |
|---|---|---|---|---|---|---|
| | | ATTRITION = NO | | ATTRITION = YES | | Total |
| | | Observed | Expected | Observed | Expected | |
| Step 1 | 1 | 20 | 19.876 | 0 | .124 | 20 |
| | 2 | 19 | 18.040 | 0 | .960 | 19 |
| | 3 | 14 | 16.371 | 5 | 2.629 | 19 |
| | 4 | 13 | 13.064 | 7 | 6.936 | 20 |
| | 5 | 10 | 8.238 | 10 | 11.762 | 20 |
| | 6 | 4 | 3.734 | 15 | 15.266 | 19 |
| | 7 | 2 | 2.022 | 17 | 16.978 | 19 |
| | 8 | 0 | .476 | 19 | 18.524 | 19 |
| | 9 | 0 | .160 | 20 | 19.840 | 20 |
| | 10 | 0 | .020 | 19 | 18.980 | 19 |

*Table 14*

| Classification Table[a] | | | | | |
|---|---|---|---|---|---|
| | | | Predicted | | |
| | Observed | | ATTRITION | | Percentage Correct |
| | | | NO | YES | |
| Step 1 | ATTRITION | NO | 68 | 14 | 82.9 |
| | | YES | 13 | 99 | 88.4 |
| | Overall Percentage | | | | 86.1 |
| | a. The cut value is .500 | | | | |

*Table 15*

*4.4. Classification Table*
Tells us how good our model was to predict the actual outcomes. Almost 86% of the outcomes were predicted by our model (previously it was 58%)

*4.5. Variables in the Equation*

| | | B | S.E. | Wald | df | Sig. | Exp(B) |
|---|---|---|---|---|---|---|---|
| | COMPENSATION | -2.816 | .503 | 31.370 | 1 | .000 | .060 |
| | WORKINGENVIRONMENT | -1.264 | .606 | 4.345 | 1 | .037 | .282 |
| | CHALLENGINGWORK | -.561 | .483 | 1.345 | 1 | .246 | .571 |
| Step 1[a] | CAREERADVCMENT | -1.508 | .506 | 8.876 | 1 | .003 | .221 |
| | TRAININGDEVELOPMENT | -1.572 | .472 | 11.080 | 1 | .001 | .208 |
| | PRODUCTIVITY(1) | -2.148 | .523 | 16.871 | 1 | .000 | .117 |
| | Constant | 20.798 | 3.648 | 32.504 | 1 | .000 | 1.077E9 |
| a. Variable(s) entered on step 1: COMPENSATION, WORKINGENVIRONMENT, CHALLENGINGWORK, CAREERADVCMENT, TRAININGDEVELOPMENT, PRODUCTIVITY. | | | | | | | |

*Table 16*
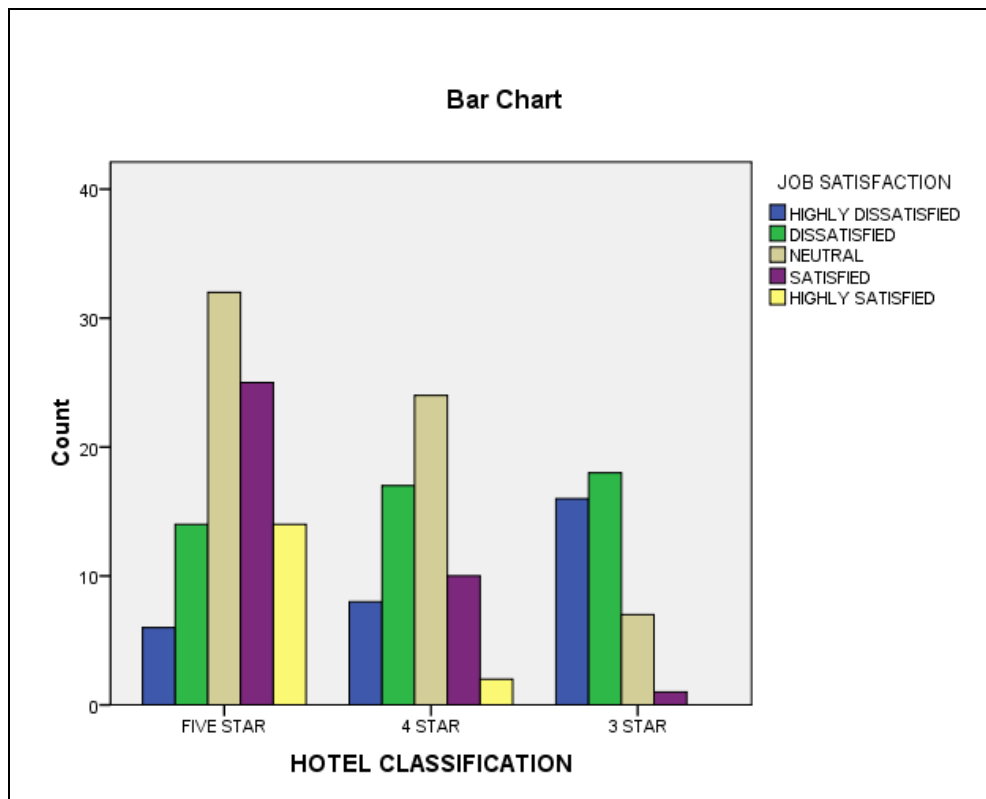


*Figure 1: Satisfaction Level across three hotels*

The above figures give an idea of the job satisfaction levels of the hotels selected for study.

*4.6. Hotel Classification * Job Satisfaction Cross Tabulation*

| | | Job Satisfaction | | | | | Total |
|---|---|---|---|---|---|---|---|
| | | Highly Dissatisfied | Dissatisfied | Neutral | Satisfied | Highly Satisfied | |
| Hotel Classification | Five Star | 6 | 14 | 32 | 25 | 14 | 91 |
| | 4 Star | 8 | 17 | 24 | 10 | 2 | 61 |
| | 3 Star | 16 | 18 | 7 | 1 | 0 | 42 |
| Total | | 30 | 49 | 63 | 36 | 16 | 194 |

*Table 2: Cross tabulation between Hotel Classification and Job Satisfaction*

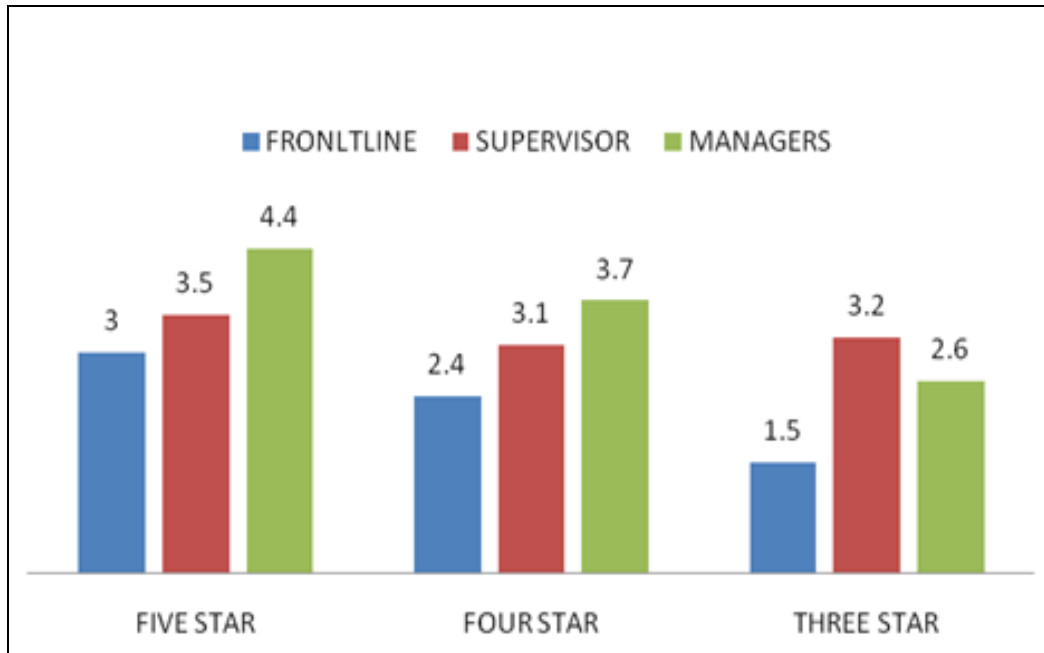*4.7. Hotel Classification * Job Satisfaction Cross Tabulation*



*Figure 2: Mean of job satisfaction across all levels*

| GENDER * PRODUCTIVITY Cross tabulation | | | | |
|---|---|---|---|---|
| Count | | | | |
| | | PRODUCTIVITY | | Total |
| | | NO | YES | |
| GENDER | MALE | 94 | 75 | 169 |
| | FEMALE | 11 | 14 | 25 |
| Total | | 105 | 89 | 194 |

*Table 3: Cross tabulation between Gender and Productivity*
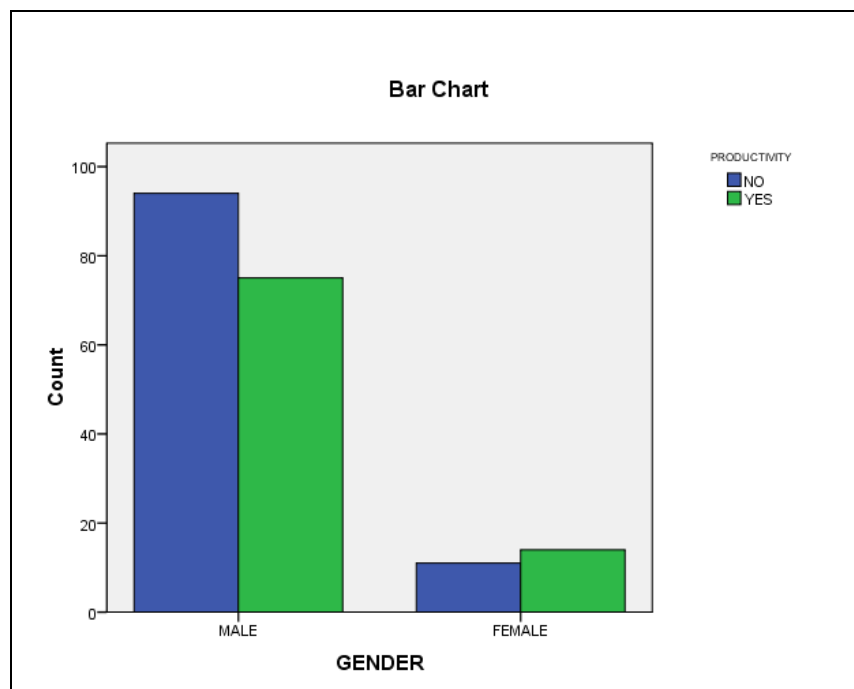


*Figure 3: Productivity across male and female*

The above figure shows the mean scores for job satisfaction across all levels (frontline, supervisors and managers) in the respective hotels.

## 5. Results

- The effect of compensation on employee turnover was significant in the model ($B$ = -2.816, exp$B$ = 0.60, $p < 0.05$). The negative coefficient and odds ratio however shows that there is an inverse relationship between compensation and turnover in the sense that a unit increase in compensation results in a slight reduction (by 0.60 times) in the likelihood of employees leaving their organizations.
- The effect of working environment on employee turnover was significant in the model ($B$ = -1.264, exp$B$ = 0.282, $p < 0.05$). The negative coefficient and odds ratio however shows that there is an inverse relationship between working environment on employee turnover in the sense that a unit increase in working environment results in a slight reduction (by 0.282 times) in the likelihood of employees leaving their organizations.
- The effect of challenging work on the turnover of employees was however found to be insignificant ($B$ = -0.561, exp$B$ = 0.571, $P>0.05$).
- The effect of career development on employee turnover was significant in the model ($B$ = -1.508, exp$B$ = 0.221, $p < 0.05$). The negative coefficient and odds ratio however shows that there is an inverse relationship between career development on employee turnover in the sense that a unit increase in working environment results in a slight reduction (by 0.221 times) in the likelihood of employees leaving their organizations.
- The effect of training and development on employee turnover was significant in the model ($B$ = -1.572, exp$B$ = 0.208, $p < 0.05$). The negative coefficient and odds ratio however shows that there is an inverse relationship between training and development on employee turnover in the sense that a unit increase in working environment results in a slight reduction (by 0.208 times) in the likelihood of employees leaving their organizations.
- The effect of productivity on employee turnover was significant in the model ($B$ = -2.148, exp$B$ = 0.117, $p < 0.05$). The negative coefficient and odds ratio however shows that there is an inverse relationship between productivity on employee turnover in the sense that a unit increase in productivity results in a slight reduction (by 0.117 times) in the likelihood of employees leaving their organizations.
- Productivity is found to be higher in case of females than male employees across all hotels.
- The Job satisfaction level (mean) of five star and four star hotels is more for managers than supervisors and frontline employees.
- On the contrary, the job satisfaction level for supervisors is more than the frontline and managers in case of three star hotels.
- Frontline employee's job satisfaction (in three-star hotel) was the lowest in comparison across all levels and all hotels in the study.
- Working environment in five star and four star hotels were comparatively better than three-star hotel.
- The representation of female employees in food and beverage service department and production department was nil in the three-star category hotel.

## 6. Suggestion and Recommendation

Based on the responses received by the employees of the three hotels the following suggestions and recommendations can be made:
- The findings suggest that the employment practices adopted by hotels have a great impact on job satisfaction which impacts the productivity and employee turnover in the hotels. Organizations should design employee friendly practices that should result in job satisfaction and enhanced employee productivity, even when it is evident that the hotel industry has poor policies as compared to other industries.
- The hotels should device a means to link the productivity of its employees to their overall compensation package as this will an excellent motivator for the employees to be more productive.
- Human resource managers should strive to look for newer and innovative employee retention practices because it appears employees are keen on them.

## 7. Conclusion

This study is conducted to find the relationship between motivational factors and employees' turnover and productivity in the selected hotels of Kolkata. It has been discovered that motivational factors are important determinant for employee turnover and productivity. They are supported by most of the previous studies. Also from the analysis we can see that compensation has the greatest influence on employee turnover. Thus, hotels can improve their employee retention effectiveness by providing a competitive package that will ensure that they are loyal to the organization.

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