

Impacts of Job Satisfaction that Prevents Exit and Intent to Searching New Opportunity by the Existing Employees in Chennai Posh Hotels

¹S. Nandhini, Research Scholar, ns3425@srmist.edu.in, Ph:9841811325

²Dr. K. Santhanalakshmi, santhank@srmist.edu.in, Ph:9894228738

Correspondence Author: Dr. K. Santhanalakshmi

^{1,2C} College of Management, SRM Institute of Science & Technology, Kattankulathur, Chengalpattu Dt., Tamilnadu-603203, India

ABSTRACT

Researchers in hospitality management have evinced keen interest in the past decades to study the high employee turnover which is an important issue for many hoteliers in our country India. Despite the retention techniques adopted by the hoteliers, the employees exit of the organisation and intention to searching of new opportunity remains high. It is significant to note that employee morale is not only affected by high level of employees exit ratio, but it also leads to loss of employees' happiness. In a highly competitive situation, the hotel industry should rely on effective management of employees and must reduce the intention to going out. There is a need to understand the service climate and associated aspects to evaluate the underlying the strategies for the posh hotel employees with respect to employee turnover. The present study is attained to identify the impacts of job satisfaction and how to prevents the employees exit and searching the new opportunities which is related job satisfaction issues that were used to analyse the Posh hotels in Chennai city, in which the factor analysis were done to know the employees experience impact the job satisfaction and logical regression have done to know that how to prevent the exit as well as searching new opportunities outside. The study deals with four core operational departments. A self-administered questionnaire was distributed to 350 employees of the luxury hotel. After a thorough review of the returned questionnaire, 310 were obtained appropriately and complete were used for the analysis. We have used statistical techniques for the analysis of the data collected. The results of this study indicate that the demographic factors such as gender, age, education, marital status as well as the experience of the employees with job satisfaction factors

Keyword: Hospitality Industry, Happiness, Job satisfaction, Exit of organisations, new opportunity.

1. Introduction

India's hospitality industry is one of the largest. It covers many segments and the employment sector. The industry faces many challenges and the workforce has been observed to be unique. The industry often relies on part-time and seasonal workers. In recent years, research on hospitality sales has attracted many researchers. In the present study an attempt is made to study employee satisfaction related aspects in Chennai, Tamilnadu.

Definition of Employee Satisfaction

Employee Satisfaction or Work Satisfaction is how satisfied or satisfied an employee is with their work. Employee satisfaction is usually measured using an employee satisfaction survey. Factors

covered in these studies that affect employee satisfaction include compensation, workload, management awareness, flexibility, teamwork, resources, and more, which is part of the overall solution. It's just a department. In fact, for some companies, a happy employee is someone who doesn't have to have a company. Satisfaction does not mean high performance or commitment. HR ideas and strategies focused on improving employee satisfaction often have demoralizing results for high-performing people.

Why is employee satisfaction a potential issue?

The problem with employee well-being is that it doesn't focus on what's important to your most talented employees. Happy and happy employees can be very happy with a job that requires little effort. This employee may be completely happy to do whatever it takes to continue working. These employees may be "very happy" with their work. They usually lack leadership and purpose. Your performance may be "good enough". They are unlikely to leave the company, but they do not necessarily add value. Unlike happy employees, enthusiastic employees create value by pushing the boundaries and driving growth and innovation. Even organizations that seek a focus on value-based engagement need to push the boundaries. Organizations that employ engagement strategies provide informal and formal learning experiences to create meaningful opportunities for employees to find value and recognition for their work. Engaged employees often seize these opportunities, while happy employees often do not.

Satisfaction and Engagement Semantics

Many individuals utilize the expressions "Satisfaction" and "commitment" to allude to not simply the essential center necessities of occupation satisfaction, yet in addition the additional significance, inspiration, and responsibility of "commitment". That checks out. However long your organization gauges and comprehends the significance of making progress toward the variables that we remember for our meaning of commitment; it truly doesn't make any difference what you call it. By utilizing a commitment study, posing the right inquiries, estimating the right factors with benchmarked results, questions and results supported by insights, your association can develop an essential intend to further develop representative commitment and, thusly, execution.

2. Objectives of the Study

As we go through the objectives of this research study, it is very clear on few points as given below,

- To study the satisfaction and engagement factors with respect to hotel industry employees.
- To analyse the issues with respect to job satisfaction and engagement in developing a proper retention model.
- To determine the variables from the analysis of issues in current model.
- To develop a job satisfaction model which supports in supporting to employee retention.

Literature Review:

Jen-Te Yang, Chin-Sheng and Yi-Jui Fu (2012) have identified the motivating factors behind employees' decisions to leave the organization and examined the specific retention strategies to reduce turnover rates in Taiwanese Hotel Industry.

Jitendra Kumar Singh & Dr Mini Jain (2013), in their article “A study of employees’ job satisfaction and its impact on their performance”, examine the broad forms of various variables responsible for employee satisfaction and the study points out that employees’ attitude typically reflect the moral of the company. The study suggests that policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees.

Parul Jhajharia & Havisha Gupta (2015), their research paper “A Study of Employee Satisfaction and Its Impact on Employee Retention in Retail Sector”, aims at measuring Employee Satisfaction and its impact on employee retention. The study suggests that the biggest impact on a company’s productivity is the satisfaction of the employees.

Dr A Thangaswamy (2016), in his research paper “A study on job satisfaction of bank employees with reference to State Bank of India, Kanyakumari District”, objective is to measure the level of job satisfaction of bank employees in the State Bank of India in Kanyakumari District. The study reveals that among the officers of State Bank of India 56.7 per cent had medium level of job satisfaction and 15 per cent had higher level of job satisfaction. In the case of clerical staff 30.7 per cent had lower level of job satisfaction and 60.7 per cent had medium level of job satisfaction.

Sundeep Sarin & Sharat Sharma (2015), in their article “Determinants of Job Satisfaction in the Indian Biotechnology Sector: Issues and Interventions”, statistically and analytically examines the determinants of job satisfaction of employees in the Indian biotechnology sector. It also analyses the impact of job satisfaction based on level of management in the Indian biotechnology sector. The application of ANOVA and other statistical examination revealed that overall job satisfaction among employees in the biotechnology sector in India has a significant relation with the level of management. Besides evaluating the determinants of job satisfaction, the statistics revealed that junior level management has a far more job satisfaction level compared to middle and senior management in the Indian Biotechnology sector.

Dr P K Mishra (2013), in his article “Job Satisfaction”, explains that Job satisfaction is one of the most crucial issues in industrial Psychology and behavioural management in organisation. It is one’s effective response to the job. It is concerned with such specific factors has wages, supervision, steadiness of employment, conditions of work, social relation of the job, prompt settlement of grievances, fair treatment of employer and other similar items. Job satisfaction is related to different Socio-economic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, duration of work etc.

Dr R Anitha (2011), in her paper “A Study on Job Satisfaction of Paper Mill Employees with special reference to Udumalpet and Palani Taluk”, the main aim is to analyse the satisfaction level of paper mill employees. The study shows that only 44% of the employees are satisfied with the working conditions, 31% of them with the welfare facilities, 44% of them with the accident compensation, and 42% of them are satisfied with the rewards provided and 52% of them are satisfied with the grievance handling procedure. The organization may give importance to certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.

3. Methods

Case study and its sampling design

The case study has been carried out based on the data collected through a questionnaire. Totally 513 employees have responded for the case-study. A Detailed questionnaire has been framed incorporating the objectives of the study. The questionnaire consists of 4 parts namely,

Part 1: Demographic information

Part 2: Employee engagement/happiness

Part 3: Job satisfaction

Part 4: Turn over intentions

It is important to notice that scaling technique has been utilized in respect of the correlation of knowledge supported Part-2, Part-3 and Part-4 aspects noted above. Part-2 is predicated on 7-point scale, Part-3 and Part-4 is predicated on the 5- point scale. the info has been collected through the web questionnaire form. the info was thoroughly checked for its consistency. Reliability of the info has also been investigated.

Data Structure and the Results

Data structure of the study contains demographic profile, profile relationship to the position, working department and academic structure are presented within the following sections. The study consists of knowledge obtained from 181 respondents and therefore the details of the case study in respect of the development of discriminant model is presented within the subsequent sections.

Demographic profile of employees

The gender distribution of the respondents is presented within the following Table the info indicates that majority of the workers fall within the category of hotels and only few constitutes the category 2 & category 3 hotel.

Star Category			Current Category Possession					Total
			Dept. He	Executiv	Manager	Others	Superior	
2	Gender	Female	0	2	4		2	8
		Male	1	14	6		10	31
	Total		1	16	10		12	39
3	Gender	Female	2	11	12		8	33
		Male	5	14	13		18	50
	Total		7	25	25		26	83
4	Gender	Female	0	14	12	3	4	33
		Male	7	22	27	6	26	88
		Prefer n	0	1	1	0	0	2
	Total		7	37	40	9	30	123
5	Gender	Female	3	45	38	0	21	107

		Male	7	66	43	2	40	158
		Prefer n	0	3	0	0	0	3
	Total		10	114	81	2	61	268
Total	Gender	Female	5	72	66	3	35	181
		Male	20	116	89	8	94	327
		Prefer n	0	4	1	0	0	5
	Total		25	192	156	11	129	513

Job Satisfaction Factor Analysis:

Table: Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Q2 - The benefit package we have is equitable	3.40	1.145	513
Q3 - I enjoy my co-workers	3.59	1.156	513
Q4 - I like my supervisor	3.62	1.138	513
Q5 - I am satisfied with my chance of promotion	3.52	1.142	513
Q6 - When I do a good job, I receive the recognition for it that I should receive	3.53	1.167	513
Q7 - The benefits we receive are as good as most other hotels offer	3.53	1.187	513
Q8 - I feel like a part of a big family is this hotel	3.64	1.163	513
Q9 - All is all, I am satisfied with this job	3.64	1.158	513
Q10 - I am extremely glad that I choose to work for this hotel over other hotels	3.59	1.181	513
Q11 - There is much to be gained by saying with this hotel in definitely	3.58	1.148	513
Q1 - I feel I am being a fair amount for the work I do	3.19	1.308	513

The KMO and Bartlett test evaluate all available data together. From the below Table 3.4.2 of KMO and Bartlett's Test it can be noted that the significance value is at 0.000 with a chi-square value of 2185.061, KMO value being 0.939 and df is 55.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.939
Approx. Chi-Square	2185.061
Bartlett's Test of Sphericity df	55
Sig.	.000

To suggest a substantial correlation in the data KMO value must be above 0.5 (here it is 0.939) and the significance level must be below 0.05 (here it is 0.000). So, it's clear from above interpretation that there exists a significant correlation seen from the data analysed. Which shows that there is a correlation between employee satisfaction and job turnover intention.

Total Variance Explained			
Component	Initial Eigenvalues	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings
t			

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.353	48.661	48.661	5.353	48.661	48.661	3.079	27.989	27.989
2	.797	7.243	55.905	.797	7.243	55.905	2.318	21.071	49.061
3	.738	6.709	62.614	.738	6.709	62.614	1.491	13.553	62.614
4	.721	6.552	69.166						
5	.577	5.248	74.414						
6	.557	5.063	79.476						
7	.495	4.497	83.973						
8	.474	4.310	88.283						
9	.461	4.186	92.470						
10	.428	3.895	96.364						
11	.400	3.636	100.000						

Extraction Method: Principal Component Analysis.

The initial number of factors is the same as the number of variables used in the factor analysis. However, not all 11 factors will be retained. In this example, only the first three factors will be retained. Again, we see that the first 3 components have stronger Eigenvalues. We consider these "strong factors". After that -component 4 and onwards- the Eigenvalues drop off dramatically. The sharp drop between components 1-3 and components 4-11 strongly suggests that factors underlie our questions.

Component Transformation Matrix

Component	1	2	3
1	.712	.580	.395
2	.127	-.660	.740
3	-.691	.477	.544

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

It's a geometrical transformation which is done in order to get a different "view" of the data, which often enables better interpretation. The component transformation matrix tells you how the optimal "rotation" is done.

EmployeeEngagement Factor Analysis:

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
I feel energized at work	3.97	2.040	513

At my job, I feel strong and vigorous	4.18	1.962	513
I am exited/ enthusiastic about my job	4.39	1.871	513
My job inspires me	4.58	1.893	513
I am proved of the work that I do	4.65	1.870	513
I feel happy when I am working hard	4.82	1.870	513
I derive sense of fulfillment after completing the work	4.76	1.835	513
I am willing to accept all sorts of challenge at work	4.74	1.889	513
I am extremely happy that I to work for this hotel over other hotel	4.66	1.859	513
I find that my value and the hotel value are very similar	4.66	1.867	513
In this hotel , my job is challenging	4.76	1.798	513
I always preserve even when things do not go well	4.74	1.745	513

The KMO and Bartlett test evaluate all available data together. From the below Table 3.5.2 of KMO and Bartlett's Test it can be noted that the significance value is at 0.000 with a chi-square value of 3959.910, KMO value being 0.954 and df is 66.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.954
Approx. Chi-Square	3959.910
Bartlett's Test of Sphericity	Df
	66
	Sig.
	.000

To suggest a substantial correlation in the data KMO value must be above 0.5 (here it is 0.954) and the significance level must be below 0.05 (here it is 0.000). So, it's clear from above interpretation that there exists a significant correlation seen from the data analysed. Which shows that there is a correlation between employee engagement and job turnover intention.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.163	59.693	59.693	7.163	59.693	59.693	3.245	27.041	27.041
2	.834	6.951	66.644	.834	6.951	66.644	2.731	22.756	49.797
3	.637	5.307	71.951	.637	5.307	71.951	2.659	22.154	71.951
4	.554	4.613	76.564						
5	.482	4.015	80.580						

6	.414	3.454	84.033					
7	.393	3.276	87.309					
8	.366	3.049	90.358					
9	.336	2.799	93.157					
10	.313	2.608	95.765					
11	.279	2.329	98.094					
12	.229	1.906	100.000					

Extraction Method: Principal Component Analysis.

The initial number of factors is the same as the number of variables used in the factor analysis. However, not all 12 factors will be retained. In this example, only the first three factors will be retained. Again, we see that the first 3 components have stronger Eigenvalues. We consider these "strong factors". After that -component 4 and onwards- the Eigenvalues drop off dramatically. The sharp drop between components 1-3 and components 4-12 strongly suggests that factors underlie our questions.

Component Transformation Matrix

Component	1	2	3
1	.623	.566	.540
2	-.627	-.052	.777
3	.468	-.823	.323

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser
Normalization.

It's a geometrical transformation which is done in order to get a different "view" of the data, which often enables better interpretation. The component transformation matrix tells you how the optimal "rotation" is done.

Discriminant Function Analysis:

Group Statistics

Star Category	Mean	Std. Deviation	Valid N (listwise)		
			Unweighted	Weighted	
Star 2	I feel I am being a fair amount for the work I do	2.56	1.373	39	39.000
	The benefit package we have is equitable	3.26	1.229	39	39.000
	I enjoy my co-workers	3.08	1.178	39	39.000
	I like my supervisor	2.92	1.222	39	39.000
	I am satisfied with my chance of promotion	3.08	1.156	39	39.000
	When I do a good job, I receive the recognition for it that I should receive	3.38	1.350	39	39.000
	The benefits we receive are as good as most other hotels offer	3.21	1.239	39	39.000

	I feel like a part of a big family is this hotel	3.38	1.227	39	39.000
	All is all, I am satisfied with this job	3.03	1.158	39	39.000
	I am extremely glad that I choose to work for this hotel over other hotels	2.92	1.178	39	39.000
	There is much to be gained by saying with this hotel in definitely	3.05	1.191	39	39.000
	I feel I am being a fair amount for the work I do	3.25	1.299	268	268.000
	The benefit package we have is equitable	3.38	1.159	268	268.000
	I enjoy my co-workers	3.50	1.127	268	268.000
	I like my supervisor	3.60	1.068	268	268.000
	I am satisfied with my chance of promotion	3.52	1.096	268	268.000
	When I do a good job, I receive the recognition for it that I should receive	3.49	1.166	268	268.000
Star 5	The benefits we receive are as good as most other hotels offer	3.57	1.157	268	268.000
	I feel like a part of a big family is this hotel	3.58	1.137	268	268.000
	All is all, I am satisfied with this job	3.63	1.096	268	268.000
	I am extremely glad that I choose to work for this hotel over other hotels	3.58	1.160	268	268.000
	There is much to be gained by saying with this hotel in definitely	3.57	1.138	268	268.000
	I feel I am being a fair amount for the work I do	3.17	1.327	307	307.000
	The benefit package we have is equitable	3.36	1.167	307	307.000
	I enjoy my co-workers	3.45	1.140	307	307.000
	I like my supervisor	3.51	1.110	307	307.000
	I am satisfied with my chance of promotion	3.47	1.112	307	307.000
Total	When I do a good job, I receive the recognition for it that I should receive	3.47	1.189	307	307.000
	The benefits we receive are as good as most other hotels offer	3.52	1.172	307	307.000
	I feel like a part of a big family is this hotel	3.56	1.149	307	307.000
	All is all, I am satisfied with this job	3.55	1.120	307	307.000

I am extremely glad that I choose to work for this hotel over other hotels	3.50	1.181	307	307.000
There is much to be gained by saying with this hotel in definitely	3.51	1.156	307	307.000

The output of discriminant analysis indicates that all 307 cases were used in the analysis. In the group statistics table, it can be seen that there are number of cases for each outcome variable at each level of the grouping variable.

Box's Test of Equality of Covariance Matrices Log Determinants

Star Category	Rank	Log Determinant
Star 2	11	.284
Star 5	11	-1.482
Pooled within-groups	11	-.980

The ranks and natural logarithms of determinants printed are those of the group covariance matrices.

Table: Test Results

Box's M	86.034
Approx.	1.165
F	66
df1	14506.540
df2	.170
Sig.	

Tests null hypothesis of equal population covariance matrices.

Box's test of equality of covariance matrices can be affected by deviations from multivariate normality.

Summary of Canonical Discriminant Functions Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.105 ^a	100.0	100.0	.309

a. First 1 canonical discriminant functions were used in the analysis.

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.905	29.976	11	.002

Standardized Canonical Discriminant Function Coefficients

	Function
	1

I feel I am being a fair amount for the work I do	.476
The benefit package we have is equitable	-.400
I enjoy my co-workers	.005
I like my supervisor	.633
I am satisfied with my chance of promotion	.145
When I do a good job, I receive the recognition for it that I should receive	-.420
The benefits we receive are as good as most other hotels offer	-.019
I feel like a part of a big family is this hotel	-.309
All is all, I am satisfied with this job	.323
I am extremely glad that I choose to work for this hotel over other hotels	.317
There is much to be gained by saying with this hotel in definitely	.102

Structure Matrix

	Function
	1
I like my supervisor	.641
I am extremely glad that I choose to work for this hotel over other hotels	.580
All is all, I am satisfied with this job	.561
I feel I am being a fair amount for the work I do	.543
There is much to be gained by saying with this hotel in definitely	.471
I am satisfied with my chance of promotion	.416
I enjoy my co-workers	.388
The benefits we receive are as good as most other hotels offer	.323
I feel like a part of a big family is this hotel	.177
The benefit package we have is equitable	.106
When I do a good job, I receive the recognition for it that I should receive	.087

Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions

Variables ordered by absolute size of correlation within function.

Functions at Group Centroids

Star Category	Function
	1
Star 2	-.848
Star 5	.123

Unstandardized canonical discriminant functions evaluated at group means

- Note that the Standardized Canonical Discriminant Function Coefficients table and the Structure Matrix table are listed in different orders.
- The number of discriminant dimensions is the number of groups minus 1.
- In this analysis, the discriminant dimensions are statistically significant.
- The canonical correlations for the dimensionare 0.309.

Job Satisfaction Logistic Regression Analysis:

Hosmer and Lemeshow Test

Step	Chi-square	Df	Sig.
1	1.046	3	.790

The Hosmer & Lemeshow test of the goodness of fit suggests the model is a good fit to the data as significance value of $p = 0.790$ which is greater than 0.05. However the chi-squared statistic on which it is based is very dependent on sample size so the value cannot be interpreted in isolation from the size of the sample. Below is the contingency table of the Hosmer and Lemeshow test.

Contingency Table for Hosmer and Lemeshow Test

	Job Satisfaction = Not Satisfied		Job Satisfaction = Satisfied		Total
	Observed	Expected	Observed	Expected	
1	13	15.286	30	27.714	43
2	42	38.869	100	103.131	142
Step 1 3	20	19.660	76	76.340	96
4	7	7.931	46	45.069	53
5	2	2.254	19	18.746	21

Classification Table^a

Observed		Predicted		
		Job Satisfaction		Percentage Correct
		Not Satisfied	Satisfied	
Step 1	Job Satisfaction Not Satisfied	0	84	.0
	Job Satisfaction Satisfied	0	271	100.0
Overall Percentage				76.3

a. The cut value is .500

From the above classification table, it is clear that the classifying the outcome is at 76.3 % of the cases.

4. Results:

The gender distribution indicates that majority of the workers fall within the category of hotels and only few constitutes the category 2 & category 3 hotel.

From the job satisfaction factor analysis, it is clear that there is a correlation between employee satisfaction and job turnover intention. And we see that the first 3 components have stronger Eigenvalues, after that -component 4 and onwards- the Eigenvalues drop off dramatically till 11.

From the employee engagement factor analysis, it is clear that there is a correlation between employee engagement and job turnover intention. And we see that the first 3 components have stronger Eigenvalues, after that -component 4 and onwards- the Eigenvalues drop off dramatically till 12.

From discriminant function analysis, the Standardized Canonical Discriminant Function Coefficients table and the Structure Matrix table are listed in different orders. The number of discriminant dimensions is the number of groups minus 1. And in this analysis, the discriminant dimensions are statistically significant. Following that the canonical correlations for the dimension are 0.309.

The job satisfaction logistic regression analysis, the Hosmer & Lemeshow test of the goodness of fit suggests the model is a good fit to the data.

5. Discussion:

The present study is attained to identify the impacts of job satisfaction and how to prevents the employees exit and searching the new opportunities which is related job satisfaction issues that were used to analyse the Posh hotels in Chennai city, in which the factor analysis were done to know the employees experience impact the job satisfaction and logical regression have done to know that how to prevent the exit as well as searching new opportunities outside. We have used statistical techniques for the analysis of the data collected. And the results of this study indicate that the demographic factors such as gender, age, education, marital status as well as the experience of the employees with job satisfaction factors. From the findings following the analysis it is clear that there is a good correlation between employee engagement and employee turnover as well as a positive correlation between employee job satisfaction and employee turnover. From the above statement it is clear that when there is satisfaction and engagement for employee at their job then the employee turnover intention will be low. And also, in the analysis the classification matrix shows that 75% of the developed cases are correctly classified and this demonstrates that the discriminant model developed can be considered as a valid one. The results of the study may help in formulating policies for reduction in the turnover intentions among the employees by the management of hotel industry.

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