Exploring the relationship between job satisfaction and employee turnover in Chinese luxury hotel

Executive summary

Employee satisfaction and high attrition rate of the workers are the two most difficult issues that have been dealt by the managers across the organisations. High turnover rate of the employees not only affects the organisational performance but also increases the overall cost for the firms. In this research, the researcher has investigated the relationship between employee satisfaction and employee turnover in the context of Chinese luxury hotels where high turnover of the employees have become a major issue. The entire research has been segregated into five major chapters. In the first chapter, the researcher has identified the aims and objectives of the research. Context of the research and its relevance has also been discussed in the first chapter. In the second chapter, the researcher has discussed the theories and concepts related to employee satisfaction and turnover. The factors related to these two aspects have also been identified in this section of the research. In the third chapter, the researcher has discussed the methods used in the study to meet the objectives. In this research, the researcher has collected the responses from 250 employees of Chinese luxury hotels through survey questionnaire. In the fourth chapter, the researcher has analysed the collected data with SPSS. Findings have revealed that employee satisfaction and attrition rate of the employees are inversely correlated to each other. For instance, the factors such as attractive salary package, proper work environment etc can increase employee satisfaction and reduce turnover rate. In order to reduce the turnover rate, the managers of the Chinese luxury hotels are required to provide attractive salary packages to the employees and recognise their efforts in the organisation.

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Chapter 1

1.0 Introduction

1.1 Background of the research

Almost every organisation seeks to improve their performance over time to increase their value generation capacity to foster higher competitive advantage. The organisational success is mostly dependent on the human capital of the firm, which determines its potential to perform. This clearly indicates that the human workforce plays a crucial role in determining the performance of a company. In order to achieve higher yield, the companies need to ensure that the level of human capital is maintained, so that the company is able to perform at its full potential. In this context, employee retention has been considered as one of the most critical issues from the point of view of the management of a particular firm. The human resource (HR) managers provide immense importance in determining the factors that stimulate the employees to leave a job. A significant number of researchers have found that job satisfaction is an antecedent of turnover intentions of the employees. However, most of the studies have been performed in the context of USA and Canada. These researches have primarily focused on hospitals, military and food service companies. Although, the level of job satisfaction has been identified as a consistent predictor of employee turnover, the relationship between satisfaction and turnover intention may fluctuate according to the circumstances. However, only a few researches have been conducted in the context of South East Asia (Brooke, Russell and Price, 2008).

In the context of organisational psychology, employee turnover can be considered as one of most popular topic. Based on a research published in the American Journal of Applied Sciences, it has been observed that the satisfaction level of the employees with their job related aspects such as compensation or job roles and responsibilities directly affect their decision to remain in

the organisation. On the other hand, it can also be found that the loyal employees play a significant part in influencing the performance of the organisation (Frone, Yardley and Markel, 2007). The HR managers of the organisation of the organisations have developed numerous strategies to retain the employees. However, it has been found that frequent turnover of the staff can directly affect the performance of the organisation. Moreover, it has also been found that the operational cost of the organisations have increased significantly due to the increased rate of employee turnover (Wright and Bonett, 2007). Hiring new employees can also reduce productivity of the firm. In this regards, Miller, Katerberg and Hulin (2009) mentioned that the firms can attain competitive advantage by retaining qualified, productive and loyal employee base. Employee turnover can also be considered as one of the most focused area by the scholars, researchers, academicians and HR managers. Hom and Kinicki (2011) cited that employee retention can be considered as an input for enhancing financial performance of the firms. Increased rate of the employee turnover in the firms can boost up indirect cost such as stress on the existing workforces and loss of social capital. Moreover, it can be inferred that morale of the employees can be affected due to the high rate of employee turnover.

Therefore, it has been clearly stated that the performance of the organisation is directly associated with the number of employees that leave the organisation. The higher number of employee turnover eventually puts an unfavourable impact on the overall performance of the organisation. Furthermore, it also leads to revenue leakage, as the higher turnover rates means that the company cannot perform at its full potential thereby limiting its ability to produce higher revenue. Moreover, it can also increase the operating cost of the company, as recruiting new employees to fill up the employee base, also needs some degree of expenditure, effort and time. Moreover, it also involves training costs that the company needs to bear, each time new employees are recruited. This clearly indicates that the companies seek to achieve higher

retention rate to achieve higher organisational performance and increased revenue generation.

It has been also stated that the number of employee turnover rate also influences the corporate image of a firm. The higher employee turnover (also known as attrition) creates a corporate image of unethical work culture, and improper organisational management that leads to employee dissatisfaction. Therefore, a company where employees are leaving in great number may find it difficult to create a good impression among the investors and shareholders. This is mostly because of high attrition is often associated with instability in the organisation.

 Owing to these ill-effects of employee turnover, the firms take several initiatives to ensure that the employees are satisfied enough to stay in the organisation for longer. There are several different factors that are responsible for fostering higher employee satisfaction, which includes job fit, proper remuneration, and relationship with the supervisors, organisational culture, culture background of employees and leadership styles. Each of these factors can have different impact on the satisfaction level and the managers and the higher authority ensures that these factors are properly implemented to create a harmonic work environment that can lead to higher job satisfaction of the employees, which eventually results in low attrition rate and improve competitive advantage.

In order to understand the aspects of job satisfaction of the workers, the researchers have conducted an in-depth psychological analysis on the behaviour of the workers. Based on such study, the researchers have evaluated the factors that can motivate the staff and increase their satisfaction level. On the other hand, the researchers have also conducted several researches for identifying the factors that contributes employee turnover. Based on these researches, a strong relationship between job satisfaction and employee turnover has been derived. It has been found that most of the luxury hotels of Shanghai are facing problems to retain their staff. The management of the hotels have faced severe problems to retain the skilled workforces for more

than one year time period.

In this research, the researcher has focused on deriving the relationship between employee turnover and job satisfaction. The study has been conducted in the context of Chinese luxury hotels. It has been found that the rate of employee turnover is severe in the context of a service industry. Moreover, the research has also intended to focus on the specific determinants of both job satisfaction and employee turnover.

1.2 Rationale of the study

With the advent of globalisation, competition among the organisations has increased significantly. Therefore, attaining competitive edge over the rival firms has become an important factor for the firms. Thus, the organisations have concentrated on recruiting skilful and experienced workforces. Moreover, it has also become important for the managers to improve productivity of the organisation and minimise the operational overheads. In the context of globalisation, the scopes to employees have also increased. The employees have become conscious with their rights and welfare. Such as a proper workplace environment, structured compensation benefits etc. have become known factors for the staff. With the new opportunities available to the employees, changing jobs have become a common issue for the skilled and experienced employees over the last few decades. The employees have started to leave the job due to any issues related to their welfare activities. For instance, one of the most common factors related to the turnover of the employees are the compensation packages offered by the firms. Moreover, in the absence of a proper workplace, the employees have also considered to change the current job. However, retention of the employees has significantly increased the cost of the company. Due to high turnover rate, the HR managers are required to conduct the selection and recruitment process. It has enhanced cost for the particular company. On the other

hand, for increasing the productivity of the employees, trainings have been offered to the new employees. Due to trainings, the operational overhead of the company has been hiked.

In order to deal with this issue, the HR managers have focused on the factors that can increase the satisfaction level of the workers. Companies have invested a significant amount of funds in implementing strategies that can motivate the employees and improve performance. Hence, it has become an important issue for the HR managers to have a fare idea about the relationship between employee turnover and job satisfaction. Moreover, to assess the impact of the newly framed policies, it is crucial for the HR managers to understand the impact of such strategies on employee turnover rate. Thus, based on the given circumstance, it can be inferred that the context of the research is quite relevant. Moreover, it can be expected that the outcome of the study can help the HR managers of the Chinese luxury hotels to retain their employees and improve the service quality of the hotel.

Therefore the rationale behind this study suggest that the by assessing the relationship between the different factors of employee satisfaction and employee turnover, the exact causality can be determined. This study thus sheds light over the underlying principles of employee behaviour and the responsible factors that govern them. Therefore understanding the responsible factors that are leads to higher attrition rate and corresponding turnover of employees, will help the firms to formulate retention strategies that will eventually help to retain the talented employees. Thus, this study bears high importance in terms of organisational success and achievement of higher competitive advantage.

1.3 Aims and objectives

The aim of the research is to assess the relationship between job satisfaction and employee turnover. The entire research has been conducted in the context of luxury hotels of China.

The objectives of the research are as follows:

- To identify the factors that can influence job satisfaction of the employees.

- To identify the factors that can stimulate employee turnover rate.

- To derive a relation between job satisfaction and employee turnover for the workers of Chinese luxury hotels.

- To recommend strategies for improving the job satisfaction and reducing employee turnover rate in the luxury hotels of China.

1.4 Research questions

- What are factors that can affect job satisfaction of the employees in an organisation?

- What are the reasons for high employee turnover in the organisations?

- How job satisfaction can influence employee turnover rate in the organisations?

- How do the firms can improve job satisfaction of the employees and lessen turnover rate?

1.5 Conceptual model

Figure 1: Conceptual framework of the research

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┌─────────────────────────┐
│ Salary                  │
│                         │
│ Working environment     │              ┌──────────────────────┐
│                         │─────────────▶│  Employee Turnover   │
│ Promotion               │              └──────────────────────┘
│                         │                         ▲
│ Fringe benefits         │                         │
└─────────────────────────┘                         │
              │              ┌──────────────────────┐│
              └─────────────▶│   Job Satisfaction   │┘
                             └──────────────────────┘
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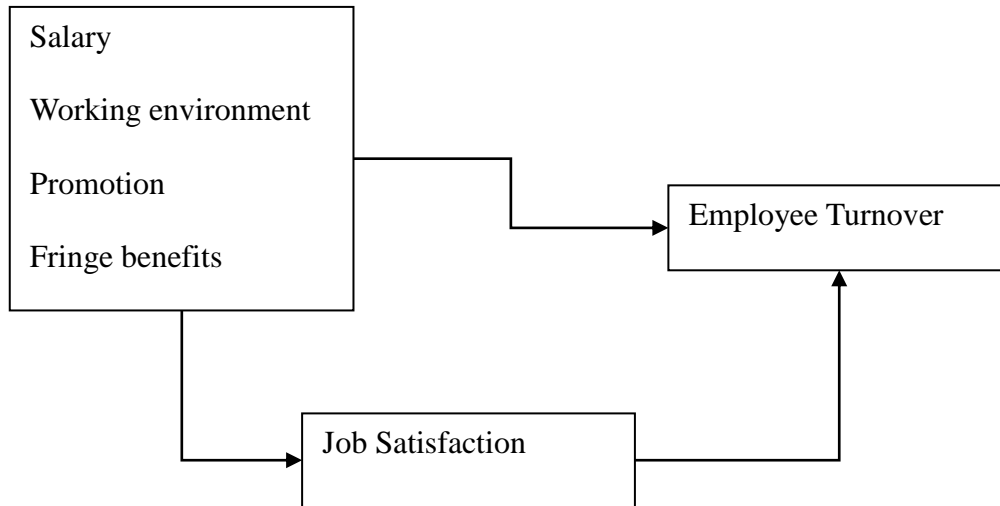
(Source: Created by author)

The research has intended to explore the determinants of major determinants of job satisfaction and employee turnover. The entire research has been devoted to understand the connection between job satisfaction and employee turnover based on the determinants of these two factors.

The conceptual model shown above has identified four primary factors that are responsible for the employee satisfaction level, which in turn determines the rate of employee turnover. This model has been used to answer the research question and research objectives stated above.

1.6 Structure of dissertation

The dissertation has been separated into five chapters. The structure of the dissertation has been presented as under:

Chapter 1: Introduction: This chapter contains the context of the research and its relevance in the current business environment. The aims, objectives, research questions and conceptual

framework are also been presented in this chapter.

Chapter 2: Literature review: It contains the theories and concepts regarding the concerned issue.

Chapter 3: Research methodology: In this chapter, the researcher has discussed about the research paradigms and the methods followed to analyse the collected data.

Chapter 4: Data analysis and findings: This chapter is devoted to analyse the collected data and discuss the result.

Chapter 5: In this chapter the researcher has concluded the study by connecting the findings with the objectives. Moreover, the researcher has also provided suggestions on the concerned topic in this chapter. The limitations of the research and its future scope of development has been discussed in this section of the research.

Chapter 2

2.0 Literature review

2.1 Employee job satisfaction

Employee job satisfaction has targeted by researchers for almost one hundred years. Back to the early age of 20th century, Taylor (1911) began to study employees job duties to develop better ways to train staffs. After Seven years, the interest in job satisfaction had clearly arrived when Edward Thorndike (1918) examined the link between work and satisfaction in the *Journal of Applied Psychology*. Based on the study of the scholars, it has been found that the researches related to job satisfaction has been conducted for more than 200 years. The study has started during the time of industrial revolution of USA. However, most of the studies, focus has been given on maximising the productivity of the workers and most of data have been muddled with the unauthentic constructs such as morale of the employees.

2.1.1 Definitions of job satisfaction

In the context of the organisational behaviour, job satisfaction is considered as one of the most discussed topic. There are many different definitions of job satisfaction in the service area. Job satisfaction is often termed as the amalgamation of mental and environmental situations that enhances the happiness of the employees (Hoppock 1935). Locke (1969) convinced that job satisfaction is a kind of delightful emotional state resulting from one's working or working experiences. Job satisfaction has been shown an important relationship between employee turnover and organizational commitment (Barrow, 1990; Porter and Steers, 1973; Schlesinger and Zornitsky, 1991; Testa, 2001). Schlesinger (1982) inferred that the staff who are satisfied with their work are expected to remain more committed to the organisation that those who are

unsatisfied to the job. Because service productsare offered through people, employers need to maintainemployees' expectations (Rafaeli, 1989). Someresearchers indicated that job satisfaction from the perspectiveof need fulfilment by asking whether the job meet the employee'sphysical and psychological demands (Porter 1962, Wolf 1970).

With the increasing development of service industry in recent decades, Chinese scholar Yang (2006) referred that job satisfaction is the experiences in the company catering the demand of the employee's pleasant psychological condition. Lu (2001) defined job satisfaction as the satisfied level an employee decide in an enterprise. This is a feeling after comparing perceived effect to expect effect. Moreover, he pointed that satisfaction is a relative concept: exceeding expectation is satisfaction; meeting expectation is somewhat satisfaction; falling short of expectation is dissatisfaction. Xie and Zhao (2001) held the view that job satisfaction is an overall satisfaction of work itself, work environment, compensation and supervision.

According the research of Robinson (2004) who follow the first approach, thinks that job satisfaction is concerned a normal attitude a person has or holds towards his or her job. He explained that the higher level of employee job satisfaction is, the more positive the working attitude is. On the contrary, the dissatisfaction may lead to negative working attitude. Wright (2006) stated that job satisfaction can be ensured through a proper interaction process among the employees and work environment. From Andersen, Domsch, and Cascorbi (2007) authors' view point, job satisfaction can be treated as a positive emotional state of mind that may be generated from the workplace.

2.1.2 Determinants of job satisfaction

Job satisfaction is a prime factor to boost up and maintain a proper relationship between the management and employees of an organisation. Objectives of the study is to develop

standardize and measures to evaluate job satisfaction and employee performance. And what factors affect the satisfaction level of job. To find out the factors affecting satisfaction of job and which directly affect the service level. Most of the scholars have found the link between job satisfaction and other factors related to stress, motivation and turnover intention (Chen, 2006; Fair brother and Warn, 2003; Furnham et al., 2002; Gaertner, 1999; Ghiselli et al., 2001; Jernigan et al., 2002; Karatepe et al., 2006; Lam et al., 2001; Linz, 2003; Silva, 2006; Spence Laschinger et al., 2002; Tepeci and Bartlett, 2002; Tsigilis et al., 2004).

Herzberget al. (1957) created the two-factor theory of job satisfaction. According to this theory, job satisfaction and dissatisfaction can be impacted by two different sets of factors. Factors that influence job satisfaction can be classified into two different categories such as hygiene factors and motivational factors. Hygiene factors are revolve under doing the job.. Supervision, interpersonal relationship, physical working conditions, pay packages, administration, job security etc. are the major hygiene factors. On the other hand, motivational factors lead to the job attitudes and it satisfies the requirement for self-actualisation. Some of the important motivational factors are achievements, responsibility, advancements and the work itself. Only motivation will bring the type of productivity improvement sought by companies (Herzberg et al., 1957).

On the other hand, Tett and Meyer (2013) defined job satisfaction as individuals' reaction about the experience of the job. Various components are considered as vital for creating the job satisfaction among the staff. Understanding the variables of job satisfaction is important for the management of a particular organisation. Porter and Steers (2011) cited that job satisfaction is an employee attitude that can be generated from balancing the likes and dislikes of the employees about different attributes related to the concerned job. It can also be treated as an indicator about the feelings of the employees. Most importantly, job satisfaction helps the

management to reduce grievances, absenteeism and turnover. Clark (2007) cited that job satisfaction can be connected with a healthier workforce. However, job satisfaction of the employees may not be synonymous with the organisational morale. Morale of the organisation can be treated as the product of the entire group. On the other hand, job satisfaction can be connected with the individual state of mind of the workers (Rusbult and Farrell, 2014). Job satisfaction is the representation of how an individual employee is contended with his or her job responsibility. Based on the research, it has been found that the nature of job satisfaction is almost same as motivation. However, job satisfaction is more clearly linked with the specific design of the job.

Also identify new areas for further research. Some researches on job satisfaction have been addressed different variables into two categories: personal traits of employees and the job characteristics (Reiner and Zhao, 1999).According to Mitchel & Larsel Hoppock (1987), job satisfaction is the combined reactions based on psychological, physiological and environmental orders or disorders which makes an employee to say that he or she is satisfied or not. A review of the literature shows that numerous variables have been investigated in their relationship to job satisfaction. These variables include demographic data (e.g. age, gender, and race), intrinsic features of the job (e.g. recognition, advancement, and responsibility), and extrinsic variables (e.g. salary, supervision, and working conditions).

From companies' perspective, Porter and Steers (1973) convinced that job satisfaction reflects the aggregate level of net worker prospects and they remain loyal to their jobs. Employees want some other benefits along with their jobs like promotion, pay, autonomy etc. These advantages and scope of their preferences may vary based on the job.

Based on a thorough review of the characteristics of the job satisfaction, Nash (1985) mentioned that job satisfaction depend on several factors. He also found that people who take their job as

prime interest experience high level of job satisfaction. Job satisfaction of the employees can be increased through the proper utilisation of their resources. Moreover, it has also been found that job satisfaction is an indicating factor related to the staffs' motivational level and it may change with the job responsibility and experience. He also concluded that certain organizational characteristics influence job satisfaction, and one of the major factors is the intrinsic nature of the job itself. He also stated in his findings that factors that influence job satisfaction differ from men to women in terms of importance of ranks. Based on common perception, it has been found that men provide highest importance to the job security followed by the other factors such as pay package, development, colleagues, management etc. In contrast, women provide most importance to the nature of job and it is followed by mentioned factors (Nash, 1985).

Vroom (1964) stated that the factors influencing job satisfaction are work itself, promotion, work content, supervisor, compensation, working conditions and co-workers. Locke (1973) mentioned the dimensions of job satisfaction as work itself, pay, promotions, recognition benefits, working environment, supervision, co-workers, company and management. According to Robbins (1999), satisfied employees can enhance the productivity of the organisation, through reduced turnover, lesser number of strikes and low medical expenditures. Mullins (1993) mentioned that motivation is highly interconnected to job satisfaction. Factors such as needs and desire of the staff, quality of the management, work nature, compensation etc. are treated as determinants of the job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999).

According to Lee and Way (2010), hotel managers must evaluate and determine the factors that play an important role in fulfilling the expectations employees have of their work. In addition, group activity is important to maintain job satisfaction among the employees. Thus, the management of the luxury hotels have found effective options to identify the factors that can

estimate the levels of employee job satisfaction.

The research of employee satisfaction and hotel human resource management(2005)pointed out that the factors of employee job satisfaction include: 1. The satisfaction of working condition: workplace decoration, workplace environment quality, working equipment; 2. The satisfaction of work itself: working suited level, responsibility matched level, self-conduct and control level, working challenging level, self-value achieved level; 3. The satisfaction of reward: the fairness of payment distribution, the sense of job achievement, job approbatory level, the fairness of promotion and the satisfaction of welfare; 4. The satisfaction of relationship with others: the communication extent of information and comments, the activities extent of unofficial organisation and conflicts coordination degree; 5. The satisfaction of organisation: hotel's value, hotel's image, participating democratic management, the calibre and ability of hotel manager

2.1.3 Measurement of job satisfaction

Given that there is no unanimously accepted definition of job satisfaction, it is a difficult task to develop a single, universal method to measure it. From previous literature, there are four different measurements using in job satisfaction research. The Minnesota Satisfaction Questionnaire (MSQ) made by the Minnesota Studies in Vocational Rehabilitation and aim to the measure employees' entire job satisfaction. It describes three scales: Intrinsic Satisfaction, Extrinsic Satisfaction and General Satisfaction. The dimensions of MSQ scales are: Ability Utilization, Achievement, Activity, Advancement, Authority, Company Policies and Practices, Compensation, Co-workers, Creativity, self-government, Moral Values, acknowledgment, liability, safety, Social Service, Social Status, administration – human relations, Supervision – technical, Variety, and Working Conditions (David and Rene, 1967). This measurement is used in this study below.

Job satisfaction can derived through various direct and indirect approaches (Harpaz, 1983). In the direct approach, subjective method is the most popular one. It uses questionnaire related to job satisfaction. However, Rahman and Sanzi (1995) argued that job satisfaction may not be impacted by the same factors to all sectors. It is therefore necessary to focus on works dealing specifically with the hotel industry in order to draw relevant conclusions.

Smith, Kendall and Hulin (1969) studied the relationship between hotel individual differences and employee job satisfaction via Job Descriptive Index (JDI) measurement, and estimated job satisfaction from five aspects: work, supervision, pay, promotion and co-workers. The results show that 53% of objects consider the pay is the most important aspect influencing job satisfaction (cited by Zhao, 2004). Vroom's (1964) argument related to Job Descriptive Index has been agreed by more than 50% of articles published on the same topic.

2.2 Turnover

2.2.1 Definitions of turnover

Turnover is a kind of social process (Rice, 1950). Widely say that it is labour transfer, which includes the area transfer, the job transfer and the industry transfer, and also means the move in and move out among a specific organisational employee. Narrowly speaking, turnover is the labour movement from organisation inside to outside (Huang, 1998).It has been estimated that more than 1,000 relevant citations in the literature addressing employee turnover (Muchinky and Morrow, 1980; Steers and Mowday, 1981). March and Simon (1958) significantly contributed to the initiation of scientific turnover research in early period. They pointed that employee turnover decision is influenced by current working feeling and movement desire.

Employee turnover can be measured by the turnover intensity of the individuals. In order to

procure a new job and adjusting with the situation, a significant amount of energy has been used by the employees. Moreover, Boswell, Boudreau and Tichy (2005) mentioned that the process of leaving the relationship with previous employers can be considered as painful. Denvir and McMahon (1992) added that employee turnover may be intended or non-intended and also controllable and unavoidable. Price (1977) firstly divide the employee turnover into two categories: Voluntary and Involuntary. The two aspects of voluntary turnover are organisational factors (payment, promotion, supervision, job opportunities and job challenges) and personal factors (healthy, retirement and advanced studies). The involuntary turnover is an execution of forced turnover by organisation or employer, which has an another name – dismissal.

Staw (1980) suggests that the implicit assumption underlying these efforts has been that turnover is an important organisational problem that is costly and should be declined. Hence, the topic related to turnover can have a huge significance to the managers, researcher and individuals. Thus, the topic of turnover is clearly relevant to managers, researchers and individuals (Zedeck and Mosier, 1990).From organisational perspective, Dalton and Todor (1979) consider voluntary turnover as two categories: the first is dysfunctional turnover, which means the employee want to leave and the organisation want he or she stay because his or her stay will have positive influences on economic profit; the second one – functional turnover performance will be ignored by organisation because of the negative impacts of staying. From employee's perspective, turnover could be divide to initiative turnover (resignation), passive turnover (discharge) and natural turnover (retirement, invalidism and death) (Dalton and Todor, 1979).

The performance of hospitality sector can be evaluated through both production and service aspect. Hence, quality performance of the employees is very crucial for this sector (Lewis, 1989; Schneider and Bowen, 1993). Therefore, the hospitality sector management of the human

resources is very crucial (Cheng and Brown, 1998; Cho et al., 2006; Christensen Hughes and Rog, 2008; Guerrier and Deery, 1998; Kusluvan et al., 2010; Worsfold, 1999). From this point of view, the major problem of the hotel industry is the high employee turnover levels (Bonn and Forbringer, 1992; Cheng and Brown, 1998; Dipietro and Condly, 2007; Hogan, 1992; Kennedy and Berger, 1994).

Due to the negative impacts on the organisation, turnover is treated as a serious problem for hospitality sector. We can classify them in two main categories: direct impacts and indirect impacts. High cost of new recruitment and trainings can be considered as the direct impacts (Davidson et al., 2010; Mercer, 1988; Woods and Macaulay, 1989). Unplanned employee turnover can waste the investment of the management of an organisation (Beckert and Walsh, 1991). Lesser productivity of the employees can be considered as an indirect impacts of the employee productivity (Tracey and Hinkin, 2006) because of unfamiliarity of the workplace, improper service quality (Denvir and McMahon, 1992), job dissatisfaction and low commitment (Smith et al., 1996; Woods and Macaulay, 1989).

2.2.2 Determinants of turnover

Through literature review, turnover intention factors can be concluded as the following dimensions: the first is individual factors. Age, gender, education, tenure within the organization has been proved to be the important relative factors of turnover or turnover intention (Mobby, 1982; Igharia & Greenhaus, 1992) and job satisfaction (Williams & Hazer, 1986). Somers et al. (1996) also found similar founding that the younger, no experience, the high level of education of employees tend to hold low-level job and low organizational commitment, these negative attitudes associated with turnover intention. The another individual factor for turnover is employee satisfaction in hospitality industry. According to Smith et al.

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(1996), employees' satisfaction may reduce after 6 months time period, and in most of cases turnover occurs in this period. It may result in spoil of hotel's brand image due to customer dissatisfaction (Lewis, 1989).

The second is organizational factors, Lee and Mitchell (1994) stated that employee turnover may result from 'conflicts' with organization. These conflicts could be expected or unexpected, and may lead to positive, neutral and negative influence. The employee under role ambiguity and role conflict management system tent to be dissatisfied with job and organization and has a low commitment, and thus there is a strong turnover intention. Quarles (1994) and other studies have reached similar results. Lambert, Hogan & Barton (2001) pointed out that task variety and the relationship with colleagues have a significant, positive impact on job satisfaction. It can be seen that whether the employee correctly understand their working roles and characteristics, it will have impact on employee satisfaction, commitment and turnover.

In the examination of Turnover factors, most studies only consider the impact of each variable, and did not take into account interactional presence. The factors of person-organisation fit, which is firstly proposed by Pervin (1968), means the fitness between atmosphere of individual preferences and the organizational climate. Candidates may determine his suitability from values, moral atmosphere, personality and other aspects of the organization. When the characteristics of personal and environmental are matched, employees will produce high-performance, high satisfaction and low pressure. The research of Zeffane (1994) support Pervin's individual studies of person-organisation fit. Sims & Kroeck (1994) are stated that the " coherence of personality and work " employees have a higher satisfaction, commitment and performance. Thus, when hiring, organization must be taken in selecting the individualwith enterprise value, coinciding style and features, and place them on a suitable working position.

However, external environmental factors, including labour market conditions, job opportunities outside the organization, employment situation and so on will influence turnover behaviour.Quarle (1994) found that external jobs have a direct impact on the promise, in turn affecting the turnover intention.Cheng et al. (1999) proposed the concept of the labour market dimension, which analysethe relationship between industry life cycle, labour market and turnover rate. They divide labour market into three dimensions:well-off degree, stable, Complexity.Any three different combinations of the three dimensions will generate different labour market environments and different turnover rates. For example, high well-off, high instability and high complexity of the labour market is called SunriseMarket (due to the new industry produces emergence), with the characteristics of instability and volatility, and therefore have a higher turnover rate. Saturation market calling by low well-off, Low volatility, and low complexity characteristics, has a high turnover rate.

Among the other factors that can cause turnover, contributing to an increase in turnover rate, there are: job dissatisfaction (Bonn and Forbringer, 1992; Smith et al., 1996); improper training and growth opportunities (Hogan, 1992; Poulston, 2008); aggressive organizational culture (Woods and Macaulay, 1989); poor management styles (Lee -Ross, 1993; Woods and Macaulay, 1989); stress and burnout (Vallen, 1993); ad hoc recruitment and selection procedures (Bonn and Forbringer, 1992; Woods and Macaulay, 1989); discrimination at the workplace (Antolik, 1993); poor organizational commitment (Denvir and McMahon, 1992); a sort of "turnover culture" in the hospitality industry (Deery and Shaw, 1997, 1999; Iverson and Deery, 1997)

The most recent thorough reviews of the turnover literature were Hom and Griffeth (1995) and Maertz and Campion (1998). In 2000, Griffeth, Hom and Gaertner produced a precious turnover meta-analysis. Importantly, since the last major review there have been many theoretical advances including relational perspectives (e.g., network centrality, apparent co-worker

collaboration, interpersonal citizenship behaviour (Mossholder, Settoon, & Henagan, 2005), "overall job attitude" (e.g., combination of job satisfaction, organizational commitment) as a predictor of "integrative behavioural criteria" (focal performance, contextual performance, lateness, absence, turnover)(Harrison, Newman, & Roth, 2006), the unfolding model of turnover (Lee, Mitchell, Holtom, McDaniel, & Hill, 1999), and job embeddedness (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001).

2.2.3 Turnover model

The studies of employee turnover can be traced back in the early 20th century. The turnover overall model appears in a book called 'organisation theory' by March and Simon (1958). It established a staff turnover model consists of two major determines: a willingness to leave and a possibility to leave. The variables in this model as a successful sample are followed by most numbers of employee turnover motional model. After the 1970s, employee turnover model has been further developed. Many economics, core scientific experts, and management scholars have conducted extensive and in-depth researches.

Price (1977) established an employee turnover motivationmodel (figure 1) based on a numerousnumber of disciplines on employee turnover literature review.Price pointed thatpay, five levels, integration, instrumental communication, formal communication, and centralization determinants as the determinants have an impact on turnover. He identified the first four factors are related to turnover in a positive way, while centralization has a negative relationwith turnover behaviour (Figure 1).

Figure 2 Price (1977) Turnover Determinants and Intervening Variables
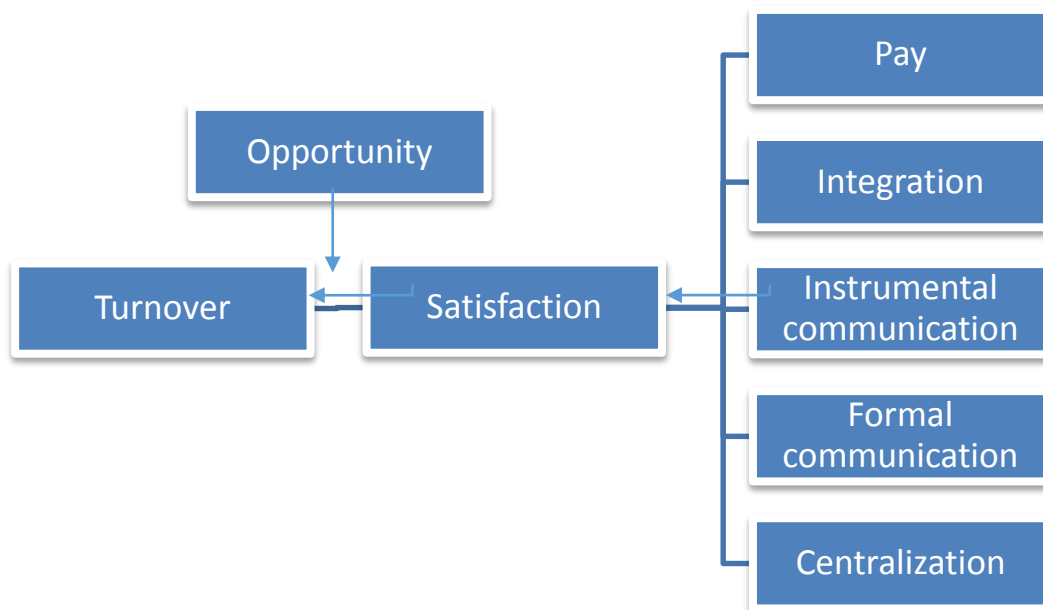
Price and Muller are based on Price (1977) model and developed the process of the absorption of sociology, psychology and economics from empirical researches. Price series model totally developed six versions so far. Price-Mueller model as the latest model with more than 30 years' evolution is published in the Price (2000) due to the specific content models.It is added other determinants, such as forming close friendships at work, earning good and fair compensation, kinship responsibility, and training opportunity.However, even with the inclusion of more than 15 determinants of turnover, these models explained only about 13% of turnover variance (Hom & Griffeth, 1995).

According to Mobley (1977), there are a series of steps that lead from job satisfaction to turnover (Figure 2). As seen in Figure 2, job dissatisfaction leads to turnover thought, thoughts about the costs of quitting (for example, loss of excellent health benefits), and the expected utility of searching for a new job (for example, the probability of finding another job within the

same salary range). If the cost of quitting is not too high and there is a high probability of finding a comparable job, the individual will search for alternatives, evaluate them, and contrast them to the current job. Only if the comparison is favourable towards the alternatives does the individual make the final decision to quit the current job.

Figure 3 Mobley (1977) Intermediate Linkages Model
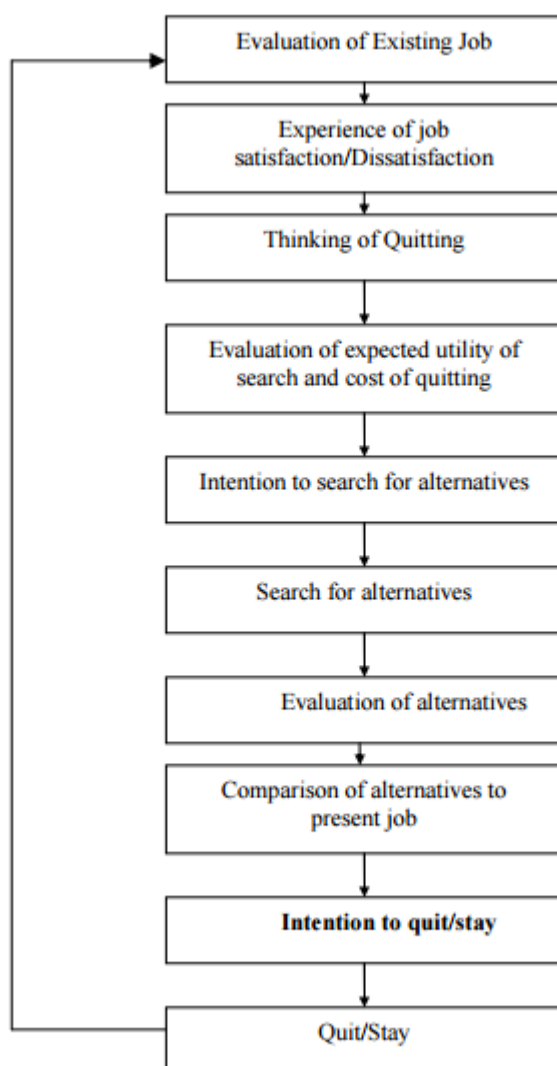
Into the 1980s, leaving the model becomes more complex. Steers and Mowday (1981) established a motivation model based on the Price(1977) and Mobley (1977) model. According

to this model, subjective working attitude of employee is influenced by working expectation and working values; and subjective attitudes and some non-work factors affect turnover or turnover intention; then turnover intention eventually leads to the actual turnover behaviour. In addition, as the deep research of organizational commitment, organizational commitment began to become an important intermediate variable in Steers and Mowday model.

The main objective of the Steers and Mowday model is to look for the main variables that influence employee turnovers, to examine their relationship ofturnover variables during process, and express the diagram model in conceptual form.The main contribution of Steers and Mowday Model is to clearly stated the helpful posts of working and organizational in employee turnover process; to introduce job performanceas the influencedvariables of subjective attitudes; workinvolvement and organizational commitment is antecedent variables of employee turnover; more emphasis on non-workingvariables effect turnover intention than previous researchers; employeesmight try to change the situationwhen theyare not satisfied with their work.Steers and Mowday (1981) model isdeveloped on Price (1977) and Mobley research, and the model contains more variables, its empiricalstudy stillless than other several models.

The Steers and Mowday (1981) model is described in Figure 3 and includes many of the same factors as the Mobley et al. (1979) model described earlier. Affective responses (including job satisfaction as well as organizational commitment and job involvement) influence desire and intention to stay or leave. As in other models, desire and intention to stay or leave directly lead to the individual leaving or staying (Lee & Mowday, 1987), but this relationship is moderated by alternative job opportunities (i.e., if the individual perceived other attractive opportunities, their expectations from the job might change). This model identifies job expectations and values, job performance, and organizational experiences as predictors of the individual's affective response to a job.

Figure 4 Steers and Mowday (1981) Turnover Model
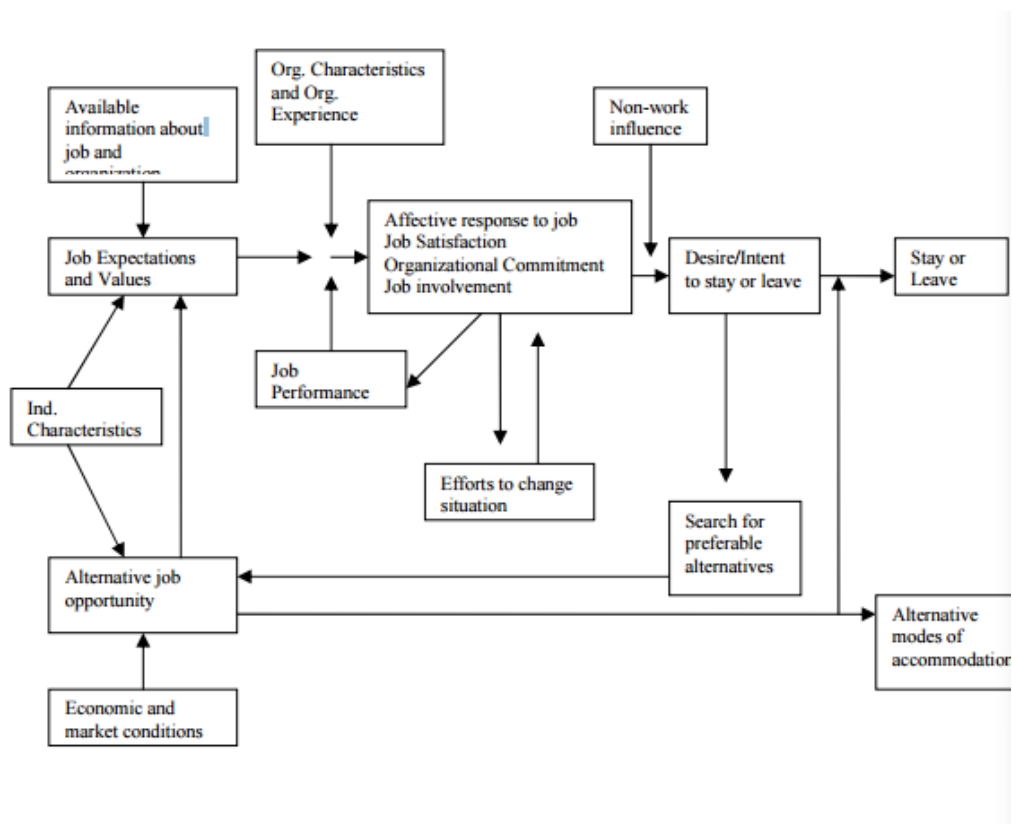
2.3 Relationship between job satisfaction and turnover

According to Schwepker (2009), employee turnover can be expressed by using a comprehensive measure of job satisfaction. In other words, it can be stated that high job contentment result in low employee attrition rate. Most importantly, a significant number of scholars have agreed with the fact that job satisfaction and actual employee turnover can be influenced by intentions. Sheridan (2012) cited that that positive and statistically important connection between job satisfaction and employee turnover can be credited with the actual learning behaviour of the employees. However, intention to quit a particular job can be considered as an immediate antecedent to actual leaving. Hence, in most of the literature, turnover intention has been integrated in turnover models. Turnover intention can be defined as a plan of a staff to find a

new job with another employee within the next one year time period (Silverthorne, 2006).

In the context of organisational behaviour, the inverse relationship between employee turnover and job satisfaction is important. In most of the studies related to employee turnover, the researchers have considered turnover intention as a proxy for the actual employee turnover as actual employee turnover data was unreachable in many cases. In this regards, Lambert, Hogan and Barton (2011) mentioned as turnover intention precedes the actual employee turnover, it can be considered as a best variable to conduct studies related to the concerned topic.

According to Mobley (2007), compensation practices of the employees have huge impact on job satisfaction. On the other hand, Carsten and Spector (2009) further demonstrated that apart from the salaries, scope of promotion, and relationship with the co-workers and management, challenges associated with the particular job etc. can severely affect satisfaction level of the staff. However, most of the scholars have agreed with that compensation package is the most critical factor for motivating the employees in their respective jobs. On the other hand, it has also been found that low compensation structure can be the main factor for influencing employee turnover. Moreover, the studies have identified that poor working environment and recruitment policy are the factors for stimulating job satisfaction and employee retention. Fringe benefits enhance employee satisfaction and reduce turnover intention. On the other hand, Porter, et al. 2009 mentioned that concentration of the staff towards career advancement can also stimulate the satisfaction level of the employees and simultaneously reduces the probability of employee turnover.

Farrell and Rusbult (2011) mentioned that work environment and facilities of both the service and industrial sector can motivate the satisfaction level of the workers. On the other hand, recognition of the staff about their performance can also be treated as an important factor for influencing the satisfaction level of the staff. Currivan (2008) added that in most of the cases,

work-life balance of the employees immensely impact on the job satisfaction. In most of the cases, it has been found that monotonous job can severely affect the performance of the employees. Scopes of learning new things can act as a motivating factor for the employees. Hence, based on the discussion of the literature, it can be inferred that employee turnover and job satisfaction are negatively co-related with each others. Job satisfaction of the employees improves service quality. As a result of that the business performance of the organisations is also stimulated. On the other hand, job satisfaction reduces turnover intention or actual turnover of the employees.

From the examples of the IT companies, it has been found that in most of the cases the employees have faced problems to maintain work life balance. As a result of that IT companies have been facing high attrition rate in the recent years. In addition, the sales pressure from the manufacturing firms on the sales representatives have also resulted in high attrition rate. On the other hand, the work itself has also played a crucial role to infuse satisfaction level of employees. Monotonous back office jobs may cause such dissatisfaction among the employees. On the other hand, the companies like Unilever have encouraged the employees to participate in the corporate social responsibilities. It has enhanced the satisfaction of the staff and resulted high retention of employees from the point of the organisation.

2.4 Research gap

Based on the literature it has been found that a lot of researches have been conducted on understanding the relationship between employee turnover and job satisfaction. However, in most of the studies, the researchers have focused on the topic on a broader from point of view. However, not a good number of studies have been conducted on assessing the impact of employee satisfaction and turnover for the luxury hotel industry. Moreover, it can also be

inferred that the studies have focused on the assessing the inter connection between the individual determinants of employee satisfaction and turnover. In this research, the researcher has addressed the key determinants of employee satisfaction and evaluated their connection.

2.5 Conclusion

In this chapter, the researcher has primarily focused on the theories and concepts related to job satisfaction and employee turnover. The major determinants of these two aspects have been discussed in this portion of the research. It has been found that compensation package, nature of the job, work environment, relationship with the management and co-workers, career growth, recognition and fringe benefits are some of the most important factors that can enhance employee satisfaction. On the other hand, turnover of the employees have been linked with the turnover intention in most of the literature due to the absence of appropriate data related to the former one. However, according to the reviews of the scholarly articles, it has been found that high satisfaction level of the workers can reduce the rate of employee turnover.

<h1 style="text-align:center">Chapter 3</h1>

3.0 Research methodology

3.1 Introduction

The research methodology chapter provides an opportunity to the researcher to select appropriate methods for conducting the research successfully. Through selecting correct research philosophy, approach, data collection and analysis techniques, it is possible to progress in the research work by following a suitable path. In this regard, research onion plays a crucial role in selecting the philosophy and methods to analyse the collected data for evaluating the research topic successfully.

3.2 Research onion

The research onion provides a suitable path of selecting the correct research methods through which the researcher can analyse the above-mentioned topic successfully. At first, the researcher tries to select research philosophy, which includes positivism, realism, and positivism through which the researcher can acknowledge the proper way to perform the research. In addition to this, the research approach is useful for conducting the research on the basis of existing theories and models or not.

Figure 5: Research onion
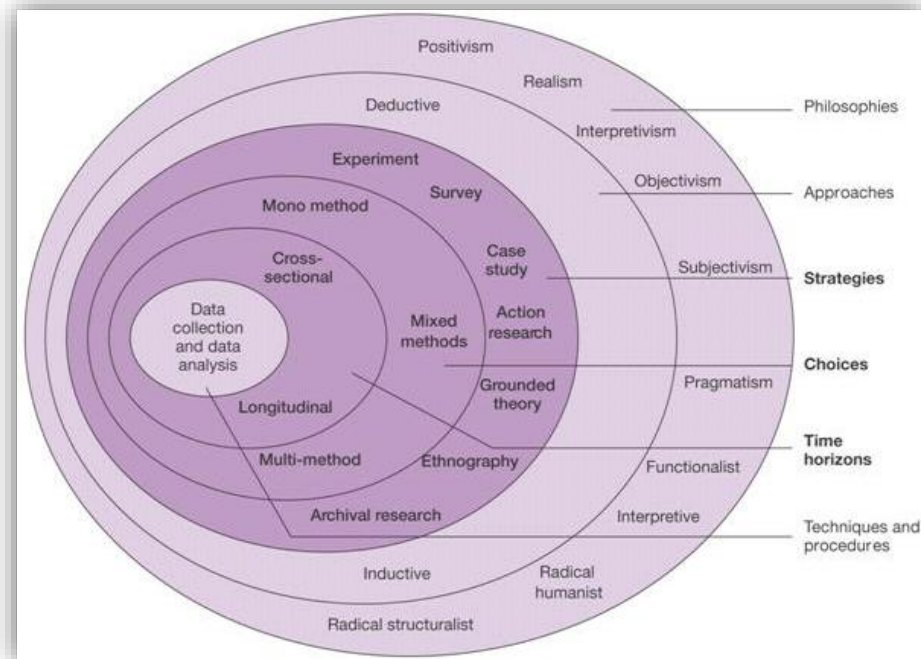
(Source: Taylor et al., 2015)

Research strategies are also important to select among the different approaches such as action research, case study analysis, survey and experimental study. After choosing research approach, it is essential to choose data collection and analysis techniques for collecting relevant data that can be beneficial for analysing the research topic successfully (Bratton and Gold, 2012).

3.3 Research philosophy

There are mainly three types of philosophies of research includes positivism, realism and interpretivism. Under the positivism philosophy, the researcher tries to generate hypotheses or research questions for testing and explaining the topic of the study effectively (Taylor et al., 2015). Under realism, the researcher tries to conduct the study based on reality in which the researcher tries to be independent to analyse the topic based on real life examples (Taylor et al., 2015).

Figure 6: Research philosophy
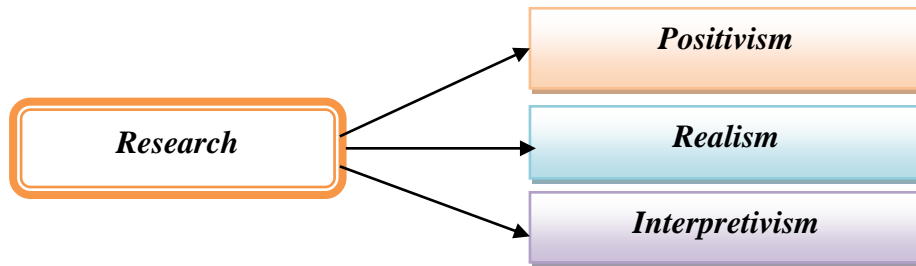
(Source: Flick, 2015)

Moreover, under interpretivism, the researcher tries to emphasise on the meaningful interpretations and interpret the existing theories to evaluate the topic efficiently (Flick, 2015). In this research, the researcher selects positivism philosophy for observing the theories and models related to the research topic as well as use statistical tools and techniques for analysing the above-mentioned topic critically. Positivism philosophy in this research is suitable for understanding the relation between employee's turnover and their job satisfaction.

3.4 Research approach

Deductive and inductive are the two research approaches through which the researcher can select a suitable path for conducting the study successfully. Under the inductive approach, the researcher tries to develop new theories and models related to the research topic from observing the variables in the research. In this approach, the researcher does not conduct any hypotheses or statistical analysis (Armstrong and Taylor, 2014). In this research, the researcher selects deductive approach for analysing the topic with the help of existing theories and models.

Figure 7: research approach

(Source: Panneerselvam, 2014)

Through choosing the deductive approach, the researcher tries to develop research hypothesis and questionnaire for testing the topic critically. Questionnaire design helps the researcher to understand the relation between job satisfaction and employee's turnover in the Chinese luxury hotels (Armstrong and Taylor, 2014). There are many factors influencing employee's turnover that can be analysed through numerical data by using SPSS software (Flick, 2015). Therefore, the deductive approach is suitable of the research to acknowledge the intention of the employees and their turnover rate in the luxury hotel industry in China.

3.5 Research strategies

After selecting appropriate research approaches it is important to choose the correct strategy, which provides a smooth way to conduct the study efficiently by evaluating the research topic (Armstrong and Taylor, 2014). There are several types of strategies named experiment, survey, case study analysis, action research and archival research etc. In this research, the researcher selects survey strategy as deductive approach is already chosen. Under this strategy, the researcher has the opportunity to collect a large amount of data to address the issues in the above-mentioned topic as well as provides a scope to analyse the collected data through using different efficient statistical tools (Bratton and Gold, 2012). Through survey strategy, the researcher can interact directly with the employees of the luxury hotels in China that is appropriate for this study to evaluate the turnover rate in the hotels and job satisfaction level of the employees.

3.6 Data collection method

Data collection method is appropriate to accumulate authentic data from different sources through which the researcher is able to achieve noteworthy knowledge and information about the research topic and analyse the study critically (Zikmund et al., 2013). Two major types of data collection methods are: primary data collection and secondary data collection method.

Figure 8: Data collection method
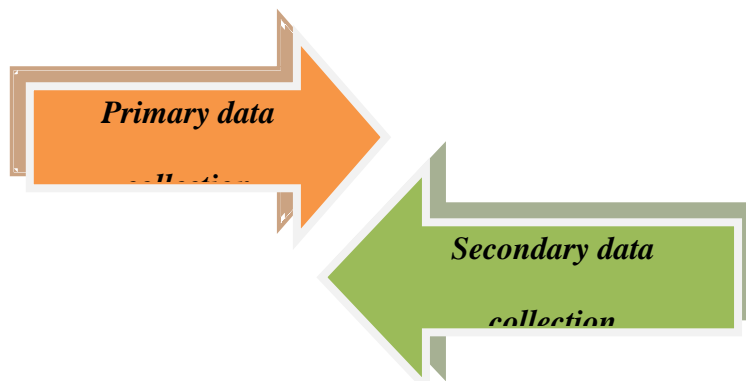
(Source: Neuman and Robson, 2012)

Under the primary data collection method, the researcher tries to collect raw data direct from the respondents to understand actual situation in reality. On the other hand, secondary data can be collected from different literature sources such as books, journals, articles, business letters and newspapers (Neuman and Robson, 2012). These secondary sources are useful for the researcher to gain appropriate knowledge for developing own ideas and technical skills for analysing the topic successfully (Zikmund et al., 2013). The secondary sources in this research is also effective for improving understanding about the research topic and gain more relevant models and theories about employee's job satisfaction and employee's turnover. In this particular research, the researcher mainly selects primary data collection method for collection authentic feedback from the employees who work in the Chinese luxury hotels (Armstrong and Taylor, 2014).

3.7 Questionnaire design

Questionnaire design is also another important factor of the study for collecting relevant data from the employees that will help the researcher to analyse the topic successfully (Budhwar and Debrah, 2013). The questionnaire helps the researcher to collect the information from the hotel employees in China for understanding the relationship between service quality and job satisfaction. The researcher selects 250 respondents and distributes it among them for collecting relevant information about job satisfaction and service quality. There are also other factors in the questionnaire, which affects the employee's turnover in the hotel industry in China (Bratton and Gold, 2012). Through this questionnaire, the researcher tries to understand employee's willingness to work in the organisation and the factors contributing job satisfaction level. There are total 40 questionnaires, under which the options are such as:

1. Strongly agree

2. Somewhat agree

3. Neither Agree nor disagree

4. Somewhat disagree

5. Strongly disagree

Through these options, the respondents can give their feedback against each question which will be useful for the researcher to understand the relationship among job satisfaction, employees turnover and service quality (Neuman and Robson, 2012).

3.8 Sampling techniques

In this particular research, the researcher use simple random sampling to avoid any biasness and understand individual respondents over a wide population (Budhwar and Debrah, 2013). This will help the researcher to understand the feedback and factors affecting the perception of the

hotel employees and other staffs in China (Bratton and Gold, 2012). In this research, the researcher selects 250 employees in Chinese market who work in luxury hotels in the country. The researcher tries to convince people to participate in the survey method for helping the research process o that it is possible to analyse the relationship between job satisfaction of the employees and service quality in the luxury hotel industry in China.

There are different types of questions in the questionnaire set such as demographic questions, characteristics, turnover intentions and satisfactory factors in the luxury hotels that are essential for this particular research work (Bratton and Gold, 2012). The researcher also tries to develop the sample questionnaires efficiently that can influence the employees to provide appropriate feedback against each question. Therefore, attractive questionnaire and correct options are helpful for eth researcher to increases employee's interest to express their views and personal experience (Bratton and Gold, 2012). The researcher tries to distribute the questionnaire through online survey so that it can distribute easily in both time effective and cost efficient way.

3.9 Data analysis techniques

After collecting suitable data for the research, the researcher selects data analysis techniques so that it is possible to evaluate the research topic successfully. There are mainly two types of data analysis techniques, one is qualitative another is quantitative data analysis (Budhwar and Debrah, 2013). Under the qualitative techniques, the researcher tries to analyse the data on the basis of observation and experience of the respondents.

Figure 9: Data analysis techniques
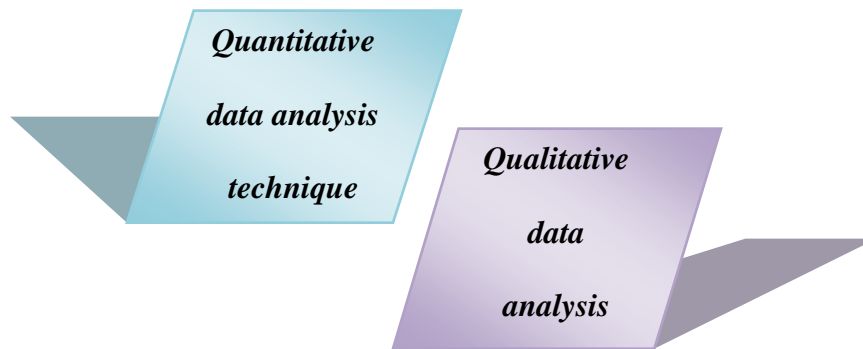
(Source: Bryman and Bell, 2015)

As per the quantitative data analysis technique, the researcher use statistical tools for interpreting the collected data successfully. Quantitative approach is suitable for the survey method to understand different opinion of the employees in the Chinese hotel industry (Zikmund et al., 2013). In this regard, this approach also helps to conduct detailed analysis against the feedback gained from the survey questionnaire among the hotel employees (Neuman and Robson, 2012). Through this strategy, the research also can evaluate the impact of job satisfaction on the employee's turnover rate in the hotel industry in China. Therefore, in this research, the researcher selects quantitative data analysis for designing effective questionnaire to gain appropriate feedback from the hotel employees.

The data is collected for understanding the employee's intention and turnover rate as well as the factors influencing job satisfaction (Neuman and Robson, 2012). In order to determine appropriate outcomes the researcher tries to record the feedback correctly through representing the data in numerical digits from 1 to 5. In this regard, the demographic questions can be presented through diagram, charts, and figures for understanding their cultural background (Flamholtz, 2012). On the other hand, the researcher uses statistical tools such as SPSS to undertake correlation between the factors such as employee's turnover and their job satisfaction.

3.10 Ethical consideration

It is important for the researcher to progress in the research work by maintaining all the ethics of the research so that there will be no such issues on successful conclusion of this research paper (Neuman and Robson, 2012). In this regard, the researcher did not force any employees or other hotel staffs to participate in the survey method and provide authentic feedback. The researcher tries to convince the respondents to take participation in the survey for expressing their views. The ethical factor also involves reliability test that also plays a crucial role before conducting the research work successfully (Zikmund et al., 2013). The researcher tries to show honesty, integrity and cooperate with them for collecting relevant data that will be useful for further data analysis to evaluate the topic successfully. Moreover, the researcher tries to implement Data Protection Act 1998 to protect the collected data and ensures that the information will be used only for academic purpose not others. These practices make the research possible without any ethical issues.

3.11 Reliability and validity

Reliability ensures that the results of the research can be repeatable (Gummesson, 2006). In other words,. It can also be inferred that with the help of reliability, the researcher ensures that if the study is conducted by other persons under same conditions, it can produce almost same results. Reliable researches can be accepted by a large section of the community. In order to maintain reliability, the researcher has been concerned about the designing of the questionnaire. Moreover, the researcher has also controlled the stability of the variables used in the study. With the help of effective statistical tools, the researcher has enhanced the reliability of the research. On the other hand, validity ensures that all the requirements of the scientific methods have been met in the research (Johnson and Onwuegbuzie, 2006). In this research, the researcher has used

a large sampling size and simple random sampling technique to maintain the validity of the research. Moreover, authentic sources of data have also helped the researcher to control the validity of the study.

3.12 Summary

This research methodology chapter is important for the researcher to proceed in the study by maintaining a suitable path for evaluating the topic successfully. The researcher tries to follow every steps of the research onion to analyse the above-mentioned research topic critically. The researcher selects positivism philosophy band deductive approach for conducting the study successfully. Moreover, through choosing survey strategy, primary data collection method and quantitative data analysis techniques by using SPSS software, the researcher tries to analyse the relation between job satisfaction, service quality and employees turnover.

Chapter 4

4.0 Main Findings

4.1 Purpose of the study

The aim of this chapter is to examine the correlation between two key variables which are employee turnover and employee satisfaction. The dependent variable is the employee turnover and the independent variable is the employee satisfaction. The degree and strength of correlation has been found between these variables which have helped to meet the research objectives and answer the research questions.

4.2 Data Presentation

The data gathered from 248 respondents which have been discussed below.

4.2.1 Demographic Data

The consolidated data for demographic analysis has been presented in the below table:

Gender	Male (46%)	Female (54%)					
Age group	18-24 years (23%)	25-34 years (44%)	35-44 years (18%)	Above 45 years (15%)			
Marital Status	Married (70%)	Unmarried (30%)					
Educational Qualification	High School	Undergraduate (46%)	Master Degree	Above Master			

	(18%)		(31%)	degree (5%)			

This section discusses about the demographic and characteristic data of the respondents.

The gathered data have revealed that among the respondents, the ratio of male and female members are marginally in favour of the male population. The number of male participant is 135 and the female participant is 113.

The age group distribution of the respondents has suggested that the majority of them belong to the younger section of the population. The distribution of the age group of the participants has been shown in the chart below. 44% of them belongs the age group of 25 to 34 years, whereas only 15% of them belong to the age group of above 45 years.

The data regarding the marital status of the participants have also been gathered. It has been found that out of 248 employees, 76 of them are unmarried while the rest 172 of them are married. The graphical presentation has been given below.

The primary data have also revealed the educational qualification of the participants. The results have suggested that the majority of them bear a maximum educational qualification of undergraduate degree, which is marginally followed by master degree. Out of 248 participants, 46 of them have high school education, 113 of them have undergraduate education, 77 of them have master degree and 12 of them have above master degree education. The graphical representation has been shown below.

4.2.2 Character Data

The consolidated data for characteristic analysis has been presented in the below table:

Employees in the department	House Keeping (25%)	F&B (33%)	Front office (16%)	HR (6%)	Finance (5%)	Marketing (10%)	Others (5%)
Employee position	Leader (31%)	Manager (15%)	General Manager (0%)	Director(0%)			
Work experience	Below 1 year (21%)	1 to 3 years (25%)	3 to 5 years (34%)	Above 5 years (20%)			
Employees willingness	6 to 12 months (8%)	1-3 years (22%)	3 to 5 years (52%)	Above 5 years (18%)	Below 6 months (0%)		

This section is based discusses about the characters of the participants based on certain professional engagement.

The first question in this domain has asked about the department in which the employee works. The responses have suggested that 62 employees work in housekeeping, 81 of them work in food and beverages (F & B), 40 of them work in Front office, 15 of them work in the finance department, another 12 of them work in HR department, 25 in the marketing department and 13 in others. The graphical presentation of the gathered data has been shown below.

In the next question the respondents have been asked about their individual position in the hotel. The gathered data have been represented below. The responses have revealed that 133 of the participants are staff, 78 of them are leaders and 37 of them are managers. The data have been represented in the chart below.

The tenure of service of the employees has also been gathered from the survey. The data have revealed that the majority of them bear a work experience of 3 to 5 years. Among the 248 participants, 55 of them have experience of below 1 year, 64 of them have experience of 1 to 3 years, 86 of them have experience of 3 to 5 years and the rest 43 have experience of over 5 years. The graphical representation of the data has been shown in the chart below.

In the final question in this section, the participants have been asked about how long they are willing to stay with their employer. The responses have shown that the 128 employees want to stay with their employer for the next 3 to 5 years, 55 of them is likely to stay for 1 to 3 years, 22 of them wants to stay for 6 to 12 months and the rest 43 of them wants to stay for above 5 years. The graphical chart of this data shown below gives a better understanding.

4.2.4 Analysis of the Demographic and Character data

The data gathered from the responses clearly shows that the gender distribution in the Chinese luxury hotel industry is in favour of the male population. However, the difference is only marginal in nature. This indicates that the gender diversity in this sector of China is significantly high.

 The age group distribution of the employees has shown that the employee base of the Chinese luxury hotel industry is characterised by the presence of young population as the majority. This indicates that the associated work profiles are quite popular among the young generation. This

can also be attributed to the rising tendency of the hotels to recruit younger employees in the lower hierarchical position.

The educational background of the employees has also suggested that the most of the employees are undergraduates and holds master degree. This suggests that the educational background of the employees in the luxury hotel segment is prominently high. As a result the human capital that the hotels can leverage is also quite high. It can help the hotels to achieve higher performance by leveraging the skills and knowledge base of the employees. The gathered data have also suggested that the most of the employees in this industry are married. The marital status of the employees can have some degree of influence on their needs from their respective employers.

The professional characters of the employees have indicated that the majority of the employees are staff and leaders. This data can be justified by the young age of most of the respondents. Owing to their age most of the employees are recruited to the lower levels of the hierarchy. The majority of the respondents also have a relatively lower work experience, which involves 3 to 5 years of service. This is also in line with the low age group of the majority of the employees.

Finally the data have also revealed the willingness of the employees to stay with their employer. More than half of the employees want to stay with their employer for 3 to 5 years, suggests that in an overall perspective the retention level of the employees is not very high as most of the employees seek to look for new jobs after 3 to 5 years. Thus it can be stated that the tendency of the employees to leave their respective organisation can prove to be detrimental for their employer.

4.3 Analysis of the survey responses

Gathered data have been analysed with the help of SPSS. The responses of the respondents have

been presented in the following tables:

Descriptive analysis

Q1: I am interested in my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	11	4.4	4.4	4.4
	Agree	37	14.8	14.8	19.2
	Neutral	36	14.4	14.4	33.6
	Disagree	58	23.2	23.2	56.8
	Strongly disagree	108	43.2	43.2	100.0
	Total	250	100.0	100.0	

From the above table, it can be shown that a major portion of the employees of the Chinese luxury hotels have responded that they are not interested in their job. As discussed in the section 2.1.2 that interests of the employees are considered as a crucial factor that contribute job satisfaction to the staff. Hence, from the above figure, it can be inferred that disinterests in the job can be a major factor that can cause high turnover of the employees in the luxury hotels. However, in this context, it can also be stated that the factors such as poor working environment, boring job schedule, lack of communication, too much restrictive work atmosphere may create disinterest among the employees regarding a particular job.

Q2: My job gives me a feeling of personal accomplishment.

		Frequency	Percent	Valid	Cumulative

		y		Percent	Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	33	13.2	13.2	18.4
	Neutral	64	25.6	25.6	44.0
	Disagree	79	31.6	31.6	75.6
	Strongly disagree	60	24.0	24.0	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

It has been found that almost 55% of the respondents have mentioned that the current job role has not been helping the staff to achieve personal goals. In the section, 2.1.2, it has been discussed that in most of the cases, the employees prefer challenging work environment and responsibilities that can help them to grow both personally and professionally. From the responses of the employees, it can be inferred that in order to accomplish their personal goals, the employees can switch over the company as personal accomplishment is highly related to the employee job satisfaction.

Q3: I am proud of my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	49	19.6	19.6	24.8
	Neutral	76	30.4	30.4	55.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	69	27.6	27.6	82.8
Strongly disagree	43	17.2	17.2	100.0
Total	250	100.0	100.0	

The respondents have shown a different viewpoint in this regard. 43% respondents have disagreed that the current they are proud of their job. In contrast, 25% of the respondents have stated that they feel proud of their current job. However, 30% of the respondents are unaware about this context.

Q4: I think my job is meaningful.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	60	24.0	24.0	29.2
	Neutral	77	30.8	30.8	60.0
	Disagree	59	23.6	23.6	83.6
	Strongly disagree	41	16.4	16.4	100.0
	Total	250	100.0	100.0	

In response to the above question, the respondents have shown mixed responses. However, significant number of staff are unaware about this aspect. It indicates that most of the staff are

not sure about meaningfulness of their present job roles.

Q5: I am satisfied with my salary.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	3.6	3.6	3.6
	Agree	29	11.6	11.6	15.3
	Neutral	53	21.2	21.3	36.5
	Disagree	86	34.4	34.5	71.1
	Strongly disagree	72	28.8	28.9	100.0
	Total	249	99.6	100.0	
Missing	System	1	.4		
Total		250	100.0		

Most of the staff are dissatisfied with the pay packages offered by the Chinese luxury hotels. As discussed in chapter 2 that wages are an important components to increase job satisfaction, hence, the from the above response it can be stated that low pay package can be considered as a prime factor that stimulates the turnover intention among the staff.

Q6: Our hotel has clear salary increasing plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	2.8	2.8	2.8

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	24	9.6	9.6	12.4
	Neutral	80	32.0	32.0	44.4
	Disagree	92	36.8	36.8	81.2
	Strongly disagree	47	18.8	18.8	100.0
	Total	250	100.0	100.0	

The above table reveals that most of the employees are not satisfied with the salary increasing plan offered by the Chinese luxury hotels.

Q7: The holiday with pay is reasonable in our hotel.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	.8	.8	.8
	Agree	11	4.4	4.4	5.2
	Neutral	53	21.2	21.2	26.4
	Disagree	99	39.6	39.6	66.0
	Strongly disagree	84	33.6	33.6	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

Employees of the Chinese luxury hotels are not satisfied with the holiday pay packages of the company.

Q8: I am satisfied with the welfare and reward of our hotel.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	3.2	3.2	3.2
	Agree	21	8.4	8.4	11.6
	Neutral	68	27.2	27.2	38.8
	Disagree	96	38.4	38.4	77.2
	Strongly disagree	57	22.8	22.8	100.0
	Total	250	100.0	100.0	

Welfare and reward system of an organisation plays an very important role to motivate the staff in their job roles. Hence, it is also related to the reduced turnover of the employees. Most of the staff of Chinese luxury hotels are not satisfied with welfare and reward system provided by the management.

Q9: **My hotel provides us training frequently.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	1	.4	.4	.4
	Agree	9	3.6	3.6	4.0
	Neutral	19	7.6	7.6	11.6
	Disagree	113	45.2	45.2	56.8
	Strongly disagree	108	43.2	43.2	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	250	100.0	100.0	

Training and development program ensures growth of the employees and increases job satisfaction. From the above table, it can be inferred that workers of the Chinese luxury hotels are dissatisfied with the trainings programs. Most of the staff have agreed that the management of Chinese hotels have not provided frequent training program to them. It can be a major factor contributing to the high turnover rate of the employees.

Q10: The trainings my hotel provides are worthy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	3.6	3.6	3.6
	Agree	30	12.0	12.0	15.6
	Neutral	74	29.6	29.6	45.2
	Disagree	90	36.0	36.0	81.2
	Strongly disagree	46	18.4	18.4	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

The above table indicates that most of the employees believe that the trainings offered by the hotel management are not at all worthy from the point of view of their professional progress.

Q11: Our promotion system is very fair.

		Frequency	Percent	Valid	Cumulative

		y		Percent	Percent
Valid	Strongly agree	9	3.6	3.6	3.6
	Agree	35	14.0	14.0	17.6
	Neutral	68	27.2	27.2	44.8
	Disagree	85	34.0	34.0	78.8
	Strongly disagree	53	21.2	21.2	100.0
	Total	250	100.0	100.0	

Most of the staff are not satisfied with the promotion system of the Chinese luxury hotels. It can stimulate the employees to change their job.

Q12: I am confident with our hotel's future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	4.0	4.0	4.0
	Agree	27	10.8	10.8	14.8
	Neutral	64	25.6	25.6	40.4
	Disagree	87	34.8	34.8	75.2
	Strongly disagree	62	24.8	24.8	100.0
	Total	250	100.0	100.0	

Most of the staff of the Chinese luxury hotels are not confident enough about the prospect of the hotels. It can be a major factor that contributes towards high turnover rate of the employees.

Q13: My supervisor is trust me and care about me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	27	10.8	10.8	10.8
	Agree	99	39.6	39.6	50.4
	Neutral	96	38.4	38.4	88.8
	Disagree	27	10.8	10.8	99.6
	Strongly disagree	1	.4	.4	100.0
	Total	250	100.0	100.0	

The above table reveals that most of the staff think that their supervisor trust them and care about them. It may act as a motivating factor for the staff.

Q14: **My supervisor listens to our advices.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	49	19.6	19.6	24.8
	Neutral	76	30.4	30.4	55.2
	Disagree	68	27.2	27.2	82.4
	Strongly disagree	44	17.6	17.6	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	250	100.0	100.0	

Most of the staff of the Chinese luxury hotels have admitted that the managers do not listen to their advices. It can hurt the moral of the workers. It has been discussed in chapter 2 that by providing importance to the opinions of the employees, the managers can boost up the satisfaction level of the staff.

Q15. My supervisor always gives me direction on my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	3.6	3.6	3.6
	Agree	30	12.0	12.0	15.6
	Neutral	73	29.2	29.2	44.8
	Disagree	91	36.4	36.4	81.2
	Strongly disagree	46	18.4	18.4	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

From the above response, lack of leadership skills of the managers in Chinese luxury hotels can be understood. It can affect the planning of the management to retain workforces.

Q 16. My supervisor can give me encourages when I did my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	32	12.8	12.8	18.0
	Neutral	65	26.0	26.0	44.0
	Disagree	78	31.2	31.2	75.2
	Strongly disagree	61	24.4	24.4	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

The employees have complained that their efforts and achievements are not been recognised by the managers of Chinese luxury hotels. It can severely affect the morale of the staff and encourage the staff to leave their jobs.

Q17. I am satisfied with my work environment, it is clean and artistic.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	1	.4	.4	.4
	Agree	10	4.0	4.0	4.4
	Neutral	19	7.6	7.6	12.0
	Disagree	112	44.8	44.8	56.8
	Strongly disagree	108	43.2	43.2	100.0
	Total	250	100.0	100.0	

The employees of the Chinese luxury hotels are not satisfied with the work environment. It can
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also influence the turnover intention of the staff.

Q18.I can feel the good working atmosphere of my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	.8	.8	.8
	Agree	13	5.2	5.2	6.0
	Neutral	55	22.0	22.0	28.0
	Disagree	98	39.2	39.2	67.2
	Strongly disagree	81	32.4	32.4	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

The employees of the Chinese luxury hotels are not satisfied with the working environment of the Chinese luxury hotels.

Q19.I has the tools and resources to do my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	49	19.6	19.6	24.8
	Neutral	76	30.4	30.4	55.2
	Disagree	69	27.6	27.6	82.8
	Strongly	43	17.2	17.2	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	disagree				
	Total	250	100.0	100.0	

The employees of Chinese luxury hotels have admitted that their organisation have not provided enough resources to them for perform the job.

Q 20.Every department can coordinate well in our hotel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	49	19.6	19.6	24.8
	Neutral	77	30.8	30.8	55.6
	Disagree	68	27.2	27.2	82.8
	Strongly disagree	43	17.2	17.2	100.0
	Total	250	100.0	100.0	

Improper communication among the staff of Chinese luxury hotels can be a major factor for their decision to leave the job.

Q21.In my apartment, colleagues can work smoothly.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	3.6	3.6	3.6
	Agree	30	12.0	12.0	15.6

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	73	29.2	29.2	44.8
Disagree	90	36.0	36.0	80.8
Strongly disagree	47	18.8	18.8	99.6
6	1	.4	.4	100.0
Total	250	100.0	100.0	

From the above table, it can be inferred that most of the employees have admitted that in their apartment, colleagues cannot work smoothly.

Q21.My colleagues have a strong sense of team honour when we do our work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	49	19.6	19.6	24.8
	Neutral	76	30.4	30.4	55.2
	Disagree	68	27.2	27.2	82.4
	Strongly disagree	44	17.6	17.6	100.0
	Total	250	100.0	100.0	

In the response to the above question, the employees of Chinese luxury hotels have admitted shared a common response. As, the boring work environment can encourage the staff to leave the job, sense of humor among the staff is important from the point of view a positive work environment.

Q22. The colleagues in other apartments can give me working supports.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	32	12.8	12.8	18.0
	Neutral	64	25.6	25.6	43.6
	Disagree	79	31.6	31.6	75.2
	Strongly disagree	61	24.4	24.4	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

From the above table, it can be inferred that in the Chinese luxury hotels, the workers do not share a supportive attitude with each other. It can create an unhealthy competition in the organisation.

Q23. My hotel is operating well at the moment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	3.2	3.2	3.2
	Agree	21	8.4	8.4	11.6
	Neutral	68	27.2	27.2	38.8
	Disagree	97	38.8	38.8	77.6
	Strongly	56	22.4	22.4	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	disagree				
	Total	250	100.0	100.0	

The employees of the Chinese luxury hotels are not satisfied with the current performance of the organisation. It may create an uncertainty factor among the workers and affect their commitment level towards the organisation.

Q24.The hotel management is standard and high efficient.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	1	.4	.4	.4
	Agree	9	3.6	3.6	4.0
	Neutral	19	7.6	7.6	11.6
	Disagree	112	44.8	44.8	56.4
	Strongly disagree	109	43.6	43.6	100.0
	Total	250	100.0	100.0	

From the above table, it can be inferred that the employees of the Chinese luxury hotels are not satisfied about the capability of their management.

Q25.My hotel does an excellent job of keeping employees informed about matters affecting us.

		Frequency	Percent	Valid Percent	Cumulative Percent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	13	5.2	5.2	5.2
Agree	49	19.6	19.6	24.8
Neutral	76	30.4	30.4	55.2
Disagree	68	27.2	27.2	82.4
Strongly disagree	44	17.6	17.6	100.0
Total	250	100.0	100.0	

Employees of the concerned organisation have admitted that the communication level in the organisation is not effective enough.

Q26. I feel a strong sense of belonging to my hotel.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	1	.4	.4	.4
Agree	9	3.6	3.6	4.0
Neutral	20	8.0	8.0	12.0
Disagree	111	44.4	44.4	56.4
Strongly disagree	109	43.6	43.6	100.0
Total	250	100.0	100.0	

The above response indicates the low attachment level of the staff with the organisation.

Q27. I always want to quit my current job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	5.2	5.2	5.2
	Agree	32	12.8	12.8	18.0
	Neutral	64	25.6	25.6	43.6
	Disagree	79	31.6	31.6	75.2
	Strongly disagree	61	24.4	24.4	99.6
	6	1	.4	.4	100.0
	Total	250	100.0	100.0	

A response from the above table indicates that surprisingly, despite of all the negative points, the staff of the Chinese luxury hotels are not ready to leave their present job. It can indicate the scarcity of jobs available in the market.

Q28. I will find other working opportunity.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	1	.4	.4	.4
	Agree	9	3.6	3.6	4.0
	Neutral	20	8.0	8.0	12.0
	Disagree	112	44.8	44.8	56.8
	Strongly disagree	108	43.2	43.2	100.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Total	250	100.0	100.0	

From the above table, it can be inferred that the staff are not sure to get alternative jobs, due to poor market condition.

Q29. If there are an appropriate job, I will accept.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	5.6	5.6	5.6
	Agree	70	28.0	28.0	33.6
	Neutral	79	31.6	31.6	65.2
	Disagree	40	16.0	16.0	81.2
	Strongly disagree	47	18.8	18.8	100.0
	Total	250	100.0	100.0	

Most of the employees have admitted that if an appropriate job is available, they will surely accept the same.

Reliability test

This test is conducted to assess whether the data used in the project can be further analysed or not.

Reliability Statistics

Cronbach's Alpha	N of Items

.716	32

Cronbach's Alpha close to 1 indicates the high reliability of the data. In this case, the value of Cronbach's Alpha is 0.716. Hence, it can be stated that the data is moderately reliable.

Impact of satisfaction factor on employees' job satisfaction

Component Matrix (a)

	Component								
	1	2	3	4	5	6	7	8	9
My job gives me a feeling of personal accomplishment.	.086	.028	.775	.603	.000	.102	-.078	.033	.016
I think my job is meaningful.	.142	-.006	.079	-.027	.011	.131	.642	.141	.329
I am proud of my job.	.978	.154	-.117	.048	-.002	.027	-.001	.035	-.005
I am satisfied with my salary.	-.182	.079	-.027	.088	.215	.128	.164	.122	.448
Our hotel has clear salary increasing plan	-.107	-.055	.069	-.139	-.178	.443	.239	.501	-.122
The holiday with pay is reasonable in our hotel.	-.069	-.048	-.210	.022	.688	.627	-.196	-.029	.047
I am satisfied with	-.072	-.048	.033	-.220	-.634	.631	-.067	-.028	-.008

the welfare and reward of our hotel.								
My hotel provides us training frequently.	-.277	.936	-.141	.143	-.029	.039	.041	-.030	-.029
The trainings my hotel provides are worthy.	.144	.306	.631	-.673	.161	-.016	-.009	-.035	-.040
Our promotion system is very fair.	-.006	.168	-.119	-.153	.059	-.151	-.498	.334	.116
I am confident with our hotel's future	.149	-.124	.026	-.042	.172	.178	.402	-.609	.032
My supervisor is fair to every employee.	-.115	.013	.024	.112	.264	-.098	.409	.349	-.092
My supervisor is trust me and care about me.	.100	.056	-.002	.157	-.183	.009	-.105	-.457	.206
My supervisor listens to our	.978	.154	-.116	.045	-.003	.032	-.002	.034	.001

advices.									
My supervisor always gives me direction on my work.	.147	.305	.633	-.672	.159	-.020	-.005	-.039	-.037
My supervisor can give me encourages when I did my job well.	.093	.027	.778	.602	-.003	.103	-.076	.029	.024
I am satisfied with my work environment, it is clean and artistic.	-.283	.920	-.140	.149	-.024	.026	.041	-.026	-.044
I can feel the good working atmosphere of my job.	-.079	-.047	-.189	.010	.735	.581	-.187	-.025	.021
I have the tools and resources to do my job well.	.978	.154	-.117	.048	-.002	.027	-.001	.035	-.005
Every department can coordinate well in our hotel	.976	.155	-.120	.047	.000	.031	-.004	.039	-.007

In my apartment, colleagues can work smoothly.	.150	.304	.632	-.673	.157	-.015	-.006	-.040	-.031
My colleagues have a strong sense of team honour when we do our work.	.978	.154	-.116	.045	-.003	.032	-.002	.034	.001
My colleagues can plenty communicate working information with me.	-.024	.101	.022	-.197	-.156	-.095	-.166	.074	.790
The colleagues in other apartments can give me working supports.	.098	.029	.777	.594	-.005	.115	-.079	.031	.033
My hotel is operating well at the moment.	-.016	-.013	-.012	-.181	-.677	.595	-.065	-.026	-.020
The hotel management is	-.271	.935	-.140	.138	-.032	.045	.040	-.031	-.021

standard and high efficient.									
My hotel does an excellent job of keeping employees informed about matters affecting us.	.978	.154	-.116	.045	-.003	.032	-.002	.034	.001
I feel a strong sense of belonging to my hotel.	-.273	.932	-.143	.135	-.030	.049	.036	-.026	-.024

From the above factor analysis, factor loading for each of the satisfaction components have been computed. From the above table it can be inferred that feeling of personal accomplishment has significantly moderate factor loading and it reveals that employees of Chinese luxury hotels do provide significant importance on their personal achievements while taking the decisions related to change the job. Meaningfulness of a particular job has not been scored a high factor loading and it reveals that in most of the cases the employees of Chinese luxury hotels have not internalise the aspects of their job. Proud feelings about the particular job have significantly high factor loading. Similarly, salary of the employees also plays a crucial role in stimulating the employees' job satisfaction. Promotion system of the organisation procures a moderate factor loading. However, training provided by the organisation has been considered has been considered as an important aspects from the perspective of the employees. On the other hand,

supervisors' support to the employees enhances employees' job satisfaction.

It has been found that among the entire satisfaction factors, proundness of the employees' about the job, supervisors' opinion, availability of information among the staff, availability of resources and sense of humour among the co-workers (all these factors have equal factor loading) are the most significant one that can increase satisfaction level among the employees of Chinese luxury hotels.

Pearson's Correlation coefficient

This tool has been used to identify the most important factor that can influence employee turnover in the Chinese luxury hotels. The most important factor has been derived on the basis of proximity to the correlation coefficient to the value of 1. The results for correlation of six individual factors with employee turnover have been presented as under:

Correlation between work itself and employee turnover:

		I am interested in my job.	I always want to quit my current job.
I am interested in my job.	Pearson Correlation	1	.063
	Sig. (2-tailed)		.325
	N	248	250
I always want to quit	Pearson	.063	1

		I am satisfied with my salary.	I always want to quit my current job.
my current job.	Correlation		
	Sig. (2-tailed)	.323	
	N	248	248

Correlation coefficient= 0.323

From the above result it can be stated that a low correlation between work itself and employees' turnover. It has indicates that in the context of the Chinese luxury hotel, the staff are more focused on other parameters such as salary or promotion rather than the work itself.

Correlation between salary and employee turnover

		I am satisfied with my salary.	I always want to quit my current job.
I am satisfied with my salary.	Pearson Correlation	1	.010
	Sig. (2-tailed)		.875
	N	248	248
I always want to quit my current job.	Pearson Correlation	.010	1
	Sig. (2-tailed)	.872	
	N	248	248

Correlation coefficient= 0.875.

The above table indicates that salary and employees turnover is highly correlated. Hence, in order to retain the employees for longer time period, the management are required to offer competitive salary to the staff. In other words, it can be stated that the employees prefer to participate in the work and remain more committed towards their job in case the satisfactory salary is provided to them.

Correlation between trainings and employee turnover

		My hotel provides us training frequently.	I always want to quit my current job.
My hotel provides us training frequently.	Pearson Correlation	1	-.021
	Sig. (2-tailed)		.845
	N	248	248
I always want to quit my current job.	Pearson Correlation	-.021	1
	Sig. (2-tailed)	.845	
	N	248	248

Correlation coefficient= 0.845.

From the above table it can be inferred that a statistically significant correlation lies between

trainings and employee turnover. More precisely, it can be inferred that employees prefer to remain with their job, in case their personal growth and development is maintained. Hence, they provide enough importance to trainings.

Correlation between supervisor and employee turnover

		My supervisor is fair to every employee.	I always want to quit my current job.
My supervisor is fair to every employee.	Pearson Correlation	1	.051
	Sig. (2-tailed)		.428
	N	248	248
I always want to quit my current job.	Pearson Correlation	.051	1
	Sig. (2-tailed)	.428	
	N	248	248

Correlation coefficient= 0.428.

It indicates that a statistically moderate correlation lies between supervisors' cooperation and employee turnover. However, the correlation factor is not very high. It indicates a moderately low impact of the supervisors' support compared to that of the other factor.

Correlation between work environment and employee turnover

		I am satisfied with my work environment, it is clean and artistic.	I always want to quit my current job.
I am satisfied with my work environment, it is clean and artistic.	Pearson Correlation	1	-.033
	Sig. (2-tailed)		.608
	N	248	248
I always want to quit my current job.	Pearson Correlation	-.033	1
	Sig. (2-tailed)	.608	
	N	248	248

Correlation coefficient= 0.608.

A statistically significant positive and moderate correlation exists between work environment and turnover rate of the employees. It reveals that positive work environment such as additional facility, safety of the workers etc. are required to remain the workers motivated in the job.

Correlation between colleagues and employee turnover

		My colleagues can plenty communicate working information with me.	I always want to quit my current job.
My colleagues can plenty communicate working information with me.	Pearson Correlation	1	-.064
	Sig. (2-tailed)		.312
	N	248	248
I always want to quit my current job.	Pearson Correlation	-.064	1
	Sig. (2-tailed)	.312	
	N	248	248

Correlation coefficient= 0.312.

It indicates that a moderate correlation exists between co-workers' support and employee turnover.

Based on the above analysis, it has been found that the Pearson correlation coefficient for salary and employee turnover is the highest (0.875). Hence, it can be inferred that attractive salary package of the Chinese luxury hotels can increase the employee satisfaction most and most effective reduces employee turnover rate.

4.4 Conclusion

In this chapter, the researcher has analysed the data obtained from the opinions of the respondents. Factor analysis has been performed to identify the most critical factors that contribute to the employees' job satisfaction. It has revealed that salary, work environment, availability of information to staff etc. play vital role in increasing satisfaction of the workers of Chinese luxury hotel. On the other hand, Pearson's' correlation has been used to identify the impact of satisfaction factors on employees' turnover. It has been found that salary and trainings are the most crucial factors that can enhance employees' retention ratio in the organisation.

Chapter 5

5.0 Conclusion

5.1 Linking with the objectives

Objective 1: To identify the factors that can influence job satisfaction of the employees.

In the section, 2.1.2, the researcher has discussed about the determinants that can influence employee satisfaction. In this context, Chen (2006) and other scholars have identified that motivational factors can stimulate employee satisfaction in the particular organisation. On the other hand, Herzberg et al. (1957) mentioned two-factor theory as the process of job satisfaction. However, from the data analysis conducted in chapter 4, it has been found that a majority of the respondents have admitted that the factors such as attractive salary package, recognition, and promotion, guidance of the supervisor, availability of the resources, a proper working environment, and support from the co-workers play an important part in enhancing the job satisfaction among the employees. In addition, in the section 2.1.3, the researcher has also identified the measurement procedure of employee job satisfaction.

Objective 2: To identify the factors that can stimulate employee turnover rate.

In the section 2.2.2, the researcher has discussed about the factors that can influence turnover intention of the staff. For instance, Lee and Mitchell (1994) have mentioned in this section that conflicts among the employees can be considered as a prime factor that can stimulate the employees to change their present job. On the other hand, most of the scholars have admitted that the employees' turnover may be the result of lack of motivation and job satisfaction.

Objective 3: To derive a relation between job satisfaction and employee turnover for the workers of Chinese luxury hotels.

Based on the discussion in the literature review section and quantitative analysis conducted in

Chapter 4, it has been found that employee satisfaction and employee turnover rate is inversely correlated with each other. Thus, it can be stated that lack of employee satisfactory factor can result in increased employee turnover rate in the Chinese luxury hotels. For instance, it has been found that proper working environment can lead to high job satisfaction among the staff of Chinese luxury hotels. Hence, lack of proper working environment may influence the staff to leave their current job. In addition, most of the staff of Chinese luxury hotels have admitted that the current pay package offered by their organisation is one of the major factor contributing to their turnover intention. The employees of this organisation are also quite disparate to leave their present job due to the lack of attention of supervisor, lack of recognition and ineffective promotional strategy. Therefore, it can be concluded that by enhancing employee satisfaction in the management of Chinese luxury hotels can reduce the turnover rate of the workers.

Moreover, with the help of Pearson correlation coefficient, it has been found that salary packages offered by the Chinese luxury hotels impacts mostly to the turnover intention of the employees.

Objective 4: To recommend strategies for improving the job satisfaction and reducing employee turnover rate in the luxury hotels of China.

In the following section, the researcher has suggested strategies that can enable the management of Chinese luxury hotels to increase job satisfaction among the employees and reduce employee turnover rate.

5.2 Recommendations

In order to improve employee satisfaction and reduce the turnover rate the management of Chinese luxury hotels can implement the following strategies:

Provide opportunities to the staff: Employees particularly, the young professionals prefer to

participate in the projects that matter the most for the organisations. It has been observed that the new generation employees want to reach their organisation in the next level. In order to do the same, the reputed firms like Michelin have provided the opportunities to their employees to support their firms through environmental sustainability. Moreover, the management of the firms are also required to engage their staff in the challenging jobs rather than the monotonous job. A challenging work environment can motivate the employees and enhance their job satisfaction. As a result of that turnover rate for the employees can decrease significantly. In addition, the challenging job roles can also provide the scopes for the employees to grow and develop.

Offering attractive salary packages: One of the most useful options for the employees to retain efficient staff is to provide attractive salaries. The Chinese luxury hotels are required to focus on offering the best salaries according the industry benchmark. In most of the cases, the employees leave their jobs due to the issues related to salary. Hence, the management of the Chinese luxury hotels are required to focus on this aspect. Moreover, apart from the salaries, the management is also required offer other compensatory benefits such as mediclaims, accidental benefits to the employees. It can send a positive message to the staff and help the management of the luxury hotels to retain their employees for longer tenure.

Recognition of the job: The management of the Chinese luxury hotels are required to recognise the efforts provided by the staff in real time. The management is also required to celebrate the success of the employees. In addition, providing fringe benefits to the employees based on their achievement is also important. By offering tangible rewards, the management can attain loyalty from the employees.

Work-life balance: In order to increase job satisfaction, work-life balance is important. It directly impacts on retention of the workers. Based on a survey conducted by Boston College, it

has been found that 76% of the managers and 80% of the workers have viewed those flexible work arrangements have positive effects on employee retention. Flexible working hours, annual leaves, weekly off etc are important to retain the employees.

Employee engagement: Engaging employees are crucial for reducing employee turnover. The management of the Chinese luxury hotels are required to engage their employees in the in the important decision making related to the organisation. Culture of engagement is required to be spread across the organisations. In addition, the management is also required to prioritise on the happiness of the employees. Employee happiness is considered as a key indicator for job-satisfaction and reduced turnover rate. It can also improve the productivity of the organisation.

Building trust: By extending support to the staff, the management of Chinese luxury hotels can show their willingness to support the team. Most importantly, it can build an atmosphere of mutual understanding in the organisation. It enables the managers to retain their staff.

Increased level of communication: High level of communication among the staff and management can enhance employee satisfaction. In addition, effective communication also helps the staff to express their issues related to the organisation.

Improving the HR practices in the organisation: One of the easiest options for the employees to keep the employee attrition rate low is to ensure that the HR managers recruit right candidates for the organisations. In this context, the HR managers of the Chinese luxury hotels may recruit the candidates with right qualifications, skill sets and personality. It may ensure that the recruited staff can learn quickly, perform better and feel happier with their job role. In order to select new employees, the HR managers of the Chinese luxury hotels are required to consider skill sets, intelligence level, personality such as attitude and commitment level as some the major criteria.

In addition, the HR managers of the Chinese luxury hotels are required to conduct employee

review on a regular basis. It can ensure that the HR managers can meet with the employees on a regular basis and express their grievances. Most importantly, these review sessions may help the employees to feel valued and boost up their motivation level. The HR managers may also conduct an exit interview with the employees who are going to leave their jobs. It can help the managers to understand the reasons that have compelled the employees to leave the job.

Providing training to the managers: Based on the research, it has been found that in most of the cases, the employees quit their jobs due to dissatisfaction of their managers. Hence, the management of Chinese luxury hotels can provide trainings to the managers to retain the employees by increasing employee motivation factor. Most importantly, the managers are required to extend their supports towards the employees to enhance a feel good factor among the staff. It can reduce employee attrition rate.

5.3 Limitations and future scopes of the research

Future scopes of research can be derived by identifying the limitations of the present study. Too much dependency on primary data can be considered as a limitation of the present study. The quality of the research can be improved if some historical data related to the employee turnover rate in the Chinese luxury hotels in the recent years can be included in the study. In addition, the researcher has analysed the primary data with only quantitative method. In future, the researcher can conduct qualitative research in the form of face to face or telephonic interview with the managers of Chinese luxury hotels. It may help the researcher to understand the perception of the managers to reduce high attrition rate of the staff and boost up employee satisfaction. Moreover, the researcher can improve the quality of the research by focusing on one or two particular luxury hotels rather than too much generalising the topic.

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