



Factors that affecting on high employee turnover of housekeeping department in hotel industry, Sri Lanka

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Abstract

The purpose of this study was to understand the factors influencing the turnover of employees in the housekeeping department, the hotel industry in Sri Lanka. This study was based on data collected from hotel housekeeping professionals of 40 from five-star, four star, three-star and budget hotels in Colombo City and 30 completed and functional questionnaires were returned. The response rate was 75%. Both open and closed-ended questions were used, and the key source of information was a quantitative method for in-depth interviews with housekeeping professionals. Basic statistical analyses, such as demographic data and other trends, can be conducted using the MS Excel program. However, an in-depth statistical analysis may be done using the SPSS program. The Pearson Product Moment Correlation Coefficient was calculated for the purpose of evaluating the relationship between the determined Independent variables and the turnover of employees in the housekeeping department. The finding of research indicates that there is a direct influence of the lower level status and recognition, faith of management and work life balance are to the high rate of employee turnover in housekeeping department, hotel industry Sri Lanka. Recommendations are industry requires employee motivational initiatives, management skills development initiatives, implementation of new flexible working hours.

Keywords: housekeeping department, human resource management, turn over, hotel industry

1. Introduction

With the emergence of the information age, emphasis has shifted away from physical capital towards human capital. The spotlight is on skill and knowledge workers, who are seen as the height of competitive advantage through continuous learning and innovation. Most of the skill and knowledge based organizations recognize that their workers are their most valued asset. Characterized by a high level of education, superior interpersonal communications skills, and exceptional information processing abilities, these employees are vastly different to the blue collar workers of the past.

According to the Sri Lanka Tourism Development Authority (SLTDA, 2019), Sri Lankan tourism accounts for 4.3 per cent of the direct contribution to the GDP of the country. The total number of establishments covered in the 2019 survey was 4,341. The total number of employees in these establishments amounted to 173,592 as compared to 169,003 in 2018. This was an increase of 4,589 (2.7%). Substantial increases were recorded in all categories of establishments of the total tourism-based direct employment in 2019, 81% were employed in Hotels and Restaurants. Travel Agents & Tour Operators accounted for 7% of the total, Airlines 5%, Guides 3%, State Sector 2%, Tourist Shops 1%, the Agencies providing Recreational Facilities 1% and the National Tourist Organization 0.5%.

Housekeeping has gone through an gradually change, particularly since the mid-90s. The utilization of innovation has changed the style and working of the office in a huge manner. This has changed the predominant attitude and has expanded professional skill. In present day world professional housekeepers are endeavoring to get housekeeping its due acknowledgment in the hospitality industry. This department is liable for getting the biggest

share of benefit to a convenience activity, yet this reality is not really recognized and veterans of the industry over and over again should think of it as an unpleasant activity.

Housekeeping activities are progressively getting logical and automated. Productively of Housekeeping divisions guarantee the cleanliness, safeguarding and aesthetic entreat of the hotel. The undertakings performed by Housekeeping department are significant to the horizontal daily operation of any hotel. In the current strict competitive situation, running a hotel is very difficult and rewarding guests are even tougher.

The modern-day hotel executive housekeeper faces difficulties that require a high level of professionalism. Hotel housekeeping quickly changed, earlier the duty of the housekeeping department was to prepare clean guest rooms on a timely basis, but now major changes have been made to the Hotel Housekeeping.

At the same time one of the greatest challenges that face in the housekeeping is employee retention. Many department go for to devote more resources and time on retaining existing employees than starting from the beginning. The alternative of high turnover, recruitment and training is even more costly.

2. Problem statement

In the age of knowledge, the professional worker plays a pivotal role in the success of the department in the hotel industry. And the factors that motivate professional workers are different from the factors that motivate normal workers. And with most of the employers in the hotel industry failing to recognize this fact, the productivity of most professional workers in the industry has gone down and there is a high turnover rate in the industry.

Despite many research has been conducted in the area of

relation between high employee turnover and employee motivation, the motivation of professional workers remains a complex area for many employers of the housekeeping department in hotel industry especially in a Sri Lankan context. It has been proven that the motivational drives regular had not apply to the professional workers of the housekeeping department in the hotel industry and it affects for the high employee turnover. Therefore hotel industry face huge problem in retain housekeeping professionals to day today operational success.

The aim of this study was to find out the reasons for employee turnover among hotel housekeeping professionals, to examine the measures used to manage turnover and, finally, to recommend other strategies.

3. Objective of Study

1. To identify the specific factors that affects the high employee turnover in the housekeeping department.
2. To assess the relative contribution of each of the factors.
3. To suggest recommendations according to the findings of the study.

4. Literature review

Organizations invest a lot on different areas such as induction and training, developing, maintaining and retaining employees in their organization. The main intention of those investments is to retain employees in the organization. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover (Korunka *et al*, 2008). Therefore, there is requirement to develop a fuller understanding of the employee turnover, more especially, the sources, what determines employee turnover, effects and strategies that managers can put in place minimize turnover. By way of globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely important to the organization since their value to the organization is essentially intangible and not easily replicated. Therefore, managers must identified that employees as a leading contributors to the efficient achievement of the organization's success. Managers should control employee turnover for the benefit of the organization success (Blomme *et al*, 2009) ^[3].

Turnover occurs for many diverse reasons. Sometimes new job draws employees and drag them to leave the old one. In divergent employee also pushed to leave job due to the frustration in their present workplace or by domestic situations when someone moves with their partner. A poor relationship with the administration can be an important reason for the employees to leave their jobs. It is rather infrequent for people to leave jobs in which they are happy even offered by higher salary somewhere else. A lack of proper training and development is also main reason for voluntary turnover. Employees have a favorite for security of their jobs (Chikwe, 2009) ^[4].

According to Tembi (1991), due to the pressure of jobs in the housekeeping department, it is good that turnover happens because people can easily get tired doing the same thing every day, and only a few people can afford to do that job every day, so it is. It's easier to have new people at

times. In addition, turnover becomes more difficult for the manager as he hires and trains new employees more frequently.

The American Hotel and Motel Association (2010) reports that the level of turnover of workers is the highest in the hotel industry. In the US, the total turnover of non-management workers is 50 per cent and, on the other hand, the managerial turnover is 25 per cent per year, suggesting the following reason for the high turnover of employees in the hotel industry. These are seasonality, organizational culture and leadership, customer service issues, pay rates and hours.

According to the Sellgren (2007) indicated that good leadership is needed to enhance the work environment, increase the morale of workers and can also inspire them to work well. If the employer provides them with lower wages than the actual rate of pay on the market, it will also increase the level of discontent of employees and increase the turnover rate among them, he further points out that job stress also has a negative as well as a positive dimension to the turnover of employees. But, on the other hand, if they are not capable of performing under these conditions, it will help to increase the turnover rate among them. On the other hand, the inactive working environment often raises the discontent of workers and raises the turnover of employees. In his research, he also found that, if the employee is not happy with the work he has done, it may also be a cause for the turnover of the employee, the poor working atmosphere is also one of those factors for the dissatisfaction of the employees.

4.1 Conceptual Framework

The Researcher has come up with the following conceptual framework for this study. This framework (figure 4.1) is conceptualized based on the previous studies and theories of turnover that the researcher has discussed earlier.

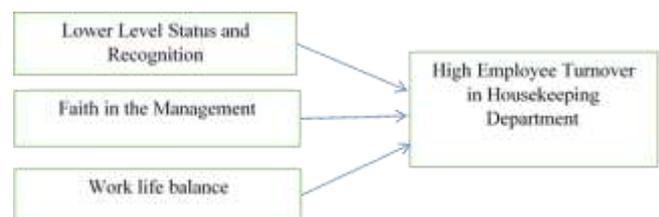


Fig 1: Conceptual framework for employee turnover in housekeeping department in hotel industry

Based on the above framework the researcher has identified three independent variables which are Status and Recognition, Faith in the Management and Work life balance and a dependent variable which is High Employee Turnover in housekeeping department.

5. Methodology

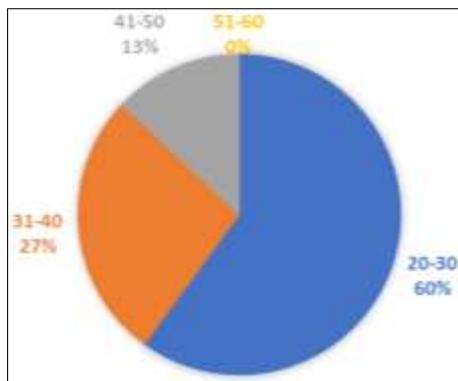
This study based on data collected from hotel housekeeping professionals of 40 from five star, four star, three star and budget hotels in Colombo city of were selected. The research includes employees of housekeeping ranging from Executive Housekeepers to Trainee Room Attendants. The main objective of research is to explore main reasons of employee turnover in housekeeping department. Questionnaires were distributed among all housekeeping professionals with explaining the purpose of this research and assured them that their response would be kept

confidential. The questionnaire was proposed in English medium. Totally 40 housekeeping professionals are engaged in hotel industry, and distributed questionnaires among them and return back 30 questionnaires complete and usable were received. The response rate was 75%.

Convenience and judgemental sampling technique used for data collections. Both open and close-ended questions were used, the major source for information was the quantitative tool of in-depth interviews with housekeeping professionals. Most significantly the study used secondary data sources such as previous studies i.e. books, journals, reports, magazines and online data sources. The simple statistical analyses like demographic details and other patterns can be performed using the MS Excel software. But, in-depth statistical analysis can be performed using the SPSS software. In order to classify the contribution factors that affecting to employee turnover a series of statements are presented within each category. Statements are measured on a Likert-type scale (strongly agree =5, strongly disagree=1). The researcher used Cronbach's alpha reliability coefficient to measure the reliability of the instrument and The Pearson's Product Moment Correlation Coefficient was computed for the purpose of determining the relationship between the determined Independent variables and employee turnover in the housekeeping department.

5.1 Characteristics of the Sample

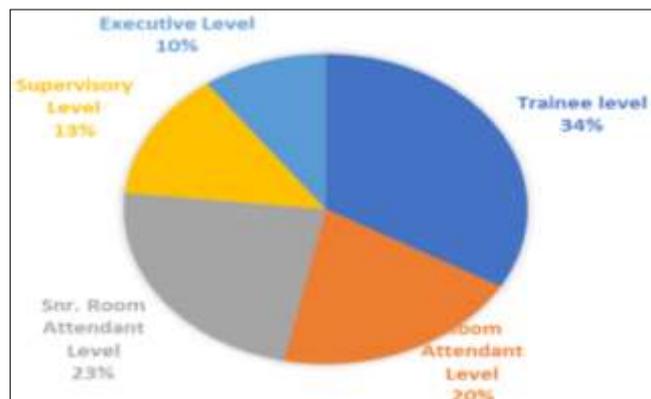
The questionnaire have been used to gather data for the characteristics of respondents who are working in housekeeping department, hotel industry.



Source: Survey data

Fig 2: Age Distribution

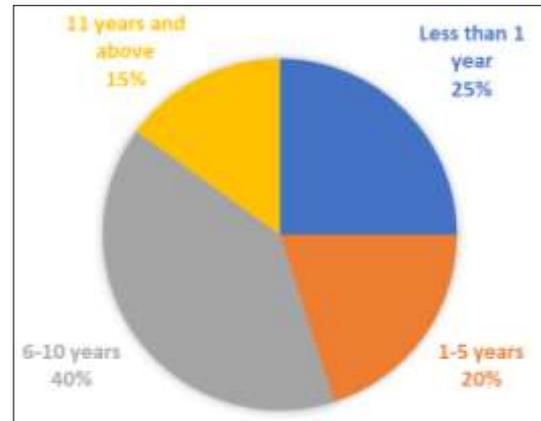
Most of the employees are under the age limit of 20-30 years (60%) and none of them above the age of 50 years.



Source: Survey data

Fig 3: Positions held

Positions held among the employees are evenly distributed among the company. We can see that from the above chart.



Source: Survey data

Fig 4: Industry Experience

Most of the employees are having 6-10 years in the industry and only 15% of the employees are having less than 1 year experience.

5.2 Reliability Analysis

The researcher used Cronbach's alpha reliability coefficient to measure the reliability of the instrument. The reliability of the instrument was measured using SPSS to make sure the instrument measures the concept at a relatively high degree of accuracy.

Table 1: Reliability Analysis

Cronbach's Alpha	Number of Question Items
.902	25

If the Cronbach's Alpha is greater than or equal to 0.7000 it indicates a high degree of reliability. According to the above analysis all 25 questions have obtained a Cronbach's Alpha of more than 0.7000, thus indicating a high degree of reliability in the questionnaire.

5.3 Correlation analysis of the Sample

This section represents the correlations between the variables in the conceptual model. The Pearson's Product Moment Correlation Coefficient was computed for the purpose of determining the relationship between the determined independent variables and employee turnover of housekeeping department in hotel industry.

Table 2: Correlations between Variables

		Turnover
Lower Level Status and Recognition	Pearson Correlation	0.119
	Sig. (2-tailed)	.530
	N	30
Faith in the Management	Pearson Correlation	0.120
	Sig. (2-tailed)	.325
	N	30
Work life balance	Pearson Correlation	0.186
	Sig. (2-tailed)	0
	N	30

All the correlations are significant at the 0.05 level. All

correlations between turnover and the factors affecting the turnover are positive. This indicates that there is indeed a positive relationship between the determined independent and dependent variables.

6. Finding and Suggestion

The purpose of the study is to find out what factors affects the employee turnover in the housekeeping department, hotel industry. The findings of the study will be discussed in detail of the survey. The discussion of the findings will relate to the objectives of the study.

The study predicted a positive relationship between lower level status and recognition for employee turnover in housekeeping department, hotel industry. Recognition is important because it sends a powerful message that the recipient is important. It says that the organization cares about good performance. When this message is lacking, overall performance may drift in search of a direction. If low performers are treated the same as high performers, the message will be translated that high performance gets nowhere. Eventually, many in the workforce will settle at some minimal acceptable level of performance. Since the correlation coefficient found in the study signifies that there is a positive relationship between lower level status and recognition and high employee turnover.

The study identified a positive relationship between faiths in the management for employee turnover in housekeeping department, hotel industry. A lot of employees may have the impression that their boss doesn't really believe they're working until they're in the workplace. Faith as a universal human process involves individuals attempting to find meaning in their lives by placing their trust and loyalty in some attractive centre of value that may be found in the workplace and represent(s) for them a reality that is sustaining, reliable and dependable. When employees sense an inconsistency between what their manager's reactions and do, it triggers a cascade of effects, depressing employees' trust, commitment, and willingness to go the extra mile. These effects, would increase employee turnover and harming profitability. Therefore, managers should monitor level of employee capacity and encourage them in suitable way to perform their duty in decent manner. Furthermore, managers need to arrange proper training program to enhance productivity of the employee.

There is a positive relationship between work life balances for employee turnover in housekeeping department, hotel industry. Employees' attitudes toward their organizations and life are affected by work life balance. Work life balance is especially important when organization has to manage highly professional way because their high commitment and loyalty is needed for the success of the organization. In case of housekeeping employees, work-life balance and their commitment influence the performance and productivity of their organization. It is reported, when they involved in their job, the higher the work family conflict which eventually leads to increase job stress, low satisfaction and reduced commitment. Those who are work-oriented make accommodations that meet their need for challenges while allowing for career enrichment and those who are family-oriented will seek accommodations to minimize conflicts with family requirements. And also, providing employees with more flexible job schedules is another recommendation that can be made from the findings of the study. There are many advantages for employers and employees exist when

the employer allows employees to work flexible schedules. Flexible work schedules involve compressing work days, flexible daily hours, or telecommuting. Then they will have more time to spend with their families and to balance the work life with the family life.

7. Conclusion

The conclusion based on the findings of the study was stated. It was concluded that there are positive relationships as predicted between lower level recognition, faith of management and Work Life Balance and high employee turnover. With the conclusions drawn from the study, recommendations were given in order to retain the employees in the housekeeping department, hotel industry, so that it would enable the organization to get the maximum results from their most valued asset in the organization and to retain them within their organization.

8. References

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