TYPES, CAUSE AND EFFECTS OF HOTEL STAFF TURNOVER INTENTION: A LITERATURE REVIEW FROM HOTEL INDUSTRY IN MALAYSIA

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Abstract-This article aim to explore the characteristic of turnover intention among staff in hotel Melaka, to explore whether burnout have relationship with turnover intention of hotel industry in Melaka, and to explore whether there is a relationship between rewards in turnover intention among hotel industry in Melaka. Human resource manager from 10-15 four star hotel in Melaka will be selected as the participant in this study by conducting Expert Interview. The data then will be analyse using qualitative software, NVivo

Key Terms: turnover intention, literature review, hotel, Melaka

I. INTRODUCTION

Hotel industry worldwide have developed into a truly global industry in which both consumers and producers are spread worldwide. Mohajerani&Miremadi (2012) stated that the industry was known to be one of the major contributors to many countries. Furthermore, the hotel sector emerged as a subsection of the industry that strengthened the business. The hotel industry in Malaysia has undergone a process of transformation that brought phenomenal economic expansion towards the Malaysian economy (Lahap, Said, Rose, Sumarjan&Mohi, 2014). Workers in the hotel industry face various challenges including those common to all service industry jobs and those specific to the hotel industry, which is characterized by small scale employers.

The focus of this study are on specific human resource practice which are likely give impact to productivity, organization profitability in selected hotel in Melaka. Benefits, burnout, leadership style, and job satisfaction are the main factors that can be cause to turnover intention occur in Melaka hotel industry. This study was based in the hotel industry. Human resources department working in 4 star hotels in Melaka were included to participate in this study. The findings of this study will be useful in addressing problems associated with staff turnover in hotel industry.

II. LITERATURE REVIEW

Turnover intention is one of areas that are so popular researched in organizational analysis (Özbarg, Ceyhun&Cekmeceoglu, 2014) and have expensive cost to recover it in terms of induction and training, developing, maintaining and retaining (Ongori, 2007; Tnay, Othman, Siong& Lim, 2013). Turnover intention is defined as an employee’s intention to leave a job. Such intention may appear when employees speak negatively about their positions, when they limit their participation in the organization, or when they actually leave their jobs (Jang & George, 2012; Karatepe, 2013). Tett and Meyer (1993) defined turnover intention as an aware and considered willingness to leave the organization. As from the employer’s perspective, the turnover of capable employees is a loss to the company. However, the turnover of incapable or complaining employees is an opportunity to hire new employees and stabilize the organization.

Fallon and Rutherford (2010) stated that hospitality employees in one organisation ranked the most likely causes of high staff turnover as treatment by superiors, amount of work hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere, and physical demands of the job. Lashey, (2000) emphasize that turnover intention can be classified as two categories such as avoidable and unavoidable. Avoidable turnover occurs when employees are dissatisfied with wages, lack of training, workplace stress, relationship with management and other staff, working hours, and transport difficulties while unavoidable turnover occurs due to retirement, illness, death, pregnancy, and leaving the area. There are 4 factors involved in this study which is rewards, job satisfaction, burnout, and leadership.

Tett&meyer (1993) defined that turnover intentions as conscious to seek for other alternatives in other organization.

III. TYPES OF TURNOVER

Turnover intention is one of the most study important issues to organizations, and one that needs special attention. Turnover intention may be classified into six categories which is voluntary, and involuntary turnover intention. Voluntary turnover intention is a turnover that occur when employee has own choice to quit or when they leave organization...
at their own discretion (Noe, Hollenbeck, Gerhart & Wright, 2006). However involuntary turnover can define as the turnover in which employees have no choice in their termination such as sickness, death, and family reasons. Functional turnover, and dysfunctional turnover one types of turnover intention which can be defined as functional turnover intention is a turnover in which poor performers leave. Besides that, Dysfunctional turnover is a turnover in which good performers leave. Lastly is avoidable turnover, and unavoidable turnover intention can be defines in something organizations can prevent by hiring, evaluating and motivating their organization at their employees more effectively. However, Unavoidable turnover occur from life decision that extend beyond an employer’s control such as decision to move to a new area or a job transfer for a spouse.

4.0 Caused To Turnover
Turnover is a work rotation where the company changed the replacement workers to achieve the conditions of the company. In addition, turnover is the changes that occur in a company due to many reasons. There are have three categories cause to turnover which is:

4.1 Political factor (if any)
Effective leadership one of political factor that relate with turnover intention. Effective leadership occur when they are lack of support from supervisor. It can cause the decrease of workers ability to adapt the stressful job in organization. Hence, they have intention to leave their job, Mobley, W.H. (1997). According to (Porter, L.W & R.M Steers, 1973) bad supervision the main factor that occur the turnover intention. Therefore, they need to hire the leader that able to control subordinates. So, the good leader is a significant factor that occur employee retention and improving organization.

4.2 Economic factor (if any)
Shaw, J.D, J.E.Delery, G.D.Jenkins&N.Gupta (1998) stated that pay is something given in exchange with the services provided in an organization. Pay has an important role in employee retention and remuneration high quality workers. In addition, the leader can monitor and control certain employee activities with the level of its performance. Pay has a close relationship with employee satisfaction. The influence of pay and job satisfaction affects high productivity.

4.3 Social factor (if any)
Management can cause turnover and it’s relate with social factor. According to (Cappelli,1992) there are have relationship between managers and employee in organization. Management can cause the employee to staying a job or leave the job. So, supervisors and managers have important impact on turnover intention. The length of time that retention of employee is determined by the relationship between the two parties (Dailey, R.C & D.J. Kirk, 1992). There are several reasons employees can remain in the Organization such as the Managers are fair and treat them justly, reasonable, and supportive managers (Gomez-Mieja, L.R & D.B.Balkin, 1992). Therefore, if employees felt managers have all stated, the level of job satisfaction increase (Miller, J.G & K.G. Wheeler, 1992)

5.0 Effect of turnover
Employee turnover intention is expensive from the view of organization. The reasons so much attention has been paid to the issues in turnover is because turnover has some significant effects on organizations (De Micco&Giridharan, 1987, Dyke &Strick, 1990, Cantrell &Saranaksh, 1991, Denvir&Mcmahon,1992). Many researcher argue that high turnover rates might have negative effects on the lose in competition on market which is the company will facing with challenging thing is the lack of well-experienced human power on the company. Cost training one of the effect turnover intention which is they should accept for costs incurs to recruit as well as train and Familiarizes newly hired workers. Customer services and satisfaction (Kemal, 2002)also one of effect to turnover intentions. Lastly is significant cost (Dess 2001) occur from voluntary turnover intentions. Significant costs can divided by two consisting direct and indirect costs. Directs costs can be related with replacements, recruitments and selection, temporary staff, and management time. However, indirect costs consists are morale, pressure on remaining staff, costs of learning, products/services quality, and organizational memory.

CONCLUSION
Employees are the backbone of any business success and therefore, they need to be motivated and maintained in organisation at all cost to aid the organisation to be globally competitive in terms of providing quality products and services to the society. Managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the sources. So that, they can be in a position to retain employees in their organisation to enhance their competitiveness in the world of globalizations. Employees should be given challenging work and all managers should be hired on the basis of know-how by following laid down procedures of the organisations and this would make organisation to have competent managers at all levels of management and hence good supervision. Other than that, the company also should pay employees based on their performance. In additions, they should give employees incentives like individual bonus, lump sum bonus, and other...
benefits. Hence, if these are put in place they would minimize employee turnover.

REFERENCES


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