



TITLE OF THESIS

The causes of high staff turnover within selected hotels in Cape Town, South Africa

by

Saima Ebrahim

Thesis submitted in fulfilment of the requirements for the degree

Master of Technology Tourism and Hospitality Management

in the Faculty of Business

at the Cape Peninsula University of Technology

Supervisor: Dr A.T. Wyngaard

**Cape Town
October 2014**

CPUT copyright information

The dissertation/thesis may not be published either in part (in scholarly, scientific or technical journals), or as a whole (as a monograph), unless permission has been obtained from the University

DECLARATION

I, Saima Ebrahim, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed

Date

DECLARATION

I, Saima Ebrahim, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.



Signed

18/08/2015

Date

Abstract

The human resource department in the hospitality industry has a reputation for high staff turnover and labour instability due to various reasons, such as staff members who are not motivated and are not recognised for hard work. Another problem is employing unskilled staff, low staff remuneration, staff members not being trained and long working hours. The main research problem was: What were the reasons for the high staff turnover in the selected hotels of this research study? From the main research problem three sub-problems emerged the first being, Why does the selected hotels not understand what actually motivates their employees to stay on in positions? The other two sub-problems are stated in chapter 1. The main objective was to research the reasons why the selected hotels were experiencing such high staff turnover. According to Amos, Ristow and Pearse (2008:172), staff turnover can be from a combination of factors such as what the organisation pays, the working conditions, opportunities for promotion, the quality of supervision, and poor group relations, which makes it more or less appealing as an employer. The research design utilised a multi-strategy approach whereby both quantitative and qualitative data were gathered. The questionnaires were a quantitative data-gathering tool that provided the researcher with information relating to why staff turnover is so high in the selected hotels. Questionnaires were completed by human resource managers, senior managers, managers, supervisors and staff members. The qualitative data were obtained from the interviews and the literature review. Interviews were conducted with human resource managers (HRM) in the selected hotels to find out what problems they face and to find solutions to reduce staff turnover. The main findings were that many of those associated with the selected hotels maintain that hotel positions do not offer creative and intellectual development. Once people have understood the needs and demands of their particular job, their cultural learning and intellectual stimulation comes to an end quickly, causing people to lose interest in their jobs and look elsewhere. The main recommendations were that management styles and human resource practices should be applied to stimulate, communicate with and recognise staff potential. Money was not the main reason why staff resigned from their positions; rather it was the fact that managers were not acknowledging them for their hard work and that there was no growth within the selected hotels.

ACKNOWLEDGEMENTS

I wish to thank:

Dr Audrey Wyngaard my supervisor for encouraging and supporting me with my dissertation. I would also like to thank all the participants who took time to complete a questionnaire and interview, without them this research would have not been possible. Lastly I would like to thank my parents for motivating me and supporting me.

Table of contents

CHAPTER 1: Background of the study

1.1	Introduction	1
1.2	Research problem	2
1.2.1	Main research problem	2
1.2.2	Sub-problem one	2
1.2.3	Sub-problem two	2
1.2.4	Sub-problem three	2
1.3	Objective	2
1.4	Purpose of the study	2
1.5	Delimitation of the study	3
1.6	Literature review	3
1.6.1	Human resource planning and strategy	3
1.6.2	Motivation	4
1.6.3	Job satisfaction	5
1.6.4	Staff turnover	6
1.6.5	Labour turnover	6
1.6.6	Training	7
1.6.7	Recruitment	7
1.6.8	Human resource planning (HRP)	7
1.6.9	Job evaluation	8
1.6.10	Performance appraisal	8
1.6.11	Positive discipline	8
1.6.12	Team building	9
1.7	Limitations of the study	9
1.8	Research methods	9
1.9	Ethnical consideration	10
1.10	Overview of the study	10
1.11	Summary	11

CHAPTER 2: Literature review

2.1	Introduction	12
2.2	Staff turnover	12

2.3	The impact of staff turnover on selected hotels	13
2.4	Factors influencing high staff turnover	15
2.5	Reasons why staff leave	17
2.6	Workplace problems	18
2.7	Steps to prevent staff turnover	18
2.8	Good management practices	21
2.9	Positive staff morale that benefits your business	22
2.10	Working conditions in the hospitality industry	24
2.11	Working hours and breaks	25
2.12	Human resource management	26
2.13	Recruitment process	27
2.14	Staff training	28
2.15	Motivating staff	29
2.16	Job evaluation	30
2.17	Job satisfaction	30
2.18	Performance management	31
2.19	Summary	31

CHAPTER 3: Research methodology

3.1	Introduction	33
3.2	Research methods	33
3.3	Research design	34
3.4	Qualitative research	34
3.5	Quantitative research	36
3.6	Multi-strategy study	36
3.7	Population	39
3.8	Sampling	39
3.9	Questionnaires	41
3.10	Interviews	42
3.11	Process for data analysis	43
3.12	Summary	43

CHAPTER 4: Results

4.1	Introduction	45
4.2	Data collection methods	45

4.2.1	Questionnaires	46
4.2.2	Interviews	47
4.3	Analysis of questions in questionnaire	47
4.3.1	What is your gender?	47
4.3.2	Which of the following age groups are you?	47
4.3.3	Where is the hotel that you work for situated?	48
4.3.4	Indicate if your hotel is graded as a 5-star hotel?	48
4.3.5	Which of the following applies to you?	49
4.3.6	Does the hotel you work for experience high staff turnover?	50
4.3.7	Why do hotel employees leave their jobs?	50
4.3.8	Hotel employees should be motivated to perform to the required standards by...	51
4.3.9	The hotel industry work labour is intensive and staff turnover high understanding hotel employee's attitudes are	52
4.3.10	What does a friendly work environment mean to you?	53
4.3.11	Does the hotel you work for do job evaluation?	54
4.3.12	Do you think an appraisal system can promote effectiveness, job satisfaction and better man- power utilisation?	54
4.3.13	Do you agree that high staff turnover in hotels is costly and guarantees service standards to fluctuate?	55
4.3.14	Which of the following do you agree with?	56
4.3.15	Indicate on what principle your award system works?	56
4.3.16	Does the hotel that you work for have an employee - of- the- month award system in place?	57
4.3.17	In your opinion, do you consider team building effective for employees and managers to work as a team and build a positive working environment?	58
4.3.18	Are human resources recruiting the correct calibre of staff and what are the factors that they should consider?	59

4.3.19 Does the hotel that you work for have a performance review in place for employees?	60
4.3.20 Do you hire staff directly through an agency?	61
4.3.21 Do you believe in internal promotion over bringing in new outsiders?	62
4.3.22 Do you do internal and external training?	63
4.3.23 Indicate the ways that training is done?	64
4.3.24 Is training a requirement for all staff?	65
4.3.25 In your opinion do you think staff turnover is high?	66
4.3.26 Indicate the reasons for high staff turnover; only give one reason.	67
4.4 Analysis of interviews	68
4.4.1 Interview 1	68
4.4.2 Interview 2	70
4.4.3 Interview 3	71
4.4.4 Interview 4	72
4.4.5 Interview 5	73
4.4.6 Interview 6	75
4.5 Summary	76

CHAPTER 5: Analysis and interpretation

5.1 Introduction	77
5.2 Findings and discussions of results	78
5.2.1 Proving the main research problem	78
5.2.2 Proving sub-problem one	79
5.2.3 Proving sub-problem two	81
5.2.4 Proving sub-problem three	84
5.2.5 Proving the objective	86

5.3 Testing the reliability	89
5.4 Testing the validity	90
5.6 Summary	91

CHAPTER 6: Conclusions and recommendations

6.1 Introduction	92
6.2 Recommendations	93
6.2.1 General recommendations	93
6.2.2 Recommendations concerning managers	94
6.2.3 Recommendations concerning employees	96
6.3 Summary of the research study	99
6.4 Future research possibilities	102
6.5 Conclusion	102

Bibliography

List of figures

Figure 4.3.1	What is your gender?	47
Figure 4.3.2	Which of the following age groups are you?	48
Figure 4.3.3	Where is the hotel that you work for situated?	48
Figure 4.3.4	Indicate if your hotel is graded as a 5-star hotel?	49
Figure 4.3.5	Which of the following applies to you?	49
Figure 4.3.6	Does the hotel you work for experience high staff turnover?	50
Figure 4.3.7	Why do hotel employees leave their jobs?	50
Figure 4.3.8	Hotel employees should be motivated to perform to the required standards by...	51
Figure 4.3.9	The hotel industry work labour is intensive and staff turnover high understanding hotel employee's attitudes are	52
Figure 4.3.10	What does a friendly work environment mean to you?	53
Figure 4.3.11	Does the hotel you work for do job evaluation?	54
Figure 4.3.12	Do you think an appraisal system can promote effectiveness, job satisfaction and better man- power utilisation?	54
Figure 4.3.13	Do you agree that high staff turnover in hotels is costly and guarantees service standards to fluctuate?	55
Figure 4.3.14	Which of the following do you agree with?	56
Figure 4.3.15	Indicate on what principle your award system works?	56
Figure 4.3.16	Does the hotel that you work for have an employee - of- the- month award system in place?	57
Figure 4.3.17	In your opinion, do you consider team building effective for employees and managers to work as a team and build a positive working environment?	58
Figure 4.3.18	Are human resources recruiting the correct calibre of staff and what are the factors that they should consider?	59
Figure 4.3.19	Does the hotel that you work for have a performance review in place for employees?	60

Figure 4.3.20 Do you hire staff directly through an agency?	61
Figure 4.3.21 Do you believe in internal promotion over bringing in new outsiders?	62
Figure 4.3.22 Do you do internal and external training?	63
Figure 4.3.23 Indicate the ways that training is done?	64
Figure 4.3.24 Is training a requirement for all staff?	65
Figure 4.3.25 In your opinion do you think staff turnover is high?	66
Figure 4.3.26 Indicate the reasons for high staff turnover; only give one reason.	67

Tables

Table 2.1 Lunch breaks and hourly wages	25
---	----

Appendices

Cover letter for questionnaire	114
Questionnaire	115

GLOSSARY

CBD Central Business District
HRP Human Resource Planning
KITA Kick in the pants

Motivation

Motivation refers to what makes a person strive to fulfil needs and desires, as well as the fears and aspirations within people that make them perform in the way they do.

Training

Training is a learning process that involves the acquirement of knowledge, sharpening of skills, as well as concepts, rules or the changing of attitudes and behaviours to improve the performance of workers.

Recruitment

Recruitment is a method of searching for the correct candidates for employment and motivating them to apply for jobs in the organisation.

Human resource planning (HRP)

HRP is a constant procedure of systematic planning to attain optimum use of an organisation's most important asset, its human resources. The purpose of human resource planning is to ensure the best fit between employees and jobs.

Job evaluation

Job evaluation is the assessment of the comparative importance of various jobs on the basis of a consistent set of job and personal factors, such as the qualifications and skills required.

Performance appraisal

A performance appraisal is the process of obtaining, analysing and recording information about the relative worth of an employee and the aim is to also assess what employees do. The focus of the performance appraisal is measuring and improving the actual performance of the employee in an organisation.

Job satisfaction

Job satisfaction is defined as the degree to which employees like or dislike their jobs. This also suggests that there is a general global affective reaction that employees hold about their job.

Labour turnover

The ratio of the number of employees that leave a company through attrition, dismissal or resignation in a period to the number of employees on the payroll in the same period.

Positive discipline

This can correct unacceptable employee behaviour through support, respect and people-orientated leadership. The purpose is to help rather than to irritate the employee.

Staff turnover

Staff turnover can be high or low, depending on how many employees resign and how many are recruited. This can be defined as employees resigning, being dismissed, retiring and being employed.

Chapter 1

Background of the study

1.1 Introduction

Human resource planning is vital in a hotel because human resource managers need to identify what is the main cause of their staff resigning. They need to make sure if they are hiring the right person to do the job and by understanding what skills and education does the person has when employing them for the job. The selected hotels that were the sample for this research study has a reputation for high staff turnover and labour instability due to various reasons, such as staff members who are not motivated and are not recognised for hard work. Another problem is employing unskilled staff, low staff remuneration, staff members not being trained and long working hours. Staff turnover can be a result of low productivity, low wages, job dissatisfaction and employing unskilled staff (Miller, Walker & Drummond, 2002:33). Staff turnover can be high or low, depending on how many employees resign and how many are recruited. This can be defined as employees resigning, being dismissed, retiring and those that are still employed.

The reason for the high staff turnover in the selected hotels was of concern and therefore the reasons for this were researched. The human resource departments in various hotels has a major problem in maintaining their staff and in recruiting to find staff that are best suited for certain positions. High staff turnover is a major problem that should be managed and reduced because of the negative consequences for hotels, employers and employees. An unpleasant work environment can cause high staff turnover, low productivity and poor quality control, and this can result in staff being lost these are problems that hotels face on a daily basis (Miller *et al.*, 2002:80).

Staff that are skilled will result in an improved quality of service that will benefit guests and future clients. When staff training is successful, staff will be more productive. When managers motivate their staff, they will remain with the company for longer. Grobler, Warnich, Carrell, Elbert and Hatfield (2002:104) state that human resource managers have different theories regarding the motivation of employee performance. Some believe that only one motivation theory is enough to develop productive employees.

Employees remain in jobs that they like, even though higher pay may be obtainable elsewhere in other organisations. Among the factors that will influence their decisions are whether employment conditions are favourable, whether staff like working in the business, and whether there are realistic opportunities for staff to progress (Caterer and Hotelkeeper, 2006).

1.2 Research problem

The main research problem and sub-problems were the following.

1.2.1 Main research problem

What are the reasons for the high staff turnover in the selected hotels of this research study?

1.2.2 Sub-problem one

Why does the hotel industry not understand what actually motivates their employees to stay on in positions?

1.2.3 Sub-problem two

What will happen to the selected hotels if a clearly defined strategy for employment and retention is implemented for staff to improve their loyalty to the company?

1.2.4 Sub-problem three

How should one examine the deeper importance of the underlying problem of reasons why staff does not retain their positions in the demanding hotel sector?

1.3 Objective

The main objective was to research the reasons why the selected hotels were experiencing such high staff turnover. This was to establish if the staff turnover of the selected hotels will decline if the employers change their attitudes about the work environment and the pay scales of the hotel.

1.4 Purpose of the study

The hospitality industry has always had high staff turnover rates, and thus faces challenge to keep good employees and to develop staff loyalty. The service industry in South Africa desperately needs to identify the reasons for high staff turnover in hotels, and needs to consider how to attract the correct staff and how to keep those staff in order to be recognised (Boella, 2000:20).

The purpose of the study was to explain how the human resource department within selected hotels manage their staff by using all the important approaches, such as motivation, job satisfaction, performance evaluation, remuneration and positive discipline, to establish their objectives and how they develop the strategies for obtaining their objectives.

It is vital that one understands the causes and effects as a result of a lack of proper human resources practices in selected hotels in Cape Town business centre district, the Waterfront and Camps Bay area. The hotel industry needs to understand what really motivates their

staff to stay on in positions. The human resource department needs to define a strategy for both recruitment and retention, as the old idea of long-term loyalty to companies is dying out. They also need to consider the problems and reasons why staff does not stay long in the demanding hotel sector (Boella, 2000:52).

1.5 Delimitation of the study

The area that was researched was the central business district in Cape Town, the Waterfront and Camps Bay area because there are many hotels that face the same problems of high staff turnover. The focus of this study was to find out the reasons why staff turnover was so high in the selected hotels in Cape Town central business district, the Waterfront and Camps Bay area. Cape Town is the tourist capital of South Africa and is one of the most beautiful places in the world, which is why the researcher chose this area as the population (Expat Cape Town, 2008).

The reason for choosing the selected hotels in the specific area was because the researcher is based in Cape Town and this would be more beneficial as it would eliminate time and cost constraints should the researcher have chosen a broader area. The reason for the selected hotels was not only linked to time and cost constraints but also because the researcher worked at some of the hotels and have relations with the hotels. The researcher also felt that this is an area of concern and needed to be researched.

The research focused on measures that were taken by employers to maintain staff in hotels. The research study was undertaken during the time when the researcher was an employee at the Hotel School and the selected hotels were where her students did their training.

1.6 Literature reviewed

The literature review includes literature such as relevant books, journal articles, academic papers, websites, statistics, and policies. The aim was to add value to the research and educate the researcher about the research topic and attempt to address the described problems with the help of already available literature. Some of the main concepts that were used were explained from the literature that was consulted.

1.6.1 Human resource planning and strategy

Human resource planning is a constant procedure of systematic planning to attain optimum use of an organisation's most important asset, its human resources. The purpose of human resource planning is to ensure the best fit between employees and jobs (Investopedia, 2011). Human resource planning is a procedure of using organisational goals and

approaches to estimate the future needs of the organisation in order to find, develop and keep qualified and hardworking employees.

Armstrong (2001:25) states that a human resource strategy is concerned with decisions that have a major and long-term effect on the employment and development of people in the organisation, and on the relationships that exist between its management and staff. A human resource strategy would express the intentions of the enterprise in relation to how it should manage human resources. These intentions would provide the foundation for plans, developments and programmes for managing change.

Berger and Cliff (2009) state that the challenges faced by managers in hospitality operations include the lack of substantial management training materials for managers with two to five years of managerial experience. Organisational behaviour in the hospitality industry shifts the focus to the individual and the organisation.

1.6.2 Motivation

Motivation refers to what makes a person to fulfil needs and desires, as well as the fears and aspirations within people that make them perform in the way they do (Miller *et al.*, 2002:109). Motivation is the process of boosting the confidence of the workforce to encourage them to willingly give their best in accomplishing assigned tasks (Itoje, 2011).

Employees can be motivated by different kinds of needs, and the needs have to be satisfied. Motivation is a drive that encourages people to achieve a particular goal in life, for example if employees in the workforce are happy, they would strive to do their best when it comes to their work and show dedication and loyalty to their employers. Motivation is the power that energises behaviour, gives direction to behaviour and underlies the propensity to persist, even in the face of one or more obstacles. As a manager one should make an effort to meet the employee's imperative needs or essential requirements for working effectively (Thomas, 2002).

Nicholson, Herzberg and McClelland (2003:45) discussed the psychology of motivation. According to them the surest way to get your staff to do something is basically to deliver a KITA, which stands for kick in the pants. Achievement, recognition for the achievements, the work itself, responsibility and the growth or advancement motivate people. Managers should focus on positions where staff members' attitudes are poor, where investment needed in industrial engineering is cost effective, and where motivation would make a difference in performance.

Managers should focus on positions where staff members' attitudes are poor, where investment needed in industrial engineering is cost effective, and where motivation would make a difference in performance. Grobler *et al.*, (2002:104) state that human resource managers have different theories regarding the motivation of employee's performance. Some believe that only one motivation theory is enough to develop productive employees.

Vroom and Deci (1992:198) explain how to motivate employees that have puzzled and frustrated managers, because motivation ultimately comes from within the staff member (individual) and cannot be observed directly. Managers try to use incentives to direct the energies of their employees towards organisational objectives.

1.6.3 Job satisfaction

Gunlu, Aksarayli and Percin (2010:693) focus on job satisfaction that is linked to other variables, such as organisational commitment, stress and burnout, empowerment, organisational performance, motivation, turnover intention, and sometimes demographic and personal characteristics. This addresses the satisfaction and commitment level of the employees, but only a few have considered the managers' viewpoints.

Managers are core to service production and therefore their impact on the employees is very important. If the managers are not satisfied and not committed to the organisation, their effectiveness in managing hotel staff should be questioned. Job satisfaction can be defined as an employee's emotional response to the characteristics of work, such as pay, supervision and benefits of the work itself (Gunlu *et al.*, 2010:694). Job satisfaction is defined as the degree to which employees like or dislike their jobs. This suggests that there is a general global affective reaction that employees hold about their job (Answer Corporation, 2011b).

Job satisfaction can be how the employee's feels about their job and can either have a positive or negative attitude towards their job. A negative attitude at work means not motivated and low salary, and a positive attitude means high salary and highly skilled.

Managers are core to service production, and therefore their impact on the employees is very important. If the managers are not satisfied and not committed to the organisation, their effectiveness in managing hotel staff should be questioned. Pulakos (2009:53) states that managers should collect employee inputs, because this is a very useful strategy to enhance ownership and acceptance of a performance management process. A manager should understand the employees' perceptions of their own effectiveness, which could assist them

to deal with their staff more effectively. Re-enforcement and confidence building were necessary.

Thomas (2002:6) states that when organisations want only compliance from workers, they would use money and other tangible benefits and these are extrinsic rewards another word for motivation theory. These rewards are an easy solution to motivation in the compliance era. Managers and supervisors should supervise workers closely so that they could know when rules are being followed and can give or withhold rewards accordingly.

Scott and Rochester (1991:103) say the commitment the staff member gives to his or her job is generally the product of all external influences. The employee must have psychological needs and goals that drive him or her to do his or her best, and the experiences in striving to reach those goals.

1.6.4 Staff turnover

Staff turnover can be a result of low productivity, low wages, job dissatisfaction and employing unskilled staff (Miller *et al.*, 2002:33). Staff turnover can be high or low, depending on how many employees resign and how many are recruited. This can be defined as employees resigning, being dismissed, retiring and being employed.

Staff turnover is of major concern in the hospitality industry, especially when it necessary to retain employees. Managers try to fill positions over a busy season. Managers employ more staff, the employees are then trained and then they resign, and managers start all over again the recruitment process. It seems that company staff loyalty in the hospitality industry is fading, employees do not consider staying on their current positions in an attempt to grow with the company (Gardner & Stough, 2002:80).

1.6.5 Labour turnover

Labour turnover is the total number of leavers expressed as a percentage of the total number of employees in a department (Boella, 2000:166). The ratio of the number of employees that leave a company through attrition, dismissal or resignation during a period to the number of employees on the payroll during the same period is regarded as labour turnover. The movement of labour into and out of an organisation, as some employees resign and new employees are recruited, is of concern (Business Dictionary, 2010b).

A human resource strategy would express the intentions of the enterprise in relation to how it should manage its human resources. These intentions would provide the foundation for plans, developments and programmes for managing change. Berger and Cliff (2009) state

that the challenges faced by managers in hospitality operations include the lack of substantial management training materials for managers with two to five years of managerial experience. Organisational behaviour in the hospitality industry shifts the focus to the individual and the organisation.

Other researchers state that no system works because employees are either hard working or lazy. Motivation is the power that energises behaviour, gives direction to behaviour and underlies the propensity to persist even in the face of one or more obstacles. As a manager one should make an effort to meet the employee's imperative needs, or essential requirements for working effectively (Miller *et al.*, 2002:109). The involvement of human resource managers in a two-way communication with business managers before the business strategy is finalised implies that these managers should acknowledge as important contributing members of the strategic management team.

1.6.6 Training

Training is a learning process that involves the acquirement of knowledge, sharpening of skills, as well as concepts, rules or the changing of attitudes and behaviours to improve the performance of workers (Naukrihub, 2007a). Training staff is an activity designed to impart information or instructions to measure the employees' performance and to help them understand and achieve a required level of knowledge or skill.

1.6.7 Recruitment

The accomplishment for any establishment is to recruit and choose staff suitable to the present and future needs of the organisation (Roberts, 1995:151). Recruitment is a method of searching for the correct candidates for employment and motivating them to apply for jobs in the organisation (Naukrihub, 2007b). Recruitment is a process of identifying and hiring the best qualified applicant from within or outside a business for employment.

1.6.8 Human resource planning (HRP)

Human resource planning (HRP) is a procedure of anticipating and creating provision for the movement of people into, within and out of the organisation in order. To optimise the use of these resources and to have available the necessary people with the required experience to fill position openings where and when these openings may occur (Chruden & Sherman, 2000:102).

HRP is a constant procedure of systematic planning to attain the optimum use of an organisation's most important asset, its human resources. The purpose of human resource

planning is to ensure the best fit between employees and jobs (Investopedia, 2011). HRP is a procedure of using organisational goals and approaches to estimate the organisation's future needs for finding, developing and keeping qualified and hardworking employees.

1.6.9 Job evaluation

Job evaluation is a method that assesses the relationships that exist between job positions in an organisation to provide a set of criteria for differentiating jobs for the reason of wage purposes. Job evaluation is an assessment of the comparative importance of various jobs on the basis of a consistent set of job and personal factors, such as qualifications and skills required. It can be determined by which jobs should get more pay than others, such as job ranking and job grading (Business Dictionary, 2010c). Job evaluation is a method of determining the relative worth of a job. The higher your qualification and the better you are skilled for the job, the more pay you will receive.

1.6.10 Performance appraisal

Performance appraisal is a formal evaluation of how well employees are performing their jobs in relation to established job objectives and principles, and the communication of that evaluation to employees (Miffilin, 2004:331). A performance appraisal is the process of obtaining, analysing and recording information about the relative worth of an employee and the aim is to also assess what employees do. The focus of the performance appraisal is measuring and improving the actual performance of the employee in an organisation (Answer Corporation, 2011).

Performance appraisal is the process by which a manager examines and evaluates employee work behaviour by analysing it with work standards. These will be documented and the results will be used to provide feedback to the employee to show where and why improvements are needed in the organisation. Performance appraisals are used to decide which employees need training, and who will be promoted, demoted or fired (Thomas, 2002).

1.6.11 Positive discipline

Positive discipline can correct unacceptable employee behaviour through support, respect and people-orientated leadership. The purpose is to help rather than to irritate the employee (Grobler *et al.*, 2002:537). Positive discipline can be described as a way to reduce negative behaviour and increase positive behaviour by rewarding employees rather than punishing them (Brains are fun, 2001). Positive discipline can be defined as when employees have negative attitudes or positive attitudes towards their work and managers should help and

understand employees and show them where they go wrong so that they can improve and do better in the tasks given to them (Berger & Cliff, 2009).

1.6.12 Team building

It is an advantage to put into practice a coaching strategy as a development method that creates a sense of team work. When you place significance on development and improvement, the employees will be inclined to become more comfortable working together and communication towards one another will increase. The aim is jobs in which employees are viewed as members of interdependent teams instead of as individual workers, and the ability to recognise and motivate individual employees to structure a team that stays together, works together and achieves together is important (Team Technology, 2000). Team building is when employees go on training and are assigned to a group to work together. The aim of this is to build up the employees' confidence and it also helps employees in working together as a team (Erikson's, 2010).

1.7 Limitations of the study

The limitations were a lack of motivation and time from the participants to complete questionnaires on the subject, as most people see questionnaires as a waste of their time to complete. Hotels were sometimes reluctant to participate in the research study.

1.8 Research methods

Multi strategy research integrates quantitative as well as qualitative approaches into the research design. This is based on the stages of data collection and data analysis (Bryman, 2006: 98). Creswell (2009: 14) describes multi strategy research as a concurrent mixed method approach whereby quantitative and qualitative methods are used and the researcher combines the quantitative and qualitative data to provide a comprehensive analysis of the research problem. Considering this, the researcher applied quantitative research through questionnaires as a research tool. Qualitative research was applied in the analysis of interviews and literature that were consulted.

Different types of research methods were used, such as interviews, ideas from and interpretations of previous studies. This research was emerged in the understanding of the individual respondents (MacMillan & Schumacher 2010:12). These respondents were the employees of selected hotels that completed the questionnaires and the participants with whom interviews were conducted. Context-bound summaries were determined (MacMillan & Schumacher 2010:13). These summaries were obtained from the data collected from the questionnaires and interviews. Questionnaires were completed by managers in selected

hotels in the Waterfront, Central business district and Camps Bay area and interviews were also conducted with the managers of the selected hotels. Interviews were utilised in order to enhance the responses received in the questionnaires. The responses from the questionnaires and interviews were corroborated in order to further increase the accuracy of the responses.

A statistical analysis of the questionnaire was completed using Excel. The research was qualitative and quantitative in nature and probability and non-probability sampling method were used to select the sample for the questionnaires and the participants that were interviewed.

1.9 Ethical consideration

Informed consent is an important feature of ethical considerations in any research involving human subjects. Therefore a brief description of the study and its procedures, with the benefits and risks associated with participation in the study, was given to all the participants. There is a moral and professional obligation to be ethical, even when the research subjects are unaware of or unconcerned about ethics. To this end, voluntary participation, the assurance of no harm to the participants and their anonymity and confidentiality, were adhered to (Babbie & Mouton, 2013:520-524).

Ethical consideration involved obtaining written consent from the selected hotels to conduct questionnaires and interviews with the relevant departments. The questionnaires were further moderated by the Ethics Committee of the Business Faculty of CPUT before being submitted to the hotels to ensure their contents were relevant to the study. The research proposal, questionnaire and ethical form were submitted to the Ethical Committee of the Business Faculty of CPUT for ethical clearance and was approved.

1.10 Overview of the study

The study was conducted as follows:

Chapter 1 – Orientation and Background to the Study:

This chapter includes the problem statement and sub-problems, objectives, purpose of the study, literature review, research methods, ethical considerations and an overview of the research study.

Chapter 2 – Literature Overview:

Chapter 2 details the literature reviewed and forms the main body of the research study.

Chapter 3 – Research Methodology:

The researcher discusses the questionnaires that were sent out to selected hotels. The research methods that were used are discussed, as are the sources of information for the questionnaires and the data collection methods used.

Chapter 4 – Data Analysis and Interpretation:

The results of the research are discussed in terms of their relation to the main and sub-problems of the research.

Chapter 5 – Findings and Recommendations:

Chapter 5 comprises an explanation of the findings and recommendations derived from the questionnaires and the contributions of the interviews that were conducted.

Chapter 6 – Conclusions

Chapter 6 concludes all the information that was collected and summarised the conclusion of the research study.

1.11 Summary

This chapter introduced the research problem, relating to the high staff turnover in the hospitality industry. Possible reasons for the problem and the objective were stated. Employees with ambition will always be looking to improve their career prospects and will want to move about to gain more experience and responsibility and to earn more money. Where pay levels do not compare well with the competition, the urge to leave and earn more money may be overpowering.

Human resources have become increasingly integral to the success of hospitality firms. The amount of turnover that afflicts the hospitality industry is a continuous drain on productivity and profits. If more hotels start to employ human resources specialists instead of human resources generalists, it might be a move in the right direction to begin to understand this complex problem that our industry constantly faces.

Chapter 2

Literature review

2.1 Introduction

The hospitality industry has a reputation for high staff turnover rates. There is a steady flow of young students working part time and resigning it's no surprise the industry is crying out for experience and dedicated permanent staff (Paskin, 2012). There are numerous things that are considered to be important in a career in the hospitality industry, such as contact with people, growth opportunities, constant learning opportunities and a good salary. Hospitality industry managers need to recognise their staff member's hard work and effort and tell them what a good job they are doing (Sage Journals, 2012). Hospitality managers are faced with the task of extracting the maximum value from employees to generate a profit. This process rewards supervisors and managers by securing labour for minimal costs, and can create tensions between staff and management (Poulston, 2009:24).

The emphasis on achieving results through others can result in the exploitation of workers, as those at the bottom of the hierarchy may work for the least pay. Workplace problems are common in commercial hospitality and symptomatic of a style of management concerned more with meeting profit targets than with employee satisfaction (Poulston, 2009:24).

In this chapter, the researcher discusses the reasons why staff leave their positions in the hotel industry and how management could prevent this from becoming a constant cycle that keeps on repeating itself. She discussed the information of the literature that were consulted and how this applies to her study starting with staff turnover.

2.2 Staff turnover

Staff turnover can result from a combination of several factors, such as what the organisation pays, the working conditions, opportunities for promotion, the quality of supervision, and poor group relations, which will make the organisation more or less appealing as an employer (Amos, *et al.*, 2008:172). It is vital to differentiate between staff turnover and stability rates, because staff turnover can be classified as the total number of leavers expressed as a percentage of the total number of employees in a department of an organisation. Stability can be described as the number of employees who stay for more than one year (Boella, 2000:166).

The importance that many hospitality firms assign to the task of managing staff turnover is probably as a result of the fact that, at present, hotel managers have no way to determine the impact of turnover on the bottom line. Organisations spend a lot of money on their workers in terms of induction and training, and developing, maintaining and retaining them in the organisation. Managers must reduce staff turnover at all costs. They are required to develop an understanding of the staff turnover, such as the sources that determine staff turnover, the effects of staff turnover, and the strategies that managers can put in place to reduce turnover (Ongori, 2007).

Organisations should carry on developing tangible products and provide services that are based on strategies created by staff. Managers should know that employees are the most important contributors to the success of the organisation (Ongori, 2007). The researcher then discussed the impact of staff turnover on the selected hotels.

2.3 The impact of staff turnover on the selected hotels

Recruiting new staff is time consuming and expensive. Many organisations are unaware of the actual costs of employee turnover or why employees leave. Studies have revealed that it can cost up to 18 months' salary to lose and replace a manager or professional, and up to six months' salary to lose and replace an hourly worker (Sissons, 2008).

According to Cairncross and Kelly (2008), the hotel industry has always depended on casual employees for achieving labour flexibility and filling job positions. One third of employees are casual staff in hotels. Information has shown that casual employees tend to have a higher turnover because these employees have several jobs in order to gain more cash. Using casual staff has implications for the training effort, such as cost, human capital loss, company allegiance and brand, for example quality of service and efficiency. Casual staff can lead to a poor effort at maintaining service quality and can be harmful to information management and staff retention.

These numbers sound high considering all the different costs that are involved, such as administrative expenses related to the exit of an employee, entry of a new hire and advertising expenses. Management time is involved in reviewing applications, interviewing candidates and conducting reference checks. This could lead to potential overtime costs for other staff while the position is vacant (Sissons, 2008).

Staff turnover has an impact on the hospitality industry because employees may be displeased with the company's approach to layoffs, which are a form of involuntary turnover

(E-how, 2012). The amount of money spent on time and resources for orientation and training of the new employee is another issue. The loss of productivity while the employee is on the learning curve leads to problems within the company. You have to consider errors that occur while the employee is learning (Sissons, 2008).

According to Cappelli (2002:146), when a company is constantly short staffed it can lead to pressure on employees to do their jobs and the job duties of others. When being in these surroundings for a long period, employees will become tired, aggravated and convinced that management does not have their best interests in mind when making staffing decisions. Exhausted employees try to balance their work lives with their personal lives and when they have an opportunity to move to another position where that balance is possible they take it.

Then cost of placing the advertisement, hiring a search firm, going through applications, interviewing candidates, conducting reference checks, conducting employment tests and analysing the contract should also be taken into consideration, as these not only involve the time and resources of the recruiting staff and their support staff, but also that of the hiring manager (Sissons, 2008).

According to Armstrong and Baron (2005:2), high employee turnover can be costly because companies will have to employ new staff. For every member of staff who leaves a company, the business has to make time recruiting a new worker, which can entail going through curriculum vitae, calling references and conducting interviews. New employees take time to train and this leads to new workers who might not be as productive as experienced workers.

The indirect costs are harder to quantify, but they can be substantial. These include the loss of productivity on the part of the outgoing employee, on the part of her colleagues who have to fill in once she's gone, and on the part of the new hire while she gets up to speed (Sissons, 2008). There could also be a loss of productivity on the team or departmental level. In addition to productivity, some organisations will think about what they've invested in the person in terms of training, knowledge and skills development that will be lost as the person walks out the door (Sissons, 2008).

Numerous hospitality managers are certain that extreme turnover is a costly fact, but it is complicated to develop specific turnover cost numbers. Turnover costs are difficult to calculate, and it is equally difficult to consider the bottom line financial value of turnover reduction programmes (Simons & Hinkin, 2001). The substance of determining the cost of turnover (the value of preventing turnover) is also complicated by the industries. In spite of

the disruption and cost of turnover, numerous managers still view employees, particularly hourly employees, as expendable commodities (Simons & Hinkin, 2001).

2.4 Factors influencing high staff turnover

The factors influencing the hospitality industry itself are seasonal changes, limited career structures, large number of small units, location, size and staff work ratios. Managers lack formal management training and acceptance of high labour turnover. There is a high percentage of workers from the secondary labour market (Boardman, 2012). He further explains that studies have found the reasons leading to staff turnover, included low job satisfaction, low financial returns, no career development, emotional labour, working hours, unsociable working conditions, seasonality and unsatisfactory working relations.

In the hospitality industry the common causes of staff turnover include the low specialisation of skills and limited opportunities for career progression, seasonal changes in work availability, and staff mainly getting tourism jobs (which are often part-time, casual and/or seasonal) for having an (additional) source of income, while actively pursuing alternative job careers (through education), or for taking a career break (Chalkiti & Sigala, 2010). According to Ryan (2006), the 2005/2006 Salary Survey revealed that the average national turnover for the industry was 53% in 2005/2006, compared to just 30.1% in 2003/2004. The outcome emphasises the crucial need for employers in the industry to look at ways they can create a more attractive work environment for staff in order to retain them.

It is disturbing to see the rate of highly skilled and trained hospitality industry personnel leaving the industry, lured away by traditional Monday-to-Friday jobs with more traditional working hours. The hospitality industry is faced with a major employee shortage (Ryan, 2006). A decrease in the availability of teenagers in the workforce, combined with increased employment by the service sector as a whole, suggests that hospitality managers need to look at new markets and methods for attracting and retaining employees (Ryan, 2006)

One of the problems that the industry faces is that hospitality workers are often minimum wage earners who are unable to afford the service they are providing. For the employees to be able to provide the necessary level of service, they too must feel appreciated and supported (Lewis, 2002:22). They are in fact the internal customers of their company. One of the primary duties of hospitality managers is to lead in such a way that both their internal and external customers can find satisfaction (Lewis, 2002:221).

The main dispute is that the effects of labour turnover can be mitigated with strategically managed human resources through the four key human resource activities (Cheng & Brown, 1998:10). According to Cheng and Brown (1998), the hotel industry has a variety of human resource policies and practices being adopted, with a clear recognition. There is a clear convergence towards minimising turnover, mainly through recruitment, selection and induction processes.

Team building is crucial for team managers to develop a team environment in the workplace to increase loyalty, ultimately reducing employee turnover. The major factors within a manager's control are strongly limited to employee turnover in hotels (Erikson's, 2010).

Numerous jobs in the hospitality industry require minimal skill, minimal educational requirements and no prior experience. These jobs are easily filled due to the fact that many hospitality companies do not perform background or credit checks on possible employees, do not need proof of educational progress, do not require references, drug screening, prior employment records or even proof of long-term residential stability. This means that hospitality employees are financially unbalanced and lack basic job skills (Boardman, 2012). Boardman (2012) states that "a major reason for the high turnover rate of hospitality employees is the fact that numerous hospitality jobs do not pay well". "Employees usually begin at a minimum salary rate or below, which does not attract top-quality long-term staff because these employees are all looking for better paying jobs".

High turnover can frequently be because employees are unhappy with their work or compensation, unsafe or unhealthy conditions, or too few employees who give unsatisfactory performance. The lack of career opportunities and challenges, dissatisfaction with their job scope or conflict with the management can also be a cause of high turnover (Abassi & Hollman, 2002:333).

Jobs that pay below minimum wage depend entirely on customer satisfaction and generosity, for example tips. The average beginning waiter is paid a minimum wage by their employer. The rest of their earnings is derived from their customers (Boardman, 2012).

High labour turnover could be determined by numerous factors, such as too low wage levels, leading to employees moving to competitors, poor employee morale and low levels of motivation within the workforce from management, and recruiting and selecting the wrong employees in the first place due to the fact that they leave to seek more suitable employment (Tutor4u, 2012). Boardman (2012) states that another reason for high staff turnover could be the lack of substantial benefits, such as company provided health insurance, retirement

benefits, holiday pay, sick leave, extra schooling or training programmes and other fringe benefits, which are often perks of other industries.

Staff turnover is so high that numerous hospitality companies are hesitant to spend money on programmes that would draw long-term employees. Various hospitality companies will only suggest the minimal benefits required by law to hourly employees and often the services these benefits provide are too costly for the average hospitality employee to afford the cost of living (Lewis, 2012).

2.5 Reasons why staff leave

There are a number of reasons why staff leave the hospitality industry. Although pay and working hours are certainly important factors, studies in the hospitality industry also point to several other key reasons for leaving. These include lack of recognition for good work from management or supervisors; the lack of opportunities for advancement; the lack of opportunities for training and to learn new skills; and inability to use their skills and abilities (Go2a, 2012a).

According to Mehta (2005), hotels support a culture that fosters dependence and relies on the traditional chain of command, and not all supervisors are good managers and good team leaders. It is well known that the overwhelming majority of people who leave any hotel leave because of the way they are treated every day. A lack of appreciation, lack of team work and the perception that the organisation does not care about its employees are consistently the highest-rated reasons for low job satisfaction (Mehta, 2005).

Boella (2000:177) states that the physical and social inconveniences, such as heat (laundry room, kitchen), long hours and whether one sits or stands while working makes a difference when people consider staying or leaving their jobs. People at work tend to measure the value their employer places on them by reference, among other things, to how much they are paid relative to their own colleagues and to the rate in the outside market.

If they perceive their level of pay as being inferior to that of their colleagues and of similar workers elsewhere, the relationship with the employer may be affected adversely. This could take a number of forms, including absenteeism, pilferage, theft and even vandalism of the workplace (Boella, 2000:177). According to Mehta (2005), hotel managers know that there is a lack of new talent entering the hospitality industry, therefore it is important that they hang on to their best staff. The hospitality industry has always had one of the highest labour

turnover rates in all sectors of the economy, but there are ways that staff turnover can be minimised.

Hospitality jobs consist of hotel jobs, resort jobs, restaurant jobs and other foodservice jobs, which entail constant positive communication between individual employees and guests in order to establish a relation that will keep the business thriving (Resort and Recreation, 2009).

Employees were interviewed at all levels of the hospitality industry to see what kept them from leaving their jobs. Each of those employees said that maintaining a busy place of work, a certain comfort level, progression potential, innovative feedback, addressing the employee's needs and having a close-knit group were necessary in the decision not to look elsewhere for work (Hcareers, 2012).

2.6. Workplace problems

Working in hotels and other accommodation can be challenging and hectic. Hotel staff provides a variety of services to guests and must do so efficiently, courteously and accurately. They must maintain a pleasant demeanor even during times of stress or when dealing with an impatient or furious guest (Ricci & Milman, 2002). Food preparation and food service workers in hotels must withstand the strain of working during the busy periods and being on their feet for many hours. Kitchen workers lift heavy pots and kettles and work near hot ovens and grills. Job hazards include slips, falls, cuts and burns. Food service workers often carry heavy trays of food, dishes and glassware. Many of these workers work part time, including evenings, weekends and holidays (Ricci & Milman, 2002).

The amount of turnover that afflicts the hospitality industry is a continuous drain on productivity and profits. The expenses caused by high turnover are the loss of productivity that occurs when a seasoned employee leaves and a new employee is still learning the job. A great deal of organisation-implicit-service based knowledge resides in its employees; when they walk out the door, so does some of the company's valuable knowledge base (Coff, 2008:374).

2.7 Steps to prevent staff turnover

Managers must create an environment in which staff can be happy. Many employees in the industry feel they have untapped potential and skills that their managers do not utilise, and the solution to this is communication (Go2, 2012b).

A manager or owner of a restaurant should get stern and understand why staff chooses to leave. A manager should work a shift as a normal member of the staff, to discover what the employees are actually facing every day. Managers should find information on what reimbursement they can afford to offer and how they can provide a better work environment for their staff. This may change the attitude of the employees. While there is merit to the idea that the food industry caters to entry-level workers, managers have the power to train these employees in other areas of the business and thereby create a more lucrative work environment (Go2, 2012b).

Managers must be clear to their staff about who they are, what they can do, what they want, and about where they see themselves in the future, and should ask them about their goals in life. When giving employees some control over their profession they may be more prone to see how it plans out (Go2, 2012b).

According to Roberts (1995:113), when communicating with employees, managers should be open with them, share their vision of the future and let the employees know how they fit into the overall goals. They should support their employees to structure a committee that can talk about the issues that matter to them and have representatives who can come to the management team. Managers should also try anonymous questionnaires to get the actual opinion of their employees. Managers should not forget that communication works both ways. They should listen to their employees and strive to accommodate their needs, and in the period in between try to keep them in the picture on what is happening with the business (Go2, 2012b).

Employees should be praised frequently and made to feel that they are valued members of the organisation. This could be done by running an Employee of the Week competition or by increasing the incentives on offer for reaching targets. It is important that this praise is spread about equally or else the staff might become angry towards a select few ((Monster hire, 2012).

Improved communication between management and employees would allow everyone to work towards a common goal in the organisation, enable them to achieve greater work satisfaction, and encourage them to work more as a team. Employees need to recognise what is expected of them and how to accomplish the standards the business is aiming for (Go2, 2012b).

Staff training and development are very important because a regular growth strategy shows the employees that you are thinking about their future. Managers should contribute in regular one-to-one meetings with their staff so that they can talk about how they feel about their job, their future, and their common feeling concerning the working environment (Go2, 2012b).

Empowering employees can assist them to enhance their confidence in the workplace and making them feel needed. Management should hand down some responsibility to employees so that they can get an instant feeling of being a key factor in the business, as this will lead them to take a keen sense of pride to their work (Go2, 2012b).

Armstrong (2001:232) suggests that providing opportunities for employees to connect outside the workplace and getting employees involved in the planning process will help to create events they genuinely want to attend. This is vital for rewarding employees who have excelled in their work. Extra effort often is not rewarded properly. There is nothing more upsetting for employees than a lack of recognition by management for extra effort, and it is important that staff are never taken for granted (Go2, 2012b).

Management and supervisors should say 'thank you' to their employees at the end of a long, exhausting shift but from time to time a more physical reward such as a bottle of wine or cash bonus can highlight the gratitude and encourage staff to work hard more often (Go2, 2012b).

According to Boella (2000:177), when an employee resigns from his/her job, the employer should examine the circumstances very carefully to see whether they are in some way responsible and whether there has been any failure on their part. Managers must also focus on the little things that will make employees happy, such as staff meals, birthday cakes, after-work drinks or even events to reward star performance, as this will make teams feel engaged and valued (Go2, 2012b).

It is necessary to invest in a properly trained team of staff who are gratified and respected, which ultimately will lead to them working more effectively and efficiently, reducing the need for more staff. Staff will be happier in their roles and the business can only benefit from a team that runs like clockwork (Go2, 2012b). Managers should assess the cost of labour turnover (Boella, 2000:176).

A study showed that changes in management and supervisory behaviour would influence an employee's decision to stay in or leave a job. It is important to give more recognition to staff and tell them 'job well done', to give employees more constructive feedback, to share

information with them, clearly communicate the work to be done, give them feedback on a regular basis, and make sure they have the training they need to do their work. Managers should plan work effectively and ask employees for input before making decisions that affect their work (Go2, 2012b).

One of the challenges faced by managers in hospitality operations is the lack of substantial management training materials for managers with two to five years of supervisory experience. Organisational behaviour in the hospitality industry shifts its focus to the individual and the organisation (Martin, 2006).

2.8 Good management practices

All organisations should use good management practices to create and sustain employee engagement. According to Heathfield (2012), management should get to know their employees, what excites them, and what their career aspirations are. They should show interest in their employees' wellbeing. Knowing employees at a personal level will make it possible to find out what they value.

Boella (2000:250) states that, in the hospitality industry, everybody works in groups of certain departments. Most staff are dependent on working with colleagues. Bringing together interdependent individuals as a group will determine the success or failure of the organisation. Management should make sure employees know what is expected of them, what the company vision is, how their position fits into the company's overall strategic plan, and how success will be measured and rewarded. The necessary tools should be provided to ensure that employees have everything they need to do their jobs competently (Heathfield, 2012).

It is necessary to make sure that employees are properly trained and have access to ongoing training and development, and also to ensure that their work is as interesting as possible by providing variety, increased responsibility or position scope, involvement in special projects or cross training (Heathfield, 2012). According to Riley (2012:141), there are numerous career opportunities in management. There are two types of management, namely that based on experience only and that based on educational knowledge.

Managers should also establish relevant and achievable goals for each employee and provide regular feedback on performance. They should reward and recognise employees in a meaningful way and treat employees as partners in the business (Heathfield, 2012).

Numerous divisions exist between management and non-management in the work-place. The success of management development is measured by the ability to produce a steady stream of competent, motivated managers who are able to meet current and future organisational goals (Grobler *et al.*, 2002:337).

Employees should be asked for their input before making decisions that will affect them, and business performance should be communicated with them regularly. An environment of trust and team work should be created by encouraging two-way communication (Heathfield, 2012).

2.9 Positive staff morale benefits your business

Managers should compare the two types of employees those who are motivated and those who are disengaged workers; the latter will be less efficient, miss more workdays and cost the organisation thousands of dollars in lost productivity. Keeping employees' morale high is one of the best things managers can do to encourage loyalty and uphold a productive workplace (Go2, 2012c).

According to Bruce (2006:77), morale can be defined as the enthusiasm and commitment staff brings to their jobs every day. This can affect their motivation to perform. Low morale can lead to low motivation. High morale can lead to high motivation. Morale affects how motivated your employees are to work for you and this suggests how well they will do on shifts, and this can influence how long they will stay on (Go2, 2012c).

According to Riley (2012:66), it can be complicated to manage staff attitudes. Manager selection skills are one thing, but recruiting the right employee with the right attitude is also important.

As a manager, much of the frame of mind of the organisation is in your hands. You should make sure that you do your part to keep morale levels high and make sure your employees obviously understands their role, their impact on customers, and how they are important to the organisation (Go2, 2012c). A good manager can create an effective work environment (Nicholson *et al.*, 2003:114).

Managers should support good training and ensure constant feedback to make sure this is achieved. This is very important for making employees feel connected to the company. You should motivate by your own example, such as by showing good qualities and conducting yourself and your business in a manner you want imitated (Go2, 2012c). Engagement is a

visible form of behaviour. Employees can provide effective reports of what is going on in the establishment (William *et al.*, 2009:5).

Employees and management must demonstrate a positive attitude to serve as an example of optimism and achievement, in other words they should 'walk the talk'. All employees must set a high standard and show commitment. When it comes to things like quality and customer service, action should be taken in a manner that is consistent with what you require from your employees (Go2, 2012c).

According to Bruce (2006:78), employees are the business's greatest and most valuable resource. Management might have hired the employee, but the key to higher performance lies in staff attitudes. Management should build up a workplace with high staff morale and this will instill trust in your employees and therefore they will be more motivated.

It is necessary to communicate with employees, inform them of your objectives for the company and share information that affects the organisation with them. Start knowing visibly what your potential is and make clear the reasoning behind certain rules or rule changes. Ask employees openly what motivates them, and get their feedback on how to handle staff issues (Go2, 2012c).

Employees should be involved as equal members of your team. They should be made to feel valued and connected to your cause by asking for their feedback and giving them room to make decisions (Go2, 2012c). According to Amos *et al.* (2008:151), some employees can be passive and quiet, while others are aggressive and loud. It is vital that managers be sensitive to their employees' personalities and their tendency to work in a confident manner.

Employees should be challenged with new opportunities to use and build up their skills. They should be consulted and asked before implementing policies that will influence them. Instead of implementing rules like a dictator, allow employees to make a contribution into creating their own environment (Go2, 2012c). Employees should be recognised and valued; small successes can be recognised with kind and encouraging words, such as thanking them for a job well done. Admirable behaviour can be reinforced by giving financial rewards like "thank you" cards, or larger ones like gift certificates.

Understanding a personality will assist managers in predicting how their employees will react to certain job request or reactions from the manager. A shy employee will avoid social

situations and this tension will be apparent when asked to make a public presentation (Amos *et al.*, 2008:115).

Sufficient tools and employment levels should be provided to get the job done. You should not be so frugal as to create an environment in which workers are overburdened, hence restricted from giving their best effort. If you do, the employees will feel they are wasting time and energy on a futile effort. Make sure you promote policies that support staff in taking action to resolve issues (Go2, 2012c). A positive work environment is one in which staff work effectively and do their best in their work and achieve their highest potential in their job. Meeting the employee's expectations and needs is one way to create a positive work environment (Miller *et al.*, 2002:119).

Team members should be respected as individuals and as professionals. You should care about your employees, not just your business. Show an interest in their personal lives and get to know what is important to them so that you can help them achieve their goals. Respond to problems, concerns and questions. Leaving things unaddressed tells employees you do not care (Go2, 2012c). Align your business activities with positive social values. Workers respond favourably when corporate actions reflect responsible community or environmental practices. You might also consider donating equipment or sponsoring group volunteer projects or fundraising activities.

Morale is a group strength with respect to getting the job done. This can be through enthusiasm, confidence, cheerfulness or dedication, and can be from employee attitudes towards their work that pass from one staff member to another until it is a group mood that everyone shares (Miller *et al.*, 2002:120). Be fair about discipline. Address performance issues privately, and apply discipline consistently, without favouritism. Most importantly, be an effective leader. Be honest, fair, and accessible, interact with staff frequently and display a positive demeanour whenever possible. Show your employees that your workplace is a place to be proud of, where great things can happen, and that their efforts are a major factor in its success (Go2, 2012c).

2.10 Working conditions in the hospitality industry

The problem of staff retention in the hospitality industry is well documented (Baum, 2002; Brien, 2004; Choi, 2000; Gustafson, 2002), and various causes proposed. Poor retention is commonly linked to job dissatisfaction related to factors such as poor pay, long hours, and unstimulating work (Ghiselli *et al.*, 2001:28). A study by DiPietro and Condly (2007) links poor retention to the hygiene factors as impediments to satisfaction.

Although numerous studies discuss the links between pay (Milman, 2002; Woods & Macaulay, 2000:40-5), working conditions (DiPietro & Condly, 2007) and turnover, working conditions were found to have the most significant influence on turnover. Poor retention has also been linked to excess work, pressure of work, and difficult customers (Sims, 2007:26), all of which contribute to difficult working conditions. In a study of stress in the retail sector, Zeytinoglu (2004:516) found that job insecurity, short and spilt shifts, unpredictable hours, low pay, gendered work environments, and the need to maintain several jobs, all contributed to stress, absenteeism, high staff turnover, and work place conflict.

The attention to clear job responsibilities and consistent working hours (Milman, 2002:22), quality supervision, leaders' facilitation and support, professional and organisational spirit, low conflict and ambiguity, work group cooperation, friendliness and warmth, along with a team environment improve staff retention.

2.11 Working hours and breaks

Complaints about working hours reflected the industry's problems with attracting and maintaining reliable staff. These are the disadvantages hotel employees have with working, such as lunch breaks and hourly wages (Poulston, 2009).

Table 2.1 Lunch breaks and hourly wages

PAY

- Less pay than others
- Poor hourly rate
- Pay increases given to some staff only
- No sick leave pay
- No pay for experience or qualification
- No holiday pay
- Pay promises broken
- Not paid enough
- Paid late wages

BREAKS

- No regular breaks
- Staff working six days per week
- Inadequate days off (six or seven day work weeks)
- Insufficient or no breaks
- Inadequate recovery time in rosters
- No accommodation for back-to-back shifts

HOURS AND WORKLOADS

- Long hours (shifts of up to 20 hours)

ROSTERS

- Full-time staff not given 40 hours work

Pressured to work after transport times
Pressured or forced to work extra shifts
Use too few staff to reduce costs

Blamed for not knowing roster changes
Rosters changed without consultation
Back-to-back double shifts

(Poulston, 2009)

2.12 Human resource management

In the hospitality industry, all managers have tasks that will include human resources. The hospitality industry is working with people whether they are your staff or clientele. When staff are providing services to a guest the primary resources are your people, your workers and your employees. The hospitality industry is hard and demanding work and one can imagine that it would be difficult to ignore these valuable resources, but most of the time this happens (Woods, 2002:1).

A manager with human resources duties manages employees and his or her main responsibility is the staff and how their needs, wants and desires fit into the needs and desires of the hospitality industry. A thriving human resource department will have support, services and information. Human resources must be based on four values, namely focused, fast, flexible and friendly, and this will guide the department to be effective (Woods, 2002:1). Human resource management that implements the human resource approach throughout the organisation will gain in two important ways, namely increase in the organisation's success and the satisfaction of each staff member's needs (Grobler *et al.*, 2002; 8).

There are numerous values that provide the foundation for a human resource approach, such as that staff members are investments that successfully managed and developed will give long-term rewards to the organisation in the form of greater output. A positive working environment should be produced in which employees are supported to develop and make use of their skills to the utmost extent (Grobler *et al.*, 2002:8).

A systematic plan will help attain the best use of an organisation's most valuable asset its human resources. The aim of human resource planning is to ensure the best fit between employees and jobs, while avoiding manpower shortages or surpluses (Investopedia, 2011).

The three main principles of human resource planning are forecasting labour demand, analysing present labour supply, and balancing probable labour demand and supply. The human resource plan has to be flexible enough to meet short-term employment challenges,

while adapting to changing conditions in the industry and environment over the longer period. Human resource planning is also a continuous process (Investopedia, 2011).

Human resource managers must be concerned with both developing and implementing strategies. In order for this to be successfully integrated with the business strategy, the following is essential: the participation of human resource managers in a two-way communication with business managers before the business strategy is finalised. This implies that human resource managers should be recognised as significant contributing members of the strategic management team (Smit, 1997:68).

2.13 Recruitment process

According to Cappelli (2002:123), valued staff should not be taken for granted and one should not assume that they will want to keep working for you. The marketplace for positive skills is highly professional and provides great mobility for top producers. It needs to be borne in mind that you will have to recruit staff from time to time. A manager should identify his/her top performers and then show hard working employees how much they are appreciated, through informal but heartfelt thanks for a job well done.

Recruitment is about attracting a pool of possible candidates from which the perfect candidate can be chosen, and doing so as cost effectively as possible. When you are recruiting new employees it is vital that the activity must be seen in the perspective of the human resource task and that it is integrated with selection (Amos *et al.*, 2008:116).

The recruitment process has the following steps. The first step is for managers to identify the need to recruit employees. This need may happen from the creation of a new job or a position being available as a result of someone resigning or being promoted (Amos *et al.*, 2008:116).

The second step is that managers should update the job description, specification and profile. This can be done to help in identifying what one will be looking for in an applicant to fill the vacancy. This process can provide the vital goals toward which the recruitment and selection process is geared (Amos, *et al.*, 2008:116).

The third step relates to factors influencing the employment process, such as that as soon as somebody applies for work, that person must be treated as an employee with respect to unfair labour practice provisions (Amos, *et al.*, 2008:116).

2.14 Staff training

According to Jameson (2000), most hospitality organisations train employees to behave with guests. Managers might be hesitant to invest in training in case staff leave, or because their time is already busy with recruitment.

Performing a task with insufficient skill jeopardises service quality and this can result in employees being demeaned and embarrassed, yet evidence suggests training is poor although, employees are disciplined for their inability to perform (Bagshaw, 2000). Training and development affects job satisfaction and organisation commitment which in turn affect staff retention. Hotels that provide inadequate training exacerbate staff turnover and threaten quality standards and profit (Bagshaw, 2000).

Boella (2000:117) states that “there are three components that an employee requires in order to do his\her job effectively, namely knowledge, skills and attitudes. These can be developed by successful training. These components each require a different training approach. The first component is knowledge, and this can be done through talks, lectures and films, but these techniques would not be successful in imparting the second component, namely skills, which could include things like handling a knife” (Boella, 2000:117).

The third component is a person’s set of attitudes and this is not easy to change, even with a good training. It requires deep understanding of human behaviour in those responsible for the training (Boella, 2000:117). Good training techniques for staff are discussions, case studies and role playing. These allow staff to interact with one another and boost their confidence. Many behavioural experts say that it is important to choose staff with the right attitudes, rather than to attempt to train people who have attitudes that conflict with those of the employers (Boella, 2000:117).

According to Poulston (2008), management training will simply assist managers to control and develop the business, and help them to recognise the training required for their employees. Knowledge and the obligation to implement good training by management are vital to the overall accomplishment of any organisation’s training programmes. Management training is very important because of the inevitable changes that take place in organisations. To accomplish ongoing development, successful organisations will re-programme themselves and retrain their employees, for example to grow a competitive edge over their competitors by improving service excellence in their hotel (Poulston, 2008).

2.15 Motivating staff

Motivation is a complex area as it is different for each person. The motivational receptiveness and potential in everyone changes from day to day, and from situation to situation. If the alignment and values are right, motivational methods work better. Motivational methods of any sort will not work if people and the organisation are not aligned (Erikson's, 2010).

The first step is making sure you hire the right person for the job. Most employees are self-motivated and will be very productive and enthusiastic if they are doing something they like. New employees are usually very keen and eager to do a good job. This will not last forever, and it is important to have some key practices in place to ensure that the employee's enthusiasm does not disappear. Keeping employees engaged ultimately leads to passionate and motivated staff (Go2, 2012d).

Managers should ask these questions about their employees: are the employees highly productive and performing at their best? Do the employees believe that their job is important to the organisation? Do the employees feel valued and appreciated? Have they had a chance to learn and grow? Are the employees showing up for work each day feeling passionate and purposeful about their job? (Lo & Lamm, 2005).

This will explain the psychology of motivation. The surest way of ensuring that staff do something is basically to deliver a KITA, which stands for "kick in the pants". Recognition for the achievements, the work itself, responsibility and growth or advancement will motivate people. Managers should focus on positions in which staff members' attitudes are poor, investment needed in industrial engineering is cost effective and the motivation would make a difference in performance (Nicholson *et al.*, 2003: 45).

When organisations wanted only compliance from workers they could use money and other tangible benefits, and these are extrinsic rewards. This can also be another means of motivating the staff. These extrinsic rewards are an easy solution to motivate. Managers and supervisors would supervise workers closely so that they could know when rules were being followed and could give or withhold rewards accordingly (Thomas, 2002:6).

The commitment that staff members gives to their jobs is generally the product of all external influences. The employees must have psychological needs and goals that drive them to do their best. These are things that are the root of anyone's motivation, not only within their work area but in their approach to life in general (Thomas, 2002:6).

Trying to find how to motivate employees has aggravated managers, because motivation comes from within the staff member (individual) and cannot be observed directly. Managers try to use incentives to direct the energies of their employees towards organisational objectives (Thomas, 2002:6).

2.16 Job evaluation

Job evaluation can be defined as an assessment of the virtual value of various jobs on the foundation of a constant set of job and personal factors, such as experience, knowledge, qualifications and skills. The aim of job evaluation is to establish which jobs should get more pay than others. Each technique is virtually as precise and reliable as the other in ranking and pricing different jobs. Job evaluation forms the foundation for wage and salary negotiations (Business Dictionary, 2010a).

2.17 Job satisfaction

The focus on job satisfaction should be linked to other variables, such as organisational commitment, stress and burnout, empowerment, organisational performance, motivation, turnover intention, and sometimes demographic and personal characteristics. These approaches have addressed the satisfaction and commitment level of the employees, but only a few of them have considered managers' viewpoints (Gunlu *et al.*, 2010:693).

Managers are the core points of the service production and therefore their impact on the employees is very important. If the managers are not satisfied and not committed to the organisation, their effectiveness in managing a hotel should be questioned (Gunlu *et al.*, 2010:693).

Organisational commitment and job satisfaction have been linked to one another with the necessary plan, which means that job satisfaction is an antecedent of organisational commitment, since commitment takes longer to form and only occurs after one is satisfied with the job. Job satisfaction is defined as an enjoyable feeling that arises from one's workplace (Hotelmule, 2010).

Job satisfaction is linked to job performance, workplace turnover and life pleasure. The main contentious aspect in job satisfaction concerns its relationship with job performance. A person's character contributes to job satisfaction, and in that individual it is likely to be satisfied or not satisfied in their jobs (Hotelmule, 2010).

2.18 Performance management

Performance management can be defined as a logical approach to improve and develop employee and team performance in order to accomplish the organisation's goals. The main keys are the development of employees with skill and dedication who are willing to work hard towards the success of an organisation that supports and encourages their achievements (Armstrong & Baron, 2005:2).

Performance management is managing the organisation. Managers should direct and support staff to work well and as competently as possible to fulfil the organisational needs (Armstrong & Baron, 2005:2). In order for organisations to grow or even continue functioning, they are continuously looking for ways of improving their performance. This can entail changes to the procedure, market positioning, objectives, structures, resources and even the organisational customs (Boella, 2000:103).

Managers should collect employee input because this is a very useful strategy to enhance ownership and acceptance of a performance management process. A manager should understand the employee perceptions of their own effectiveness so that they can deal with their staff more effectively. Re-enforcement and self-assurance building are necessary, whereas confidence neutralising is needed (Pulakos, 2009:53).

2.19 Summary

It is clear that employee turnover is a big problem for hotel owners and managers, as the hospitality sector cannot afford high levels of staff turnover. The latter has a direct impact on customer service, which is the be all and end all of the industry.

Staff turnover can be a major distraction for managers. The departure of certain employees can bring a welcome sigh of relief to the supervisor, but a revolving door of employees leaving can lead to general instability within the organisation. When numerous members of staff are walking out the door, something is wrong and has to be addressed (Pheifer, 2009).

Seeking out, hiring and training new employees is expensive and time consuming, and it must be done all over again if the employee doesn't work out or decides to leave. Keeping staff happy will not only make them likely to stick around for longer, but one will find that happy staff are more productive, which has a positive effect on company profits (Restaurant New Resource, 2012).

There are many factors that cause staff to start looking for other work without employers realising that their staff are not happy in their jobs. Aspects like mutual respect, transparent policies and procedures, recognition of performance, efficient training programmes, discussing career paths, being approachable and making work fun are some of the things management as well as human resources in a hotel environment need to start looking at.

CHAPTER 3

Research Methodology

3.1 Introduction

Research methodology considers and explains the logic behind the research methods that were applied in the research study (Welman *et al.*, 2005:2). Research methodology focuses on the process of research and the decisions that the researcher has to take about which research methods are suitable for the particular research study that is to be done. The process of research also is a continuous interaction between the researcher and the world, during which the researcher has to make decisions in the pursuit of valid conclusions (Welman *et al.*, 2005:2).

Research needs different methods and techniques in order to provide information by using objective methods and procedures. Studies use different methods or techniques because they have different aims (Welman *et al.*, 2005:2). These research methods are discussed in this chapter for example the sampling methods, questionnaires and interviews, and the qualitative and the quantitative research approaches, and how they were applied in this research study.

Information was collected with the help of human resource managers, senior managers, managers and supervisors working in hotels. The questionnaires were completed by the staff in the selected hotels and interviews were conducted with human resource managers in the selected hotels.

3.2 Research methods

Research methods are identified by means of which an endeavour is made to obtain answers to the research questions to solve the identified problems in a systemic manner with the support of verifiable facts (Brynard & Hanekom, 2005:2). Different types of research methods, such as interviews and ideas from and interpretations of previous studies, were used (MacMillan & Schumacher, 2010:12). These respondents were employees of the selected hotels that completed the questionnaires and the participants with whom the interviews were conducted. Context-bound summaries were determined (MacMillan & Schumacher, 2010:13). These summaries were obtained from the data collected from the questionnaires and interviews. Questionnaires were completed and interviews were conducted with human resource managers in selected hotels in Cape Town centre business district, the Waterfront and Camps Bay area.

According to Welman *et al.*, (2005:192), there are various aims of research. The positivists aim at exposing general laws of relationships or causality, which consider all people at all times. The phenomenologists are concerned with considerate social and psychological phenomena from the perspectives of the people involved. Phenomenologists consequently attempt to practise these phenomena as the people involved must have experienced them personally.

The social aspect of the employees was researched to understand why they leave their job. The psychological component was incorporated, that is how the psychological characteristics of the person influence the way decisions are taken. The social and psychological aspects were taken into consideration in this research study. When employees change their job they are affected both socially and psychologically.

3.3 Research design

The research design is the blueprint for fulfilling objectives and answering questions. Selecting the research design may be complicated by the availability of a large variety of research methods (Blumberg *et al.*, 2005:69). The researcher therefore had to consider carefully which research methods to choose. A multi-case study method was used and questionnaire were sent to be completed by professionals in the field of hospitality, and interviews with the relevant participants were conducted.

Both the quantitative and the qualitative approach were used. Qualitative research produces descriptive data, usually through interviews asking people's opinions (Brynard & Hanekom, 2005:29). Qualitative research tries to achieve an insider's view by conducting interviews with people and talking to them (Welman *et al.*, 2005:9). Cooper and Schinder (2003:134) distinguish between qualitative and quantitative research, as quality is a necessary character or nature of something and quantity is the amount. Quality is what and quantity is how much.

3.4 Qualitative research

Qualitative research allows in-depth analysis of problems, opportunities and situations (Coldwell & Herbst, 2004:15). In-depth interviews were conducted with a selected group of human resource managers and information was obtained about the requirements of their establishments. The most common method of obtaining information was to conduct interviews with them.

In general, qualitative researchers stress the socially constructed nature of reality, the intimate relationship between the researcher and what is studied, and the situational constraints that shape inquiry. They also attempt to study human action from the insider's perspectives, with the sole intention of understanding particular human behaviour (Babbie & Mouton, 2006:269).

Qualitative research collects information that is not in numerical form, for example diary accounts, open-ended questionnaires, unstructured interviews and unstructured observations. Qualitative data is usually descriptive data and as such is harder to investigate than quantitative data. Qualitative research is useful for studies at the individual level, and to find out, in depth, the ways in which people think or feel, for example in case studies (McLeod, 2008).

As stated by Denzin and Lincoln (2005:10), the word qualitative implies an emphasis on the quality of the process and on meanings that are not examined or measured in terms of quantity, amount, intensity or frequency (as is the case with quantitative research). The main focus of qualitative research therefore is to understand, explain, explore, discover and clarify the situations, feelings, perceptions, attitudes, values, beliefs and experiences of individuals or a group of people (Kumar, 2011).

Seven key features have been identified to provide researchers with a comprehensive overview of qualitative research (Babbie & Mouton, 2006:270), namely that;

- research is conducted in the natural setting of social actors,
- the focus is on the process rather than the outcome,
- the “insider” view (actor’s perspective) is emphasised,
- the primary aim is to generate in-depth (“thick”) descriptions and understanding of actions and events,
- an inductive research approach is followed, to understand social action in terms of its specific context
- the researcher refrains from generalizing the findings and, finally,
- the researcher is seen as the “main instrument” in the research process.

The qualitative data obtained from the interviews conducted was analysed carefully and therefore a questionnaire could be constructed aimed at staff members and human resource managers.

3.5 Quantitative research

According to O'Leary (2004:7), the quantitative researcher sees the world as knowable, predictable, and being of a single truth. The nature of the research is mainly empirical, whilst the researcher takes an objective stance towards the research object. The hospitality industry is where the researcher is employed and where her expertise lies. She thus had to take an objective stance towards the data that were gathered. The findings were regarded as highly reliable and reproducible under similar circumstances.

The purpose of quantitative research is to evaluate objective data consisting of numbers (Welman *et al.*, 2005:9). According to Christensen *et al.* (2011), a quantitative study requires the collection of numerical data to answer a given research question. Gillham (2000a:52) notes that quantitative research also distinguishes itself by being analytic and categorical, with a strong emphasis on observed behaviour. The research is formal and disciplined in character, and data collection is highly structured. The questionnaires that were used to gather the quantitative data were structured and formal to gather reliable data.

The questionnaires were a quantitative data-gathering tool, which gave the researcher information relating to why staff turnover is so high in hotels. Through analysing the information gathered with the questionnaires, the results could be weighed against the requirements set out by the interviews conducted to be able to tell if staff resigned due to low remuneration, lack of growth from one department to another and no motivation.

3.6 Multi-strategy approach

Multi strategy research integrates quantitative as well as qualitative approaches into the research design. This is based on the stages of data collection and data analysis (Bryman, 2006: 98). Creswell (2009: 14) describes multi strategy research as a concurrent mixed method approach whereby quantitative and qualitative methods are used and the researcher combines the quantitative and qualitative data to provide a comprehensive analysis of the research problem. Considering this, the researcher applied quantitative research through questionnaires as a research tool. Qualitative research was applied in the analysis of interviews and case studies.

A total of 20 hotels participated in this research all located in the CBD, Waterfront and Camps Bay area. A number of 3, 4 and 5 star hotels participated. Human resource managers, senior managers and employees of the hotels completed a questionnaire. A total of 69 participants completed a questionnaire. Interviews were conducted with six human

resource managers from the hotels that participated in the research. The data that were gathered from the hotels were relevant, realistic and analysed.

The descriptive research approach was one of the research approaches that the researcher adopted. Brynard and Hanekom (2005: 6) explain that descriptive research concerns information obtained through observation. It concerns what the researcher observes, analyses objectively and describes in words to formulate conclusions. According to De Vaus (2001: 1), descriptive research is concerned with gathering facts; considering the objectives surrounding the methodology of the study, the researcher measured the data collected to answer the research questions.

De Vaus (2001: 1) elaborates, stating that the purpose of descriptive research is to collect, organise and summarise information through asking questions concerning the *what* of the research. In this case questions such as *“What are the reasons for the high staff turnover in the selected hotels of this research study?”* and *“What will happen to the selected hotels if a clearly defined strategy for employment and retention is implemented for staff to improve their loyalty to the company?”* were asked. These questions prompted the researcher to investigate the facts relevant to a theory as opposed to developing explanations to a theory. De Vaus (2001: 2) further explains that descriptive research prompts the researcher to ask *why*, which is the leading question to explanatory research, as in *“Why does the hotel industry not understand what actually motivates their employees to stay on in positions?”*

A case study is a research method that does practical inquiry and investigates an existing occurrence within its real-life environment when the limitations between phenomena and context are not clearly evident and in which various sources of data are used (Yin, 2009:2). Welman *et al.*, (2005:192) explains the term case study as a partial quantity of units of analysis, such as a person, a group or institutions that is studied intensively. This term does not refer to some or other method that is applied. According to Welman, *et al.*, (2005:193), a case study cannot be both typical and atypical. This unit does not essentially have to be human, such as an individual, family or, community, but can also involve personal documents such as diaries and letters, and records such as indexes, ratios and calculation formulas. A primary strength is that the case study method involves using various sources and methods in the data-gathering process.

The researcher determined what data to gather and what analysis techniques to apply to the data to answer the research questions. The data gathered were mainly qualitative, but it can also be quantitative. A case study can involve a single individual, but one should differentiate

it from one-shot case studies because its purpose is not to determine the effect of some or other intervention. When a group or institution is examined one often makes use of field-works, which involve conducting the investigation on the spot under the natural circumstances of the specific case (Welman *et al.*, 2005:193).

According to Yin (2009:2), case studies are intricate because they usually involve various sources of data, may include many cases within a study, and create huge amounts of data for analysis. Researchers apply the case study method to construct theory, to create new theory, to disagree or challenge theory, to explain a situation, to provide a source to apply solutions to situations, and to discover, or to describe an object or phenomenon.

There are three aspects that should be conceded when conducting case studies. Firstly, the case should be defined or demarcated, this means that its limitations should be determined. Secondly, which ever method is used to gather data, the concern is not only to explain what is being observed, but to investigate, in an inductive fashion, for frequent patterns and constant regularities. Thirdly, triangulation is often used to distinguish these patterns, because the number of cases is limited and hence the reason for case studies is to intensively investigate those cases that are definitely available. Considering that the researcher is the research tool, an effort is generally made to substantiate findings according to at least three different approaches (Welman *et al.*, 2005:194).

Research strategies are tools that are determined by the environment of the study. There are different methodologies, such as experiments, surveys and histories, that can be used for marketing research. Each of these strategies can be used for different purposes, such as description, exploration or explanation. When understanding the suitability of a particular research strategy it is suggested that the investigators make their choice based on the purpose of the research, the control that the researcher has in studying the phenomena and the contemporary or historical focus (Yin, 2009:3).

If the researcher was trying to answer 'how' or 'why' questions with minimum control over the phenomena in an actual-life current situation, case studies are an appropriate methodology to use. 'What' questions can structure the foundation of examining studies as a means to build theory. The case study methodology is suitable to be used in determining complex social phenomena in context-specific situations (Yin, 2009:3).

The strengths and weaknesses of case studies can be determined as follows. When a phenomenon is not well understood and the association between phenomena are not

recognised, case studies can be used for exploratory research. This can be searching for new patterns and comparing similarities and differences contained in the data, and theory is built with a case study (Yin, 2009:4). Numerous phenomena should be examined in their ordinary settings. This approach can understand that the whole is different than the sum of its separate parts. Due to their complex, consistent and situational nature, many organisational phenomena can only be sufficiently understood as a whole (Welman *et al.*, 2005:192),

The data that the researcher collected came from the participants of the selected hotels. The researcher gave surveys to human resource managers and staff members to complete and to discover their perspective on why staff turnover is so high in the hospitality industry. Information was gathered from the questions and used because this information was relevant and current.

3.7 Population

The population is the study object and consists of individuals, groups, organisations, human products and events or the conditions to which they are exposed (Welman *et al.*, 2005:52). A sample should be representative of the large population and should include all the elements of the population (Brynard & Hanekom, 2005:44). According to Cooper and Schinder (2003:179), the basic idea of sampling is to select some elements in a population from which we can draw conclusion about the entire population.

Selected hotels in the Cape Town central business district, the Waterfront and Camps Bay area were used as the population of the study. Cape Town is the tourist capital of South Africa and is one of the most beautiful places in the world, which is why the researcher chose this area as the population. The sample was selected hotels in the Cape Town central business district, the Waterfront and Camps Bay.

3.8 Sampling

Sampling is less costly and is a practical way of collecting data when the population is extremely large. The size of the sample was determined by choosing a representative number of participants that will fit the profile of employees that leave their jobs regularly. Neuman (2006:219) states that the primary source of sampling is specific cases, events or actions that can be clarified and deepen the researcher's understanding of the phenomenon being studied. In this case the phenomenon was the high rate of staff turnover in the hospitality industry.

Cohen, Manion and Morrison (2007:110) identified two main methods of sampling, namely probability sampling and non-probability sampling. In probability sampling each participant has an equal chance of being selected. The simple random sample is the simplest form of probability sampling (Wisniewski, 2002:235). In this method, each element of the sampling frame is given a number. A series of random numbers is then generated, using either a computer or a table of random numbers. The sample will then consist of those elements whose numbers appears on the list of random numbers.

The advantages of probability sampling are that it allows us to specify the probability with sample results and deviations in differing degrees from the corresponding population values (Welman *et al.*, 2005:47). According to Rubin and Babbie (2008:362), probability sampling is based on the concept of randomly selecting a controlled procedure that assures that each population element is given a known non-zero chance of selection.

In the non-probability sample the selection is derived from the researcher targeting a specific group, in the full knowledge that it does not represent the wider population. The selected group simply represents itself (Cohen *et al.*, 2007:110). The specific group that was targeted was the human resource managers, senior managers, managers and supervisors of the selected hotels in Cape Town central business district, Waterfront and Camps Bay. In non-probability sampling the selection of the elements for the sample is not necessary done with the aim of being statistically representative of the population. According to Bryman and Bell (2007:182), non-probability sampling, in contrast is non-random and subjective. Each member does not have a known non-zero chance of being included.

According to Welman *et al.* (2005:46), probability sampling can be divided into four categories, namely simple random samples, stratified random samples, systematic samples and cluster samples. Non-probability sampling includes accidental or incidental samples, purposive samples, quota samples and snowball samples. Sampling is the process of selecting a sufficient number of elements from the population, so that the study of the sample and an understanding of its properties or characteristics would make it possible for us to generalise such properties or characteristics to the population elements (Sekeran, 2003:266).

An impartial random selection and a representative sample are important when drawing findings from the results of a study. One should bear in mind that one of the goals of research is to be able to draw conclusions on the population from the information obtained from a sample. Due to the representativeness of a sample gathered by simple random

sampling, it is sensible to make generalisations from the results of the sample back to the population (Castillo, 2009).

The researcher focused on measures to be taken by employers to maintain staff in hotels. Questionnaires were e-mailed or personally delivered to the selected hotels. Simple random sampling was used. Staff members were chosen randomly to complete a questionnaire.

The reason why the researcher chose a random sample was mainly because it provides for a true cross-section of the population. Simple random sampling was chosen because the researcher selected human resource managers, senior managers, managers and supervisors randomly to complete the questionnaire.

3.9 Questionnaires

Questionnaires are a means of gathering information and should therefore be structured in such a way that information is gained that is relevant to the solving of the research problem and proving the research objective (Blumberg *et al.*, 2005:505).

According to Wisker (2011:11), questionnaires frequently seem to be a rational and easy option for gathering information from people. They are in fact quite difficult to design, and because of the frequency of their use in all contexts in the modern world, the low response rate is nearly always going to be a problem unless you have ways of making people complete them and hand them in on the spot. There are specific benefits to utilising questionnaires, such as that the cost per questionnaires is relatively low. The structured information in the questionnaire makes analysing questionnaires relatively straight-forward. The questionnaires give respondents ample time to formulate accurate responses.

The main problem associated with questionnaires relates to the issue of non-response on certain items in the questionnaires. In addition, the participants could fail to return questionnaires, which make it difficult to generalise from a sample to a population.

The advantages of using a questionnaire are that it is practical and large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost-effective way. This can be carried out by the researcher or by any number of people with limited effect on its validity and reliability (McLeod, 2008).

The questionnaire developed for the rationale of this study was structured in such a way that it would provide the optimum amount of information with the least amount of problems for the participant to complete. The questions flowed logically by grouping related questions with

each other. The style of the questions varied. A questionnaire was developed for human resource managers, senior managers, managers, supervisors in selected hotels because different questions needed to be asked in order to complete the research successfully. A big enough sample was chosen to provide the desired results for the research study. Purposive sampling was used to select the participants for the questionnaires. When this was completed random sampling was applied to choose the participants.

The questionnaire contained 26 questions of different types. It contained generic questions designed to put the staff members into a specific demographic category. The other questions were designed to find out if they have high staff turnover and the reasons for this in selected hotels. The majority of the questions that were asked were to gather information about the staff members and human resource managers on staff turnover in the hospitality industry.

Welman *et al.* (2005:175) state that what may count as an advantage to open-ended questions may represent a drawback for multiple-choice items, restricting them to particular responses that may not provide for the unique situation.

Criticism also rises that respondents are more likely to endorse a particular option if it has explicitly been listed for them than if they have to spontaneously think of it themselves. It has found that respondents often gave different types of answers to open questions than they do to congruent closed questions. Simultaneously, this advantage of open-ended questions may be drawback in that the respondents require a better ability to express themselves and human resource managers, who are very busy, will need multiple-choice items (Welman *et al.*, 2005:175).

3.10 Interviews

An interview, whether by phone or face to face, is highly structured. All the respondents were asked the same questions with exactly the same wording and often the respondent's answer possibilities were predetermined by the researcher (Blumberg *et al.*, 2005:385).

Purposive sampling was used to choose the participants for the interviews. Interviews were conducted with the human resource managers from selected hotels in the Waterfront, central business district and Camps Bay area. The answers to the questions provided valuable information for the solving of the research problem and the proving of the objective of the research study.

An open-ended question is one in which the interviewer asks a question without any prompting with regards to the range of answers expected. The respondent's reply is noted verbatim (Gillham, 2000b:63). The interviews played an active role in the data collection for the research study. An open-ended interview was conducted to gain a response from staff and managers and to gain a deeper understanding of the answer to the questions asked.

The advantage of open-ended questions is that the respondent's answer is not influenced unduly by the interviewer or the questionnaire, and the verbatim replies from respondents can provide a rich source of varied materials that might have been categories on a pre-coded list (Welman *et al.*, 2005:174).

3.11 Process for data analysis

A software statistical process was used to analyse the data collected from the questionnaires and interviews. The software program that was used was Excel, because it provides statistical analysis of the data. The program allows for in-depth data access and preparation, analytical reporting, graphics and modelling. Statistical analysis of the answers to the questions was done.

The interviews were recorded and then prescribed. The notes made during the interviews were coded and then analysed. These notes were then written to provide a clear recording of what the interviewer said.

3.12 Summary

The different research methods used to conduct this study, such as population and sampling, case study, questionnaires and interviews and information, were discussed. The difference between qualitative and quantitative research was also discussed, with the emphasis on probability sampling, including simple random sampling, which were the specific methods used in the study.

Research methods assist people with the knowledge and skills required that are vital to solve problems and meet the challenges of a fast-paced decision-making situation. Research can be explained as a systematic investigation and study that aims to establish facts in order to draw new conclusions that can be distinguished from other human activities by their systematic nature. The different research methods assisted in constructing the data collection measurements to solve the research problem and prove the objective.

The next chapter comprises an analysis and interpretation of the data obtained from questionnaires sent out to human resource managers, senior managers, managers and supervisors in various departments. The results of the interviews conducted are also discussed.

CHAPTER 4

Results

4.1 Introduction

The process of data analysis is intricately linked to the qualities of the researcher as much as the research participant, with the knowledge resulting from the project being a joint production and result of both relational and contextual factors. When the person of the researcher becomes the main instrument, the competence and the craftsmanship, that is the skills, sensitivity and knowledge, of the researcher become essential for the knowledge produced (Kvale & Brinkman, 2009:8). Besides the literature review that was conducted and discussed in Chapter 2, interviews and questionnaires were also used for the data collection. Maree (2007:87) states that the aim of interviews is to see the world through the eyes of the participant, who can be a valuable source of information. Questionnaires were chosen because they allow for a large amount of data to be collected in a short space of time. They also are very useful because data can be collected from a large number of participants.

The aim of data analysis is to identify or isolate any patterns or trends or to establish themes in the data (Mouton, 2001: 108). Data analysis therefore focuses on the investigation of the variables involved in the study and the relationship they share with the objective in a practical environment (Welman *et al.*, 2005: 211).

This chapter provides the feedback from the interviews and questionnaires to find out what their thoughts was about the level of staff turnover in selected hotels in Cape Town central business district, the Waterfront and Camps Bay area.

4.2 Data collection methods

Quantitative research generally involves the collection of primary data from large numbers of individual units (Coldwell & Herbst, 2004:15). Managing numbers is an important part of understanding and solving problems. Questionnaires were used as the quantitative data collection method.

Qualitative refers to research that produces descriptive data, generally people's own written or spoken words (Brynard & Hanekom, 2005:29). Qualitative research allows for the in-depth analysis of problems, opportunities and situations. Interviews were conducted and this allowed an in-depth analysis of why there is a high staff turnover in the hospitality industry. In the qualitative approach it was possible to determine whether the data collected from the

interviewees supported the research problem. The notes that were taken during the interviews were transcribed, then coded and analysed.

4.2.1 Questionnaires

Questionnaires are a means of gathering information and should therefore be structured in such a way to gain information that is relevant to the solving of the research problem and proving the research objective (Blumberg *et al.*, 2005:505). According to Wisker (2011:11), questionnaires frequently seem to be a rational and easy option for gathering information from people. They are in fact quite difficult to design and because of the frequency of their use in all contexts in the modern world, the low response rate is nearly always going to be a problem unless you have ways of making people complete them and hand them in on the spot.

There are specific benefits to utilising questionnaires, such as that the cost per questionnaire is relative low. The structured information in the questionnaire makes analysing questionnaires relatively straight forward (Brynard & Hanekom, 2005:38). The questionnaires give respondents ample time to formulate accurate responses. The main problem associated with questionnaires relates to the issue of non-response on certain items on the questionnaires. In addition to this the participants could fail to return questionnaires which make it difficult to generalise from a sample to a population.

The questionnaire developed for the rationale of this study was structured in such a way that it would provide the optimum amount of information with the least amount of problems for the participant to complete. The questions flowed logically by grouping related questions. The formulation style of the questions varied to make the questions interesting.

One hundred questionnaires were sent to selected hotels in the Cape Town business centre, the Waterfront and Camps Bay. The Waterfront is situated at the foot of Table Mountain, within a stone's throw from the Cape Town Stadium and in the heart of Cape Town's working harbour. Camps Bay is an affluent suburb of Cape Town. These areas are all in close range from one another and they have numerous hotels situated in the area. A total of 69 questionnaires were returned, which is a response rate of 69 %. The questionnaire consisted of 26 questions that were divided into biographical details and opinions on high staff turnover. The sample of participants who completed the questionnaires were employees, managers, supervisors and human resource managers.

There was only one questionnaire and this was used for the staff and human resource managers in selected hotels. This was done because different questions needed to be asked

in order to complete the research successfully. The sample was adequate enough to include a representation of participants that would provide the desired results for the research study.

4.2.2 Interviews

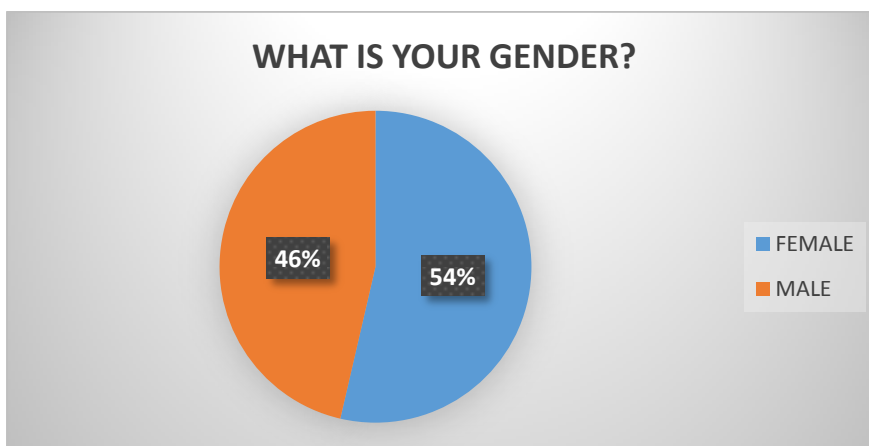
An interview, whether by phone or face to face, is highly structured. All the respondents were asked the same questions with exactly the same wording, and often the respondent's answer possibilities were predetermined. The answers to the questions assisted in gathering valuable information for the research study. Ten questions were asked to understand what the participants' perception of the high staff turnover was. The informal interviews played an active role in the data collection.

4.3 Analysis of questions in questionnaire

Each question was analysed. The reasons why the questions were asked and what information could be obtained were discussed.

4.3.1 What is your gender?

The reason why this question was asked was to analyse the biographical details of how many men and women work in the hospitality industry in this sample and whether the male opinion differs from the female opinion. The researcher wanted to establish the gender of the human resource managers, senior managers, managers and supervisors who completed the questionnaires at the different hotels. Of the respondents, 46% were men and 54% were women.

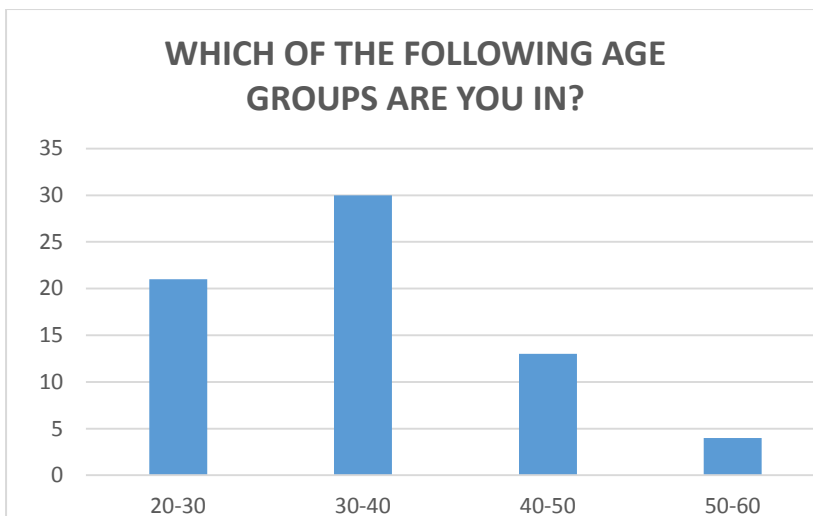


FEMALE		MALE	
37	54 %	32	46%

4.3.2 Which of the following age groups are you in?

This question was posed to find out the age demographics and at what age high staff turnover has an impact on the staff. Certain staff members had been working in the hospitality industry for many years and some of them left the industry. The age group of the hospitality management group within the chosen sample was determined by this question.

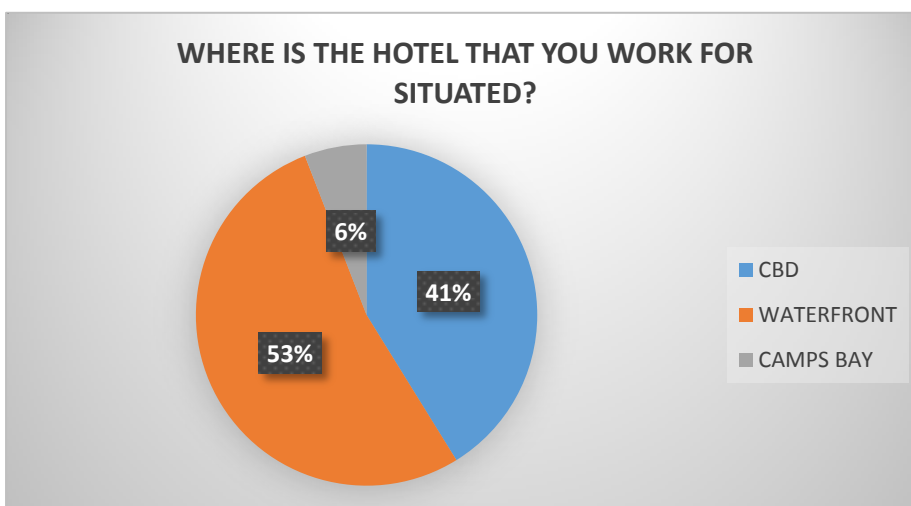
The bar graph below indicates that the majority of the management group (44%) was aged from 30 to 40 at 44%. This was followed by 31% aged from 20 to 30 years of age, 19% aged between 40 and 50 and 6% of the group aged between 50 and 60.



20-30		30-40		40-50		50-60	
21	31%	30	44%	13	19%	4	6%

4.3.3 Where is the hotel that you work for situated?

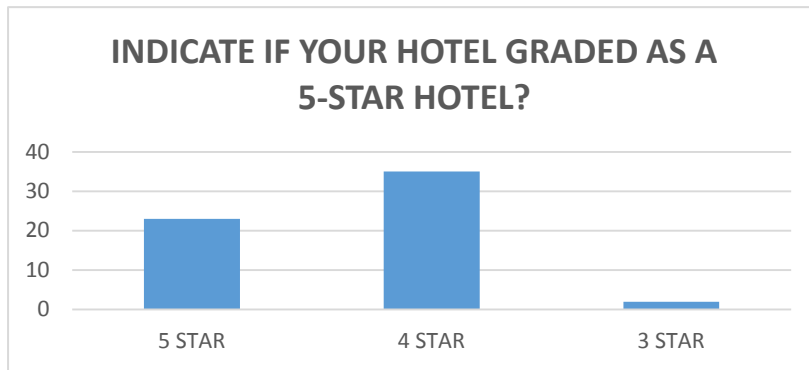
This question was posed to find out where the hotels were situated and in which a high staff turnover was experienced. These locations were chosen due to the fact they were not far away from each other and these areas had a selection of hotels. A total of 53% of the hotels were located in the Waterfront area, while 41% were situated in the central business district and 6% were located in the Camps Bay area.



CBD		WATERFRONT		CAMPS BAY	
28	41%	36	53%	4	6%

4.3.4 Indicate if your hotel is graded as a 5-star hotel?

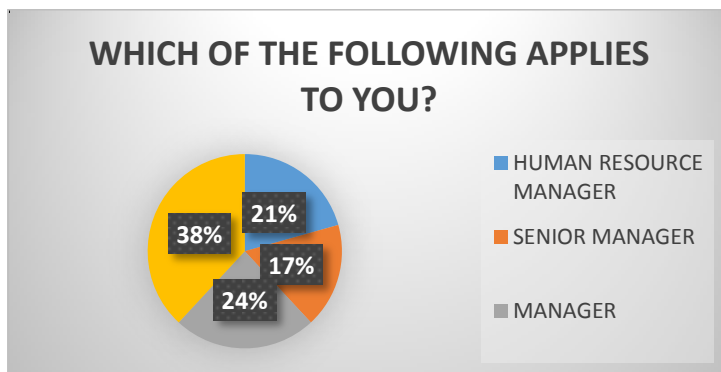
This question wanted to establish whether the participants were working in a 3-star, 4-star or a 5-star hotel. 58% were from 4-star hotels and 39% worked at 5-star hotels and 3% from 3-star hotels.



5 STAR		4 STAR		3 STAR	
23	59%	35	58%	2	3%

4.3.5 Which of the following applies to you?

This question was posed to establish at what level of management the participants were. 38% were supervisors, 24% were managers, 21% were human resource managers and 17% were senior managers.

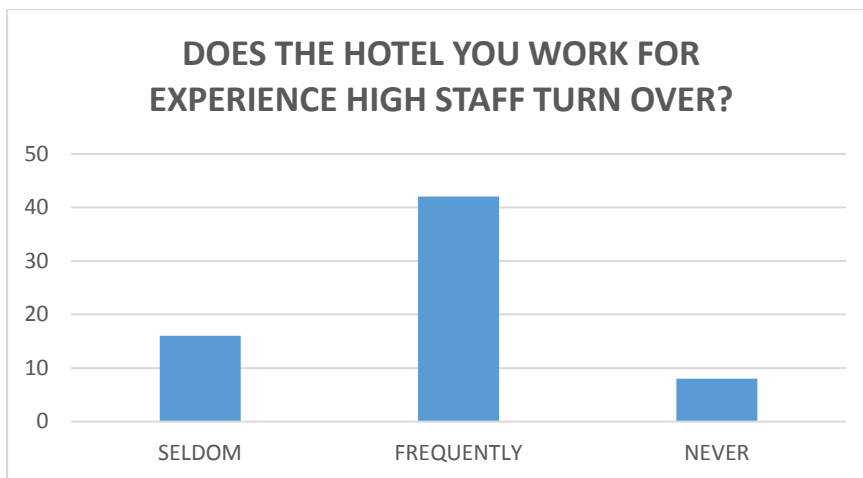


HUMAN RESOURCE	SENIOR MANAGER	MANAGER	SUPERVISOR
----------------	----------------	---------	------------

MANAGER							
13	21%	11	17%	15	24%	24	38%

4.3.6 Does the hotel you work for experience high staff turnover?

This question was posed to establish whether the hotel experienced a high level of staff turnover. 64% of the respondents answered that this was so frequently, 24% answered seldom and 12% replied that the hotel never experienced a high level of staff turnover.



SELDOM		FREQUENTLY		NEVER	
16	24%	42	64%	8	12%

4.3.7 Why do hotel employees leave their jobs?

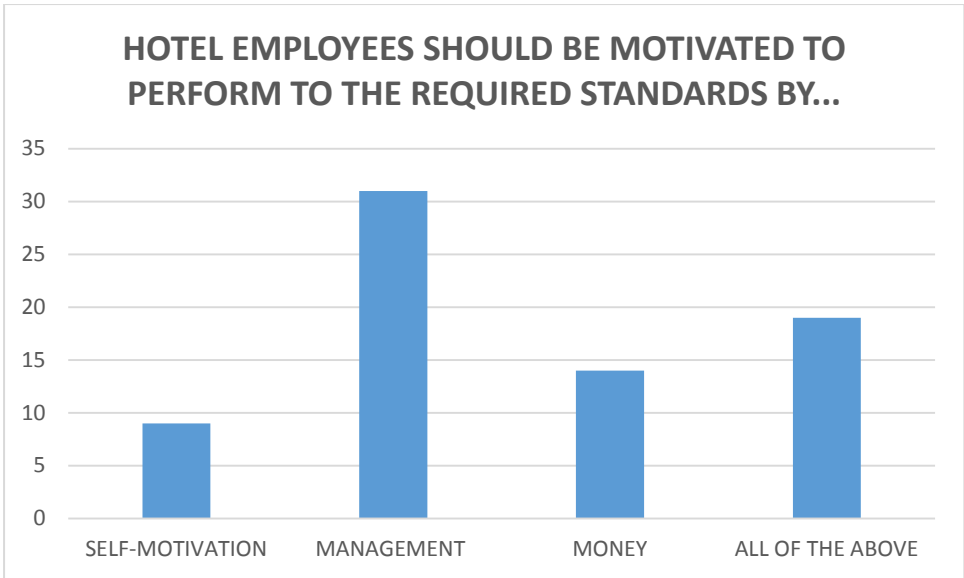
This question wanted to analyse the reasons why staff leave their jobs. 42% of staff felt managers do not motivate staff, 26% felt that the unsociable working hours caused them to find other work, 18% said the remuneration was a factor that led to seeking other employment, while 14% of staff said that the growth or development potential in the hotel was inadequate and a strong reason for leaving their place of work.



PAY TOO LITTLE		UNSOCIABLE WORKING HOURS		MANAGERS DON'T MOTIVATE STAFF		NO GROWTH OR DEVELOPMENT	
14	18%	20	26%	32	42%	11	14%

4.3.8 Hotel employees should be motivated to perform to the required standards by...

Motivation to excel in one's job is complex, as factors like motivating oneself, motivation from management and adequate pay all play an important role in employee motivation. In this case, 43% felt that motivation should come from management, 19% said that money was a motivating factor when it comes to staff performance, 12% felt that self-motivation should lead to the required standards for their jobs, while 26% replied that all the factors mentioned should play a role to expect employees to perform optimally. Motivation is very important because employees must be motivated by management in order for them to excel in their work. Motivation can be achieved in many forms, such as management thanking employees for an excellent job and encouraging them to always do their best. It can be in the form of money, and even an employee-of-the-month system will help motivate employees and keep them loyal to the organisation.

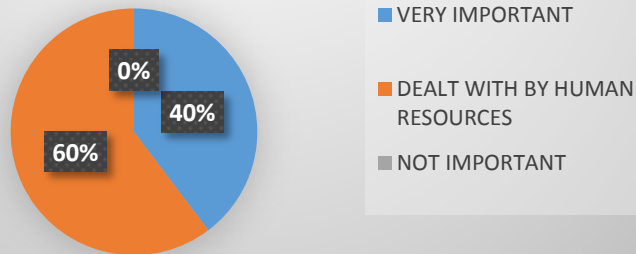


SELF-MOTIVATION		MANAGEMENT		MONEY		ALL OF THE ABOVE	
9	12%	31	43%	14	19%	19	26%

4.3.9 In the hotel industry work labour is intensive and staff turnover is high understanding hotel employees attitudes are

This question was posed to understand the opinion of the staff, managers, supervisors and human resources manager on the hotel industry work labour and whether it was intensive, whether staff turnover was high and what they understood about the hotel employees' attitudes. 60% felt that it should be dealt with by human resources, while 40% of the participants felt that understanding employees' attitudes was very important. No one replied that it was not important. These questions was asked to show managers how important it is to understand hotel employees' attitudes, because they need to create a positive environment for employees to work in. A positive attitude will boost staff morale and create a positive attitude in employees, which will lead to employees excelling in their work. Employees attitudes play a major role in the success of the organisation, and management needs to understand employees' attitudes and to create a team-building environment for employees.

THE HOTEL INDUSTRY WORK LABOUR IS INTENSIVE AND STAFF TURN OVER IS HIGH UNDERSTANDING HOTEL EMPLOYEES ATTITUDES ARE

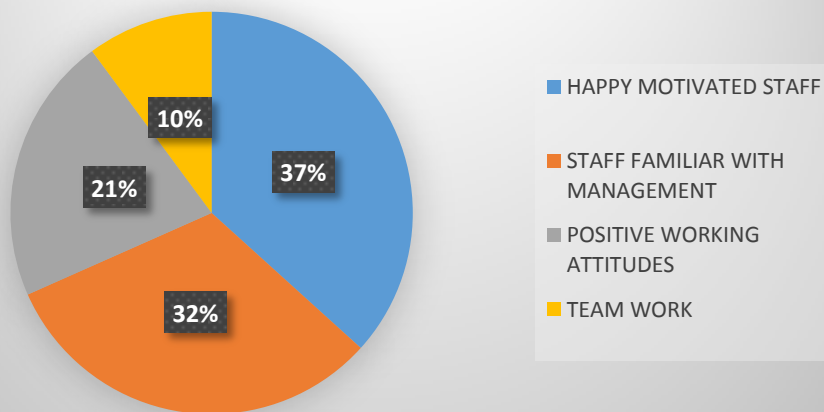


VERY IMPORTANT		DEALT WITH BY HUMAN RESOURCES		NOT IMPORTANT	
27	40%	41	60%	0	0%

4.3.10 What does a friendly work environment mean to you?

This question was asked to see what a friendly work environment, meant to the participants. 37% of the respondents felt very strongly that a friendly work environment contributed to happy, motivated staff; 32% of the respondents felt that a friendly work environment could lead to staff becoming too familiar with management; while 21% of the participants felt that a positive working attitude was good and 10 % replied that team work contributes to a friendly work environment.

WHAT DOES A FRIENDLY WORKING ENVIRONMENT MEAN TO YOU?



HAPPY MOTIVATED STAFF		STAFF FAMILIAR WITH MANAGEMENT		POSITIVE WORK ATTITUDES		TEAM WORK	
29	37%	25	32%	17	21%	5	10%

4.3.11 Does the hotel you work for do job evaluation?

This issue is vital in any organisation and human resources play an important role in job evaluation when it comes to employees and room for growth in their jobs. 41% of the participants felt that their work had seldom done a job evaluation, 41% replied that they always had a job evaluation, and 18% said that they had never had a job evaluation.

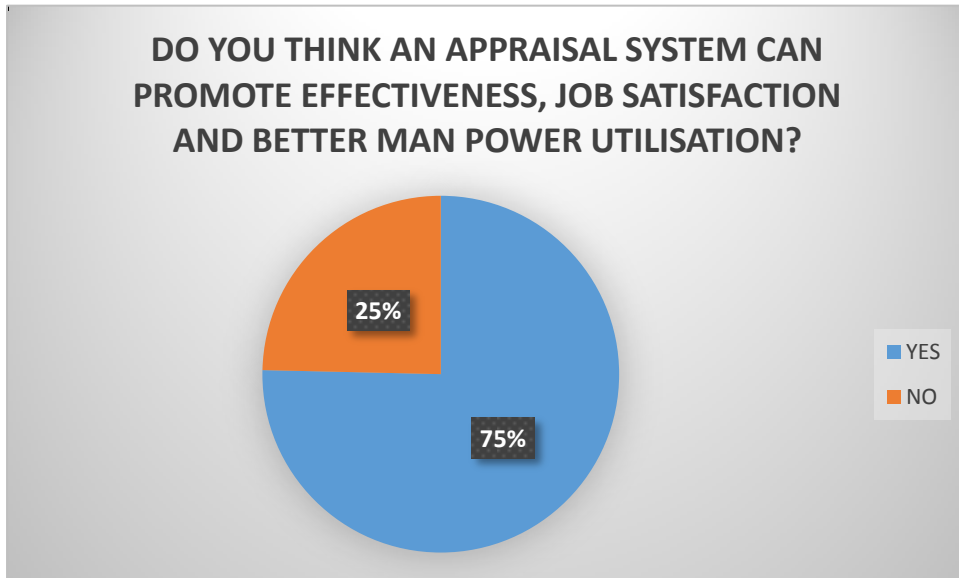


SELDOM		ALWAYS		NEVER	
28	41%	28	41%	12	18%

4.3.12 Do you think an appraisal system can promote effectiveness, job satisfaction and better man power utilisation?

An appraisal system is vital in any organisation and this question was asked to find out how many hotels have an appraisal system in place so that they can promote effectiveness, job satisfaction and better man power utilisation for management and employees, as this would benefit the hotel through happy staff and customer satisfaction. Seventy-five percent of the respondents said that they had an appraisal system in place, while 25% said they had no

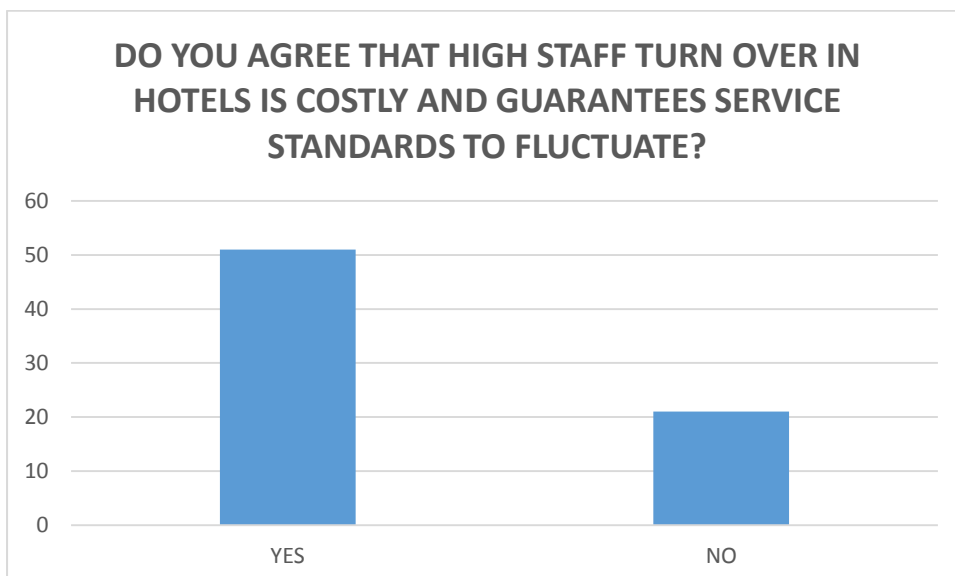
appraisal system in place. The latter situation could not promote growth and development within the organisation, which would lead to unhappy staff.



YES		NO	
52	75%	17	25%

4.3.13 Do you agree that high staff turnover in hotels is costly and guarantees service standards to fluctuate?

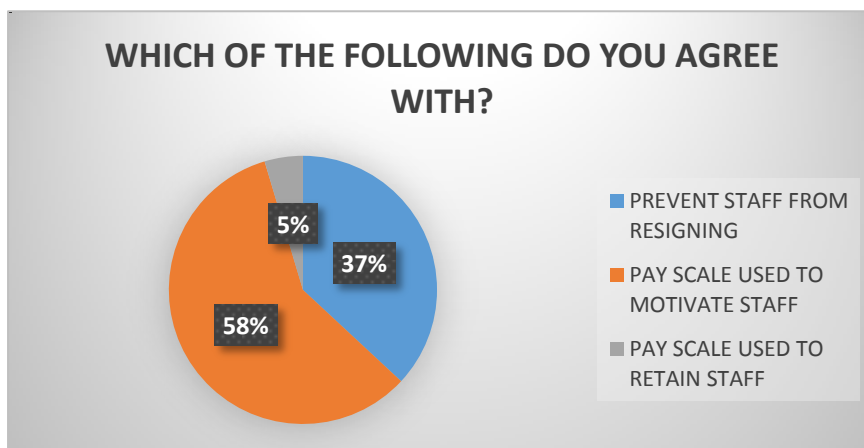
High staff turnover in hotels causes service standard to fluctuate and was costly to the hotels, according to 71% of the respondents, while 29% of the participants felt that it was not costly and that service standards did not fluctuate from high staff turnover.



YES		NO	
51	71%	21	29%

4.3.14 Which of the following do you agree with?

This question was asked to understand what the opinions were of the managers and what they agreed with when trying to prevent staff from resigning, as well as which solution they thought was best for the company and employees. 58% of the respondents said that pay scales needed to be adapted to become a motivating factor to retain staff, 37% of the participants felt that from the employees' perspective it was important to prevent staff from resigning for the greater good of the company, while 5% of the participants felt that remuneration should be used to retain staff.

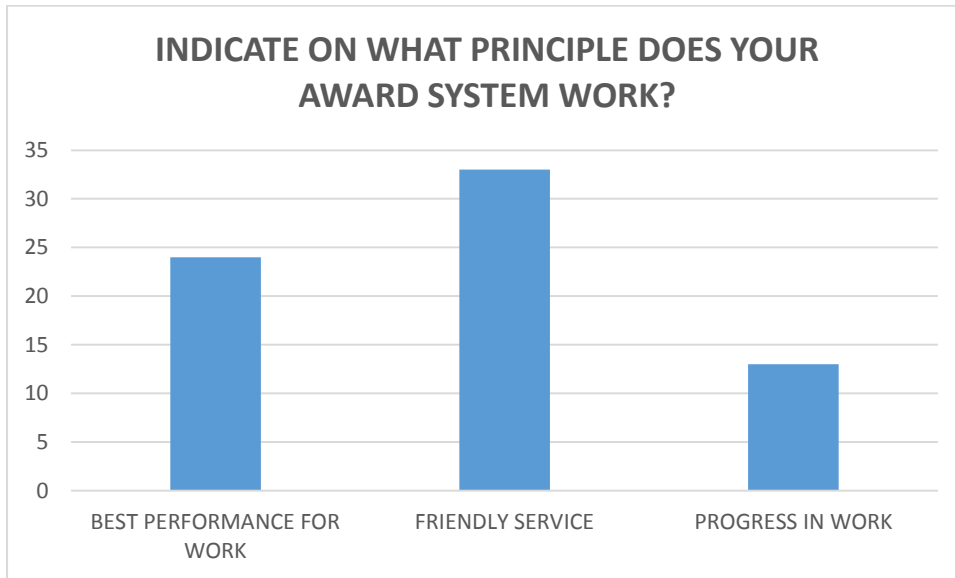


PREVENT STAFF FROM RESIGNING	PAY SCALE USED TO MOTIVATE STAFF	PAY SCALE USED TO RETAIN STAFF
24	38	3
37%	58%	5%

4.3.15 Indicate on what principle your award system works?

An award system in hotels is when employers try to see how well their employees are performing in their work. Some hotels have different types of award systems, such as best performance by staff, friendly service leading to customer satisfaction, and progress in their work. An award system usually involves remuneration or hotel vouchers and this provides staff with a way to compete against one another and makes them excel in their jobs. 47% of the participants felt that friendly service was important in an award system, as customer satisfaction comes first, 34% of the respondents felt best performance for work was vital for an award system due to the fact that staff would want to excel and get a gift or remuneration

from the hotel, while 19% replied that progress in work was important and that management needs to check on employees' performance to see if their work performance has improved.

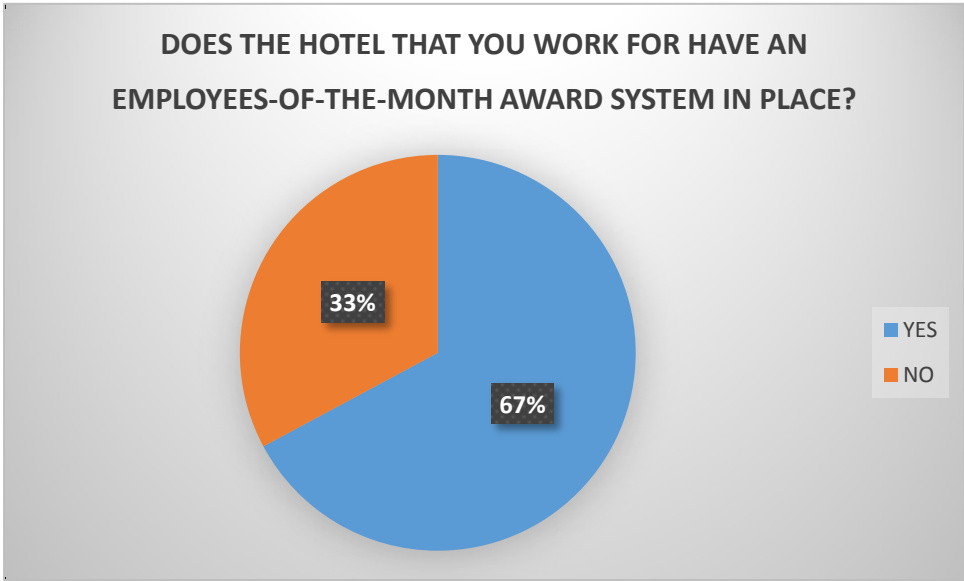


BEST PERFORMANCE FOR WORK		FRIENDLY SERVICE		PROGRESS IN WORK	
24	34%	33	47%	13	19%

4.3.16 Does the hotel that you work for have an employee-of-the-month award system in place?

This question was asked to analyse if the hotels had an employee-of-the-month award system because it is important to keep staff happy. The award system could be remuneration or staying in the hotel, as this makes staff excel, show their full potential and improve their work performance to excel in their jobs.

An employee-of-the-month award would make staff feel appreciated and special when it came to management showing the employees that they were appreciated and that management was taking note of their work performance. 67% of the respondents replied that they had an employee-of-the-month system in place, while 33% of the participants said they did not have an employee-of-the-month award system; this can also be a factor of high staff turnover in the hospitality industry.

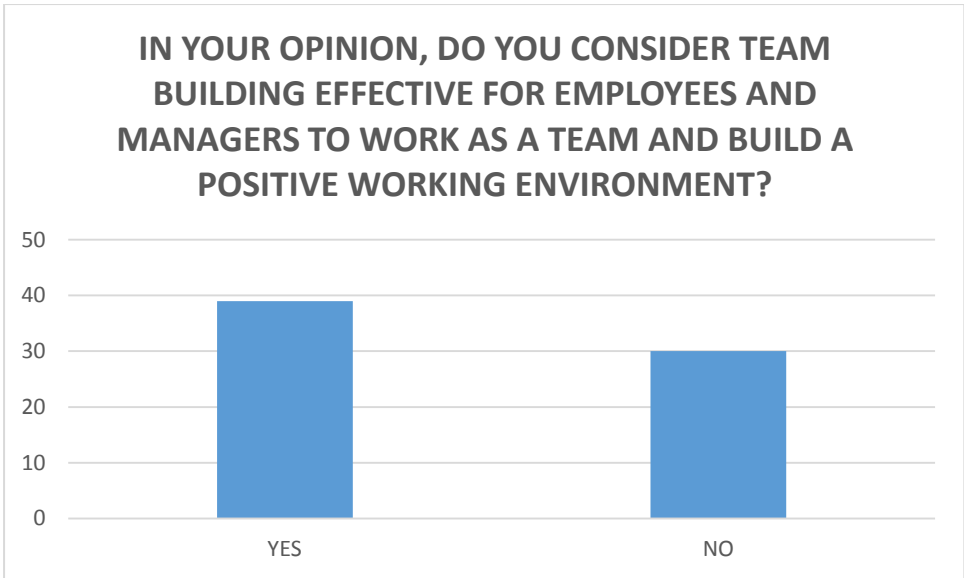


YES		NO	
45	67%	22	33%

4.3.17 In your opinion, do you consider team building effective for employees and managers to work as a team and build a positive working environment?

Team building can help employees work together and make the environment they work in a positive one. This can also help managers and employees to work well together and help one another in their work performance. It would allow employees to see that management is there to help them improve their skills and work together as a team, instead of against one another.

57% of the respondents replied that they felt that team building for employees and managers created a positive work environment, and that this was very important for managers and employees to get along because it would help with the employees' work performance and they would want to do better and excel in their jobs. Forty-three percent, of the participants felt that it was not important for managers and employees to have an effective team-building relationship, but that this would cause them not to have a positive work environment and would affect the employees' work performance and cause them to have negative attitudes at work.



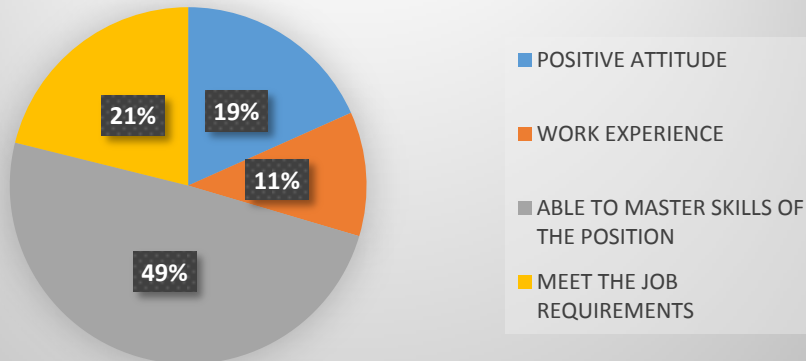
YES		NO	
39	57%	31	43%

4.3.18 Are human resources recruiting the correct calibre of staff and what are the factors they should consider?

This question was asked to see what the participant's responses were and their opinion on what the human resource department must consider when recruiting the correct staff. Positive attitude, work experience, able to master skills of the position and meet the job requirements were factors that all play a vital role in recruiting the right staff when taking an outsider who is applying for the job.

49% of the participants felt that an applicant must be able to master the skills of these positions and that this was important to consider when recruiting the right staff; 21% replied that the applicant must meet the job requirements; 19% felt that the applicant must have a positive attitude and must be confident when recruiting the right person for the job; and 11% of the respondents felt that work experience should be a factor when recruiting the right calibre of staff for the organisation.

ARE HUMAN RESOURCES RECRUITING THE CORRECT CALIBRE OF STAFF AND WHAT ARE THE FACTORS THAT THEY SHOULD CONSIDER?



POSITIVE ATTITUDE		WORK EXPERIENCE		ABLE TO MASTER SKILLS OF THE POSITION		MEET THE JOB REQUIREMENTS	
13	19%	8	11%	35	49%	15	21%

4.3.19 Does the hotel that you work for have a performance review in place for employees?

This question was asked to see how management view staff performance and what system they have in place to monitor the employees' work performance. Management monitors the progress of the work of the employees and get an indication who of the employees are weak and who are strong at their work performance. This would allow employees to want to do better in certain areas and management could use this for when positions become available, which would be a factor for the growth and development of employees in the organisation.

62% of the respondents felt that a work performance review for employees was important because employees need it for growth and development within the organisation; while 38% of the participants replied that they did not have a performance review in place.



YES		NO	
43	62%	26	38%

4.3.20 Do you hire staff directly through an agency?

The recruiting process by human resources is fading out in the hotel industry, as human resources managers no longer recruit their own staff. Rather, they allow a recruitment agency to find their staff and this is how the human resource managers save money and costs because they give the employees contracts instead of appointing them permanently.

55% of the participants responded that they did hire directly through an agency, which means that the human resource department does not participate in the recruitment process when vacancies were available. A recruitment agency would recruit the staff, but it is not clear whether they take all the factors into consideration, such as work experience, able to master the skills of the position, meet the job requirements and have a positive and confident attitude. 45% of the respondents indicated they did not hire through an agency, which means that the human resource department would recruit employees and find the right calibre of staff for the position.



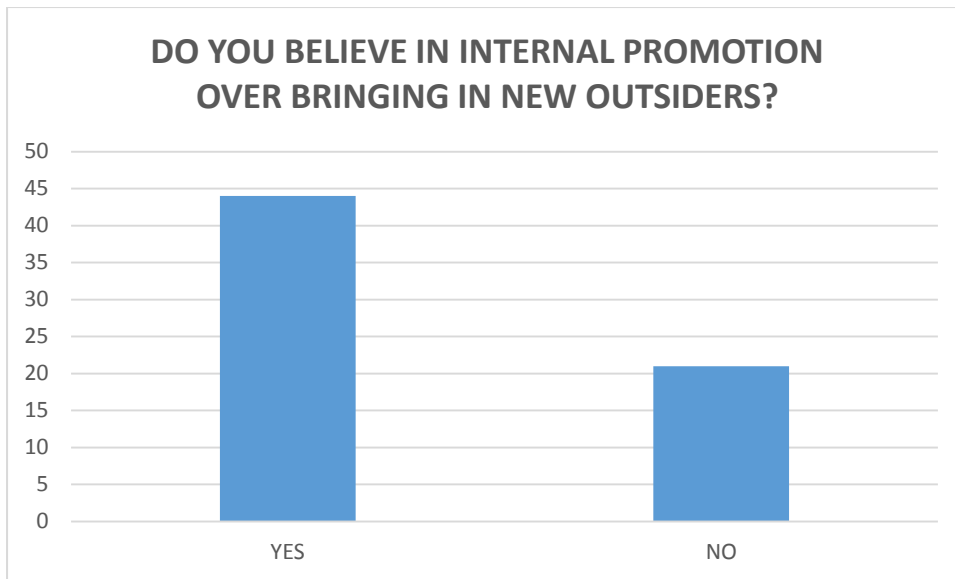
YES		NO	
36	55%	29	45%

4.3.21 Do you believe in internal promotion over bringing in new outsiders?

This question was asked to understand what human resource managers did when a vacancy became available, did they consider staff first for growth, or did they appoint an outsider with experience and qualifications? What factors do they consider when appointing an applicant for the position?

68% of the participants replied that they believed in internal promotion before bringing in new outsiders for a position that was available within the organisation. The human resource department basically takes into consideration the applicant that applied from within the hotel and looks at growth and development for them before they take a new outsider applicant. This is very important because it shows employees that management is looking at their work performance and taking note of their progress in their jobs to promote them to higher positions.

32% of the respondents did not believe in internal promotions. This is a very important factor to consider due to the fact that if staff do not have growth or development they would never be able to grow in their jobs and move up the ladder into higher positions. This could affect their work performance and even make them resign from their positions, a factor in the high staff turnover in the hospitality industry.



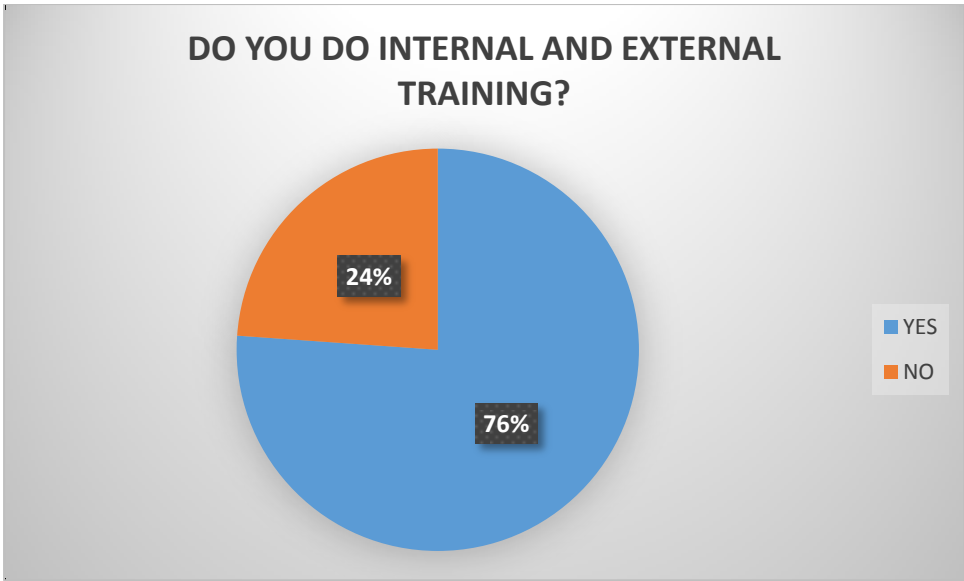
YES		NO	
44	68%	21	32%

4.3.22 Do you do external and internal training?

External training can be when managers train staff to better themselves and improve their skills and knowledge, such as staff attending seminars. Internal training managers can use real-life examples such as problems and challenges that employees encounter at work every day and how they can deal with the challenges they face.

The reason for this question was to find out if the human resource department allowed their employees to go for training to broaden their knowledge and skills and to succeed in their jobs.

Of the respondents, 76% replied yes, they did go for internal and external training, and this is a very important factor in any organisation; 24% of the respondents indicated that they did not do external and internal training and this is a major problem because the organisation was not allowing their staff to grow and improve their skills and knowledge. Training is important in any organisation.



YES		NO	
51	76%	16	24%

4.3.23 Indicate the ways that training is done

This question was asked to gain information to understand what methods managers, supervisors, senior managers and human resource managers used when training staff. This was an important factor to consider and this helped staff to improve their skills.

29% of the participants responded that managers should use real-life examples, such as problems and challenges that the employees encounter every day at work; 28% felt that internal training could be used so that employees could develop skills and knowledge to succeed in their jobs; 26% of the respondents replied that this could be done by external training, where managers should train staff to better themselves and improve on their skills. This was important because managers and employees would work together and this could help team building as well as contribute to a positive work environment. 17% felt that external training could be used where staff attend seminars to improve their skills and knowledge, as this would help them excel in their job and help them in how they deal with certain challenges they face and prevent those challenges from occurring again.

INDICATE THE WAYS THAT TRAINING IS DONE



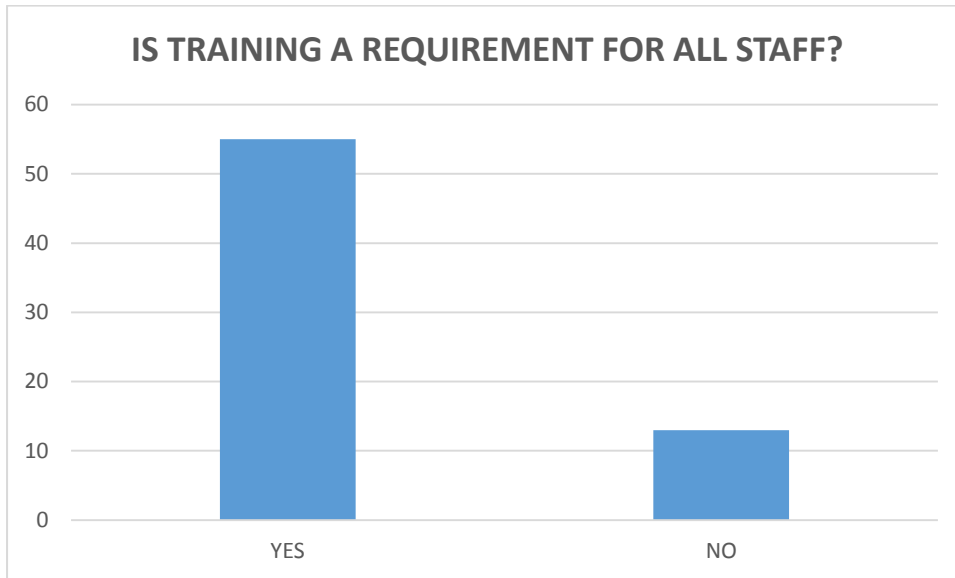
INTERNAL TRAINING CAN DEVELOP SKILLS AND KNOWLEDGE		INTERNAL TRAINING: MANAGERS CAN USE PROBLEMS AND CHALLENGES THAT EMPLOYEES ENCOUNTER AT WORK		EXTERNAL TRAINING: MANAGERS TRAIN STAFF TO BETTER THEMSELVES AND IMPROVE SKILLS		EXTERNAL TRAINING: STAFF CAN ATTEND SEMINARS TO IMPROVE SKILLS AND KNOWLEDGE	
21	28%	22	29%	20	26%	13	17%

4.3.24 Is training a requirement for all staff?

This question was posed to see if certain hotels in the hospitality industry deemed training as important in their establishment and whether this was a requirement for all staff. Training should be a requirement for all staff due to the fact that training would assist the employees to improve their knowledge and skills and make them want to excel in their jobs. It also would make their working conditions a happy and friendly environment and would motivate them to do better in their work performance.

81% of the respondents indicated that training was a requirement for all staff and this is important in the hospitality industry, while 19% of the participants responded that it was not a

requirement in their establishment and this is a major problem that the hospitality industry needs to look at and put a plan in place to make it a requirement that staff are trained.

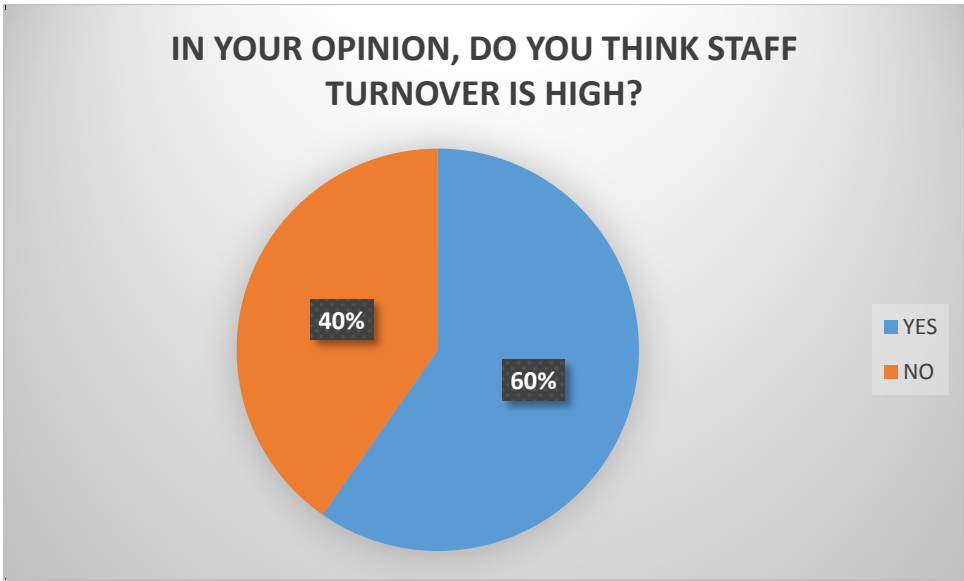


YES		NO	
55	81%	13	19%

4.3.25 In your opinion, do you think staff turnover is high?

This question was asked to assist in proving the objective and problem statement and also to see what the opinion of the managers, supervisors, senior managers and human resource managers were on high staff turnover and what they felt about this problem. The intention was to establish if their hotel experienced a high level of staff turnover. High staff turnover is a problem that the hospitality industry faces and management and the human resource management need to look at solutions to resolve this problem.

60% of the participants responded that staff turnover was high in the hospitality industry and that this was a major problem hotels face on a daily basis. Forty per cent of the respondents felt that staff turnover was not high in the hospitality industry.

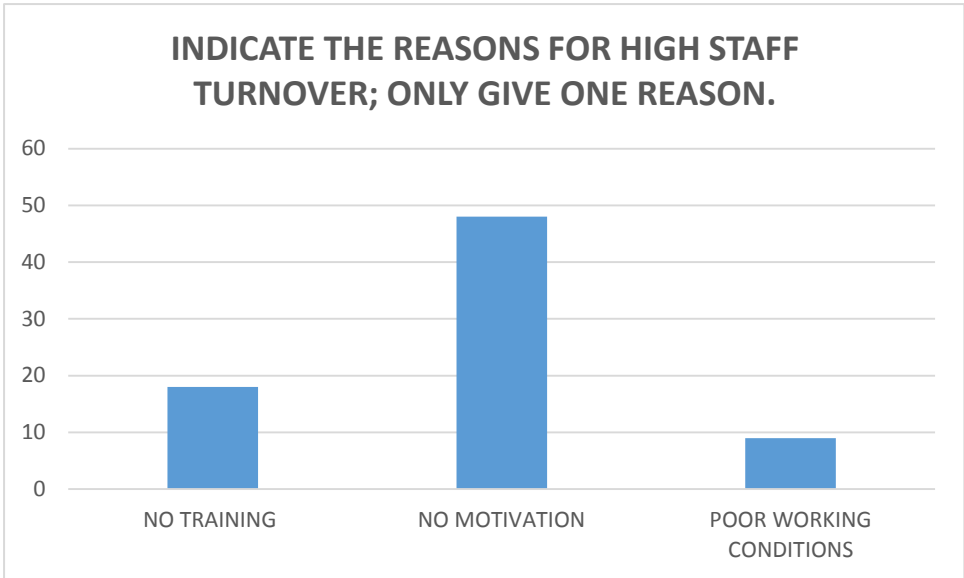


YES		NO	
40	60%	27	40%

4.3.26 Indicate the reasons for high staff turnover; only give one reason.

This question was asked to find out what were the reasons for high staff turnover in hotels. The reasons could be no training for staff, no motivation from management and employees working in poor working conditions, which can make their attitude negative towards their jobs. These are all problems that hotels face.

64% of the respondents indicated that no motivation from management was a very important reason for high staff turnover. This is a problem employees face from management, who need to motivate the staff to improve their work performance and employees also need to have self-motivation, so this needs to come from both parties to help with the problems of high staff turnover in the hospitality industry. 24% indicated that no training was a problem and this was why staff turnover was high. Because the staff did not receive training they could not improve their skills and knowledge and learn how they should deal with the challenges they face on a daily basis. 12% indicated that the poor working conditions were a factor for high staff turnover and that management should find solutions to deal with these challenges.



NO TRAINING STAFF		NO MOTIVATION		POOR WORKING CONDITIONS	
18	24%	48	64%	9	12%

4.4 Analysis of interviews

Interviews were conducted to gather more information on what the participant’s thoughts were on high staff turnover and whether it affect the hospitality industry. The researcher conducted interviews with six participants from various hotels.

4.4.1 Interview 1

Do you agree that staff turnover is high in the hospitality industry?

Casual staff turnover is extremely high for the labour broker and easy for management when coming to interviews and less time consuming. Staff do not stay long in their positions.

What are important factors that managers have to consider when hiring staff?

The factors that managers have to consider are:

- Outgoing personalities
- Previous employment history
- Good people skills
- If their previous employment matches with their new role.

What are the reasons for high staff turnover?

Some of the reasons for high staff turnover are:

- Not ideal working positions for the employee
- Remuneration
- Job satisfaction
- No growth potential.

What important factors must managers use to retain staff?

They need to focus on developing the individual, employees need to grow, time off, flexible towards staff. Good working environment, staff need to feel they contribute to the organisation.

How do you feel about hiring staff through HBR and other agencies?

Casual staff working for hotels are treated as if they were indispensable. The staff do not feel they belong to the hotel. I feel they should not have this system in place.

What can managers do to motivate staff?

Provide staff with an environment in which they are able to motivate themselves. Provide them with tools to enjoy their jobs. Listen to staff by having an open-door policy and helping them with the challenges they face.

Do you think high staff turnover leads to customer service being so poor in the hospitality industry?

Absolutely, because the amount of time it takes to train an employee impacts on the hotel's customer service. People can detect when staff customer service are not up to standard. The hospitality industry cannot maintain customer service.

Should managers train staff to excel and employ staff within the organisation when management positions become available?

Yes, if there are staff that meet the criteria. Not all staff want to leave their positions. You need to match the job requirement to the staff member.

How would you prevent high staff turnover?

Hire the right staff. Do regular staff appraisal. Get to know your staff, what can managers do to make good working conditions. It is costly to recruit staff and do the whole process over again.

Do you think an appraisal system is important, and why?

Yes, it is but you should not do it to go through the motions. You need to have different appraisals for different departments. You should know the department very well.

4.4.2 Interview 2

Do you agree that staff turnover is high in the hospitality industry?

Yes, I do agree.

What are important factors that managers have to consider when hiring staff?

The experience of the candidate, the level of maturity, confidence, people skills and willingness to go the extra mile for a guest.

What are the reasons for high staff turnover?

Too much stress and pressure on the staff, the hours they work are long, high amount of short staff levels due to budgets and remuneration will never be enough.

What important factors must managers use to retain staff?

Good staff relations, open-door policy if staff have problems, being strict and fair and not to punish staff and to help and protect them within the company. Make sure that everybody gets treated fairly.

How do you feel about hiring staff through HBR and other agencies?

When you use the agency you will have a reliable reference when getting staff. When something goes wrong with staff you can hold them responsible. This is also cheap labour for the hotels and saves management time when having to recruit new staff.

What can managers do to motivate staff?

Treat them with respect and be fair. Communicate openly about something that is wrong and communicate what was expected of them. Follow up regularly. Listen to staff. Once that is all in place, implement incentives and set examples as a manager.

Do you think high staff turnover leads to customer service being so poor in the hospitality industry?

Yes, it is and you constantly have new staff who are not familiar with regular customers who have certain expectations.

Should managers train staff to excel and employ staff within the organisation when management positions become available?

I agree, because that would motivate them to do well and this should be done fairly.

How would you prevent high staff turnover?

I would try to create a family work relation, make staff feel comfortable and ensure that they have high ethics and morals. Team building should be considered.

Do you think an appraisal system is important, and why?

Yes, it gives an opportunity to high light and draw the attention of staff to the areas where they can improve. You can identify if there is a need for training and give staff members an opportunity to give their side of the story and bring the challenges they face on a daily basis. This should be done fairly and respectfully.

4.4.3 Interview 3

Do you agree that staff turnover is high in the hospitality industry?

Yes, staff turnover is high.

What are important factors that managers have to consider when hiring staff?

They should consider experience, qualification and certain skills relevant to the positions.

What are the reasons for high staff turnover?

The salary was not enough for staff, they have long working hours and demand of the job is way too high.

What important factors must managers use to retain staff?

Give the staff incentives, growth opportunities and managers must motivate staff to excel in their jobs.

How do you feel about hiring staff through HBR and other agencies?

I think it is a good platform for the hoteliers and staff being exposed to too little remuneration. The labour brokers take a huge amount of the staff salary and this is not good.

What can managers do to motivate staff?

Supply staff with training, competitions for staff. Create an award system and implement incentives for staff and promotions within the hotels.

Do you think high staff turnover leads to customer service being so poor in the hospitality industry?

Yes, because there was no staff consistency due to the fact staff earns next to nothing.

Should managers train staff to excel and employ staff within the organisation when management positions become available?

I agree, because this boosts staff morale and will help staff to be promoted.

How would you prevent high staff turnover?

I would allow staff to take annual leave, give them questionnaires to see if they were satisfied in their jobs. Have regular staff meetings. Remuneration of staff should be discussed.

Do you think an appraisal system is important, and why?

Yes, it is important because one can see the growth within staff.

4.4.4 Interview 4

Do you agree that staff turnover is high in the hospitality industry?

Yes, I do.

What are important factors that managers have to consider when hiring staff?

Prospective staff should be passionate about their job, people and the long hours. Intrinsically motivated people are best for any job, as they do not wait to be told what to do. Innovation and pro-activeness should come naturally to them.

What are the reasons for high staff turnover?

Poor motivation, excessive amounts of work, poor remuneration, poor work culture, (individual or personal reasons).

What important factors must managers use to retain staff?

Managers should be leaders and not just managers. The concept of viewing people through Maslow's magnifier, is long gone. Leading people is about caring about the individual and not just about their productivity.

How do you feel about hiring staff through HBR and other agencies?

I'm unfamiliar with HBR, but using an agent to hire staff is a smart idea, as it can save the hotel/hospitality institution a lot of time and money that they would otherwise need to be invested in the process of hiring.

What can managers do to motivate staff?

Lead from the heart, have an open-door policy, communicate the good the bad everything, show empathy, create incentives for staff.

Do you think high staff turnover leads to customer service being so poor in the hospitality industry?

Yes.

Should managers train staff to excel and employ staff within the organisation when management positions become available?

Hiring from within is extremely important if not only for motivational purposes, but also to retain skills and knowledge. Within the hospitality industry, where skills are often specialised and technical, it often proves to be a difficult task to hire an external employee who has the exact training and experience that are needed.

How would you prevent high staff turnover?

Using the right management style, creating incentives, communication.

Do you think an appraisal system is important, and why?

Yes, because it encourages individual work and motivates employees to meet their targets in order to attain their reward.

4.4.5 Interview 5

Do you agree that staff turnover is high in the hospitality industry?

Yes.

What are important factors that managers have to consider when hiring staff?

Apart from qualifications and experience, managers also need to consider a team fit. When I did my BTech on 'The impact of recruitment on teamwork within the hospitality industry', I interviewed the then HR manager at the Table Bay Hotel. She informed me that when they recruited new staff members, a huge emphasis was placed on whether the individual would

fit within the team, as this promotes a positive work environment and greatly reduces staff turnover.

What are the reasons for high staff turnover?

I believe that staff turnover is high due to the following such as constant competition with new hotels opening and “poaching” staff from existing hotels. Lack of growth in their current job, staff not fitting in with the team and staff moving for better growth opportunities and higher salaries.

What important factors must managers use to retain staff?

Ensuring that the staff personalities fit within a team, training and have a career plan for each staff member. When new positions arise, promote from within so that staff can see growth potential within the company.

How do you feel about hiring staff through HBR and other agencies?

I would prefer to promote from within the company as it helps to reduce staff turnover and promotes a culture of learning, which is positive.

What can managers do to motivate staff?

Training staff, have an open-door policy and the performance appraisals linked to a career plan.

Do you think high staff turnover leads to customer service being so poor in the hospitality industry?

Yes.

Should managers train staff to excel and employ staff within the organisation when management positions become available?

Yes.

How would you prevent high staff turnover?

Ensuring that the staff personalities fit within a team, training and having a career plan for each staff member. When new positions arise, promote from within so that staff can see growth potential within the company. Training staff, have an open-door policy and the performance appraisals linked to a career plan.

Do you think an appraisal system is important, and why?

Yes, it motivates staff members and allows for open communication. It can also be used as a tool to praise staff and can include a growth plan within the company for staff members.

4.4.6 Interview 6

Do you agree that staff turnover is high in the hospitality industry?

Yes.

What are important factors that managers have to consider when hiring staff?

Attitude, willingness to participate in important decisions that directly affect their daily duties and responsibilities, reward good performance and when common goals are reached.

What are the reasons for high staff turnover?

Unmotivated staff, unwilling and uncommitted employees.

What important factors must managers use to retain staff?

Train, rewards, create commitment towards the business's goals.

How do you feel about hiring staff through HBR and other agencies?

It could work, however, doing recruitment yourself, you can select and hire the people with the right attitude that will fit into the service culture of the establishment, which only an employee of the establishment can successfully select.

What can managers do to motivate staff?

Training and possible advances in their career and rewards for common goals achieved. Get staff involved with decisions affecting their daily responsibilities.

Do you think high staff turnover leads to customer service being so poor in the hospitality industry?

Yes.

Should managers train staff to excel and employ staff within the organisation when management positions become available?

Yes.

How would you prevent high staff turnover?

Get employees committed and motivated, and more involved with the establishment.

Do you think an appraisal system is important, and why?

Yes, employees must be rewarded for hard work, otherwise they will not work hard.

4.5 Summary

From the results of the questionnaire it is clear that management recognise that there is a high degree of staff turnover in the hospitality industry and at the hotels where they are working. Management felt that human resource managers were not doing enough to source the right calibre of staff for the vacant positions. The results clearly show that money was not the only factor for retaining staff, but a combination of factors like money, motivation from management and a positive attitude in the work environment all play an important role.

The responses from the interviewees indicated that they all agreed that staff turnover in the hospitality industry is high and that high staff turnover leads to customer services being so poor in the hospitality industry. They all thought that managers should train staff to excel and employ staff within the organisation when management positions become available.

The next chapter looks at the findings and makes recommendations for further research. The solving of the main research problem and the sub-problems and the solving of the objective were based on the findings from the questionnaires and the responses of the interviewees that were analysed in this chapter.

CHAPTER 5

Analysis and interpretation

5.1 Introduction

A study in 2001 involving 20 000 interviews found that the number one reason why people leave jobs is “poor supervisory behaviour” in other words bad bosses. One of the biggest factors cited in “poor supervisory behaviour” was poor communication. Managers and business leaders spend an estimated 50% to 80% of their total time communicating in one way or another. Small wonder then that if you do it badly, the success of your entire business is at stake (Standard Bank, 2012).

The data were gathered by means of interviews and questionnaires and from the literature review. The participants with whom interviews were conducted were human resource managers from selected hotels. The analysis of the interviews was done in Chapter 4 and this contributed to solving the research problem and proving the objective.

The majority of people who leave any hotel leave because of the way they are treated at the hotel. Lack of appreciation, lack of team work and the perception that the company does not care about its employees were consistently the highest rated reasons for low job satisfaction.

As long as hotel operators see their staff as dispensable, the industry will continue in this vicious cycle. A lack of training, development and career opportunities is still a major reason for turnover. When new employees are recruited they need to have a realistic expectation of their job and receive sufficient induction training, otherwise staff will leave their jobs within six months. One has to conduct confidential interviews because they are important, as they can help line managers understand why people leave the business and enable action to be taken.

The hospitality industry is a people industry and, when one rely on staff to make your business profitable and successful, one needs to look after those people whom you depend on for so much. Important factors such as job security, fair treatment, a good income, career development and a sense of decency towards staff are among the factors that one needs to consider in the working environment that is so desperately needed for the hospitality industry. People management skills will ensure that there is a better relationship between staff.

5.2 Findings and discussion of results

In this section the findings that were obtained from the interviews and questionnaires in Chapter 4 are shown to contribute towards solving the research problem and proving the objective.

5.2.1 Proving the main research problem

The main research problem was:

What are the reasons for the high staff turnover in the selected hotels of this research study?

From the findings in Chapter 4 the following became evident. The findings from question 4.3.9 in Chapter 4 indicate that 60% of the participants said that the matter should be dealt with by human resources, 40% indicated that the issue was very important and 0% said that the issue was not important.

The findings from question 4.3.10 state that 37% of respondents felt very strongly that a friendly work environment contributed to happy, motivated staff; 32% of the respondents felt that a friendly working environment could lead to staff becoming too familiar with management; 21% of the participants felt that a positive working attitude contributed to a friendly environment; and 10% replied that team work contributes to a friendly work environment.

The findings from question 4.3.17 in Chapter 4 indicate that 57% of the respondents replied that they felt that team building by employees and managers did create a positive work environment and that this was very important for managers and employees to get along because it helped with employees' work performance and they would want to do better and excel in their jobs. Forty-three percent of the participants felt that it was not important for managers and employees to have an effective team-building relationship and that this would cause them not to have a positive work environment and would affect the employees' work performance and make them have negative attitudes at work.

The findings from question 4.3.21 in Chapter 4 indicate that 68% of the participants replied that they did believe in internal promotion before they bring in new outsiders for a position that was available within the organisation. The human resource department basically takes into consideration the applicant that applied within the hotel and looks at growth and development for them before they take a new outsider applicant. This was very important because this showed employees that management was looking at their work performance and taking note of their progress in their jobs to promote them to higher positions.

Thirty-two percent of the respondents felt that they did not believe in internal promotions and this was a very important factor to consider due to the fact that, if staff do not have growth or development, they would never be able to grow in their jobs and move up the ladder into higher positions. This could affect their work performance and even make them resign from their positions, and also played a factor in high staff turnover in the hospitality industry.

5.2.2 Proving sub-problem one

Sub-problem one was:

Why does the hotel industry not understand what actually motivates their employees to stay on in positions?

From the findings in Chapter 4 the following became clear. The findings from question 4.3.8 indicated that hotel employees should be motivated to perform to the required standards, where 43% felt that motivation should come from management, 19% said that money was a motivating factor when it came to staff performance, and 12% felt that self-motivation should lead them to perform to the required standards of their jobs. 26% replied that all the factors mentioned should play a role in expecting employees to perform optimally.

The findings from question 4.3.14 indicated that 58% of the participants said pay scales needed to be adapted to become a motivating factor to retain staff, 37% felt that from the employees' perspective it was important to prevent staff from resigning for the greater good of the company, while 5% of the participants felt that remuneration should be used to retain staff.

The inputs from interviewee 1 indicated that managers need to focus on developing the individual employee, employees need to grow, there needs to be time off and management needs to be flexible towards staff. Staff need to feel that they have contributed to the organisation when they have a good working environment. Managers must provide staff an environment in which they are able to motivate themselves, provide them with tools to enjoy their jobs, listen to staff and have an open-door policy and help them with the challenges they face. Managers must train staff to excel and employ from within the organisation if there are staff that meet the criteria, as not all staff want to leave their positions. You need to match the job requirement to the staff member.

Interviewee 2 indicated that good staff relations, and an open-door policy if staff have problems were strictly important. Staff should be treated fairly and not be punished, they should be helped and protected within the company and everybody should be treated fairly. Managers must treat staff with respect and be fair. They should communicate openly about something that is wrong and communicate what is expected of them, and follow up regularly

and listen to staff. Once that was all in place, incentives could be implemented and examples set as a manager. Managers must train staff to excel and employ from within the organisation. This was agreeable because it would motivate staff to do well and should be done fairly.

The inputs from interviewee 3 indicated that managers should give the staff incentives and growth opportunities and must motivate staff to excel in their jobs. Staff should be supplied with training, competitions should be implemented for staff, an award system should be created, and incentives for staff and promotions within the hotels should be implemented. Managers must train staff to excel and employ from within the organisation, because this would boost staff morale and would help staff to be promoted.

The inputs from interviewee 4 stated that managers should be leaders and not just managers. The days of viewing people through Maslow's magnifier were long gone. Leading people was about caring about the individual and not just about their productivity. Managers should lead from the heart, have an open door-policy, communicate the good, the bad and everything, show empathy and create incentives for staff.

Managers should train staff to excel and employ from within the organisation, as hiring from within was extremely important if not only for motivational purposes, but also to retain skills and knowledge. Within the hospitality industry, where skills are often specialised and technical, it often proves to be a difficult task to hire an external employee who has the exact training and experience needed.

The inputs from interviewee 5 indicated that managers should ensure that the staff personalities fit within a team, training should be provided and there should be a career plan for each staff member. When new positions arose, the hotel should promote from within so that staff can see growth potential within the company. Training staff should have an open door-policy and performance appraisals linked to a career plan.

Interviewee 6 stated that managers should retain staff by training them, giving rewards and create commitment towards the business's goals. Training and possible advances in their career and rewards for common goals achieved should be provided. Staff should be involved with decisions affecting their daily responsibilities.

All of the inputs discussed above contributed towards solving sub-problem 1.

5.2.3 Proving sub-problem two

Sub-problem two was:

What will happen to the selected hotels if a clearly defined strategy for employment and retention is implemented for staff to improve their loyalty to the company?

The findings from question 4.3.11 in Chapter 4 indicated that 41% of the respondents felt that a job evaluation was seldom done and 41% replied that they always had a job evaluation, while 18% said that they never had a job evaluation done.

The findings from question 4.3.12 stated that 75% of the respondents said they had an appraisal system in place, while 25% said they had no appraisal system in place and this cannot promote growth and development within the organisation and leads to unhappy staff.

The answers to question 4.3.14 indicated that 58% of the respondents said that pay scales needed to be adapted to become a motivating factor to retain staff, 37% felt that, from the employees' perspective it was important to prevent staff from resigning for the greater good of the company, while 5% of the participants felt that remuneration should be used to retain staff.

The findings from question 4.3.15 indicated that 47% of the participants felt that friendly service was important to an award system so customer satisfaction comes first, 34% of the respondents felt best performance for work was vital for an award system due to the fact that staff would want to excel and get a gift or remuneration from the hotel, and 19% replied that progress in work was important and that management needed to check on employees' performance to see if their work performance had improved.

The result from question 4.3.16 showed that 67% of the respondents replied that they had an employee-of-the-month system in place, and 33% participants said that they did not have an employee-of-the-month award system and that this could also be a factor in the high staff turnover in the hospitality industry.

The findings from question 4.3.17 indicated that 57% of the respondents felt that team building for employees and managers created a positive work environment and that this was very important for managers and employees to get along because it would help with employees' work performance and they would want to do better and excel in their jobs. Forty-three percent of the participants felt that it was not important for managers and employees to have an effective team-building relationship, that this would cause them to not have a positive work environment, would affect the employees' work performance and they would have negative attitudes at work.

Question 4.3.18 showed that 49% of the participants felt that an applicant must be able to master the skills of the position and this was important to consider when recruiting the right staff; 21% replied that the applicant must meet the job requirements; 19% felt that the applicant must have a positive attitude and must be confident when recruiting the right person for the job; and 11% of the respondents felt that work experience should be a factor when recruiting the right calibre of staff for the organisation.

Question 4.3.19 indicated that 62% of the respondents felt that a work performance review for employees was important because employees needed it for growth and development within the organisation; 38% of the participants replied that they did not have a performance review in place and this was a serious matter, since how would management review their work performance and see the growth and development of their employees. This could be a factor why staff turnover is high in the hospitality industry.

The responses to question 4.3.21 indicated that 68% of the participants said that they believed in internal promotion before bringing in new outsiders for a position that was available within the organisation. The human resource department basically takes into consideration the applicant that applied within the hotel and looks at growth and development for them before they take a new outsider applicant.

This is very important because it shows employees that management is looking at their work performance and taking note of their progress in their jobs to promote them to higher positions. Thirty-two percent of the respondents felt that they did not believe in internal promotions and this was a very important factor to consider due to the fact that if staff do not have growth or development they would never be able to grow in their jobs and move up the ladder into higher positions. This could affect their work performance and even make them resign from their positions and it also plays a role in high staff turnover in the hospitality industry.

Question 4.3.22 indicated that 76% of the respondents replied yes, they had gone for internal and external training and that this was a very important factor in any organisation, while 24% of the respondents said that they did not do external and internal training and this was a major problem because the organisation was not allowing their staff to grow and improve their skills and knowledge. Training is important in any organisation.

Question 4.3.23 indicate that 29% of the respondents said that managers should use real-life examples such as problems and challenges that the employees encounter every day at work; 28% felt that internal training could be used so that employees could develop skills and knowledge to succeed in their jobs; and 26% of the respondents replied that this could be achieved by external training where managers should train staff to better themselves and

improve on their skill. This was important because managers and employees would work together and this could help team building as well as create a positive work environment.

Seventeen percent of the respondents felt that external training could involve staff attending seminars to improve their skills and knowledge, as this would help them excel in their job and teach them how to deal with certain challenges they face and prevent those challenges from occurring again.

From the responses to question 4.3.24, 81% of the respondents felt that training was a requirement for all staff and this was important in the hospitality industry, while 19% of the respondents said that it was not a requirement in their establishment and this was a major problem that the hospitality industry needs to look at and put a plan in place to make it a requirement to train staff.

Interviewee 1 indicated that the factors that managers had to consider were outgoing personalities, previous employment history, good people skills and if their previous employment matched with their new role. An appraisal system was important because you need to have different appraisals for different departments. You should know the department very well.

Interviewee 2 stated that important factors managers should consider when hiring staff were the experience of the candidate, the level of maturity, confidence, people skills and willingness to go the extra mile for a guest. An appraisal system was important because it gave an opportunity to highlight and bring to the attention of staff where the areas were on which they could improve. You can identify if there is a need for training. Staff members had to be provided with an opportunity to give their side of the story and bring the challenges they face on a daily basis, but this should be done fairly and respectfully.

Interviewee 3 indicated that the important factors managers should consider when hiring staff were experience, qualification and certain skills relevant to the positions. An appraisal system was important because one could see the growth within staff.

Interviewee 4 stated that the important factors managers should consider when hiring staff were that prospective staff should be passionate about the job, people and the long hours. Intrinsically motivated people were best for any job, as they do not wait to be told what to do. Innovation and pro-activeness come naturally to them. An appraisal system was important because it encouraged individual work and motivated employees to meet their targets in order to attain their reward.

Interviewee 5 indicated that the important factor managers should consider when hiring staff, apart from qualifications and experience, was team fit. When new staff members were

recruited, a huge emphasis was placed on whether the individual would fit within the team, as this promoted a positive work environment and greatly reduced staff turnover.

Interviewee 6 stated that the important factors managers should consider when hiring staff were attitude, willingness to participate in important decisions that directly affected their daily duties and responsibilities, and reward for good performance and when common goals were reached. An appraisal system was important because employees should be rewarded for hard work, otherwise they would not work hard.

5.2.4 Proving sub-problem three

Sub-problem three was:

How should one examine the deeper importance of the underlying problem of reasons why staff do not retain their positions in the demanding hotel sector?

This research problem was solved from the findings from the questions and inputs from the interviewees. The findings from question 4.3.6 in Chapter 4 showed that 64% answered frequently, 24% answered seldom and 12% indicated that the hotel never experienced a high level of staff turnover.

Considering the responses to question 4.3.7, 42% of staff said managers did not motivate staff, 26% felt that the unsociable working hours caused them to find other work, 18% felt the remuneration was a factor that led to seeking other employment, while 14% said that the growth or development potential in the hotel was inadequate and a strong reason for leaving their place of work.

The findings from question 4.3.13 indicated that high staff turnover in hotels caused a fluctuation in service standards, with 71% of the respondents saying that high staff turnover was costly to the hotels and 29% of the participants feeling that high staff turnover was not costly and that service standards did not fluctuate in hotels from high staff turnover.

The findings from question 4.3.25 showed, that 60% of the participants responded that staff turnover was high in the hospitality industry and this was a major problem hotels faced daily, while 40% of the respondents felt that staff turnover was not high in the hospitality industry.

Considering the responses to question 4.3.26, 64% of the respondents felt that no motivation was a very important fact for high staff turnover and this was a problem employees faced from management, who needed to motivate staff for their work performance. Employees also needed to have self-motivation, so this needed to come from both parties to help with the problems from high staff turnover in the hospitality industry. 24% indicated no training was a problem and this was why staff turnover was high, as employees could not improve their

skills and knowledge and learn how they should deal with the challenges they faced on a daily basis. 12% indicated that the poor working conditions were a factor in high staff turnover and that management should find solutions to deal with these challenges.

Interviewee 1 indicated that some of the reasons for high staff turnover were that working positions were not ideal for the employee, remuneration, job satisfaction and no growth potential. Casual staff working for hotels get treated as if they were indispensable. The staff did not feel they belonged to the hotel. The interviewee felt that they should not have this system in place.

High staff turnover leads to customer services being so poor in the hospitality industry because the amount of time it takes to train an employee impacts on the hotel's customer services. People can detect when staff customer services are not up to standard. The hospitality industry cannot maintain customer services.

High staff turnover could be prevented by hiring the right staff and doing regular staff appraisal. Get to know your staff and find out what managers could do to improve working conditions. It is costly to recruit staff and do the whole process over again.

Interviewee 2 stated that staff turnover was high in the hospitality industry. The reasons for high staff turnover were too much stress and pressure on the staff, the hours they worked were long, there were high levels of staff shortages due to budgets, and remuneration would never be enough.

When hiring staff through agencies one could use the staff with a reliable reference. When something goes wrong with staff you could hold them responsible. This was also cheap labour for the hotels and saved management time when having to recruit new staff. High staff turnover leads to customer services being poor in the hospitality industry because you constantly have new staff who are not familiar with regular customers who have certain expectations.

Ways of preventing high staff turnover would be to create family work relationships, make staff feel comfortable, and for the hotel to have high ethics and morals. Team building should be considered.

Considering the responses from interview 3, the interviewee indicated that staff turnover was high in the hospitality industry. The reasons for high staff turnover were that the salary was not enough, they have long working hours and the demands of the job were too high. Hiring staff through agencies was a good platform for the hoteliers and staff being exposed to little remuneration. The labour brokers took a huge amount of the staff salary and this was not good.

High staff turnover leads to poor customer services in the hospitality industry because there is no staff consistency due to the fact that staff earns next to nothing. Preventing high staff turnover would be to allow staff to take annual leave, give them questionnaires to see if they are satisfied in their jobs, regular staff meetings and proper remuneration.

Interviewee 4 stated that staff turnover was high in the hospitality industry. The reasons for high staff turnover were poor motivation, excessive amounts of work, poor remuneration and poor work culture (individual or personal reasons). Staff turnover leads to customer services being poor in the hospitality industry. High staff turnover could be prevented by using the right management style, creating incentives and communication.

Interviewee 5 indicated that staff turnover was high in the hospitality industry. This interviewee believed that the reasons for high staff turnover were constant competition with new hotels opening and “poaching” staff from existing hotels, lack of growth in their current job, staff not fitting in with the team and staff changing jobs for better growth opportunities and higher salaries.

Regarding hiring staff through agencies, the interviewee would prefer to promote from within the company as this helps to reduce staff turnover and promotes a culture of learning that is positive. The interviewee agreed that staff turnover does lead to customer services being poor in the hospitality industry.

High staff turnover could be prevented by ensuring that the staff personalities fit within a team, training the staff and have a career plan for each staff member. When new positions arose, promotion should be from within so that staff could see growth potential within the company. Training staff was important, an open-door policy should be implemented and performance appraisals should be linked to a career plan.

Interviewee 6 indicated that staff turnover was high in the hospitality industry. The reasons for high staff turnover were unmotivated staff and unwilling and uncommitted employees. Hiring staff through agencies could work, although by doing recruitment yourself you could select and hire people with the right attitude that would fit into the service culture of the establishment, which only an employee of the establishment could successfully select.

5.2.5 Proving the objective

The objective was:

The main objective was to research the reasons why the selected hotels were experiencing such high staff turnover. This was to establish if the staff turnover of the selected hotels will

decline if the employers change their attitudes about the work environment and the pay scales of the hotel.

From my findings in Chapter 4 the following can be stated. Considering the responses to question 4.3.6 in Chapter 4, 64% of the respondents answered frequently, 24% answered seldom and 12% replied that the hotel never experienced a high level of staff turnover.

The findings from question 4.3.7 indicated that 42% of staff said managers did not motivate staff, 26% felt that the unsociable working hours caused them to find other work, 18% felt the remuneration was a factor that led to seeking other employment, while 14% of staff said that the growth or development potential in the hotel where they were worked was inadequate and strong reason for leaving their place of work.

The findings from question 4.3.8 indicated that hotel employees should be motivated to perform to the required standards. 43% indicated that motivation should come from management, 19% said that money was a motivating factor when it came to staff performance, 12% felt that self-motivation should lead them to perform to the required standards of their jobs, and 26% replied that all the factors mentioned should play a role in expecting employees to perform optimally.

Question 4.3.9 showed that 60% felt that staff turn-over should be dealt with by human resources, while 40% of the participants felt that understanding the employees' attitudes were very important. The findings from question 4.3.10 stated that 37 % of the respondents felt very strongly that a friendly work environment contributed to happy staff and motivated staff; 32% of the respondents felt that a friendly working environment could lead to staff becoming too familiar with management; while 21% of the participants felt that a positive working attitude and 10 % replied that team work contributed to a friendly work environment.

Considering the findings from question 4.3.11, 41% of the participants indicated that they seldom had a job evaluation done, 41% replied that they always had a job evaluation, and 18% said that they never had a job evaluation. The findings from question 4.3.12 state that 75% of the respondents said they had an appraisal system in place, while 25% said they had no appraisal system in place, and this cannot promote growth and development within the organisation, which will lead to unhappy staff.

The findings from question 4.3.13 indicate that high staff turnover in hotels causes service standard to fluctuate according to 71% of the respondents, and that it is costly to the hotels. 29% of the participants felt that it was not costly and that service standards do not fluctuate in hotels from high staff turnover. The responses to question 4.3.14 indicated that 58% of the respondents said that pay scales needed to be adapted to become a motivating factor to

retain staff, 37% felt that, from the employees' perspective, it was important to prevent staff from resign for the greater good of the company, and 5% of the participants felt that remuneration should be used to retain staff.

The response by interviewee 1 indicated that managers need to focus on developing the individual employees who need to grow, giving them time off and being flexible towards staff. A good working environment and staff who feel that they contribute to the organisation were further reasons to retain staff. Managers should provide staff an environment in which they are able to motivate themselves. They should be provided with tools to enjoy their jobs. Managers should listen to their staff, have an open-door policy and help them with the challenges they face. Managers must train staff to excel and employ from within the organisation if there are staff who meet the criteria, as not all staff want to leave their positions. You need to match the job requirements to the staff member.

Interviewee 2 indicated that good staff relations and an open-door policy when staff had problems should be taken into consideration. Staff should be treated fairly and should be protected within the company. Managers should treat staff with respect and be fair. They should communicate with them openly about things that were wrong and communicate what was expected of them. They should follow up regularly and listen to the staff. Once that was all in place, incentives could be implemented and examples could be set by the manager. Managers must train staff to excel and employ from within the organisation. The researcher agreed with these statements because these aspects would motivate staff to do well and this should be done fairly.

The responses from interviewee 3 indicate that managers should provide the staff with incentives, and growth opportunities and must motivate staff to excel in their jobs. Staff should be supplied with training and competitions an award system should be created and incentives and promotions within the hotel should be implemented for staff. Managers must train staff to excel and employ from within the organisation. Interviewee 4 stated that managers should be leaders and not just managers. The days of viewing people through Maslow's magnifier are long gone. Leading people is about caring about the individual and not just about their productivity. Managers should lead from the heart, have an open-door policy, communicate the good, the bad and everything else, show empathy and create incentives for staff.

Managers must train staff to excel and employ from within the organisation. Hiring from within is extremely important, if not only for motivational purposes, but also to retain skills and knowledge. Within the hospitality industry, where skills are often specialised and

technical, it often proves to be a difficult task to hire an external employee who has the exact training and experience that is needed.

The responses from interviewee 5 indicated that managers should ensure that the staff personalities fit within a team, provide training and have a career plan for each staff member. When new positions arise, promotion should be from within so that staff can see growth potential within the company. Further aspects are training staff, having an open-door policy and performance appraisals linked to career plans.

Interviewee 6 stated that managers should retain staff by training, providing rewards and, creating commitment towards the business's goals. Training and possible advances in their career and rewards for common goals achieved would motivate staff. Staff should be involved with decisions affecting their daily responsibilities.

5.3 Testing the reliability

To test the validity and the reliability of a study there should be ethical considerations to ensure the credibility of the data collected (Merriam, 2009:209). The research should constantly be questioned, controlled and be interpreted theoretically to ensure the validity (Kvale, 2002:309). Reliability deals with the findings of the research and can relate to the credibility of the findings. When determining if the findings are reliable, one would need to ask questions (Welman *et al.*, 2005:145). Reliability is the stability of the measurement; the outcomes will not alter every time when testing in the exact way with the exact subject. A measure is considered reliable if a participant score on the exact test given twice is similar (Merriam, 2009:209).

According to Welman *et al.* (2005:154), if the research findings can be frequent they can be reliable. If other researchers were to repeat the research they should be able to obtain the same outcomes as provided in this study when investigating the same sample. This can be defined as replication, when repeating a research study in order to establish reliability.

Parallel-forms were used to prove the reliability. According to Welman *et al.* (2005:146), the measurement or test can be determined by using identical versions of the measurement or test that have been compiled to measure the same objective equally well, but by means of diverse content. The diverse versions are directed to the same representative sample and the gathered scores are correlated.

The findings of the questionnaires were used to test the reliability. The questionnaires helped with the gathering of information, knowledge, attitudes, opinions, behaviours, facts and other information from the participants, namely human resource managers, senior

managers, managers and supervisor. The findings of the questionnaires were reflected against the responses of the interviewees.

The reliability of the data was tested by making sure that the data of the questionnaires collected from the 69 participants was valid. Questionnaires were used as a collection instrument because they allowed for a large amount of data to be collected in a short space of time. They therefore are very useful because data can be collected from a large number of participants.

5.4 Testing the validity

According to Welman *et al.* (2005:9), validity is more significant because the objective of the study must be illustrative of what the researcher is investigating. Validity can be defined as the degree to which the research findings precisely represent what is happening in the situation.

Validity suggests that the measure measures what it is supposed to analyse. Validity is about the accurateness of the measurement. It is important for a test to be valid in order for the outcomes to be accurately applied and interpreted. Validity is not determined by a single measurement, but by a body of research that determines the connection between the test and the behaviour it was intended to measure (Golafshani, 2003: 597). A test is valid if it determines or measures what the researcher considers or claims it does. Research faults can be factors that can undermine validity, such as faulty research measures, poor samples, and imprecise or misrepresentative measurement.

There are a number of types of validity. For this research study criterion-related validity was applied. According to Welman *et al.* (2005:9), when one measures something with a tool, the instrument used to measure the variable should measure what it is supposed to measure. This is referred to as the construct validity of the scores gathered with a measuring tool. The construct validity of a measuring tool refers to the extent to which it measures the intended construct rather than irrelevant constructs or measures. Another kind of validity is criterion-related validity, which is important in applied business and administrative practice. This is the extent to which analytic and selection measurements or tests appropriately determine the relevant criterion (Welman *et al.*, 2005:9).

The majority of the questions in the questionnaire were to find out from human resource managers, senior managers, managers and supervisors their opinions on high staff turnover. Cross referencing was done to determine the validity of the data of the questionnaires and interviews.

The aim was to explain how human resource departments within selected hotels manage their staff by using all the important approaches such as motivation, job satisfaction, performance evaluation, low remuneration and, positive discipline, and to establish their objectives and how they develop the strategies for reaching their objectives.

5.5 Summary

The objective was proved and the main research problem and sub-problems were solved by an analysis of the responses from the interviewees and the findings from the questionnaires, as discussed in this chapter. The opinions of the staff in general were that they were still hesitant to voice their opinions when it came to serious matters that affected whether they stayed in their job or looked for better opportunities elsewhere.

The hospitality industry, both national and international, faces similar problems when it comes to staff turnover. Many of those associated with the hotel industry maintain that hotel positions do not offer creative and intellectual development. Once people have understood the needs and demands of their particular job, their cultural learning and intellectual stimulation comes to an end quickly, causing people to lose interest in their jobs and look elsewhere.

The knowledge that people are being paid less than what they might earn for a comparable position in another industry adds to the sense of frustration. The management style and human resource practices that are used to stimulate, communicate, recognise, reward and incentivise personnel have not moved with the times.

Chapter 6

Conclusions and recommendations

6.1 Introduction

The human resource department in the hospitality industry has a reputation for high staff turnover. The topic for this thesis was based on the impact of high staff turnover in the hospitality industry to find reasons and solutions for staff resigning. Human resource managers and senior managers have problems when facing the challenges of why employees resign from their jobs and recruiting new employees that are best suited to the positions.

Employees with ambition and goals in life will always be looking to develop their career prospects and will want to move about to gain more experience and responsibility and to earn more money. Where pay levels do not compare well with the competition, the urge to leave and earn more money may be overpowering. Human resources have become increasingly integral to the success of hospitality firms. The amount of turnover that afflicts the hospitality industry is a continuous drain on productivity and profits. If more hotels start to employ human resources specialists instead of human resources generalists it might be a step in the right direction to begin to understand this complex problem that is faced by the hospitality industry on a constantly basis.

As long as hotel operators view their staff as being dispensable, the industry will continue in this vicious cycle. The lack of training, development and career opportunities still is a major reason for staff turnover. When new employees are recruited they need to have a realistic expectation of their job and receive sufficient induction training, otherwise they will leave their jobs within six months. One has to conduct confidential interviews because they are important to help line managers understand why people leave the business and enable action to be taken.

The hospitality industry is a people industry and, when one relies on staff to make your business profitable and successful, one needs to look after those people on whom you depend for so much. Important factors such as job security, fair treatment, a good income, career development and a sense of decency towards staff are a few of the factors that need to be considered in the working environment that is so desperately needed in the hospitality industry. People management skills will ensure that there is a better relationship between staff.

6.2 Recommendations

The recommendations will be divided into general recommendations, recommendations for managers and recommendations for the employees.

6.2.1 General recommendations

To conduct job reviews gives prospective employees a realistic job preview at the recruitment stage. Take care not to raise expectations only to dash them later. Advances in technology, such as the internet, present employers with increasing opportunities to familiarise potential candidates with the organisation before they accept a position.

Line managers should be made accountable for staff turnover in their teams. Managers with a good record should be rewarded for keeping people by including the subject in appraisals. The line managers should be trained in people management and development skills before they are appointed or promoted. Retraining opportunities should be offered to existing managers who have high levels of turnover in their team.

Career development and progression will maximise opportunities for individual employees to develop their skills and move on in their careers. Where promotions are feasible one could look for sideways moves that vary in experience and make the work more interesting.

Consult employees to ensure, wherever possible, that employees have a voice through consultative bodies, regular appraisals, attitude surveys and grievance systems. This would provide dissatisfied employees with a number of mechanisms to sort out problems before resigning. Where there is no opportunity to voice dissatisfaction, resigning is the only option.

Be flexible wherever possible to accommodate individual preferences for working hours and times. Where people are forced to work hours that do not suite their domestic responsibilities they invariably will be looking for another job which can offer such hours.

Avoid the development of a culture of presentation where people feel obliged to work longer hours than necessary simply to impress management. The evaluation of individual commitment should be based on results achieved and not on hours put in.

Job security must be provided. Employees who feel that their jobs are precarious may make a great deal of effort to impress, but they are likely to be looking for more secure employment at the same time. Security and stability are greatly valued by most employees.

Defend your organisation against head hunters and other seeking to poach your staff. Internal email addresses should be kept confidential, and one should refuse to do business

with agents who have poached your staff. One should enter into pacts with employers not to poach one another's staff.

6.2.2 Recommendations concerning managers

Human resource managers must employ the right employees from the start, as this would be the best way to reduce staff turnover. The candidate should be interviewed and examined cautiously, not just to ensure they have the precise expertise, but also that they fit well with the company culture, managers and co-workers.

The right remuneration and benefits are imperative. Managers must work with human resources to get current information on industry pay packages, and be resourceful when required with benefits, flexible work schedules and bonus structures. They should review compensation and benefits packages at least annually. Managers must take note of trends in the market place and human resource should update the packages.

Senior managers should take note of employees' personal requests and recommend flexibility where they can. Employees need social communication and a rewarding work environment. They need gratitude and acknowledgement from managers, and a challenging position with room to move up in departments.

Managers frequently see how significant a positive work environment is for staff, and how far meaningful recognition and praise from managers can go to achieve that. My findings show that awards, acknowledgement and praise might just be the most cost-effective way to maintain a happy, productive work force. Question 16 indicated that 67% of the respondents had an award system in place and that 33% of the respondents did not have one in place.

The latter 33% of managers should implement the system because an employee of the month will make staff feel appreciated and special when it comes to management showing the employees that they are being appreciated and that management is taking note of their work performance

Senior managers should send emails of praise at the end of a project, monthly memos outlining the achievements of the team, and peer-acknowledgment programmes. These are all ways to create positive feedback for employees. A thank you note to the employee is important.

Managers should ask employees for weekly or monthly updates on their achievements, and should outline challenging, clear career paths. Employees always want to know where they could be headed and how they can get there. Managers should have annual reviews with employees and this will encourage staff to perform better and work harder.

The findings from question 6 indicate that 64% of the hotels experienced high staff turnover and the recommendation to human resource managers is that they should recruit and select methods to help employ the best candidates in the organisation for the job, as this would retain the employees and make them work for the promotion.

Managers need to create a precise job description for each position. They need to create an orientation programme that is frequently followed and discuss the methods for being a hotel employee. It is important to explain the organisation's goals, philosophy and culture to all new and current employees. Employees need to know what is expected of them, and for what they are accountable. Managers should reward employees on their performance and dedication to their job. Employees should be enabled to do their best by giving them a supportive system and acknowledgement or appreciation for their work performance.

Once staff are promoted into a new position or new staff are recruited, the staff training need to help them understand their role and task of their job. Orientation must be scheduled in the beginning of their work, and other kinds of trainings will catch up.

Internal training must be done by managers to help staff understand their roles and job description in the organisation. Managers need to analyse the job, create training goals, select the trainees, establish learning objectives, choose the training methods, plan for evaluation and prepare a training budget. This must be done for each employee to help them understand and excel in their work. To ensure that training is effective, the human resource management and managers must make sure a new level of performance is noticed after the training has been completed.

Internal training is important in many ways: it increases productivity, while employees are equipped with proficient knowledge, experienced skills and effective thoughts, and it also motivates and encourages employees by giving them all the needed information for their work as well as helping them to realise how important their jobs were.

25% of hotels did not have a performance appraisal in place and it is believed that human resource managers should implement this in their hotel because it creates job growth and promotions for employees, giving them a positive attitude towards their work and ensure their loyalty to the company. Managers needed to understand their employees' work performance and have regular meetings with them. Performance appraisal could create better pay scales, incentives and a higher job grading for employees who are dedicated to their work, and this will make them loyal to the company.

The human resource managers and general managers of hotels could offer reasonable salaries and unique benefits to employees. They could provide benefits like medical aid and

retirement funds, as this could help to retain top employees. Other benefits could be free parking and flexible working hours. Even though unique benefits may not suit every employee, managers must have a discussion with employees about their needs.

Managers should ask employees what they want from their jobs and let them give their opinions on their work. Human resource managers must develop effective recruitment, employment, interviewing and orientation procedures.

Management roles are important because employees must recognise their role in the organisation and whether there is room for growth, both personally and professionally. This can create persuasive reasons for employees to stay, thereby reducing the continuous search for staff.

A reward strategy should be created by managers for the employees, because this will make the staff feel appreciated and create a positive work environment. The reward system will help employees perform positively and at a high calibre, which will satisfy their reward expectations. This would create a work environment in which employees would like to achieve high levels in their performance and be recognised for their success.

The human resource department and managers must show effective and supportive leadership and this will help to motivate employees. Managers must discover mutual ground between the needs of the individual employee and the needs of the organisation. A good manager recognises that he/she can trust employees to excel at their jobs and can train them effectively where they need to be coached and motivate them to strive for perfection in their work.

6.2.3 Recommendations concerning employees

New employees that are recruited should go for orientation and training. Training can increase productivity. The relationship between job satisfaction and staff turnover has to be acknowledged, hence to increase job satisfaction would result in reducing staff turnover. Managers must guide employees to enhance service quality and, to be customer oriented, and should create rewards, such as allowing them to study for free, free holidays or free training. Team building must be planned in order to improve the employee manager relationship.

Increased job satisfaction and recognition by training would introduce employees to what their work is about, how to do it, and what kind of role their job plays in the entire organisation, and this helps them to understand their work better and also make them enjoy and understand their work.

Creating a mentoring programme can help decrease staff turnover. Remuneration and happiness are also important in human resource management in the hospitality industry.

Managers should encourage employees to build their development and confidence. After efficient training, employees would recognise what vital role their jobs play, and with the information, knowledge and experiences gained during the training they would be more confident in their work and improve their services.

A manager has to appreciate and acknowledge the skills, capabilities and dedication of the employee over the time he or she has been working for the organisation and should consider employees for promotion. Managers must promote employees from within the organisation. Employee job satisfaction will affect employee commitment and loyalty and will have a positive impact on organisational performance.

Employees need to feel appreciated for all their hard work. They should be encouraged by complimenting them, and telling what a good job they are doing. If managers do that, employees would feel appreciated and would accept advice on how to improve their work performance.

The employees' workloads must be levelled. Employees often resign because they feel overworked. It is less costly to employ an extra employee, even on a part-time basis, than to replace a seasoned staff member. The latter would also hurt existing employee morale. Managers need to speak to their employees and keep them up to date of new policies and procedures.

Hotels should offer a standard benefit package, including medical aid and pension fund, vacation and leave policies, and investment and retirement plans. Additional methods such as reasonable compensation and establishing an employee-friendly work environment can decrease staff turnover.

Employees' attitudes are vital because this aspect is part of their work performance. Managers must express appreciation on a daily or weekly basis. They need to reward employee success and make everyone feel that they contributed to the joint success. Employees who feel positive and valued are less likely to leave.

Staff need to feel that they are rewarded for achievement in their work performance. The awards can be employees points for good attendance, or cash incentives for increased department productivity. Managers can also suggest a form of extra pay as a reward, or free company merchandise.

The findings show that managers must motivate employees and my recommendation is that employees need to be motivated in order to enjoy their work and boost their work performance. Motivation can lead employees to be inspired and create an environment in which that act in a goal-orientated way.

Motivation methods that can be used are from management and money. Employers should take note of what compensation is being offered by their competition and be sure they offer comparable benefit packages. Some organisations offer perks such as on-site fitness rooms or day care, discounts on services or travel, and employee assistance programmes. Motivated staff would create a positive work environment and this would help prevent staff from leaving the hotel.

Positive and happy employees would be balanced, productive, successful, and loyal. Incentive programmes can be used to motivate staff to excel in their work. The incentive programme must be based on the employees' work performance and their dedication to the organisation. This incentive programme would make staff happy and positive because it is a challenge for them to show they are committed to their jobs.

Employees need a positive work environment. Recognition and compliments from managers can go a long way to achieve a positive work environment. An employee-of-the-month award might just be the single most cost-effective way to maintain a happy, productive work force. Emails or letters of praise at the end of the task and monthly memos outlining the achievements of the employee's team are all methods to introduce some positive feedback into the workforce.

Organisations that pay attention to employee development have happy employees, which lead to lower turnover. Employees should be refocused and rejuvenated by having a tangible growth plan that is reviewed on a frequent basis and by proposing a variety of growth opportunities.

A trusting environment is a productive environment. Managers need to make sure that their employees are their supporters and not their competitors by opening up to them. Staff will follow managers they trust and who will lead them to a place that is a win for all.

Managers need to make sure employees have job satisfaction, opportunities to perform well at challenging work, recognition and positive feedback for their contributions, and personal support from their supervisors, and determine the link between their job and the organisation's mission.

Managers need to create a broad, developmental, performance-orientated culture for employees. Managers must look for methods to inspire an open discussion and ideas. By

making employees participate in the decision-making procedure, employees are given the chance to prove themselves and to be dedicated to their work, which eventually improves job satisfaction.

Managers need to take the time to get to know their employees as people by finding out about their families, pets, hobbies and passions. When you build a relationship of respect and care, employees will feel better about coming to work.

When giving direction, managers should be sure to follow up afterwards. Staff meetings should be arranged regularly and managers should greet and talk with each employee every day. Employees should be kept up to date on what is happening in the organisation and be made to feel that they are a part of its successes.

Employees need to voice their opinions and feel a part of their organisation. Staff can voice their opinions through suggestion systems, formal and informal management meetings, attitude surveys, quality circles and newsletters. The more managers study employees' attitudes and feelings towards work-related issues, the more the staff will believe that managers are responsive and this will make the employees feel confident in their job roles.

6.3 Summary of the research study

Chapter 1 served to provide an understanding of the research conducted for this study. The hospitality industry has always had high staff turnover rates, and it is a challenge to keep good employees and to develop staff loyalty within a company. The hospitality industry in South Africa desperately needs to recognise the reasons for high staff turnover in hotels, and needs to consider hiring the right calibre of staff. Managers in hotels need to motivate staff and acknowledge all their hard work and effort.

The aim was to explain how human resource departments within selected hotels manage their staff in using all the important approaches, such as motivation, job satisfaction, performance evaluation, low remuneration, positive discipline and establishing their objectives, and how they develop the strategies for attaining their objectives. A main research problem and three sub-problems, along with the main objective were discussed.

The main objectives of this research were to give insight into the reasons why the hotel sector is experiencing such high staff turnover. It is vital that one understands the causes and effects due to the lack of proper human resources practices in selected hotels in Cape Town.

Managers need to understand what really motivates their staff to stay on in positions. The human resource department needs to define a strategy to prevent staff from resigning and to create a positive work environment. The area that was researched was the central business district in Cape Town, because there are many hotels that face the same problem of high staff turnover.

Chapter 2 provided an understanding of high staff turnover. The literature review defined concepts such as staff turnover in terms of several factors, such as what the organisation pays, the working conditions, opportunities for promotion, the quality of supervision, and poor group relations, that made it more or less appealing to an employee. Recruiting new staff is time consuming and expensive. Numerous hotels are unaware of the actual costs of employee turnover or of why employees leave.

The hotel industry has always hired casual employees. Casual employees tend to have higher turnover because these employees hold down many jobs in order to earn more cash. Hiring casual staff has implications for the training effort, such as cost, human capital loss, hotel allegiance and brand, for example relating to quality of service and efficiency. Casual staff might make a poor effort to maintain service quality and can be harmful for information management and staff retention.

The way in which staff turnover has an impact on hotels are as follows: Recruiting new employees is time consuming and expensive. Numerous hotels are unaware of the actual costs of employee turnover or of why employees leave. Human resource managers' jobs are made more problematic when staff resign because it takes a lot of time and money to recruit and find the best candidate for the job.

Chapter 3 discussed the research methodology by investigating the research design and methods. A descriptive approach was adopted, based on the strategic objectives of the study, by gathering facts relevant to the theory of the study. This was achieved through multi-strategy research, whereby both quantitative and qualitative research approaches were used and the data gathering tools collectively provided support for the findings. In other words, the findings from the questionnaires as quantitative research were enhanced by the findings from the qualitative research, namely interviews.

The case study was part of the qualitative research and provided a practical example of the theory. The multi-case study was conducted on the turnover of staff in the hospitality industry. Simple random sampling was used, which is usually used in simple experiments that require a single sample to be taken from a given population or a representative sample

frame. The sample who completed the questionnaires were employees, managers, supervisors and human resource managers.

The questionnaires were constructed as a quantitative data gathering tool, which gave information relating to why staff turnover is so high in hotels. Through analysing the information gathered with the questionnaires, the results could be weighed against the requirements set out by the interviews conducted to be able to tell if staff resigned due to low remuneration, lack of growth from one department to another and no motivation. The rationale of the questionnaire that was developed was to provide the optimum amount of information with the least amount of problems for the participant to complete. The questions flowed logically by grouping related questions, and they varied in style.

In Chapter 4 the results obtained from the questionnaires and interviews were analysed. One hundred questionnaires were sent to selected hotels in the Cape Town business centre, the Waterfront and Camps Bay. A total of 69 questionnaires were returned, which is a response rate of 69 %. The questionnaire consisted of 26 questions that were divided into biographical details and opinions on high staff turnover. Questionnaires were formulated based on the variable in the objective, namely high staff turnover. The questionnaires were distributed to employees, managers, supervisors and human resource managers. A total of six interviews were conducted with the human resource managers and staff members from selected hotels in Cape Town. The answers to the questions assisted in gathering valuable information for the research study. Ten questions were asked to understand what the participants' perception was of high staff turnover.

From the findings of the questionnaires it is evident that management recognised there was a high degree of staff turnover in the hospitality industry and at the hotels where they were working. Management felt that human resource managers were not doing enough to source the right calibre of staff for the vacant positions.

Chapter 5 discussed the findings of the data analysis and made recommendations on the basis of these findings. This chapter demonstrated that high staff turnover was a major problem in the hospitality industry. This was determined by proving the objective and solving the main research problem and the sub-problems. The main research problem required both the quantitative and qualitative data to be analysed to validate the findings and it was determined that the hotel managers need to motivate staff in order to keep them from resigning.

The recommendations made were for methods to promote staff, praise them for their hard work and dedication to the company, and to create an employee reward system to keep employees from resigning. Managers must train staff to excel and employ from within the organisation, as hiring from within is extremely important not only for motivational purposes, but also to retain skills and knowledge. Within the hospitality industry, where skills are often specialised and technical, it often is difficult to hire an external employee who has the exact training and experience that are needed.

The results clearly showed that money was not the only factor for retaining staff, but a combination of factors like money, motivation from management and a positive attitude in the work environment all play an important role.

The hospitality industry, both national and international faces similar problems when it comes to staff turnover. Many of those associated with the hotel industry maintain that hotel positions do not offer creative and intellectual development. Once people have understood the needs and demands of their particular job, their cultural learning and intellectual stimulation come to an end quickly, causing them to lose interest in their jobs and look elsewhere (Gardner & Stough, 2002:80).

One of the recommendations was that the management style and human resource practices that were used to stimulate, communicate, recognise, reward and incentivise personnel should move with the times.

6.4 Future research possibilities

The topic chosen was interesting and it is a known factor that hotels experience high staff turnover. This research would assist future researchers and hoteliers who would like to know the reasons why their hotels are experiencing high staff turnover. The hotel industry is so broad and in the Cape Town region there are many hotels that are all experiencing high staff turnover.

This research could also assist international hoteliers who might be experiencing high staff turnover. Human resource managers and senior managers need to do research on why their staff leave and what can they do to motivate and retain their current staff.

Considering the study, the following recommendations are made for future study. Human resource managers must seek methods to employ the right employees from the start, as this will be the best way to reduce staff turnover. Future studies on the reasons for and implications of high staff turnover in the hospitality industry are encouraged.

6.5 Conclusion

The objective was proved and the main research problem and sub-problems were solved through the analysis of the responses to the interviews and the findings from the questionnaires. The staff in general were still hesitant to voice their opinions when it came to serious matters that affected whether they stayed in their job or looked for a better opportunities.

High staff turnover does have an impact on the hospitality industry because staff are not being trained properly and human resource managers are not hiring the correct calibre of staff. This is a major problem faced by the hospitality industry and managers need to overcome it and find solutions for how to reduce staff turnover. Staff turnover can be reduced by many methods, such as praising employees frequently and letting them recognise that they are valued members of the organisation.

Staff training and development are very important growth strategies that show employees you are thinking about their future. Managers must contribute in regular one-on-one meetings with their staff so that they can talk about how they feel about their job, their future, and their common feeling concerning the working environment. Employees need a positive work environment in order for them to do their jobs to the best of their ability. Employees should be given new opportunities to use and build their skills, and should be consulted before implementing policies that will influence them.

Job evaluation must be done twice a year for employees and managers to see where staff can grow and be promoted within the company. This can help the employees and managers to find solutions to the problems that some staff members face and also encourage and promote staff to higher positions. Job evaluation is a very important factor that must be implemented because it will prevent staff from resigning, ensure growth within the company and retain loyal and hardworking staff.

This study has illustrated that staff turnover is a major problem in selected hotels in Cape Town. Ultimately, to reduce staff turnover, managers and human resource managers must take into consideration what will prevent staff from resigning. Many factors can prevent staff from resigning, but the important factors that were found in the study were the lack of motivation from management and the lack of growth opportunities in the hotels.

BIBLIOGRAPHY

Abassi, S.M. & Hollman, K.W. 2002. Turnover: The real bottom line. *Public Personnel Management*, 2 (3):333-342.

Amos, T.L., Ristow, A. & Pearse, N.J. 2008. *Human Resource Management*, 3rd edition. Cape Town: Juta and Co Ltd.

Answer Corporation. 2011a. *Performance Appraisal* [Online]. Available: <http://www.answers.com/topic/performance-appraisal> [18 May 2011].

Answer Corporation. 2011b. *Job Satisfaction* [Online]. Available: <http://www.answers.com/topic/job-satisfaction> [18 May 2011].

Armstrong, M. 2001. *Human Resource Management Practice*, 8th edition. London: The Bath Press.

Armstrong, M. & Baron, A. 2005. *Managing Performance*. London: Chartered Institute of Personnel and Development.

Babbie, E. & Mouton, J. 2006. *The Practice of Social Research*. Cape Town: Oxford University Press.

Babbie, E. & Mouton, J. 2013. *The Practice of Social Research*, South African edition. Cape Town : Oxford University Press SA.

Bagshaw, M. 2000. Training people to be affective so they can be effective. *Industrial and Commercial Training*, 32(2):61-65.

Baum, T. 2000. Skills and training for the hospitality sector: A review of issues. *Journal of Vocational Educational and Training*, 54 (3):343.

Berger, F. & Cliff, E. 2009. *Organizational Behavior for the Hospitality Industry* [Online]. Available :<http://www.entrepreneur.com/tradejournals> [25 August 2010].

Blumberg, B., Cooper, D.R. & Schindler P.S 2005. *Business Research Methods*, 2nd edition. Berkshire: McGraw-Hill.

Boardman, T. 2012. *Why the staff turnover is so high in the hospitality industry* [Online]. Available:<http://www.helium.com/items/1912987-staff-turnover-in-hospitality> [10 January 2012].

Boella, M.J. 2000. *Human Resource Management in the Hospitality Industry*, 7th edition. Chetenham: Stanley Thornes.

Brains are fun. 2001. *Positive Discipline* [Online]. Available: <http://www.brainsarefun.com/Posdis.html> [18 May 2011].

Brien, A. 2004. The New Zealand hotel industry – vacancies while applicant numbers and caliber decrease. *International Journal of Hospitality and Tourism Administration*, (5):87-104.

Bruce, A. 2006. *How to Motivate Every Employee*. New York: The McGraw-Hill Companies Inc.

Bryman, A. 2006. Integrating quantitative and qualitative research: How is it done? United Kingdom: University of Leicester.

Bryman, A. & Bell, E. 2007. *Business Research Methods*, 2nd edition. Oxford: Oxford University Press.

Brynard, P. A. & Hanekom, S.X. 2005. *Introduction to Research in Public Administration and Related Academic Disciplines*. Pretoria. J.L. van Schaik Academic.

Business Dictionary. 2010a. *Job Evaluation* [Online]. Available: <http://www.businessdictionary.com/definition/job-evaluation.html>. [18 May 2011].

Business Dictionary. 2010b. *Labour Turnover* [Online]. Available: <http://www.businessdictionary.com/definition/labor-turnover.html>. [18 May 2011].

Business Dictionary. 2010c. *Job Evaluation* [Online]. Available: <http://www.businessdictionary.com/definition/job-evaluation.html>. [18 May 2011].

Cairncross, G. & Kelly, S. 2008. Human resource development and casualisation in hotels and resorts in Eastern Australia: Getting the best to the customer? *Journal of Management and Organisation*, 14(4):367-385.

Cappelli, P. 2002. *Hiring and Keeping the Best People*. Boston: Harvard Business School Publishing Corporation.

Castillo, J. 2009. Experiment resources [Online]. Available: <http://www.experiment-resources.com/simple-random-sampling.html>. [2 August 2012].

Caterer and Hotelkeeper. 2006. Where do you stand on staff turnover? [Online]. Available: <http://www.caterersearch.com/Articles/2006/04/06/306106/Where-do-you-stand-on-staff-turnover.htm> [8 April 2011].

Chalkiti, K. & Sigala, M. 2010. Staff turnover in the Greek tourism industry. *International Journal of Contemporary Hospitality Management*, 22 (3):355-359.

Cheng, A. & Brown, A. 1998. HRM strategies and labour turnover in the hotel industry. *The International Journal of Human Resource Management*. 9(1): 26.

Choi, J.G. 2000. International labour markets and the migrating of labour forces as an alternative for labour shortages in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 1 (12):61-67.

Christensen, L.B., Johnson, R.B., Turner, L.A. 2011 *Research Methods, Design, and Analysis*, 11th edition. Boston: Pearson.

Chruden, J.H. & Sherman, W.A. 2000. *Managing Human Resources*, 8th edition. Texas: South Western Publishing Co.

Coff, R.W. 2008. Human assets and management dilemmas. *Academy of Management Review* 22 (4):374- 402.

Cohen, L., Manion, L. & Morrison, K. 2007. *Research Methods in Education*, 6th edition. London: Routledge.

Coldwell, D. & Herbst, F.J. 2004. *Business Research*. Lansdowne: JUTA Academic.

Cooper, D.R. & Schinder, P.S. 2003. *Business Research Methods*, 8th edition. Singapore: McGraw-Hill Irwin.

Creswell, J.W. 2009. *Research design: Qualitative and quantitative mixed methods approaches*. USA. SAGE.

Denzin, N.K. & Lincoln, Y.S. 2005. *Handbook of Qualitative Research*, 3rd edition. Thousand Oaks: Sage.

De Vaus. D. A. 2001. *Research design in social research*. London: Sage.

DiPietro, R.B. & Condly, F. 2007. Employee turnover in the hospitality industry. *Journal of Human Resources in Hospitality and Tourism*, 6(1):1-22.

E-how. 2012. The effect of the economy on employee turnover [Online]. Available: http://www.ehow.com/info_8239909_effects-economy-employee-turnover.html. [23 March 2012].

Erikson's. 2010. Employee motivation theory - team building activities, workshops, inspirational quotes, and the power of positive experience [Online]. Available: <http://www.businessballs.com/motivation.htm> [7 January 2012].

Expatriate Cape Town. 2008. Why Cape Town is one of the best tourist and expat destinations in the world [Online]. Available: <http://www.expatriatecapetown.com/why-cape-town.html>. [8 April 2011].

Gardner, S. & Stough, C. 2002. Examining the relationship between leadership and emotional intelligence in senior level managers. *Leadership & Organization Development Journal*, 23(3):68-78.

Gillham, B. 2000a. *Developing a Questionnaire*. London: Continuum International Publishing Group.

Gillham, W. 2000b. *Case study research methods*. London: Continuum International Publishing Group.

Ghiselli, R. 2001. Job satisfaction, life satisfaction and turnover intent. *Cornell Hotel and Restaurant Administration Quarterly*, 42(2):28-37.

Go2. 2012a. Reason for staff leaving [Online]. Available: <http://www.go2hr.ca/ForbrEmployers/ManagingStaff/EmployeeRelations/tabid/136/Default.aspx> Go2 2012 [10 January 2012].

Go2. 2012b. What could manager do to prevent this [Online]. Available: <http://www.go2hr.ca/ForbrEmployers/Retention/StaffTurnover/tabid/110/Default.aspx>. [9 January 2012].

Go2. 2012c. Positive staff morale benefits your business [Online]. Available: <http://www.go2hr.ca/ForbrEmployers/Retention/EmployeeMorale/tabid/115/Default.aspx>. [9 January 2012].

Go2. 2012d. *Top Management Practices to Maximise Employee Motivation* [Online]. Available: <https://www.go2hr.ca/articles/top-management-practices-maximize-employee-motivation> [9 January].

Golafshani, N. 2003. Understanding reliability and validity in qualitative research. *The Qualitative Report*, 8(4):597-607.

Grobler, P.A., Warnich, S., Carell, M.R., Elbert., N.F. & Hatfield, R.D. 2002. *Human Resource Management in South Africa*, 2nd edition. London: Thomson Learning.

Gunlu, E., Akasarayli, M. & Perçin, S. 2010. Job satisfaction and organizational commitment of hotel managers. *International Journal of Contemporary Hospitality Management*, 22 (5): 693-717.

Gustafson, C.M. 2002. Employee turnover. *International Journal of Contemporary Hospitality Management*, 14(3):113 [Online]. Available: <http://www.helium.com/items/how-to-loer-staff> [8 January 2012].

Hcareers. 2012. The leading online recruitment solution for the hospitality industry [Online]. Available: <http://www.go2hr.ca/ForbrEmployers/Retention/RetentionPlanning/RetentionTechniquesfortheHospitalityIndustry/tabid/1396/Default.aspx> [11 January 2012].

Heathfield, S.M. 2012. About good management practices [Online]. Available: http://humanresources.about.com/od/managementandleadership/u/manage_people.htm [9 January 2012].

Hotelmule. 2010. Hotelmule [Online]. Available: <http://www.hotelmule.com/management/html/29/n-2329.html> [9 January 2012].

- Investopedia. 2011. *Human Resource Planning* [Online]. Available: <http://www.investopedia.com/terms/h/human-resource-planning.asp> [18 May 2011].
- Itoje, S. 2011. *What is Motivation?* [Online]. Available: <http://www.radical-leadership-management.com/definition-of-motivation.html> [18 May 2011].
- Jameson, S.M. 2000. Recruiting and training in small firms. *Journal of European Industrial Training*, 24(1):43-49.
- Kumar, R. 2011. *Research Methodology: A step-by-step guide for beginner*, 3rd edition. London: Sage.
- Kvale, S. 2002. The social construction of validity. In Denzin, N.K. & Lincoln, Y. (eds.). *The qualitative inquiry reader*. London: Sage Publications.
- Kvale, S. & Brinkman, S. 2009. *Interviews: Learning the Craft of Qualitative Research Interviewing*. Los Angeles, CA: Sage Publications.
- Lewis, K.M. 2002. When leaders display emotion. *Journal of Organization Behavior*, 21: 221-234.
- Lewis, L.V. Helium. 2012. *Hospitality staff turnover reasons* [Online]. Available: <http://www.helium.com/items/2116881-hospitality-staff-turn-over-reasons> [11 January 2012].
- Lo, K. K. & Lamm, F. 2005. Occupational stress in the hospitality industry: An employment relations perspective. *New Zealand Journal of Employment Relations*, 30(1):23-47.
- MacMillan, J.H. & Schumacher, S. 2010. *Research in Education. A Conceptual Introduction*. New York: Longman.
- Maree, K. 2007. *First Steps in Research*, 1st edition. Pretoria: Van Schaik Publishers.
- Martin, A. 2006. The barriers to the recruitment and retention of supervisors/managers in the Scottish tourism industry. *International Journal of Contemporary Hospitality Management*, 18(5):380-397.
- Mehta, A. 2005. The challenge of hotel employee turnover [Online]. Available: www.Hospitality.net [6 December 2011].

- Merriam, S.B. 2009. *Qualitative Research and Case Study Applications in Education*. San Francisco: Jossey-Bass Publishers.
- McLeod, S. A. 2008. *Simply Psychology; Qualitative Quantitative* [Online]. Available: <http://www.simplypsychology.org/qualitative-quantitative.html> [05 June 2012].
- Mifflin, H. 2004. *Human Resources Management*. Boston: Houghton Mifflin Company.
- Miller, J.E., Walker, J.R. & Drummond, K.E. 2002. *Supervision in the Hospitality Industry*, 4th edition. New Jersey: John Wiley & Sons Inc.
- Milman, A. 2002. Teenage employment in the hospitality industry. *Journal of Hospitality and Tourism Research*, 23(2):40-51.
- Monster hire. 2012. What could managers do to prevent staff from leaving [Online]. Available: <http://hiring.monster.co.uk/hr/hr-best-practices/workforce-management/employee-retention-strategies/how-can-i-reduce-staff-turnover.aspx> [22 March 2012].
- Mouton, J. 2001. *How to Succeed in your Master's and Doctoral Studies*. Pretoria: Van Schaik.
- Naukrihub. 2007a. *Training and Development* [Online]. Available: <http://traininganddevelopment.naukrihub.com/training.html> [18 May 2011].
- Naukrihub. 2007b. *Recruitment, Training and Development* [Online]. Available: <http://recruitment.naukrihub.com/meaning-of-recruitment.html> [18 May 2011].
- Neuman, W.L. 2006. *Social Research Methods – Qualitative and Quantitative Approaches*, 6th edition. New York: Pearson Education.
- Nicholson, N., Herberg, F. & McClelland, D.C. 2003. *Harvard Business Review on Motivating People*. Boston: Harvard Business School Publishing Corporation.
- Nurs, D. 2000. HRM in the hotel industry: a comment and response. *Human Resource Management Journal*, 10(4).
- O'Leary, Z. 2004. *The Essential Guide to Doing Research*. London: Sage Publications.

- Ongori, H. 2007. *Employee retention and turnover* [Online]. Available: <http://academicjournals.org/ajbm/PDF/Pdf2007/Jun/Ongori.pdf> [10 January 2012].
- Paskin, B. 2012. *Reduce staff turnover through motivation and training* [Online]. Available: <http://www.bighospitality.co.uk/People/Reduce-staff-turnover-through-motivation-and-training> [9 January 2012].
- Pheifer, T. 2009. How to Lower Staff Turnover [Online]. Available: www.helium.com/items/1357315-how-to-lower-staff-turnover [12 January 2012].
- Poulston, J.M. 2008. Hospitality workplace problems and poor training. *Journal of Quality Assurance in Hospitality and Tourism*, 20 (4):431-414.
- Poulston, J.M. 2009. Working conditions in hospitality: Employees' views of the dissatisfactory hygiene factors. *Journal of Quality Assurance in Hospitality and Tourism* 10:24-33.
- Pulakos, E.D. 2009. *Performance Management: A New Approach for Driving Business Results*. London: John Wiley & Sons Ltd.
- Resort and Recreation. 2009 [Online]. Available: http://www.resort-recreation.com/RR_Apr_LoRes.pdf [9 January 2012].
- Restaurant New Resources. 2012. *Motivating staff* [Online]. Available: www.restaurantnewresource.com/article36962.html [10 January 2012].
- Ricci, P. & Milman, A. 2002. A look at select hotels in the South-eastern United States. *Journal of Human Resources in Hospitality and Tourism*, 1(4):47-62.
- Riley, M. 2012. *Human Resource Management: A Guide to Personnel Practice in the Hotels and Catering Industries*. London: Butterworth-Heinemann.
- Roberts, J. 1995. *Human Resource Practice in the Hospitality Industry*. London: Bath Press Ltd.
- Rubin, A. & Babbie, E.R. 2008. *Research Methods for Social Work*, 6th edition. Texas: Thomsons Books.

Ryan, R. 2006. *Action needed to reduce high turnover* [Online]. Available: [www. E:\master thesis\Action needed to reduce high turnover.htm](http://www.E:\master thesis\Action needed to reduce high turnover.htm) [7 April 2011].

Sage Journals. 2012. *Developing In-House Careers and Retaining Management Talent What Hospitality Professionals Want from Their Jobs* [Online]. Available: <http://cqx.sagepub.com/cgi/content/abstract/48/2/163> [9 January 2012].

Scott, J. & Rochester, A. 1991. *Effective Management Skills- Managing People*. London: Sphere Books Ltd.

Sekeran, U. 2003. *Research Methods for Business: A Skill-building Approach*, 3rd edition. New York: John Wiley & Sons, Inc.

Shuttleworth, M. 2008. *Case Study Research Design* [Online]. Available: <http://www.experiment-resources.com/case-study-research-design.html>. [08 June 2012].

Simons, T. & Hinkin, T. 2001. *The Effect of Employee Turnover on Hotel Profits* [Online]. Available: http://www.lisajacksonnortham.highpowersites.com/f/Effect_Of_Employee_Turnover_On_Hotel_Profits.pdf [9 January 2012].

Sims, W.J. 2007. Antecedent of labour turnover in Australia alpine resorts. *Journal of Human Resources in Hospitality and Tourism*, 6(2):1-26.

Sissons, D. 2008. What the real cost of turnover [Online]. Available: www.go2hr.ca/ForEmployers/Retention/Staffturnover/WhattheRealCostofTurnover [11 January 2012].

Smit, E. 1997. *Strategic Human Resource Management*. Pretoria: Kagiso Publishers.

Standard Bank. 2012. Why communication is key [Online]. Available: <http://bizconnect.standardbank.co.za/grow/leadership-lessons/why-communication-is-key.aspx> [8 September 2012].

Team Technology. 2000. *Team Building* [Online]. Available: <http://www.teamtechnology.co.uk/tt/t-articl/tb-basic.htm> [18 May 2011].

Thomas, K.W. 2002. *Intrinsic Motivation at Work: Building Energy & Commitment*. San Francisco: Berrett-Koehler Publishers Inc.

Tutor4u. 2012. *Factors influencing high staff turnover* [Online]. Available: http://tutor2u.net/business/people/workforce_turnover.asp [15 March 2012].

Vroom, V.H. & Deci, E.L. 1992. *Management and Motivation*, 2nd edition. London: Penguin.

Welman, C., Kruger, F. & Mitchell, B. 2005 *Research Methodology*, 3rd edition. Cape Town: Oxford University Press.

William, H.M., Benjamin. S., Barbera, K.M. & Young, S.C. 2009. *Employee Engagement Tools for Analysis, Practice, and Competitive Advantage*. London: John Wiley & Sons Ltd.

Wisker, G. 2011. *The Post Graduate Research Handbook*. Hampshire: Macmillan Publishers Limited.

Wisniewski, M. 2002. *Quantitative Methods for Decision Makers*, 3rd edition. Harlow: Financial Times Prentice Hall.

Woods, R.H. 2002. *Managing Hospitality Human Resources*. New York: The Educational Institute of the American Hotel & Motel Association.

Woods, R.H. & Macaulay, J.F. 2000. Rate for turnover; Retention programs that work. *Cornel Hotel and Restaurant Administration Quarterly*, 30(1):213-233.

Yin, R. K. 2009. *Case Study Research: Design and Methods*. Newbury Park, CA: Sage.

Zeytinoglu, A. 2004. Part time and casual work in retail trade: Stress and other factors affecting the workplace. *Relations Industrielles*, 59(3):516-543.

Appendices

Cover letter for the questionnaire

Dear participant

My name is Saima and I am currently completing my Master's in Tourism & Hospitality at the Cape Peninsula University of Technology.

You are invited to participate in this research in the form of completing the attached questionnaire.

The research that is being undertaken is about the impact of high staff turnover and labour stability within selected hotels.

This questionnaire will enable me to research the impact of high staff turnover and labour stability within selected hotels.

The questionnaire should not take much of your time to complete. I would really appreciate it if you can return the completed questionnaire within one week of receiving it.

All information that is supplied in this questionnaire will be treated as **confidential** and will only be used for the purpose of this research. Access to the questionnaires is restricted to my supervisor and I. If you would like to obtain a summary of the results of this research, I would be happy to send it to you.

Should you have any queries, please contact me on 084 343 1672 or you can e-mail me on ebrahimsa@cput.ac.za . Thank you for your time and valuable contribution.

Yours sincerely,

Saima Ebrahim
*MTech Tourism & Hospitality Student,
Cape Peninsula University of Technology,
Granger Bay Campus,
Cell: 084 343 1672,*

QUESTIONNAIRE

Indicate with an X in the block next to the appropriate answer.

1. What is your gender?

Female		1
Male		2

2. Which of the following age groups are you in?

20-30		1
30-40		2
40-50		3
50-60		4

3. Where is the hotel that you work for situated?

CBD		1
Waterfront		2
Camps Bay		3

4. Indicate if your hotel is graded as a 5-star hotel?

Yes		1
No		2

5. Which of the following applies to you?

Human Resource Manager		1
Senior Manager		2
Manager		3
Supervisor		4

6. Does the hotel that you work for experience high staff turnover?

Seldom		1
Frequently		2
Never		3

7. Why do hotel employees leave their jobs?

The pay is too little		1
The unsociable working hours		2
Managers don't motivate their staff		3
There is no growth or development at the hotel		4

8. Hotel employees should be motivated to perform to the required standards by...

Self-motivation		1
Management		2
Money		3
All of the above		4

9. The hotel industry work labour is intensive and staff turnover is high understanding hotel employees attitudes are

Very important		1
Should be dealt with by human resources		2
Some what important		3

10. What does a friendly work environment mean to you?

Happy and motivated staff		1
Staff being too familiar with management		2
Positive working attitudes		3
Team work		4

11. Does the hotel you work for do job evaluation?

Seldom		1
Always		2
Never		3

12. Do you think an appraisal system can promote effectiveness, job satisfaction and better man power utilisation?

Yes		1
No		2

13. Do you agree that high staff turnover in hotels is costly and guarantees service standards to fluctuate?

Yes		1
No		2

14. Which of the following do you agree with?

It 's important to prevent staff from resigning		1
Pay scales should be used to motivate staff		2
Pay scales should be used to retain staff		3

15. Indicate on what principles does your award system works?

Best performance for work		1
Friendly service		2
Progress in work		3

16. Does the hotel that you work for have an employee-of-the-month award system in place?

Yes		1
No		2

17. In your opinion, do you consider team building effective for employees and managers to work as a team and build a positive working environment?

Yes		1
No		2

18. Are human resources recruiting the right calibre of staff and what are the factors that they should consider?

Positive attitude		1
Work experience		2
Is able to master the skills of the position		3
Meet the job requirements		4

19. Does the hotel that you work for have a performance review in place for employees?

Yes		1
No		2

20. Do you hire staff directly or through an agency?

Yes		1
No		2

21. Do you believe in internal promotion over bringing in new outsiders?

Yes		1
No		2

22. Do you do internal and external training?

Yes		1
No		2

23. Indicate the ways that training is done?

Internal training: employees can develop the skills and knowledge to succeed in their jobs.		1
Internal training: manager can use real life examples, problems and challenges that employees encounter every day at work.		2
External training: can be where managers train staff to better themselves and improve on their skills.		3

External training: staff can attend seminars to improve on their skills and knowledge.		4
---	--	----------

24. Is training a requirement for all staff?

Yes		1
No		2

25. In your opinion, do you think staff turnover is high?

Yes		1
No		2

26. Indicate the reasons for high staff turnover; only give one reason.

No training staff		1
No motivation		2
Poor working conditions		3

Thank you for taking time to complete this questionnaire.