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By Goonetileke M.D.N.A. & Samarasinghe H.M.U.S.R

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In this research the author would like to ident ify the impact of performance management on the turnover intention of the Taj employees, the sample size would be taken as 60 out of 600 employees. The objectives of this research would to identify the different variables impacting the turnover intention such as performance management, working culture, monetary benefits and rewards and recognition. Also finding prevailing issues in the performance management system and find suitable recommendations to overcome any deviations of the current Performance management system.

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GJMBR-A Classification: *JEL Code: M19*

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Goonetileke M.D.N.A. [α] & Samarasinghe H.M.U.S.R [σ]

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Methodology and the conceptualization was built around the variables such as rewards & recognition, turnover intention, working culture, monetary benefits and leadership style. Statistical package for social sciences (SPSS/ Minitab) software was used to analyze the data and presentation of data, where as other method such as mean, standard deviation and Minitab was used to support the data analysis.

It was evident from the data analysis that there is a positive impact of variables such as performance management, rewards and recognition, working culture etc. Recommendations were briefed in the final chapter for the management and other stakeholders to take appropriate decisions to overcome the prevailing issue of employee turnover intention.

Keywords: motivational factors/working culture/monetary benefits/leadership style/rewards & recognition/turnover intention.

I. Introduction to the Topic

Turnover has been one of the core areas of concerns for the Human Resources advocates over the past few years. Turnover has been vividly described as voluntary and non-voluntary turnover, where the employee can be terminated from the employment due to unacceptable behavior such as continuous absenteeism and major misconducts as per the decision taken by the management, but in this publication the author would mainly connects with the voluntary turnover intentions.

Turnover intention can be identified as to many reasons, which can be due to work environment, work life balance, higher pay, challenging work, performance managements and rewarding systems etc. In this research the author would mainly look in to the variable of Performance management system which has a direct correlation with the employee turnover intention. Importance of the study would be mainly for the management to decide whether the prevailing performance management systems delivers the desired results or what steps or changes to be done to increase the effectiveness of the system to achieve more results. Also for the employees, this study gives a detailed version on to identify whether the current performance management system in the organization is suitable for the identification and improvement of the career growth of the employee, or it is increasing the possibility of enhancing the chances of the employee to leave the organization.

Managing and identifying employee performance has become a key area of concern for any organization, nevertheless a one aspect of measuring performance management has been the performance management systems.

Performance management system is a process which is designed to manage, evaluate and finally improve the performance of the employees. It should allow employer as well as the employee to discuss in open doors about the expectation of the management as well the achievements of the employee during the past year and what steps to be taken to improve the current status of the employee. It becomes a part of a more strategic approach to link the Human Resource activities as well as business policies and procedures.

However, Fletcher (1997) had mentioned that lot of companies are not satisfied with their performance management systems. As Ferris and Kacmar(1992) suggested perceptions of an individual's about the unfairness in the system in the work place has made a negative influence on their continuation of the jobs. Hence this study makes an attempt to understand the effects of a sound a performance management system to the employer as well as the employees.

Performance management systems can be done in many ways such as one to one evaluation based on Key result areas, 360 degree evaluation where the employee is evaluated by the superior, subordinates etc. A proper performance management system should be done in an unbiased way to achieve desired results, for instances where the halo effect, leniency theory becomes a decides a major part in deciding the performance of an employee, one could not satisfy the

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employee or reward the employee in a way that motivates or keeps the employees in check. The author would emphasis more on these facts in the research itself.

Past research findings has shown that there are evidence that internal biasness has significant relation to turnover intention (Kacmar, Bozeman, Carlson & Anthony, 1999). When employees feel they are treated unfairly, they are more likely to react by initially changing the attitudes, showing signs of resigning in the long run. As June (2004) found in an empirical study, when employee's feel that their performance measurement scores have been manipulated because of rater biasness or influence from the management, they tend to express their dissatisfaction through intending to leave the work place. The research also suggested that manipulation of performance measurement scores will lead to lower job satisfaction as well as increasing the turnover of the organization. However an accurate Performance management system in the right frame of mind to motivate the employees will showcase better results.

Taj Samudra has been one of the best organizations in the hotel industry through many years with claiming " Great Place to work" award 5 times in a row which is the first hotel to do so, the organization from past has become a pioneer in the industry serving to the economic growth of the country in a large scale, in this study author would like to categorically review on what aspects which would enhance the performance of employees and profitability of the organization by

identifying factors which would impact the high turnover amongst the employees.

a)   Statement of the Problem

TATA group in India is one of the largest multinational organizations in the world with 90 companies carrying out operations throughout the world in seven industries such as Hotel industry, manufacturing, materials etc.

Currently Taj Samudra, Colombo is amongst the top 3 Luxury hotels in Colombo area. Which is one the most profitable hotels in the suburb which directly occupies 600 employees and 150 outsourced employees. With the Direction and leadership of Mr. Rakesh Sarna the Managing Director of Taj group has identified the performance management system as a key area of concern for the betterment and growth of the employees. Hence a structured mechanism which runs similarly through the Taj group hotels all over the world was established in 2013 with the help of the management of the local hotels.

In this research the author would be measuring the effectiveness of the current performance management system at Taj which the author has identified, has created a direct influence on the employee turnover intention of the employees. Also the author would like to address the measurements which can be taken in order to increase the effectiveness of the performance management system and deliver suitable recommendations to improve the system.

i.   *Justification for the problem*

Table 1.1: Source- HR Department -Employee Turnover in numbers

Year	Month	Cadre Total	Emp. Exits
2017	Feb	603	5
2017	Mar	601	4
2017	Apr	597	6
2017	May	594	7
2017	June	591	9
2017	July	590	12
2017	Aug	588	11
2017	Sep	597	14
2017	Oct	601	15
2017	Nov	598	14
2017	Dec	601	16
2018	Jan	603	17
2018	Feb	604	17
2018	March	601	18

As per the above findings it is evident that employee turnover has increased in 2018 as compared to 2017; this can be due to many reasons which will be analyzed in next chapters of the research.
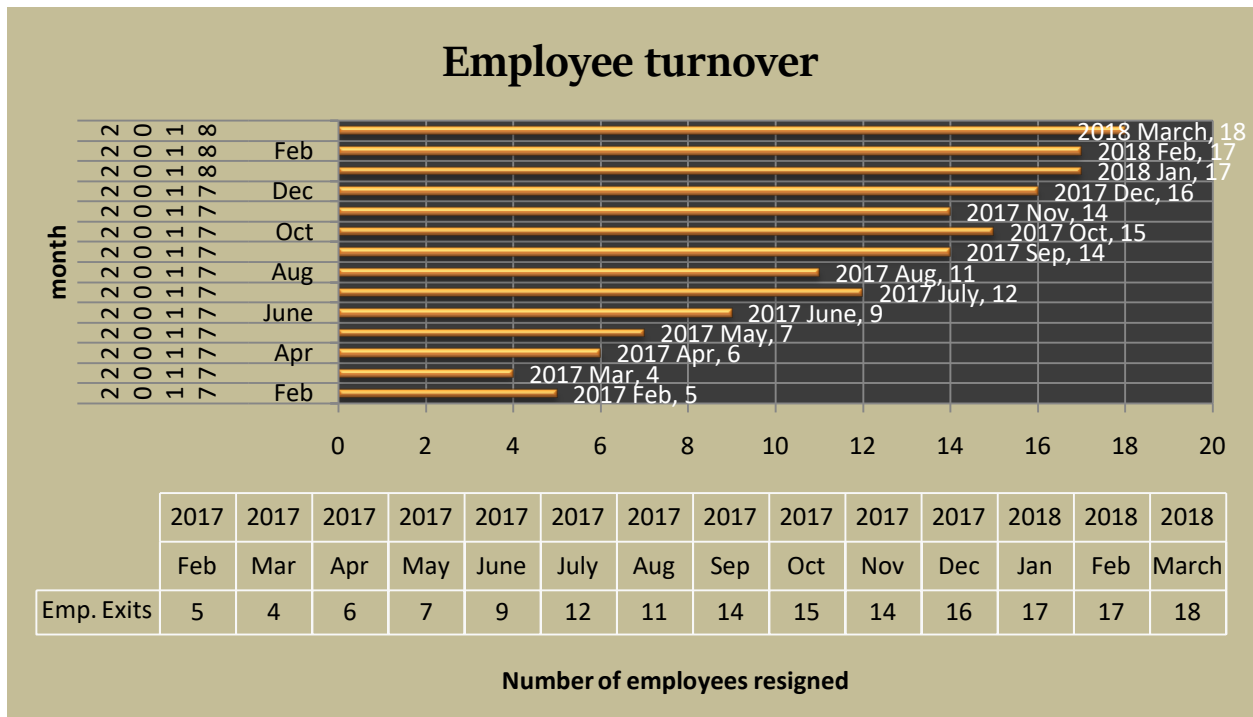

Employee turnover

	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2018	2018	2018
	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March
Emp. Exits	5	4	6	7	9	12	11	14	15	14	16	17	17	18

Number of employees resigned

Figure 1.1: Employee turnover

It is observed that within the next 05 years the Tourism industry will take a major lift with the Government regulations such as making Sri Lanka a visa free zone for some of the countries as well as with the global leaders in the hospitality industry such as Marriott, Ritz- Carlton, Hyatt etc. are beginning their operations in Colombo and other coastal areas.

Apart from these upcoming hotel properties, the newly build hotels such as Shangri-La, Movenpick, Marino Beach as well as established hotels such as Cinnamon hotels, Galle Face Hotel, Kingsbury etc. has given the employees and the labor market an equal opportunity to find their desired job opportunity. Hence the bargaining power of the employer is diminishing, on top of that the opportunities for hotel staff in overseas is also something which we cannot rule out, when considering the turnover; many of the hotel School graduates tend to migrate to foreign countries for better work condition, monetary benefits and quality of work life which makes the life difficult of the Human Resources team and the recruiters.

Even though there are many new opportunities and temptations to move out from one place to another it cannot be ruled out how some of the employees work for the same hotel for over 20-30 years. During a recently concluded ' Long service awards' ceremony at Taj Samudra, there were 3 employees who had continuously served for the organization for more than 30 continuous years, which shows there are loyal employees who dedicate their services to one place

even in today's world. In a counter argument this can be a negative impact for the efficiency and productivity for the organization as well; if an employee is comfortable in his work place and has no tendency to innovate and afraid of change then the new ideas and innovations will not come out and this will demotivate the young generation since they will not have an innovative culture to express their ideas.

On a guest point of view with the growth of hotels industry the locals and foreigners have a high bargaining power and high choice to make when selecting a suitable restaurant, hotel room or a banquet hall. Hence the profit margins, market share will go down drastically.

ex: when Shangri-La started their operations in November 2017 most of the local and foreign guests visited the place and the service charge and revenue had a major decline till December.

The importance of this study will not only be to find solutions to the prevailing issues in the labor market but also this would help Hotel Management to strategize for the future manpower requirements.

As per the records of the HR Department and related journals it is observed that many employees over past one year has resigned or intended on leaving due to many reasons such as working culture, monetary benefits are less compared to other city hotels, leadership or the management styles have being some of the reasons which was identified in the HR records, especially in the exit interviews it was revealed that many

employees tend to leave due to above mentioned reasons.

b) Objectives of the Study

• To identify the factors affecting turnover intention of employees.

• To assess the turnover intention of employees and the impact of motivational mechanism.

II. Literature Review

a) Review of Present Literature of the Topic

  i. *Employee Turnover*

Employee turnover is a continuous issue in any industry or any organization, the inability to retain competent staff is becoming even more difficult with the ever increasing competition, this creates many loopholes in business entities.

Employee turnover is described by Price 2001; page 600 in his study as a "movement of an individual across the boundaries of any business entity". Words such as quitting, exit, mobility and migrating can also be used to describe the employee turnover. Below equation gives a measurement to calculate the turnover and attrition rate.

$$\frac{\text{Number of resignations in year x 100}}{\text{Average number of employees during year}}$$

Though this measure helps analyze the turnover ratio it is not used by many organizations due to certain limitations. Employee turnover can be mentioned such as voluntary resignation and non-voluntary resignation (Morrell 2001). Employees who are terminated, retired or transferred to a different group hotel may not be included in the turnover ratio but physically they are also considered as employees who have left the organization. This is also mentioned as voluntary and non-voluntary resignation.

The success or failure of an organization mainly depends on the Human resource and its effectiveness. If the right candidate is not selected to the right job at the right time the organizational performance will have a negative impact, hence it is of utmost importance to retain the right fit for the organization.

Author believes that turnover can be momentarily as well; for an example if a person is getting married and going to a different location, with family concerns he or she may have to quit, though he/she do not wish to leave the organization. Hence author suggests turnover will not always be due to internal variables but also due to certain limitations of external factors.

  ii. *Employee turnover intention*

Though it looks similar, turnover and turnover intention are two different meanings. Turnover means the number of employees leaving the organization whereas intention to leave refers on those who are trying to leave/waiting for an outside opportunity or demotivated on the current work place but who have still not resigned.

Similarly turnover intention of an employee is also a main concern for any organization as a demotivated employee can spread the negativity amongst other staff members. In its study Mohamed J Almalki (2002) emphasized on a link between intention to leave and demographical factors such as age, gender, marital status and literacy level etc. The study was conducted with primary health care nurses and it was revealed that there is a low satisfaction with the quality of work life and turnover intention of these nurses was very high. This showed a significant relationship between quality of work life and intention to quit. Similarly in the hospitality industry many females are reluctant to join and out of those who join the industry they tend to resign due to inability to balance the work-life.

Ahmad & Bashir (2012), found out that job satisfaction is a key variable which has a correlation with turnover intention; lesser the job satisfaction higher the chances of leaving.

Ahmad, Bashir et al.,(2012) in their study concluded that job satisfaction is one variable which is correlated with turnover intention, also the job stress of employees also contribute to that statement as well, since the more the job stress the more there is an intention to quit.

Khadija Al Arkoubi(2011) revealed few factors effecting turnover intention by a model (hypothetical) between relationship of fair play/rewarding and job satisfaction. Not just these two factors have a relationship with turnover but there are many factors such as salary, support from peers, challenging work environment, leadership etc.

Many studies over the past has stated its opinions on turnover and its relativity to motivation and as per the authors view turnover is a human element where it can be temporarily or permanent, for an example during the disaster situations many employees have an intention to leave the industry, this may not be because of motivation or any other internal variables. Once the situations get back to normal the employees will have less intention of leaving.

  iii. *Impacts of employee turnover*

Much attention is given to employee retention and reducing turnover since it has a significant effect on the organizational performance. It is believed that high turnover has a negative impact on the bottom line objectives of the organization if not Managed properly (Hogan, 1992) Employee turnover is considered as a negative situation as well as it is a cost to the company. For example a cost of hiring new employee will include

money spent on advertising, interviewing, paying for external recruitment sources, time cost and a new employee will take at least 3 to 6 months to adopt to the culture and ' how things are done' in the new place (John 2000).

There can be many hidden costs related turnover as well, some of the hidden costs are effect with regard to customer service and guest satisfaction as well, Kemal (2002), training and hiring new employees (orientation, buddy services etc). Research estimates believes that training & development of a new recruit will cost up to 50% of a workers yearly wage (Johnson 2000). Hidden cost will not only limit to that, but also whenever an employee resigns the productivity will go down for a period of time, also the costs will be doubled if the resigned employee joins a competitor with knowing all the company secrets and strategies, Meaghan (2002).

Though it is considered as such, sometimes employee turnover can be a blessing in disguise; it can be a positive impact as well. The author believes that employee turnover may not always be a negative impact; for an example an employee who has worked for more years will continue the same routine and the set up where 'idea generation' and initiatives are held back. New blood and fresh ideas might give the organization some value additions which will help the Management to reduce costs or find new methods to increase efficiency. In the study by Kemal (2002) suggests that organizations profitability has a direct impact on turnover of employee, but the author believes 'turnover intention' has far more negativity attached to an organizational performance in the long run.

iv. *Motivational factors*

As per Abraham Maslow's hierarchy of needs it is believed that motivation is a concept which will differ from person to person and from time to time. One man's motivation factor will not be the same of another person. In any organization there are many layers/grades of employees. The motivation for each grade can be different. For ex: a manager would be motivated with a higher job status and responsibility where as a clerical level employee would be motivated by extra few rupees. As an organization it is of utmost importance and a challenge to identify the motivation levels of each and every employee.

Motivation can be of different variables; in this study the author has only taken four variables such as reward and recognition, monetary benefits, Leadership style & working culture.

v. *Rewards & recognition*

Rewards and recognition is a variable which is identified by the author to have a relationship between turnover intentions of employees. Rewarding can be given in different ways such as monetary rewarding or non-monetary rewards. Each organization needs to have a strategic reward system for staff members which address below key areas:

- Compensation
- Benefits
- Recognition
- Appreciation

Issues pertaining to rewarding mechanisms in many organizations are that they are missing either one of the above elements, Musgrove (1973). In Hertzberg's Two factor theory; it shows that there are hygiene factors as well as motivators. Monetary benefits will not always be a motivator for a person who is well off and has money, but a higher pay increase, comparatively higher package will motivate some others.

Author believes that motivation is not something which can be read out in a theory or in books; motivation is a factor which is a personalized inner drive which triggers a positive or negative emotion of a person. For example today money can be a motivator but in 10 years when he/she has more than enough money it may not be a main importance to the life. Hence author believes rewarding is a direct motivational factor which has a clear relationship with employee turnover.

Performance appraisals is a method used by many organizations to evaluate employees and reward them accordingly; this appraisal system would be conducted once a year and determine the best, average & poor performers of the period. This could be the only time for employee to identify their positive contributions to the organizations performance. This process is one crucial aspect which motivates the employees in achieving individual and organizational objectives, Musgrove (1973).

Many journals by Eisenhardt, Bartol and Srivastava, Delaney and Huselidhas emphasized the positive relationship between rewarding and employee turnover intention. They have also mentioned that rewarding can be of monetary and non-monetary depending on the perception of the employee. Even though many journals discuss about the positive relationship, not much articles are shared on strategies which can be taken for the employees who are not motivated by any of the above mentioned rewarding systems. Some people tend to work as a hobby or just to spend time. It is difficult to find out ways to motivate them and get the best out of them which is a clear negativity for any organization.

vi. *Working Culture*

According to a study done with nurses by Melanie Lovie (2011), to identify the quality of work life; it was revealed that there are least differences amongst generation X and Y when it comes to work culture and intention to leave. Findings also revealed that elderly nurses had higher job satisfaction compared to younger nurses. The young generation has more intentions on

leaving an organization compared to previous generations; this may not be always due to external factors but also it is the nature of the current generation where they need to be empowered and given the freedom to work independently.

Global organizations such as Google, apple and local organizations such as Millennium IT, hotels such as John keels group has organization cultures which gives the opportunity to innovate and work with freedom. Work from home, flexi hours, team work is few differentiations which the above mentioned organizations use to keep a healthy organizational culture and increase the motivation levels of employees. In fact Taj Samudra has their own mechanisms of building a positive work culture with innovative methods such as "STARS" scheme where employees with new ideas and innovations are given marks and rewarded for implementing the same.

Maura (2011) mentions that giving responsibility and freedom to innovate within the job role will reduce the turnover and the intention to leave. It also showed that innovation could be an intrinsic motivation which will create a healthy employee and employer relationship.

Perez (2008) in his study on turnover Intention found a correlation between age and turnover intention, employees who have completed more than five years in a workplace has less chance of leaving an organization, but the issue attached to this is they have less motivation to innovation, less efficiency, negativity to change etc. Also employees are serving for more years have more chances of committing misconducts as well. For example a cashier who is working for long years has the experience in finding out ways in which to attempt misconducts.

Gurpreet (2007) in his study mentioned that turnover intention and demographical factors such as gender, race, age has a negative correlation to intention to leave. Employees aged 40- 55 has fewer tendencies to move to different organizations compared to employees in the age of 20-40. Also the study shows with the increase of age and work years, the intention to leave will also reduce significantly.

vii. *Monetary benefits*

Lawler (1998), in his study mentions that "pay satisfaction or dissatisfaction is a discrepancy of how one feels on how much pay he/she should receive and how much actually receives". When compared with other city hotels; Taj Samudra has a low salary scale for staff level employees, which is one reason the author believes is a main reason for the high turnover of staff. New hotels such as Shangri-la, movenpick has a higher salary scale as well as high service charge which is close to as much as twice the amount which Taj pays for their employees. Hence it is reasonable from employee's side to move to higher paid hotels.

Baldoni (2005) in his study reveals that appreciation from superior or the Manager will give the employees a higher motivation than that of monetary rewards.

Frisina (1998), elaborates on the importance of pay satisfaction as a mere measure of job satisfaction, it is only a single component which increases or decrease employee satisfaction.

Lum (1998) mentions that dissatisfaction in salaries would lead to consequences such as turnover, absenteeism, low productivity etc. Not all employees are motivated by monetary benefits, in theory X and Y by Hertzberg it reveals that money is only a factor which prevents from employee being dissatisfied, for example an annual increment of average percentage will help employee to continue the work he/ she had done for the past year, but this will not be a greater motivator to do something extra in the next year.

viii. *Leadership Style*

Positive or negative leadership style would be a key factor which determines the progress or satisfaction of an employee to work with the employer. Positive leadership will influence employees to contribute positively to the objectives of the organization where as a negative leadership will result in high turnover intention and lack of productivity.

Stodgigill (1975) in his journal mentioned that supervisory attention is something which is done to make the subordinate work freely by creating a positive work environment. Employees who have higher belief about the supervisor are considered to be more loyal and committed to the employer (Johnston 1990).

As per Schriesheim (1975), supervisory consideration refers to the leaders behavior concerned with promoting comfortable work place and taking care of the wellbeing of subordinates. De Cotiis and summers (1977), Morris and Sherman (1981) and Zaccaro and Dobbins (1989) are all in support of this view. Leadership consideration is mainly the extent to which the superiors are supportive, friendly and recognize the contribution of an employee's hard work.

There can be many leadership styles which a supervisor can use to get the maximum out of the employees, there is no rule saying this is the best style of leadership to have; but democratic leadership styles has shown over the past years that it can work positively towards the efficiency of the organization.

b) *The Relevance & Importance of Literature Review for the Study*

In this study the author has mainly look at past journals and reports on Hospitality industry to acquire literature with regard to key result areas. Variables such as rewarding, monetary benefits etc. are used as key independent variables in this study, but journals also mention few other variables such as demographic

factors, competition which is also main reasons as to why employees have an intention to leave.

Though there are numerous journals on hospitality industry, the lack of journals specifically done for Sri Lanka is an area of concern for the author, when conducting this research. Lack of previous researches on this topic was also a limitation when conducting this study.

Review of literature involves a systematic identification and analyzing documents which are related to the research topic or the problem. This data can be in terms of abstracts, reviews, articles, personal views etc. The review of literature is of utmost importance to the research as it is the base to identify the importance of key topics. Past literature also gives the author the opportunity not to duplicate what has being already done; this will give author the opportunity to come up with novel research data which has not being used in the past. In simple terms literature reviews gives the freedom to the author to find out what has being already done in the past, identify the areas which needs to be researched and what needs to be done in the study.

When comparing on qualitative and quantitative research methods; quantitative research spends more time in identifying related literature whereas qualitative researchers go deeply in to literature reviews only after the topic is finalized. A review by Gay, Mills and Airasian (1979) suggests that qualitative researchers argues on the role of literature review; reviewing literature at the start of the research takes away the novelty and thinking power of the author and frames in to a particular area. They also suggest that literature is only important due to following:

- The literature review gives an insight on the underlying assumptions of the research questions that is important to the research proposal.
- Literature provides a way to give knowledge to the author when convincing the importance to the research topic to the reviewers.
- Reviewing literature helps the researcher to prepare the research questionnaire and guide hypotheses that provides possible direction to the researcher to follow.

This review by Gay, Mills and Airasian(1979), gives many inputs to the importance of literature but the author believes that importance of literature cannot be differentiated even though what research method is used for the research.

III. Methodology

a) Conceptualization of the Study

Main importance of this chapter refers on a detailed version of research design, sample method and data collection methods. As per the conceptual frame work the author has taken four variables such as Rewards & Recognition, working culture, monetary benefits and Leadership style. These factors would determine the amount of impacts on the dependent variable which is employee turnover intention.
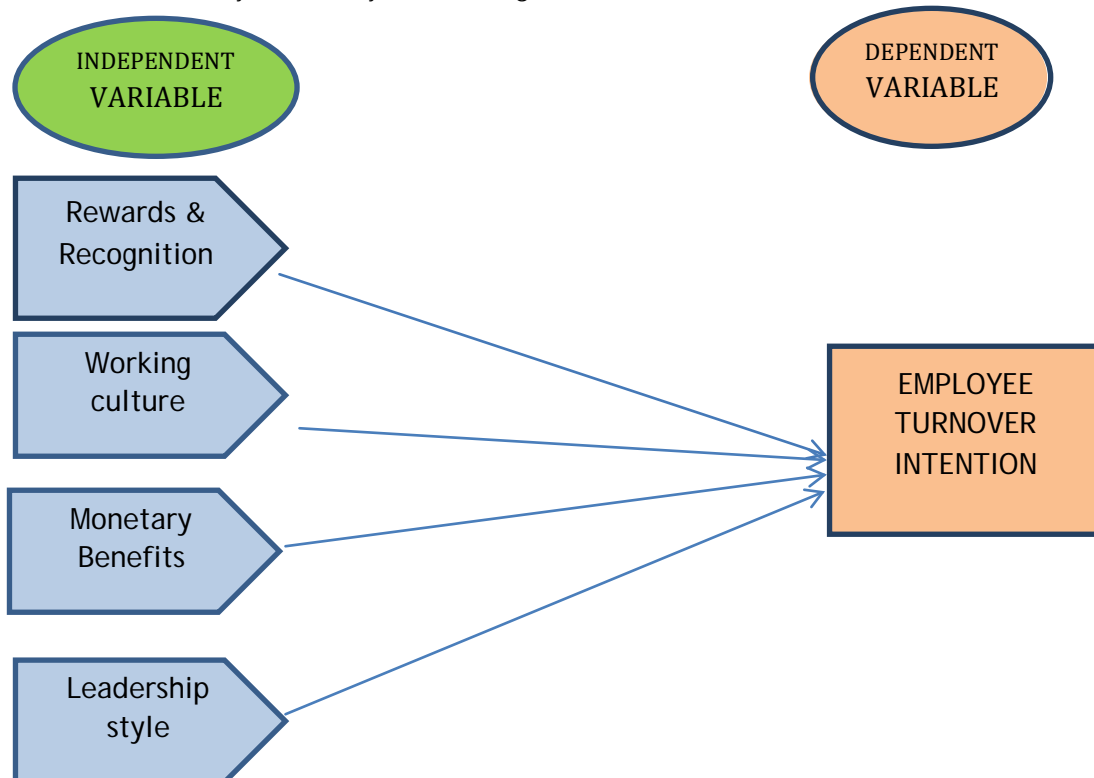

Figure 3.1: Conceptual Framework

b) Hypothesis Tested

H1: There is a positive relationship with the Rewards & Recognition and the employee turnover intention.

H0: There is a negative relationship with the Rewards & Recognition System and the employee turnover intention.

H1: There is a positive relationship with the working culture and the employee turnover intention.

H0: There is a negative relationship with the working culture and the employee turnover intention.

H1: There is a positive relationship between the monetary benefits and the employee turnover intention.

H0: There is a negative relationship between the monetary benefits and the employee turnover intention.

H1: There is a positive relationship between the Leadership Style and turnover intention.

H0: There is a negative relationship between the Leadership style and the employee turnover intention.

Scales	No. of employees	
	Frequency	Percentage
18 – 30	29	48%
31 – 45	12	20%
Above 45	19	32%
Total	60	100%

c) Population Sampling and Sampling

At Taj Samudra Colombo there are 600 employees working currently. 60 sample unit was taken from simple random sampling method where employees were randomly selected to fill the questionnaires.

i. *Sample Size:* It is the number of employees that should be surveyed. In this study sample size is 60 employees out of 600 employees.

ii. *Sample procedure:* It's about how respondents should be chosen. Here the sample technique which was used is simple random sampling.

iii. *Likert scale:* A Lickert scale will be used to convert the views of employees which will be collected from a questionnaire.

- The Lickert Scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view.
- The Lickert means the standard deviation value which will be used to determine each variable in order to identify the variability.

Data collection was done primarily by a questionnaire which was distributed amongst 60 sample employees as well as one to one discussions with the employees. Secondary data such as company journals and records of HR department was use when gathering information.

IV. DATA ANALYSIS & PRESENTATION

a) Personal Data Analysis

i. *Analysis of age*

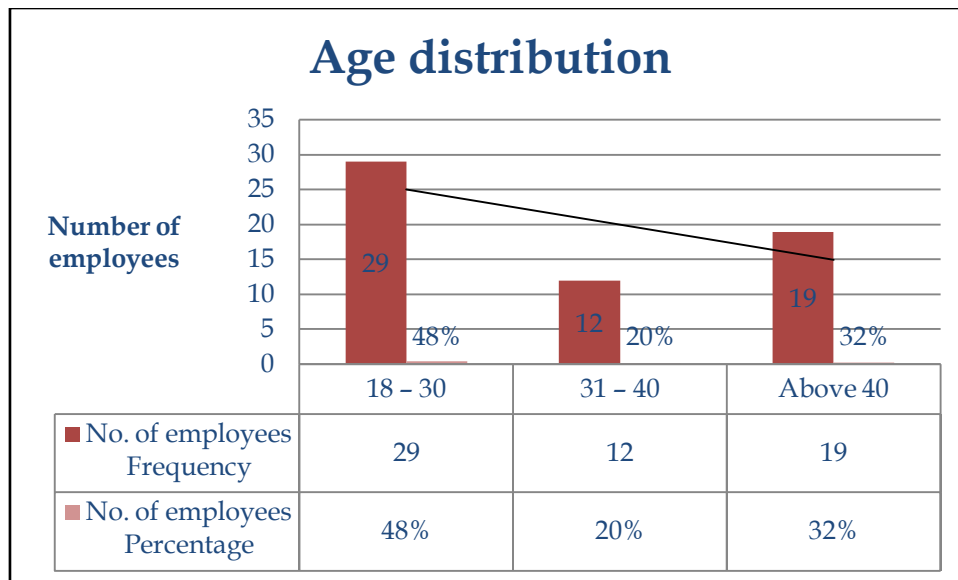According to the gathered data through the questionnaire it is visible that close to 50% of the sample is in the age group between 18 – 30. Taj Samudra is considered as a learning institute amongst the industry since there are many learning opportunities given to school leavers and teenagers. Approximately there are 130 trainees working in the hotel who are given on the job training and after the completion of the training period, they are absorbed to the carder. Hence 48% of employees are in the age category of 18-30. Once they tend to get a good experience in the field some employees tend to move for foreign exposure or different hotels due to higher benefits; hence age group 30 – 45 has least amount of percentage of 20. Once the employees gets settled and completes more than 10 years in the service there are many additional benefits such as Long service awards, wage settlement, higher pay scale etc. hence staff members are reluctant to leave and gets comfortable with the job role. This can be a negative aspect as well, when the employees tend to get comfortable with the job tasks it reduces the ability to innovate and reluctant to change. The statistics shows that more than 30% are in the range of above 45 years.

Age distribution

	18 – 30	31 – 40	Above 40
■ No. of employees Frequency	29	12	19
■ No. of employees Percentage	48%	20%	32%

Figure 4.1: Age Distribution

ii. *Gender Analysis*

Table 4.2: Analysis of Gender (Source questionnaire)

Scales	No. of employees	
	Frequency	%
Male	43	72%
Fe male	17	28%
Total	60	100%

As per the results of the questionnaire, it is evident that male employees are more than double the amount of female staff. This can mainly be due to the negative perception society have on the hospitality industry; many parents, husbands are reluctant to send their daughter, wife to the industry. This is proved in the questionnaire as only 28% is the female population. Also the fact of having evening shifts and transport issues have also contributed to the gender differentiation.
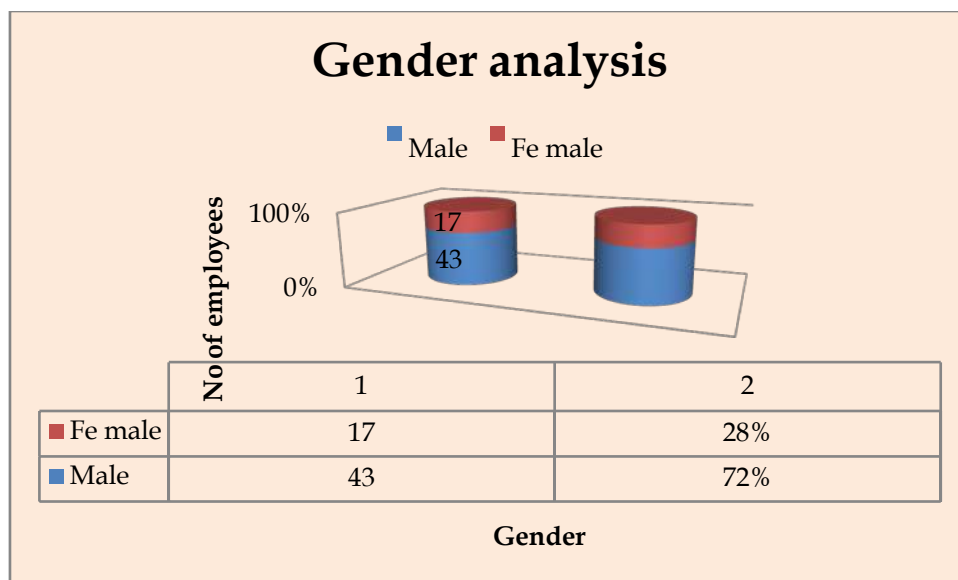
Gender analysis

	1	2
■ Fe male	17	28%
■ Male	43	72%

Gender

Figure 4.2: Gender Distribution

iii. *Employee status analysis*

Table 4.3: Analysis of Marital Status(Source questionnaire)

Scales	No. of employees	
	Frequency	Percentage
Married	41	68%
Unmarried	19	32%
Total	60	100%

As per the results received from the questionnaire, it can be said that a high amount of employees are those who are married. This can be due to the culture of the country where society believes he/she should marry before the age of 30. Also lot of unmarried employees has the freedom to go for new opportunities or different countries and take those risks which a married employee would not able to take; hence a percentage of close to 70% is shown as married staff. Other than that there are fringe benefits such as a day care center at the hotel premises, insurance schemes for married employees, family benefits etc. which gives an added luxury for them to consider on getting married during the working period at Taj Samudra.
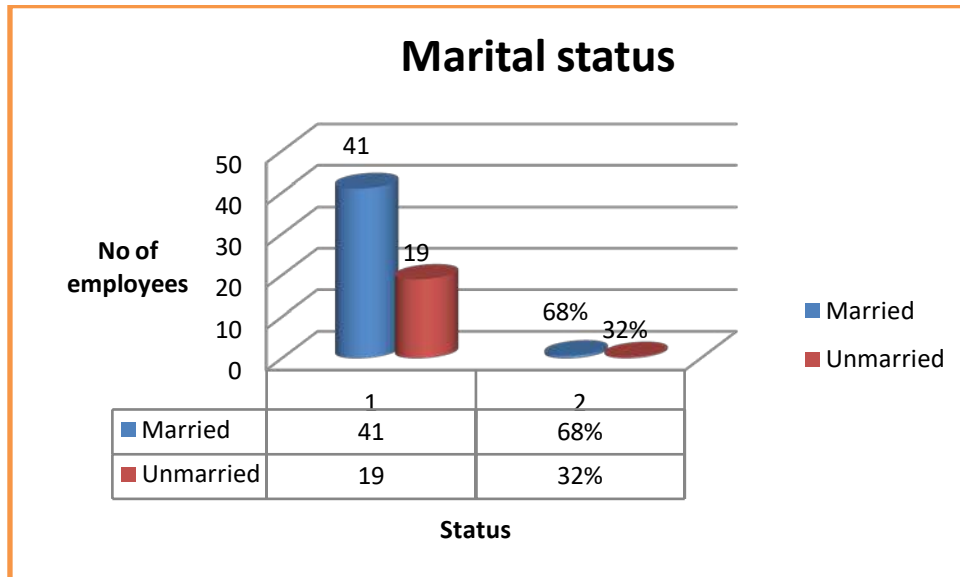

Figure 4.3: Marital status

b) *Analysis of Variables*

According to the pearson correlation, It helps interpreting the Correlation between variables is a measure of how well the variables are related. The most common measure of correlation in statistics is the Pearson Correlation.

Table 4.4: Interpretation in Correlation Coefficient

$r = +1$	=	Perfect positive correlation
$+0.5 <= r < +1$	=	High positive correlation
$r = + 0.5$	=	Moderate positive correlation
$0 <= r < +0.5$	=	Weak positive correlation
$0 = r$	=	No correlation
$0 < r <= -0.5$	=	Weak negative correlation
$r = -0.5$	=	Moderate negative correlation
$-.5 < r <= -1$	=	High negative correlation

i.   *Relationship between turnover intention and rewarding system using coefficient of correlation.*

H_1 ➤There is a weak negative relationship between turnover intention and rewards & recognition.

Table 4.5: Correlation between turnover intention& rewards system

Correlation coefficient (r)	Coefficient of determination
R = - 0.425	R2 = 18%

According to the above it is found out that the relationship between turnover intention and rewards and recognition has a weak negative relationship which is shown by value -0.425, and also 18% of rewarding system is identified by the turnover intention of the employees.
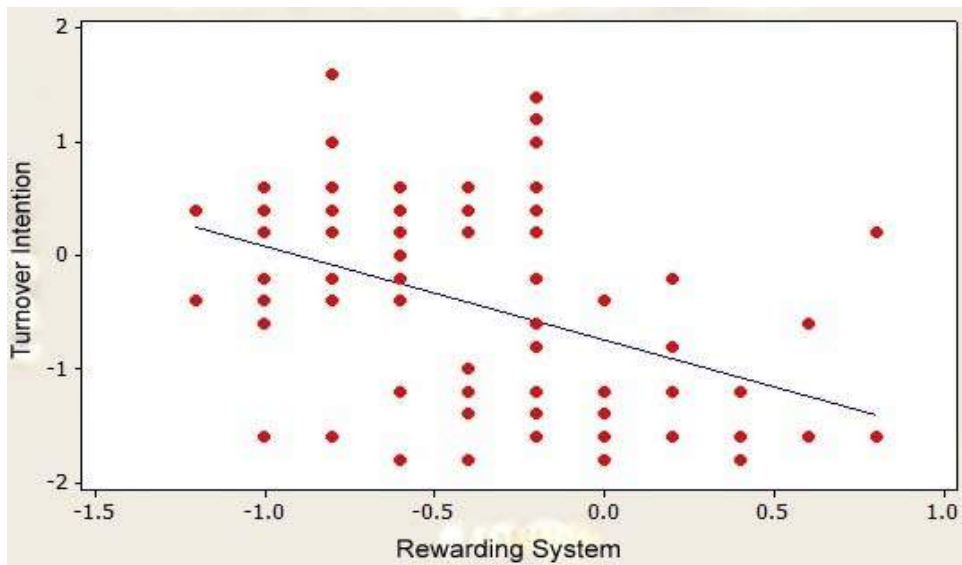

Figure 4.4: Turnover intention and rewarding system

ii. *Relationship between employee turnover intention and working culture using coefficient correlation.*

H_2 ➤There is a weak positive relationship between working environment factors and employees turnover intention

Table 4.6: Correlation between working culture & turnover intention

Correlation coefficient (r)	Coefficient of determination
+0.484	R2 = 23%

According to the table shown above the correlation amongst working culture and turnover intention is + 0.484 which shows a positive relationship, also the coefficient of determination of 23% shows that turnover intention has explained by the working culture.
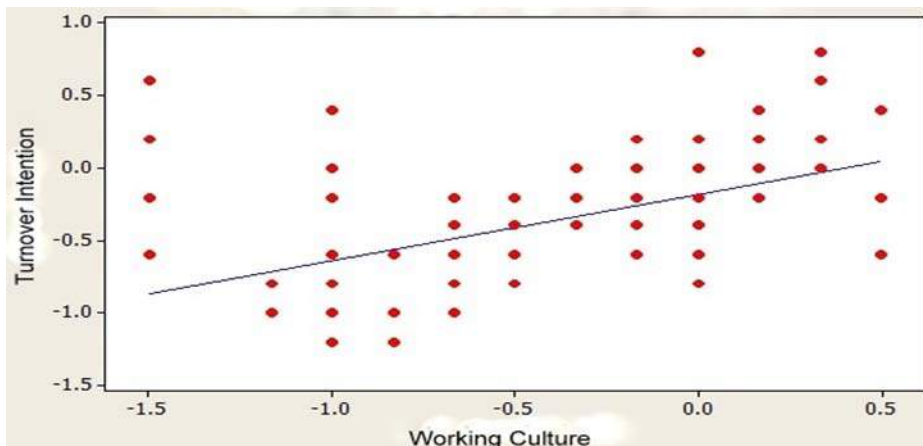

Figure 4.5: Turnover intention and working cultur

iii. *Relationship between turnover intention and monetary benefits using coefficient of correlation.*

H_3 ➤There is a Strong positive relationship between turnover intention and monetary benefits

Table 4.7: Correlation between monetary benefits & turnover intention

Correlation coefficient (r)	Coefficient of determination (r2)
+0.621	R2= 38%

As per the table the relationship between the monetary benefits and turnover has a high positive relationship which is shown by R value of + 0.621 which shows a strong positive relationship, many employees feels that the salary structure and basic salaries are very low compared to other city hotels in Colombo, also 38% of coefficient of determination shows the monetary benefits contribution to turnover intention of the employees.
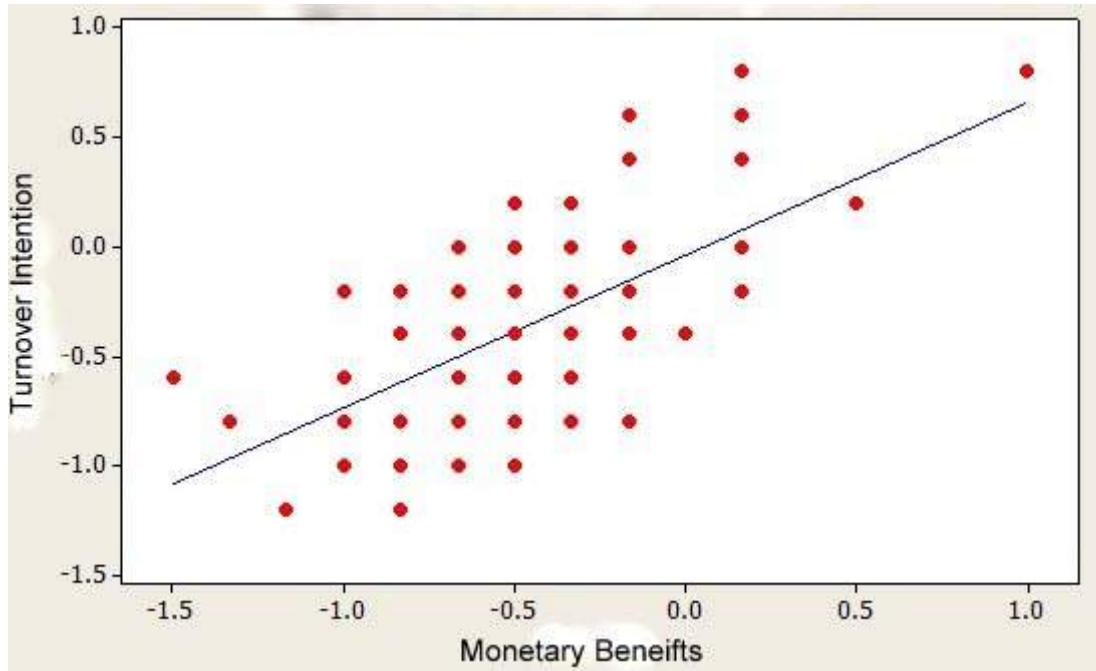

Figure 4.6: Turnover intention and monetary benefit

iv. *Relationship between turnover intention and Leadership style using coefficient of correlation.*

H_4 ➤ There is a Strong positive relationship between turnover intention and leadership style.

Table 4.8: Correlation of turnover and leadership style

Correlation coefficient (r)	Coefficient of determination
+0.766	R2 = 59%

According to the above figures it is visible that leadership style and turnover intention has coefficient value of + 0.766 which shows a high positive relationship between the two variables, also 59% of the turnover intention can be explained through the leadership style of the supervisors.
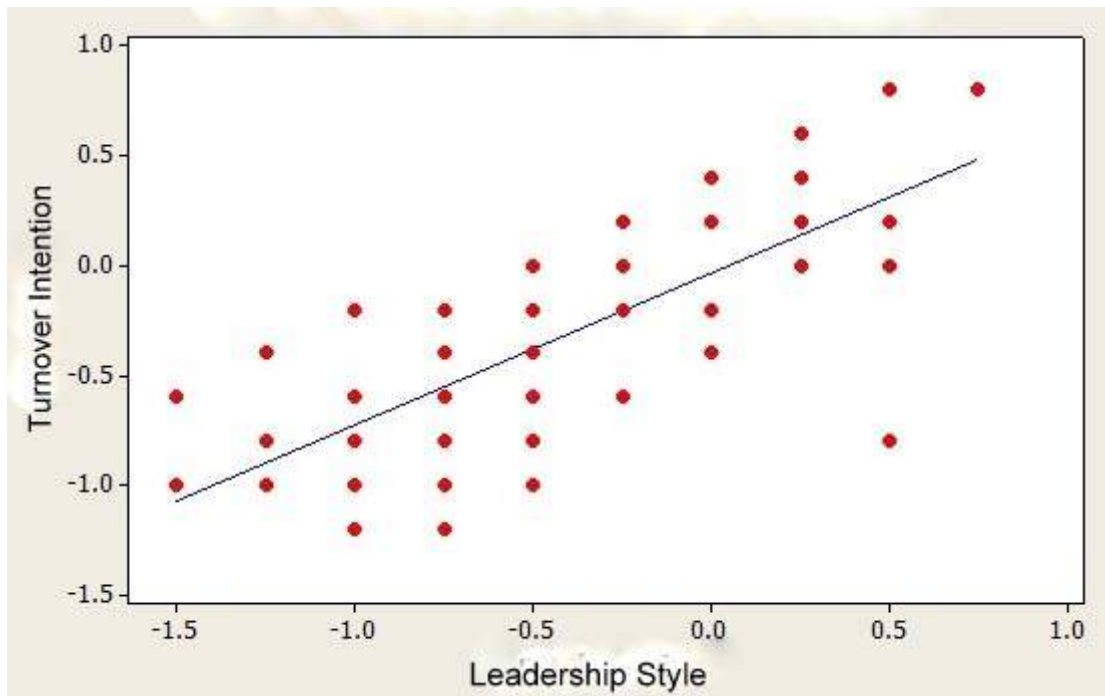
Figure 4.7: Turnover intention and leadership style

V. Conclusion and Recommendations

a) Conclusion

Hypothesis 1

H1: There is a weak negative relationship with the Rewards & Recognition and the employee turnover intention

According to the findings it is identified that there is a weak negative relationship between rewarding and turnover intention of the employees at Taj Samudra. When there are high reward and recognition processes in place the turnover intention of employees is less. Main reasons as to why Taj Samudra has a well-documented reward and recognition system in place can be due to many initiatives such as Employee of the month, Long service awards, STAR awards and recognition system etc.

Hypothesis 2

H1: There is a strong positive relationship with the working culture and the employee turnover intention.

Taj Samudra has always being a cultural and a historical place with over 30 years of heritage as well as multi-dimensional ethnicity to enhance its reputation. As per the results of the analysis it proves that employees are excited and enthusiastic to be a part of this entity. Findings shows that it has a strong positive relationship with the turnover intention of the employees; employees are comfortable and feels a sense of belongingness to work at this place. Cultural activities such as Christmas carols, new year celebrations, Wesak lantern festival, Deepavali are celebrated with the participation of the guests and Management to respect all the religions.

Hypothesis 3

H1: There is a strong positive relationship between the monetary benefits and the employee turnover intention.

Monetary benefits and turnover intention also has a strong positive relationship which proves that when the Management decides on increasing monetary benefits to the employees, the intention of leaving will be less.

A successful hotel is mostly defined by staff members upon the monthly service charge since most of the bottom level & middle level employees consider the service charge as the main source of income, hence more monthly service charge means less turnover intention; which is also proved through the data analysis.

Over the past few months the service charge has been a low figure compared to other city hotels which can be one reason as to why employees leave the organization and join different competitive hotels in the city.

Hypothesis 4

H1: There is a strong positive relationship between the Leadership Style and turnover intention.

As per the findings it is evident that there is a strong positive relationship with Leadership style and turnover intention as well. Studies shows that one of the main reasons as to why an employee leave an organization is due to the supervisor or the Leader; at Taj Samudra the leadership styles are more towards a rigid style where all the decisions are made by the Indian Corporate office which has less idea on the

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Government regulations in Sri Lanka. Many of the expats (Indians) are in top positions which the author believes is a key reason as to why employees tend to leave the organization. Author believes a democratic; father figure leadership will help overcome the negative perceptions of the employees.

The purpose of this research is to identify the impact of motivational factors such as rewarding, monetary benefits, Leadership style etc. on turnover intention of employees at Taj Samudra; as per the findings it is evident that there is a positive adverse relationship with all the four variables on turnover intention.

As per the answers of the questionnaire distributed amongst the 60 staff members; most of them believes the need of a solid Leadership to drive and motivate the staff members is the need of the hour, if they are to compete with the strong competition from other luxury hotels.

The principle objective of the research is to identify the impact of Motivational factors such as rewards & recognition, monetary benefits, working culture & Leadership style on employee turnover intention. As per the findings of the study carried out with answers of 60 employees, it proves that there is a positive adverse relationship with the variables.

Other objective of identifying the contribution of each variable has also been identified in the data analysis which proves that the author's argument of relationship between two variables is a fact. The amount of impact will vary amongst the four variables and highest impact to have a turnover intention amongst the employees is found as the 'Leadership style'. Many answers which was received were negative and many answers emphasized the fact of having local department Heads for departments such as Food & beverages, Kitchen, Sales & Marketing and Housekeeping, by having expats in crucial positions has somewhat forced the employees to even consider of having a Union and force the Management to make radical changes.

Least impact on turnover intention is identified as rewards & recognition; as per the findings and analysis it is visible that rewarding, welfare and employee engagement activities at Taj Samudra are incomparable to other hotels as it spends millions on rewarding, employee engagement & cultural activities. Hence many of the respondents were satisfied with the current rewarding system.

b) Recommendations

 i. *Recommendations based on questionnaires*

a. In order to have a positive work culture, it is recommended to take steps to reduce stress at work place by having activities such as birthday celebrations, weekly fun activities.

b. A benefit grid is recommended for employees of all levels such as meal discounts, other entitlements for each grades will help enhance the rewarding mechanisms of the organization.

c. Create 'Gender equality' by recruiting a pool of female candidates from local government and private universities who are studying Hospitality Management and train them to take up higher responsibilities to reduce the impact if turnover.

d. To enhance the monetary benefits, it is recommended to have incentive based pay such as 'room up selling' for front line staff which will motivate the staff to go the extra mile.

e. Most of the decisions are to be changed as per the land law and government rules and regulations, the processes currently in place are mostly those are practiced for Indian based hotels, such as employing female staff after 10.00pm etc. needs to be re-look at in order to maintain industrial harmony.

f. It is recommended to conduct rewarding mechanisms for inventive ideas and novelty in an attempt to encourage new ideas and methods rather than continuing the same methods.

g. Creating a pay structure for the Job role rather than the person/gender and performance wise bonus pay will help create equality amongst the team members and will encourage the hardworking employees to achieve more success.

h. It is recommended to get the ideas of junior level employees as well by having skip level meetings, one to one meetings with General Manager or the management, which will communicate the new ideas amongst the team and overcome any employee grievances.

 ii. *Recommendations based on Literature review*

a. Otley, (1999) in his study explains that to have a high performance culture in an organization it needs to promote innovations and idea generation amongst the staff members. A Working culture which empowers employees is recommended to be used in Taj Samudra.

b. Journals by (Eisenhardt, 1989), (Bartol and Srivastava, 2002), (Delaney and Huselid, 1996), (Heneman et al., 1988), (Musgrove & Creighton, 1973) in their study suggests that to motivate employees an organization should equally distribute monetary and non-monetary benefits such as rewarding, effective work culture, challenging job role etc. Hence it is recommended to have an employee engagement survey to identify the main motivations factors of the staff members and cater to those demands.

 iii. *Recommendations based on authors findings*

a. Author recommends to introduce a Performance Management system based on individual

performance rather than deciding on the organizational performance. Current performance management system gives more weightage to the overall performance which make the high performance demotivated as all the employees get a similar Performance management (PMS) score. Hence it is recommended to give high weightage to the individual performance and reward accordingly.

b. It is recommended to reduce the service charge percentage given to the new joiners and absorb them as Fixed term contract employees, usually all the new joiners are given 100% service charge which reduces the overall service charge value for other employees; this might help organizations in crisis situations when downsizing.

c. It is recommended to conduct 'Train the trainer'; supervisory development program etc. in order to enhance the skills and competencies of staff members to take up higher roles in future, this will create a positive work culture and motivate them to take up higher roles in future. Organization will also benefit from this as during difficult periods when top positions are vacant it can promote internal staff to fill the positions.

d. It is recommended to have team building initiatives with the Department Head and team members with events such as back to floor, share with peer, team lunch, outbound training etc. where the leaders and team members has a platform to express their self.

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