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CHANGES IN EMPLOYEE TURNOVER IN HOUSEKEEPING DEPARTMENT
OF ROCHESTER HOTELS: 1991 VS 1996 CASE STUDY

by

Hsiang-Mei Chien

A project submitted to the
Faculty of the School of Food, Hotel and Tourism Management
at
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of
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ABSTRACT

As employee turnover is still one of the most critical issues facing the hospitality industry, the study is done to find out if reasons for employee turnover in housekeeping department among Rochester hotels have changed from Monica Tembi's 1991 study to 1996. A convenience sample was selected for this study. The survey population was 12 hotels and motels that are members of the Rochester Hotel and Motel Association. The questionnaire was designed by Monica Tembi and later approved by the Rochester Hotel and Motel Association. It is a four-page questionnaire. The data gathered and analyzed are used the Statistical Package for the Social Sciences (SPSS). The imputed data are run frequency tables, groups t-test, cross-tabulated to analyze. The frequency tables are easy to compare between 1991 and 1996 results. The cross tabulations are to find out that if there are relationships among questions.

The results show that there are some reasons for employee turnover in housekeeping department such as not having enough supplies and poor quality of supervision have been changed and improved. The poor wages and working on weekends are still major problems that the housekeepers indicated that would be dissatisfied with their job in turn to leave. Most respondents said that they have not had a promotion since they started working in their hotel. This factor is worse than 1991. Other findings and points are discussed in chapter three and four.

Employee turnover can not be eliminated in service industry. However, it is important and necessary for hotels to develop or update strategies to reduce turnover and retain good employees.

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Chapter I

Introduction and Statement of the Study

Introduction

Employee turnover is a serious problem that affects the entire service industry. Turnover has become widespread, with costly side effects in terms of payroll, customer service and day-to-day operational aggravation (Miller, 1996). The hospitality industry is one that turnover is dramatically high. Turnover rates within the hospitality industry exceed those industries by as much as 200 percent (Malley, 1997).

In the past, employee turnover might not be widely recognized in hospitality industry because the executives just viewed turnover direct costs such as marketing efforts to attract applicants, actual hiring costs, and more orientation and training. They also think that labor supply was still very high. However, today the situation has changed. Turnover indirect costs such as lost customers due to turnover, inferior quality of service, low employee morale are costlier than turnover direct costs. Also, labor shortages are happening in every industry from high-tech to marketing and sales, from engineers to fast-food and factory workers (Solomon, 1997).

Employee turnover must be thoughtfully looked at because quality service and hospitality are the backbone of the hospitality industry. Also, customer expectations will require a higher standard of management expertise, customer service and communication skills in the next decade. High turnover will cause costly expenditure, losing customer, and negative reputation.

In these years, the population of Rochester is estimated to increase as well as the

industries, businesses and education. The rising population brings in a large number of customers to the hotels. The hoteliers in Rochester face high competition and demand.

While many studies and researches have addressed the turnover issue, high turnover is still one of the most critical issues facing the hospitality industry. And, very little has been done about turnover among Rochester hotels. It is common knowledge that housekeeping is one of the most important departments in hotels and this department has the highest rate of turnover when compared to the other departments (Wasmuth & Davis, 1983). These reasons give the impetus for the study.

This study is intended to find out why housekeeping department has the highest turnover and why employees are dissatisfied with their job. On the other hand, what can hoteliers do to retain their employees in order to control or reduce turnover rate. The study is also compared to the 1991 study in order to learn what has changed and what has not changed within the last five years.

Background

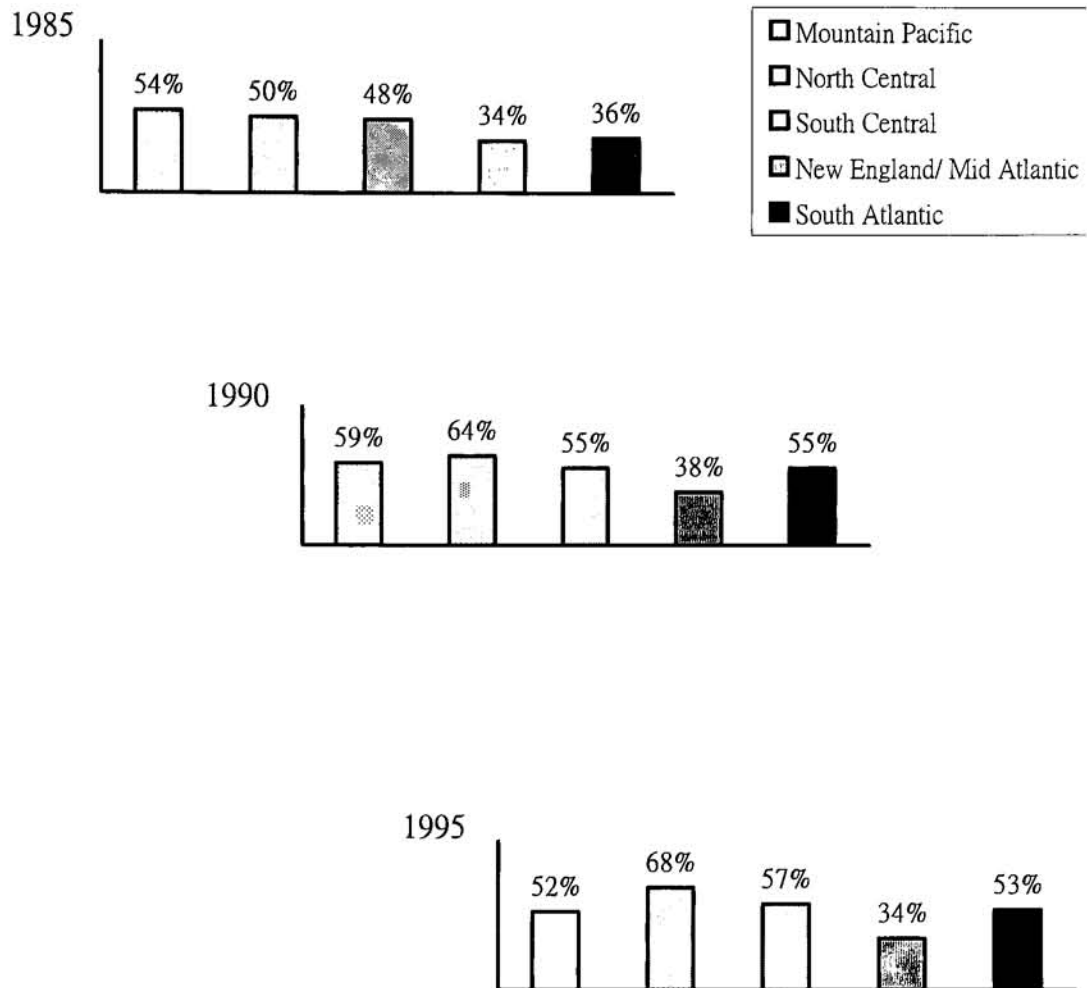
More and more hoteliers are concerned that turnover rates at all levels remain high. High turnover may cause customer service quality, value, and word-of-mouth intentions to decrease. Also, as changes in the workforce and a growing understanding of the economic costs of turnover, they realize that they need to rethink their employee turnover. Smart hoteliers are trying to attract and retain their employees so that they can give quality customer service and also in order to control turnover.

A polling of 127 hotel GMs and meeting planners by Successful Meetings (March 1996) showed that both suppliers and customers think a “service attitude on the part of all

staff members” ranks high on hotel customer wish lists. Does service suffer amidst high turnover? Absolutely (Donoho, 1997).

A 1996 study by San Francisco-based PKF Consulting, a firm specializing in the hotel industry, shows some statistic findings in employee turnover. The survey was based on responses from human resources directors and general managers from 535 hotels who represent a total of 53,462 employees. The average size of participating hotels was 194 rooms. The findings were: once employed, there is a 50% chance that any given hotel employee will leave his or her job within one year; overall employee turnover has gone from 47.8% in 1985 to 53.2% in 1995; and in the North Central and South Central regions, overall turnover rate has steadily increased in the past ten years. This is shown on figure 1. The high turnover is cited as one of the most critical issues in hotel industry.

Figure 1 Overall Employee Turnover



Source: 1996 Human Resources Survey sample of 535 hotels with an average of 194 rooms each. PKF Consulting, San Francisco

Another study was conducted to measure business travelers' assessments of the tangible and intangible aspects of 3 hotel departments: front desk, food and beverage, and housekeeping. A statistical analysis showed that this sample of 315 business travelers was most concerned with the tangible aspects of housekeeping and intangible attributes of the front desk (Gundersen, 1996). The bottom line employees are the most important roles in hotel operation. To retain their satisfaction and loyalty, they can deliver good quality services to customers.

The ability to retain skilled employees and train an increasingly "un-skilled" labor pool will be essential to competitive performance in the 21st century. Recently, two benchmarks in hotel industry begin their own new programs to handle employee turnover. Marriott International Inc. has started a bargain with its low-skilled, low-wage workers that trade day care, English classes, and other social services for a low turnover rate, employee loyalty, and enthusiasm (Business Week, 1996). The Ritz-Carlton Hotel Co. contends that self-directed work teams have reduced turnover and increased employee satisfaction (Leiser, 1996). Both examples give hotels new prospects to reduce high turnover.

One study, Employee Turnover: Housekeeping Department of Rochester Hotels, was done in 1991 by Monica Tembi. The study had several findings: 38.2% of the respondents took the job because it was the only job available; 51% of the respondents indicated they would stay on the job for 2 years or more; 54.9% of the respondents indicated that there were poor working conditions resulting from quality of supervision, lack of recognition, too much work, and shortage of supplies; 43.1% of the respondents never had any promotion makes them no to consider the job as one they can hope to have

growth opportunities; respondents who have worked at other hotels have indicated that they left their other jobs because of low wages. These findings show that turnover in housekeeping department will remain high. Due to costly turnover, losing customers, and customer dissatisfaction, hoteliers recently start to consider their turnover.

To keep low turnover rate will help hotels to increase revenue, retain customers, and maintain a good image of hotels. Also, workforce stability is a powerful competitive strategy and will become even more vital in the foreseeable future. It is to be hoped that this follow-up study will aid hotels in Rochester to reassess their turnover in housekeeping department and find out the reasons of employee turnover. Then, they can try some tactics to control or reduce their turnover and retain their good employees.

Problem Statement

As our economy and technology move further and further, and service quality is concerned next century, we need to update the study, Employee Turnover: Housekeeping Department of Rochester Hotels done in 1991 by Tembi. Have the reasons for employee turnover in the housekeeping departments among Rochester hotels changed since 1991? Also, do employees at different hotels vary reasons for leaving a property?

Purpose of the Study

The purpose of this study is to find out if reasons for employee turnover in housekeeping department among Rochester hotels have changed from 1991's study to 1996. The study will be carried out as a follow-up step toward looking at employee turnover data, assessing reasons for turnover, and recommending strategic retention

methods for the management of the Rochester hotels. These updated data and results will help managers and supervisors to reassess their turnover problems again, what differences of employee turnover between their hotel and others.

Significance of the Study

In the past, hotels did not worry so much about creating a positive work environment and motivation of employees. Instead, the focus was on keeping facilities, clean good amenities, and the customers served quickly. As our economy moves from manufacturing orientation to a service oriented one, hotels need to rethink and reevaluate their turnover issues as not only a problem for past and now, but also one that can extend into the future. Therefore, hoteliers can develop or update their retention programs to deal with employee turnover especially since the hotel marketing becomes competitive and customers change their expectations about service. Turnover information will not help us if we do not learn from it.

Rochester has the nation's professional, highly technical, and famous industries. This attraction makes the population of Rochester to increase and brings in many visitors. There is also a large number of people to come in Rochester for various reasons that include business, recreation, and education. These visitors and people are customers in hotels and make the hotel market high demand and competition. For these reasons, hoteliers in Rochester must be very concerned about turnover and possibly the loss of their good employees.

Hypothesis

In this study, the hypothesis is that the reasons for over all employee turnover in housekeeping department in Rochester hotels have changed since the 1991 study. Differences among hotels' participant in study would be noted in 1996.

Definition of Terms

Turnover: The rates at which workers leave a company or organization and new workers are employed to take their place. The definition excludes those who leave as a result of transfers or promotions but refers to those who voluntarily leave their work or are fired.

Retention: The abilities of an organization continue to have or retain its employees over long periods of time. This can be done by management trying to maintain a good relationship with its employees.

Motivation: The purpose of making employees feel happy and satisfied by providing benefits or incentives that will make them feel happy and satisfied their jobs or even make them able to put in more time and efforts.

Assumptions

As our economy and technology progress, our workplaces' environments have also changed from 1991 to present. Therefore, the assumption is the housekeeping personnel in Rochester hotels have changed. Employees would most likely be different from the 1991 study population because of the high turnover. Follow up to study conducted in the same hotels in 1991. Secondly, not all hotels would participate again.

Scope and Limitations

The scope of this study is housekeeping employees of Rochester hotels. All hotels are members of the Rochester Hotel and Motel Association. The study is limited to Rochester because of convenience.

Limitations to the study are caused by language that is a problem for some housekeeping employees and it is also hard to conduct an interview with them because of time constraints on their part. Therefore, the questionnaires are given to housekeeping supervisors and then ask them to give to housekeepers. The responded questionnaires are collected from supervisors.

Methodology

Selection of Sample Population

A convenience sample was selected for the study. The population was twelve hotels and motels that are members of the Rochester Hotel and Motel Association. The samples also include luxury, mid-price, and budget properties. A letter that introduces this study to be conducted and its purpose is sent to all the hotels' executive housekeepers or supervisors.

Questionnaire Instrumentation and Content

The questionnaire is the same as the one used in the 1991 study. A full questionnaire sample is shown in Appendix A. The questionnaire was developed by a graduate student of the 1990-1991 Hospitality-Tourism Management Program at R.I.T. There are 32 questions in the questionnaire. The questions can be grouped into three sections. The first section is

to find out employees perception about their job. The second section is demographic questions about respondents. The third section is questions that asked for respondents' suggestions of how working conditions could be changed better.

Survey Administration

One hundred and twenty questionnaires are delivered to 12 hotels in person for completion. The hotels' supervisors of housekeeping department help to give questionnaires to housekeepers and collect them. All completed questionnaires are collected in person from supervisors. The survey is done in July 1996.

Data Recording and Analysis

Incoming data is entered on the Statistical Package for the Social Sciences (SPSS) data file. The imputed data is run the SPSS programs, frequency tables, and cross-tabulated to analyze. Descriptive statistic of percentage, frequency and means, would help for comparison of 2 studies and the 10 hotels surveyed in 1996. The cross tabulations are to find out how the questions are related.

Chapter II

Review of the Literature

High employee turnover is the number-one barrier to high-quality service and higher profits. Too many service companies face employee turnover rates of 50% to 100% per year or even higher. With research indicating that it costs \$1,000 to \$2,000 to hire and train each new worker, the high turnover is a problem well solving. In order to successfully reduce employee turnover in housekeeping department in hotels, it is important and imperative for hoteliers to make an effort to understand the causes, consequences, and costs of turnover and strategies for reducing turnover and retain good employees in the hospitality or service industry.

Causes of Employee Turnover

Perceived causes of turnover can be grouped into three types:

1. Job-related turnover – It involves those factors the employer has direct control over. In most cases this is caused by dissatisfaction with working conditions, work pressure, poor communication between supervisors and employees, insufficient pay and benefits, job insecurity, lack of career growth, retraining programs, and employee voice, and sexual harassment.
2. Non-related turnover – It is those things in the employees' personal life that spill over into the workplace. These are things such as relocation, family problems, going back to school.
3. A poor “fit” between the individual and the organization turnover – This may be

due to faulty or inadequate hiring processes, lack of proper orientation and training programs, unsatisfactory work performance, excessive absence, repeated rule violations, alcohol or drug abuse, and insubordination (Ulschak and SnowAntle, 1992).

Most of the causes listed above are the root causes of turnover in the housekeeping department. Turnover can in itself cause further turnover as a result of under staffing which leads to too much work left for the employees remaining.

High turnover among hourly employees is related to culture, lack of voice, recognition, job security, and career promotion (Chritiris, 1988). Due to an existing culture at most hotels wherein hourly employees, like housekeeping employees, have always been paid the minimum wage and have remained to classify in a low education category for many years. Therefore, in spite of all the hard work they do, they are only entitled to low wages.

Differences in labeling pay can greatly account for turnover. When hotels pay their employees different wages for the same type of job, it is very likely that those who pay higher wages will attract employees from other hotels. For hotels to retain their employees it is important for them to stay competitive with other industries as far as wages are concerned.

A study conducted by Kennedy and Berger (1994) found that over a third of the new employees left during the first month. If that rate were sustained, it would be 400 percent turnover in a year. Considering those statistics, they noted that lack of proper orientation programs is one important reason to cause turnover in the hospitality industry is dramatically high.

Reliance on young and part-time staff is also concerned of turnover causes (Welch, 1996). The hotel seasonal business is another factor that contributes to turnover. Due to the fact that the hotel business in many parts of the country has fluctuating occupancy rates between seasons every year, it tends to be chances for hotels to terminate employees because there are no high-perk customers to use hotel facilities. The work load reduces and becomes uneconomical to keeping employees working.

The economy, technology, work, and social changes can also contribute to forced turnover. Periods of rapid technological-occupational change produce destabilization and unrest in society. Many issues such as the service quality, the demand for skill, changes incomes and life styles, employee turnover, etc. are all affected by social changes (Lipset, 1996).

On the other hand, many hotels think that turnover is attributable to the nature of the business in hospitality industry. People burn out and move on. A dynamic organization appreciated employee turnover as a natural occurrence and a healthful process (Mount, 1995).

Consequences of Employee Turnover

Employee turnover can result in most negative consequences to organizations, but sometimes it can have positive ones depending on the situation.

On the negative consequences, high turnover is causing customer service to deteriorate. Turnover issue has become wide-spread, with costly side effects in terms of payroll, guest service, and day-to-day operational aggravation. Hoteliers are complaining about the lack of dedicated workers and the rising payroll costs (Miller, 1996).

Also, nothing loses money for a company or a hotel faster than bad management. Occupancy and revenue per available room are priorities, but escalating workers-compensation claims and a huge employee-turnover price tag are helping to create a negative climate. Guest dissatisfaction is bound to increase because of poor service delivered by unhappy employees (Malley, 1997).

On the positive consequences, a dynamic organization may appreciate employee turnover as a natural occurrence and a healthful process. Neither the organization nor its people are growing unless some staff members are in transition. Every departure presents the opportunity to bring in new level of talent and skill to the company (Mount, 1995).

Turnover can also bring advantage to the individual who left a stressful job for a less stressful one. Also, if overall job satisfaction has been insufficient for the individual, it is good for him or her to quit the job because his or her performance will usually start to diminishing. With turnover, the individual has the opportunity to find new and better jobs.

Costs of Employee Turnover

Can you afford to lose a million dollars? Not many companies can. Employee turnover costs companies' billions of dollars each year. It works against productivity, efficiency, ultimately, and profits. As such, managing turnover is essential for all organizations (Larkin, 1995).

In the traditional way, money, time and lost production of training new employees is most considered in turnover costs. The Table 1 gives people a basic idea of how much it costs hotels' management to hire and train new hourly employees in order to replace those who left their jobs.

Table 1 Estimated Cost of Turnover in Six Hotel Chains

Hourly Employee				
<i>Chain Number</i>	<i>Number employed</i>	<i>Number Turnover</i>	<i>Turnover Percent (%)</i>	<i>Cost in Millions (\$)</i>
<i>1</i>	1,500	2,250	150	5.6
<i>2</i>	9,000	9,900	110	24.7
<i>3</i>	7,500	9,375	125	23.4
<i>4</i>	900	720	80	1.8
<i>5</i>	1,300	975	75	2.4
<i>6</i>	1,650	825	50	2.0

Source: Woods and Macaulay, The Cornell Hotel and Restaurant Administration Quarterly, 1989.

However, today employee turnover not only costs companies big money in hiring and training new employees, but also lost customers, service quality, etc. It is really costly to have high turnover and lost good employees. A general idea of turnover costs is shown in Table 2. It includes direct costs and indirect costs (Herman, 1997).

Table 2 Turnover Costs

<i>Direct costs</i>	<i>Indirect Costs</i>
1. Marketing efforts to attract applicants.	1. Lost customers due to turnover.
2. Actual hiring costs (including an expanded human resources staff).	2. Inferior quality or service.
3. Increased processing costs (extra personnel files, drop/add paperwork).	3. Low employee morale.
4. More orientation and training.	4. Your growing reputation for high turnover.
5. Overtime work required to carry the load of the departed employees.	5. Stress suffered by managerial and supervisory staff.
6. Lost production due to slower, new employees.	6. Promoting and maintaining corporate culture.
7. Lost production due to increased accidents and equipment unfamiliarity.	7. Teambuilding efforts.
8. Executive time participating in meetings about reduced turnover.	8. Inefficiency due to ignorance of systems and procedures.

There is another way to calculate turnover costs. The costs of turnover include the cost of employee-based, the cost of customer retention, the cost of expenditure in marketing and sales to win a new customer, the cost of termination, the cost of hiring and training a replacement, the vacancy cost until the job is filled, and the loss of productivity with a new hire. The bottom line costs of turnover using these elements are \$108,000 ±. At an average of \$82,000 in pay and benefits, it is roughly the cost of 1 1/3 employees you are paying for and not getting any return out of. (The reason this number may seem high is that the average employee in the survey generates almost three times his or her cost.) Lost 10 of them, there goes your million dollar investment (Fitz-enz, 1995).

Retention of Employee

The employee is most important product in service companies because they are the ones who are going to be serving the customers. The company's goal is to attract and retain good employees so that it can give quality customer service. Retaining employees is as critical as retaining because you will not have loyal customers without loyal employees (Solomon, 1997).

Although it may sound like old news, however, retention of employees is still the best strategy to reduce employee turnover. But it is not the old retention plans of yesterday that promised people a standard pay and benefits package and left it at that. It is a new kind of effort in which organization has to rally all its ingenuity and strategic wisdom for the desired effect.

The following are some ideas that hoteliers can take to reduce their employee turnover: (Herman, 1997).

Say Thank You. As silly as this seems, however, it works. Use the words and send thank-you notes, cards or letters to perform so well. A candy bar, movie ticket or book can reward achievement and loyalty. Buying tickets to community theater performances recognizes workers and supports the community.

Hold Regular Meetings involving all executives, managers and supervisors. Talk about the critical importance of a stable and productive workforce. Concentrate on practical things to do and ensure a common understanding of this need. Focus on action rather than theoretical discussions.

Communicate Your Efforts To Employees. Do not allow retention to become a money issue, but focus on ways to support people in their work. Encourage managers to ask, “How can I help you do a better job?”

Create An Open Environment. Share details about what the company is doing, including numbers whenever you can. Solicit your employees’ input in making decisions about policies, marketing direction and operational changes. When employees become “insiders,” they are more likely to stay with you; they will have a vested interest in your collective corporate success.

Shift To A Performance Based Compensation System. Create a unique method for your company that rewards workers for high performance and goal achievement. Explore methods that recognize the effort and contribution of every employee against pre-established goals and objects. This requires full involvement of every employee, with accountabilities assigned to each position on the organizational chart.

Help Employees Grow. Training your employees is not just a way to improve their day-to-day performance. It is also a way to show you respect them and want them to grow.

Develop processes by which people can increase their employability in the areas of competent skills and intellectual growth. The company is making an investment in the employee by offering training.

There are also other good strategies to reduce such as looking at benchmarks, promoting from within, boosting employee morals and motivation, good hiring techniques, solid orientation, training and retraining programs, treating your employee like your guests.

The Marriott Corporation has been an industry leader in reducing employee turnover. It has struck a bargain with its low-skilled, low-wage workers that trade day care, English classes, and other social services for loyalty enthusiasm, and a low turnover rate (Business Week, 1996). Also, “employer as case worker” is another remarkable program. Through its Pathways to Independence program, the Bethesda, MD-based hotel chain has developed one of the country’s most successful programs in training welfare recipients for the workforce. The program’s unique structure, a matrix-style combination of internal and external support for the Company’s welfare-to-work employees, makes it successful. Marriott supervisors help employees manage their professional lives, while Marriott “case workers” help employees manage their personal lives. By separating these two roles and recognizing the necessity for both, Marriott has become an industry leader in reducing turnover, customer service, and profitability (Weinberg and Bushley, 1997).

Over the years, Nashville’s Opryland Hotel has implemented many employee relations programs designed to reduce turnover. These programs include on-site day care for 350 pre-school children, subsidized transitional housing for employees in need, company-paid meals for all staff, and the flexible working schedules parents require. Management attacked the turnover problem by focusing on the recruitment process.

Opryland reduce the time that took a candidate to apply for a position, interview, get hire, and start training. As a result, recruiting productivity improved 40 percent. Also, Opryland hired the best candidates, instead of giving them time to interview elsewhere, and employee turnover declined (Weinberg and Bushley, 1997).

Rock Bottom Restaurant has historically low turnover by hiring restaurant industry professionals instead of transients-an unusual recruiting strategy. Employees also participate in the hiring process, so new hirers can clearly understand the work environment and performance expectations. Its employees are given broad latitude to made service decisions, such as when to provide complimentary food to customers. Employees also help set work schedules. As a result, employees look forward to coming to work every day and providing outstanding service (Weinberg and Bushley, 1997).

The Ritz-Carlton Hotel Co. contends that self-directed work teams have reduced employee turnover and increased employee satisfaction (Leiser, 1996). By most industry standards, Starbucks' company benefits are impressive. It claims its benefits package is paid for with employee commitment and low turnover. Starbucks' employees, referred to as "partners" by the company, only have to work 20 hours a week to be eligible for benefits. Partners can choose from a variety of plans that include medical, vision, dental, chemical dependency, disability, and life insurance coverage. First-year workers get one week of paid vacation and 2 personal days, and all employees have access to a 401(k) retirement saving plan. Throw in a free pound of coffee every week and 30% discounts, and it is a plan that essentially leaves nothing out (Houten, 1997).

Memphis TN-headquarters Federal Express, long known for stable employees who provide outstanding customer service, has a number of employee programs that contribute

to its outstandingly low turnover. Training is a cornerstone of its success. Federal Express invests money, people, and time. It spends more than \$200 million -- 3 percent of its total payroll -- each year on training and assigning 1 percent of all employees to the training function. All couriers start four weeks of training and managers take monthly courses delivered through an interactive video network (Weinberg and Bushley, 1997).

Promoting your current employees saves time and money. More importantly, it shows you believe that your employees are the best. To hire a candidate with whom you are already familiar, who already knows you, and is already a part of your corporate culture (Marx, 1995).

According to Barbara Glanz, an employee motivation expert, fun and humor are important ways to emphasize the human element. There are many benefits from adding fun to the workplace such as better morale that means less absenteeism and lower turnover, increased employee loyalty, creativity and productivity. Suggestions for adding fun to the workplace from Matt Weinstein's *Managing to Have Fun* include: 1. Post baby pictures. 2. Create a stress-free zone. 3. Lend a bouquet of flowers. 4. Give an employee a surprise hour or day off. (Brotherton, 1996).

Finding good employees and compensating them adequately will pay off in terms of higher productivity and lower turnover. Careful selection and screening will result on hiring better employees. SecurTest Inc. has developed a battery of questionnaires that provide biographical information to the employer as self-disclosures. A chain of fast-food restaurants in Florida experienced an average reduction in turnover of 29.6% with a gross return to profit of \$500,000 (White, 1995). If hoteliers are truly interested in controlling turnover and the associated costs, we need to be more realistic about whom we are hiring.

They need to look for overqualified people who have positive attitudes and express them in their own lives. Also, they can promote from within and support employee efforts to advance.

There is evidence that an employee's anxiety and vulnerability are at their highest at the beginning of an organizational boundary passage. Furthermore, the more boundaries crossed, the greater the anxiety and sense of vulnerability. The new employee, who crosses the most boundaries at one time, experiences the greatest stress. The shock of multiple-boundary passage is often accompanied by feelings of sensory overload and disorientation, which are correlated with low performance. Orientation and training programs should help newcomers develop handling difficult situations to reduce anxiety and stress and facilitate the transition from newcomer to productive employee (Kennedy and Berger, 1994).

During the National Restaurant Association's annual show in Chicago, Richard V Skaugh, a human resources consultant and former hotel and restaurant trainer, addressed the issue of reducing employee turnover. Skaugh suggested treating employee as one would treat guests (Zuber, 1996).

As customers continue to demand better service, the turnover issue will be given the new challenges by today's workforce. The traditional strategies of higher pay and increased rote-style training are on the wane. To take more aggressive steps are winning ground in the turnover battle.

Chapter III

Findings

This chapter would show the comparison of overall 1991 Vs overall 1996 and the 10 hotels in tables. The differences among 1991, 1996, and the 10 hotels would also be discussed. Later some cross-tabulation results would be shown.

In June of 1996, one hundred and twenty questionnaires were delivered to the 12 hotels in person and sixty-eight completed questionnaires were returned. There were two hotels that rejected to do the survey because housekeeping staff were too busy. Also, one hotel had only two questionnaires back. It is approximately a 57.5% response rate. A list of the hotels that participated and the number of responses is shown in Table 3.

Table 3 Rochester Hotels Participated in the Study

<i>Hotels</i>	<i>Number of Responses</i>
<i>Holiday Inn Genesee Plaza</i>	2
<i>Brookwood Inn</i>	4
<i>Days Inn Downtown</i>	8
<i>Holiday Inn Airport</i>	12
<i>Econo Lodge</i>	0
<i>Hyatt Regency</i>	0
<i>Radisson Rochester Plaza</i>	5
<i>Courtyard East</i>	8
<i>Hampton Inn Greece</i>	8
<i>Holiday Inn South</i>	11
<i>Strathallan</i>	5
<i>Radisson Inn on Campus</i>	5
<i>Total</i>	68

In question one, 36.8% of the respondents said they learn about the job through a friend; 23.5% through a hotel employee; and 22.1% through the advertisement in 1996. There are big changes in this question from 1991. In 1991, 41.2% of respondents received the job information through the advertisement. The differences are shown in Table 4.

Table 4 Comparison of 1991Vs 1996 Responses to Question (1) Learning About Job

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 %(n=68)</i>	<i>Changed %</i>
1. How did you learn about this job? (choose all that applies.)			
A) Job advertisement.	41.2	22.1	-19.1
B) Through a friend.	22.5	36.8	+14.3
C) A relative.	15.7	16.2	+0.5
D) A hotel employee.	11.8	23.5	+11.7
E) Other please specify _____.	20.6	14.7	-5.9

In question two, 50.0% of the respondents chose to work for housekeeping because it was the only job available. This number is increased 11.8% from 1991. The 29.4% of respondents said they chose the job because of other reasons such as the work is simple and routine, they do not need to speak too much English, and it is ease to get the job; 25.0% because of flexible work schedule. Another big difference is that respondents chose the job because of medical and health benefits are decreased 17.6% from 1991. The more multiple responses are shown in Table 5.

**Table 5 Comparison of 1991Vs 1996 Responses to Question (2)
About Job Choice**

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
2. Why did you choose to work for housekeeping? (choose all that applies.)			
A) Free employee meals.	7.8	7.4	-0.4
B) Free uniforms.	6.9	8.8	+1.9
C) This was the only job available.	38.2	50.0	+11.8
D) Medical/ health benefits.	29.4	11.8	-17.6
E) Flexible work schedule.	35.3	25.0	-10.3
F) Good wages.	19.6	16.2	-3.4
G) Other please specify _____.	24.5	29.4	+4.9

In question three, 92.7% of the respondents received training for one week; 4.4% one month; and 2.9% more than one month. In 1991 the responses showed 80.4% received training for one week. This seems to indicate that more hoteliers do not want to spend much time in training their housekeepers because training costs a lot of money than before. More results are shown in Table 6.

In question four and five, results showed 83.8% and 60.3% of the respondents said that they received the proper training with what the supervisor expected for their job performance and they always had enough supplies in 1996. The numbers had big changes from 1991. The 57.8% response rate of the housekeepers did not always provide enough supplies for them to do their jobs. Table 6 showed more details.

Table 6 **Comparison of 1991 Vs 1996 Responses to Questions (3-5)
About Job Training and Enough Supplies**

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
3. How long were you trained for the job?			
A) One week.	80.4	92.7	+12.2
B) One month.	11.8	4.4	-7.4
C) More than one month.	7.8	2.9	-4.9
4. Is there a difference between what you were trained to do and supervisor expects you to do?			
A) Yes.	31.4	16.2	-15.2
B) No.	68.6	83.8	+15.2
5. Do you always have enough supplies?			
A) Yes.	42.2	60.3	+18.1
B) No.	57.8	39.7	-18.1

In question six, 30.9% of the respondents gave been on the job for 1-2 years; 26.5% for less than 3 months; 23.5% for 2 years and above; and 19.1% for 3 months to 6 months. The results are similar to 1991 and showed in Table 7.

In question seven, results showed 55.8% of the respondents plan to be in the job for 3 year and above; and 25.0% for 1 to 2 years. Both numbers are increase 4.8% and 12.3% from 1991. It seems to indicate that housekeepers plan to be on the job for longer time than 1991. Only 7.4% of respondents said that they plan to be this job for six months. More details are shown in Table 7.

Table 7 Comparison of 1991 Vs 1996 Responses to Questions (6-7) Tenure About Job

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
6. How long have you been on this job?			
A) Less than 3 months.	22.5	26.5	+4.0
B) 3 months to months.	20.6	19.1	-0.5
C) 1-2 yr.	25.5	30.9	+5.4
D) 2 yr. and above.	31.4	23.5	-7.9
7. How long do you plan to be on this job?			
A) 6 months	25.5	7.4	-18.1
B) 6 months to 1yr.	10.8	11.8	+1.0
C) 1-2 yr.	12.7	25.0	+12.3
D) 3 yr. and above.	51.0	55.8	+4.8

In question eight, 75.5% of the respondents said the job met their expectations; 24.5% felt that the job was not as they initially thought it to be. The result did not be changed a lot from 1991. It can be seen in Table 8.

In question nine, it showed 51.5% of the respondents thought that to provide enough supplies could make their job easier; 32.4% felt to reduce amount of work; 20.6% chose “other”; and 19.1% said to make the job less routine. Those who chose “other” suggested to have on job training every month and supervisors could be clearer when they give the work or duty. The results are similar between 1991 and 1996. More details are shown in Table 8.

In question ten, 77.9% of the respondents felt the Housekeeping is recognized as an important department in their hotel. The number is increased 18.1% from 1991. It is shown in Table 8. The results indicated more hotels concern about their Housekeeping department than past.

In question eleven, 45.6% of the respondents suggested that to share in employee could improve the image of this department; 42.6% said to change uniforms; and 27.9% wanted to provide a nice locker room. The housekeepers’ opinions are changed from 1991. In 1996 only 8.8% wanted to allow all employee to come in through front door, but In 1991 21.6% preferred to come in from front door. More results are shown in Table 8.

Table 8 **Comparison of 1991 Vs 1996 Responses to Questions (8-11)**
About Job Expectation and Department Recognition

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
8. Is the job what you thought it was before you came in?			
A) Yes.	66.7	75.5	+8.8
B) No.	33.3	24.5	-8.8
9. How do you think your job could be made easier? (choose all that applies.)			
A) Provide enough supplies.	53.9	51.5	-2.4
B) Reduce amount of work.	29.4	32.4	+3.0
C) Make the job less routine.	21.6	19.1	-2.5
D) Assign a specific amount of work per day.	24.5	16.2	-8.3
E) Other please specify _____.	24.5	20.6	-3.9
10. Do you feel Housekeeping is recognized as an important department in this hotel?			
A) Yes.	59.8	77.9	+18.1
B) No.	40.2	22.1	-18.1
11. In your opinion what can be done to improve the image of this department? (choose all that applies.)			
A) Provide a nice locker room.	37.3	27.9	-9.4
B) Allow all employee to come in through front door.	21.6	8.8	-12.8
C) Change uniforms.	39.2	42.6	+3.4
D) Share in employee concerns.	43.1	45.6	+2.5
E) Other please specify _____.	29.4	17.6	-11.8

In question twelve, 52.9% of the respondents said that the best thing they like about their job is supervisor; 51.5% is flexible work schedule; 45.6% is their colleagues; and 17.6% is their wages and the training they received. The biggest change is that housekeepers like their supervisors. The number is increased 26.4% from 1991. It indicates that some hotels have changed and improved their management in housekeeping department. Table 9 is shown more details.

In question thirteen, results showed 35.4% of the respondents said that the least thing they like is their wages; 33.8% is working weekends; 17.7 is the work pressure; and 10.3% is the work is too routine. There are not great differences between 1991 and 1996. It is can been seen in Table 9.

**Table 9 Comparison of 1991 Vs 1996 Responses to Questions (12-13)
About Job Satisfaction**

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
12. What do you like best about your job? (choose all that applies.)			
A) Flexible work schedule.	43.1	51.5	+8.4
B) My wages.	18.6	17.6	-1.0
C) Insurance and retirement benefits.	20.6	11.8	-8.8
D) My supervisor.	26.5	52.9	+26.4
E) My colleagues.	45.5	45.6	+0.1
F) The training I received.	21.6	17.6	-4.0
G) Other please specify _____.	15.7	7.4	-8.3
13. What do you like the least about your job?			
A) Working weekends.	40.2	33.8	-6.4
B) The work is too routine.	15.7	10.3	-5.4
C) My wages.	29.4	35.4	+6.0
D) The work pressure.	13.7	17.6	+3.9
E) Very little training.	1.0	2.9	+1.9

In question fourteen, 82.4% of the respondents said they had been recognized good work since they started work at this hotel; and 17.6% had not. In Table 10 it is shown the number that housekeepers had been recognized good job is increased 10.8% from 1991. It is a good change.

In question fifteen, 29.4% of the respondents indicated that they have had a promotion since they started working there; and 70.6% have not. The number that housekeepers have been promoted is decreased 14.7% from 1991. It is shown in Table 10.

In question sixteen, results showed that 48.5% of the respondents would like to be front desk clerk as opposed to housekeeping; 33.8% chose “other”; and 5.9% were equally split between waiting tables, receiving clerk, and front line cook. Those who chose “other” said that they would like to be a housekeeping manager’s assistant or work in sales and marketing department. There are some changes from 1991. More housekeepers chose front desk clerk in 1996; and fewer housekeepers would like to choose waiting tables. In Table 10 it showed more details.

Table 10 **Comparison of 1991 Vs 1996 Responses to Questions (14-16)**
About Work Recognition and Promotion

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
14. Have you ever been recognized for good work since you started work at this hotel?			
A) Yes.	71.6	82.4	+10.8
B) No.	28.4	17.6	-10.8
15. Have you had a promotion since you started working here?			
A) Yes.	44.1	29.4	-14.7
B) No.	55.9	70.6	+14.7
16. Given the opportunity what other job would you choose as opposed to housekeeping at this hotel?			
A) Front desk clerk.	36.3	48.5	+12.2
B) Waiting table.	17.6	5.9	-11.7
C) Receiving clerk.	2.0	5.9	+3.9
D) Front line cook.	3.9	5.9	+2.0
E) Other please specify _____.	40.2	33.8	-7.6

In question seventeen, 44.1% of the respondents work for the hotels with 100-200 rooms; 41.2% for the hotels with 200-300 rooms; 11.8% for the hotels with 50-100 rooms; and 2.9% for hotels with 400 rooms and above. The results showed that more housekeepers work for 100-200 rooms' hotels in 1996 than 1991. More results are shown in Table 11.

Table 11 **Comparison of 1991 Vs 1996 Responses to Question (17)**
About Size of Hotel

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
17. What is the size of the hotel?			
A) Under 50 rooms.	2.9	0.0	-2.9
B) 50-100 rooms.	30.4	11.8	-18.6
C) 100-200 rooms.	25.5	44.1	+18.6
D) 200-300 rooms.	37.3	41.2	+3.9
E) 400 rooms and over.	3.9	2.9	-1.0

In question eighteen, 38.2% of the respondents said that they have worked at another hotel in Rochester before; and 61.8% have not. In 1991 there are 41.2% of the housekeepers had experiences to work at another. The number is decreased 3.0% in 1996. The results are shown in Table 12.

Table 12 **Comparison of 1991 Vs 1996 Responses to Question (18)**
About Working at Another Hotel

<i>Question</i>	<i>1991</i> <i>% (n=102)</i>	<i>1996</i> <i>% (n=68)</i>	<i>Changed</i> <i>%</i>
18. Have you worked at another hotel in Rochester before? (If yes, answer question 19-22. If no, skip to question 23.)			
A) Yes.	41.2	38.2	-3.0
B) No.	58.8	61.8	+3.0

In question nineteen, 42.3% of the respondents who had worked at another hotel said that they stayed on their previous job for 3 years or more; 23.1% for 6 months to 1 year; 23.1% for less than 6 months; and 11.5% for 1-2 years. There are big changes from 1991. In 1991 only 21.4% of the housekeepers worked at their other job for 3 years. However, the number is increased 20.8% in 1996. More details are shown in Table 13.

In question twenty, 84.7% of the respondents who had worked at another hotels said that they worked for housekeeping in their previous hotels. Only 7.7% of the those who had experiences at another hotel worked for steward; 3.8% for waiter or waitress; and 3.8% for houseman. There are no big differences from the 1991 results. Table 13 showed the results.

In question twenty-one, 50.0% of the respondents who had worked at another hotel indicate that they have worked for 3 hotels; 38.5% said 2 hotels. The 50.0% of

respondents in 1991 said that they have worked for 1 hotel; 40.5% indicated for 2 hotels.

There is a big change from 1991. Table 13 showed more details.

In question twenty-two, results showed that 46.2% of the respondents who had worked at another hotel said that they left their previous job because of other reasons such as injury, finding a better job; 26.9% said because of low pay; another 26.9% indicates their supervisors; and 7.7% said because of no motivational activities. The housekeepers who quit their job because of low pay and no motivational activities are decreased 11.2% and 13.7% in 1996. More responses are shown in Table 13.

**Table 13 Comparison of 1991 Vs 1996 Responses to Question (19-22)
About Working Experiences at Another Hotel**

Question	1991 % (n=42)	1996 % (n=26)	Changed %
19. If yes, how long were you on your other job?			
A) Less than 6 months.	40.5	23.1	-17.4
B) 6 months to 1 yr.	19.0	23.1	+4.1
C) 1-2 yr.	19.0	11.5	-7.5
D) 3 yr. and more.	21.5	42.3	+20.8
20. What was your job at the other hotel?			
A) Housekeeping.	76.3	84.7	+8.4
B) Waiter/ Waitress.	9.5	3.8	-5.7
C) Banquet server.	7.1	0.0	-7.1
D) Steward.	7.1	7.7	+0.6
E) Houseman.	0.0	3.8	+3.8
21. How many hotels including this one have you worked for?			
A) 1.	50.0	7.7	-42.3
B) 2.	40.5	38.5	-2.0
C) 3.	2.4	50.0	+47.6
D) 5 or more.	7.1	3.8	-3.3
22. Why did you leave your previous job?			
A) Low pay.	38.1	26.9	-11.2
B) Your supervisor.	33.3	26.9	-6.4
C) Transfer of spouse.	9.5	0.0	-9.5
D) No motivational activities.	21.4	7.7	-13.7
E) Other please specify _____.	45.2	46.2	+1.0

In question twenty-three, 86.8% of the respondents are female; and 13.2% are male. When it compares to 1991, the female housekeepers increase 10.3% in 1996. The results are shown in Table 14.

In question twenty-four, 32.4% of the respondents are age 31 to 40; 30.9% are 18 to 24; 19.1% are 41 and above; and 17.6% are 25 to 30. There are some changes in 1996. The housekeepers' age 31 to 40 increased 17.7% from 1991; and age 18 to 24 decrease 15.2%. The results are shown in Table 14.

In question twenty-five, results showed that 73.5% of the respondents are single; 22.1% are married; and the rest are either separated or divorced. The housekeepers' marital status has a big change from 1991. Single housekeepers increase 27.4% and married housekeepers decrease 20.0% in 1996. Table 14 showed more details.

In question twenty-six, 57.4% of the respondents said that their incomes are primary in their family unit; and 42.6% are secondary. In 1991 46.1% indicate that the source of income is primary. The number is increased 11.3% from 1991. The results are shown in Table 14.

In question twenty-seven, 67.6% of the respondents have a high school degree; 20.6% are "other"; 5.9% have a technical school education; 4.4% have a two year college degree; and 1.5% have a four year college degree. Those who chose "other" have an 8th grade education or unfinished high school education. The results are similar between 1991 and 1996. It showed in Table 14.

In question twenty-eight, results showed that 60.3% of the respondents chose "other"; 17.6% are business major; 14.7% are home economics; and 7.4% are hospitality. Those who chose "other" indicate that they are nursing major, an 8th grade or unfinished

high school education. The hospitality major is decreased 12.2% from 1991. The more results are shown in Table 14.

In question twenty-nine, 94.1% of the respondents said that they work full time. The number is increased 15.7% from 1991. Only 5.9% of the housekeepers work part time in 1996. These results are shown in Table 14.

In question thirty, 25.0% of the respondents have a working spouse. This is decreased 26.1% from 1991. Table 14 showed the results.

Table 14 **Comparison of 1991 Vs 1996 Responses to Questions (23-30)**
About Demographic for Respondents

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
23. I am			
A) Male.	23.5	13.2	-10.3
B) Female.	76.5	86.8	+10.3
24. My age is between			
A) 18-24.	46.1	30.9	-15.2
B) 25-30.	18.6	17.6	-1.0
C) 31-40.	14.7	32.4	+17.7
D) 41 and above.	20.6	19.1	-1.5
25. What is your marital status?			
A) Married.	42.1	22.1	-20.0
B) Divorced.	5.9	0.0	-5.9
C) Widowed.	5.9	1.5	-4.4
D) Single.	46.1	73.5	+27.4
E) Separated.	0.0	2.9	+2.9
26. What source of income is your job in your family unit?			
A) Primary.	46.1	57.4	+11.3
B) Secondary.	53.9	42.6	-11.3
27. The highest level of education you have achieved is			
A) High school degree.	66.7	67.6	+0.9
B) Technical school degree.	10.8	4.4	-6.4
C) Two year college.	5.9	5.9	-0.0
D) Four year college.	3.9	1.5	-2.4
E) Other please specify _____.	12.7	20.6	+7.9
28. What was your major?			
A) Hospitality.	19.6	7.4	-12.2
B) Business.	23.5	17.6	-5.9
C) Home Economics.	14.7	14.7	-0.0
D) Other please specify _____.	41.2	60.3	+19.1
29. Are you working			
A) Part time?	21.6	5.9	-15.7
B) Full time?	78.4	94.1	+15.7
30. Is your spouse also working?			
A) Yes.	51.1	25.0	-26.1
B) No.	48.9	75.0	+26.1

In question thirty-one, 75.0% of the respondents said that they would like to increase wages; 42.6% like more help; and 32.4% want more supplies. The results are greatly changed from 1991. Only 29.4% wanted to increase wages in 1991. It is increased 45.6% in 1996. More details are shown in Table 15.

In question thirty-two, results showed that 83.8% of the respondents believe that their suggestions would be used to improve the working conditions of the housekeeping department. This result is almost the same with 1991. It can be seen from Table 15.

**Table 15 Comparison of 1991 Vs 1996 Responses to Questions (31-32)
About Employee Suggestions**

<i>Question</i>	<i>1991 % (n=102)</i>	<i>1996 % (n=68)</i>	<i>Changed %</i>
31. I would suggest the following changes to be made to improve the working conditions in the housekeeping department.			
A) More help.	54.9	42.6	-12.3
B) More supplies.	42.2	32.4	-9.8
C) Increase wages.	29.4	75.0	+45.6
32. I believe that my suggestions and opinion will be used to improve the working conditions of the housekeeping department.			
A) Yes.	79.4	83.8	+4.4
B) No.	20.6	16.4	-4.4

The 16.2% of the respondents of age 31 to 40 had worked at another hotel; and 10.3% are age 25 to 30. It indicates that housekeepers of age 25 to 40 had a higher turnover chance in 1996. The results are shown in Table 16. In 1991 the 14.8% of respondents of age 18 to 24 said that they had worked at another hotel; and 10.8% are age 41 and above. The results indicated that younger and older housekeepers have a higher turnover rate in 1991. Table 17 showed more details.

Table 16 Cross-Tab Had Worked at Another Hotel By Age in 1996

<i>The Age of Respondents</i>	<i>Had Work at Another Hotel</i>		<i>(n=68)</i>
	Yes	No	Row Total %
18 To 24	4.4	26.5	30.9
25 To 30	10.3	7.3	17.6
31 To 40	16.2	16.2	32.4
41 and Above	7.3	11.8	19.1
Column Total %	38.2	61.8	100.0

Table 17 Cross-Tab Had Worked at Another Hotel By Age in 1991

<i>The Age of Respondents</i>	<i>Had Work at Another Hotel</i>		<i>(n=102)</i>
	Yes	No	Row Total %
18 To 24	14.8	31.3	46.1
25 To 30	7.8	10.8	18.6
31 To 40	7.8	6.9	14.7
41 and Above	10.8	9.8	20.6
Column Total %	41.2	58.8	100.0

In Table 18, it clearly showed that the respondents of age 18 to 24 and age 41 and above had higher turnover than age 25 to 40 in 1991. There is a big change in 1996. The respondents of age 25 and above had high turnover in 1996. Young housekeepers of age 18 to 24 had a low turnover in 1996 compared to 1991. The number is decreased 24.2% from 1991. The results are show in Table 18.

Table 18 Cross-Tab Age By Turnover Rate Among Those Who Had Worked at Another Hotel 1991 Vs 1996

The Age of Respondents	1991 Turnover Rate	1996 Turnover Rate
	% (n=42)	% (n=26)
18 To 24	35.8	11.6
25 To 30	19.0	26.9
31 To 40	19.0	42.3
41 and Above	26.2	19.2

In Table 19, it showed that 22.0% of the respondents of age 31 to 40 would plan to be on the housekeepers job for 3 years and above; 14.7% are age 41 and above; 10.3% are age 25 to 30; and 8.8% are age 18 to 24. The results reveal that the housekeepers whose ages are 31 and above would stay on the job longer than age 18 to 30. It seems to indicate that older housekeepers have a lower turnover rate than younger housekeepers. More results are shown in Table 19. In 1991, 17.7% of the respondents of age 41 and above would plan to stay on the job 3 year or more; 13.7% of age 18 to 24. It shows that both older and younger housekeepers like to stay longer. The results also showed that 19.6% of age 18 to 24 of the respondents would just plan to stay on the job for 6 months. More details are shown in Table 20.

Table 19 Cross-Tab Length of Planned Stay on the Job By Age in 1996

<i>Length of Planned Stay on the Job</i>	<i>The Age of Respondents</i>				<i>(n=68)</i>
	18 To 24	25 To 30	31 To 40	41 and Above	Row Total %
6 Months	4.4	3.0	0.0	0.0	7.4
6 Months To 1 Year	7.4	0.0	3.0	1.4	11.8
1 To 2 Year	10.3	4.3	7.4	3.0	25.0
3 Year and Above	8.8	10.3	22.0	14.7	55.8
Column Total %	30.9	17.6	32.4	19.1	100.0

Table 20 Cross-Tab Length of Planned Stay on the Job By Age in 1991

<i>Length of Planned Stay on the Job</i>	<i>The Age of Respondents</i>				<i>(n=102)</i>
	18 To 24	25 To 30	31 To 40	41 and Above	Row Total %
6 Months	19.6	3.9	1.0	1.0	25.5
6 Months To 1 Year	5.0	2.9	1.9	1.0	10.8
1 To 2 Year	7.8	2.0	2.0	0.9	12.7
3 Year and Above	13.7	9.8	9.8	17.7	51.0
Column Total %	46.1	18.6	14.7	20.6	100.0

The 36.8% of respondents indicated that they would plan to stay on the job for 3 years and more because of their supervisor; 35.8% said because of flexible work schedule; and 25.0% are because of their colleagues. The results are shown in Table 21. In 1991 the 21.6% of respondents would plan to stay on the job because of flexible work schedule; 20.6% said because of their colleagues. More results are shown in Table 22. The quality of supervision is improved a lot in 1996 when the results in 1991 and 1996 are compared.

Table 21 **Cross-Tab Best Like Thing About the Job By Length of Planned Stay on the Job in 1996**

<i>Best Like Thing About the Job</i>	<i>Length of Planned Stay on the Job</i>				<i>(n=68)</i>
	<i>6 Months</i>	<i>6 Months To 1 Year</i>	<i>1 To 2 Year</i>	<i>3 Year and Above</i>	
Flexible Work Schedule	2.9	5.9	7.4	35.3	51.5
My Wage	1.5	0.0	2.9	13.2	17.6
Insurance and Retirement Benefits	0.0	0.0	1.5	10.3	11.8
My Supervisor	2.9	4.4	8.8	36.8	52.9
My Colleagues	2.9	7.4	10.3	25.0	45.6
The Training I Received	1.5	0.0	4.4	11.7	17.6
Other	0.0	1.4	3.0	3.0	7.4

Table 22 **Cross-Tab Best Like Thing About the Job By Length of Planned Stay on the Job in 1991**

<i>Best Like Thing About the Job</i>	<i>Length of Planned Stay on the Job</i>				<i>(n=102)</i>
	<i>6 Months</i>	<i>6 Months To 1 Year</i>	<i>1 To 2 Year</i>	<i>3 Year and Above</i>	
Flexible Work Schedule	9.8	4.9	6.8	21.6	43.1
My Wage	2.9	2.0	0.0	13.7	18.6
Insurance and Retirement Benefits	5.9	2.9	2.0	9.8	20.6
My Supervisor	4.9	2.0	4.9	14.7	26.5
My Colleagues	13.7	4.9	5.9	20.6	45.1
The Training I Received	6.9	1.0	3.9	9.8	21.6
Other	2.9	2.9	2.9	7.0	15.7

The 23.5% of respondents who would plan to stay on the job for 3 years and above indicated that the least thing they like is their wages; 14.7% said working on weekends; and 10.3% said the work pressure. The results are shown in Table 23. In 1991 the 16.7% of respondents who would plan to stay on the job for 3 years and more said that the least thing they like is their wages; 16.7% indicated working on weekends; and 10.8% said the work pressure. Table 24 showed the 1991 results. The results reveal that there are no changes on wages, working on weekends and work pressure from 1991 to 1996. These reasons that might cause housekeepers turnover should be concerned and improved.

Table 23 **Cross-Tab Least Like Thing About the Job By Length of Planned Stay on the Job in 1996**

<i>Least Like Thing About the Job</i>	<i>Length of Planned Stay on the Job</i>				<i>(n=68)</i>
	<i>6 Months</i>	<i>6 Months To 1 Year</i>	<i>1 To 2 Year</i>	<i>3 Year and Above</i>	
Working Weekends	1.4	7.4	10.3	14.7	33.8
Work Too Routine	0.0	3.0	1.5	5.9	10.4
My Wages	3.0	1.4	7.4	23.5	35.3
Work Pressure	3.0	0.0	4.3	10.3	17.6
Very Little Training	0.0	0.0	1.5	1.4	2.9
Column Total %	7.4	11.8	25.0	55.8	100.0

Table 24 **Cross-Tab Length of Planned Stay on the Job By Least Like Thing About the Job in 1991**

<i>Least Like Thing About the Job</i>	<i>Length of Planned Stay on the Job</i>				<i>(n=102)</i>
	<i>6 Months</i>	<i>6 Months To 1 Year</i>	<i>1 To 2 Year</i>	<i>3 Year and Above</i>	
Working Weekends	12.8	5.9	4.9	16.7	40.2
Work Too Routine	1.0	2.9	1.0	10.8	15.7
My Wages	8.8	1.0	2.9	16.7	29.4
Work Pressure	2.9	1.0	2.9	6.8	13.7
Very Little Training	0.0	0.0	1.0	0.0	1.0
Column Total %	25.5	10.8	12.7	51.0	100.0

The 17.7% of respondents of age 18 to 24 said that the best thing they like about the job is their supervisor; both 11.8% of age 25 to 30 and 20.6% of age 31 to 40 also said their supervisor; and 13.2% of age 41 and above indicated flexible work schedule. The results are shown in Table 25. In 1991 the 20.6% of respondents of age 18 to 24 indicated that their colleagues are the best thing they like their job; 10.8% of age 25 to 30 also said their colleagues; 7.8% of age 31 to 40 said flexible work schedule; 7.9% of age 41 and above indicated their supervisor. Table 26 showed the 1991 results. It is obvious to be seen that all age groups said the best thing they like about are changed from 1991 to 1996.

Table 25 Cross-Tab Best Like Thing About the Job By Age in 1996

<i>Best Like Thing About the Job</i>	<i>The Age of Respondents</i>				<i>(n=68)</i> Row Total %
	18 To 24	25 To 30	31 To 40	41 and Above	
Flexible Work schedule	13.2	8.8	16.3	13.2	51.5
My Wages	4.4	2.9	7.4	2.9	17.6
Insurance and Retirement Benefits	1.5	1.5	5.9	2.9	11.8
My Supervisor	13.2	11.8	20.6	7.3	52.9
My Colleagues	17.7	10.3	13.2	4.4	45.6
The Training I Received	4.4	1.5	7.3	4.4	17.6
Other	1.5	0.0	4.4	1.5	7.4

Table 26 Cross-Tab Best Like Thing About the Job By Age in 1991

<i>Best Like Thing About the Job</i>	<i>The Age of Respondents</i>				<i>(n=102)</i> Row Total %
	18 To 24	25 To 30	31 To 40	41 and Above	
Flexible Work schedule	23.5	4.9	7.8	6.9	43.1
My Wages	7.8	3.9	3.0	3.9	18.6
Insurance and Retirement Benefits	11.8	4.9	1.0	2.9	20.6
My Supervisor	9.8	3.9	4.9	7.9	26.5
My Colleagues	20.6	10.8	5.9	7.8	45.1
The Training I Received	11.8	3.9	2.0	3.9	21.6
Other	6.8	4.9	2.0	2.0	15.7

In Table 27, results showed that 11.8% of the respondents of age 31 to 40 said the least thing that they like is work on weekends; and 10.3% of age 18 to 24 indicated the same thing. The 10.3% of age 41 and above indicate that the least thing they like is their wages; and 17.6% of age 25 to 40 also said about their wages. Table 27 showed more results. In 1991 the 21.6% of respondents of age 18 to 24, age 25 to 30, and age 31 to 40 all indicated that the least thing they like about the job is working on weekends; 6.9% of age 41 and above said their wages. The results are shown in Table 28. There is a change in age 25 to 30 group and there is no changes in rest of age groups from 1991 and 1996. All these results would give hoteliers some sources of what reasons cause every age groups to be dissatisfied about their job.

Tale 27 Cross-Tab Least Like Thing About the Job By Age in 1996

<i>Least Like Thing About the Job</i>	<i>The Age of Respondents</i>				<i>(n=68)</i>
	18 To 24	25 To 30	31 To 40	41 and Above	Row Total %
Working Weekends	10.3	4.3	11.8	7.4	33.8
Work Too Routine	7.4	0.0	3.0	0.0	10.4
My Wages	7.4	8.8	8.8	10.3	35.3
Work Pressure	5.8	3.0	7.4	1.4	17.6
Very Little Training	0.0	1.5	1.4	0.0	2.9
Column Total %	30.9	17.6	32.4	19.1	100.0

Table 28 Cross-Tab Least Like Thing About the Job By Age in 1991

<i>Least Like Thing About the Job</i>	<i>The Age of Respondents</i>				<i>(n=102)</i>
	18 To 24	25 To 30	31 To 40	41 and Above	Row Total %
Working Weekends	21.6	8.9	6.8	2.9	40.2
Work Too Routine	3.9	3.9	2.0	5.9	15.7
My Wages	13.7	3.9	4.9	6.9	29.4
Work Pressure	5.9	1.9	1.0	4.9	13.7
Very Little Training	1.0	0.0	0.0	0.0	1.0
Column Total %	46.1	18.6	14.7	20.6	100.0

In some Cross-Tab, it seems to show that the respondents' age is related to length of planned stay on the job and least like thing about the job. Therefore, Chi Square analysis was used to examine if there is a relationship between the respondents' age and length of planned to stay on the job. And, if there is a relationship between the respondents' age and least like thing about the job. The results indicated that there is a relationship between the respondents' and length of planned stay on the job in 1991 ($X^2=24.03$, $df=9$, $p<0.01$). In 1996 there is no significant relationship between the respondents' age and length of planned stay on the job, but it is closed. The results also indicated that none of the Chi-Square analysis is significant between the respondents' age and least like thing about the job both in 1991 and 1996. The details are shown in Table 29.

Table 29 Chi-Square Relationship Between Age and Reasons which Influence Employee Turnover in 1991 and 1996

Reasons Influencing Employee Turnover	X^2	Df	P
Length of Planned Stay on Job in 1991	24.02527	9	0.00426**
Length of Planned Stay on Job in 1996	15.23111	9	0.08478*
Least Like Thing About the Job in 1991	12.67090	12	0.39341
Least Like Thing About the Job in 1996	13.38251	12	0.34186

Note: * $P<0.1$; ** $P<0.01$.

Table 30 showed the comparison of 1996 and ten hotels.

In question two, most respondents said that they chose the housekeeping job because it is the only job available. There is a big difference in Hotel D. The 60.0% of the respondents in Hotel D indicated that they chose the job because of medical and health benefits; and another 60.0% said because of good wages. It means that Hotel D probably offers better wages and medical health benefits to attract housekeepers than other hotels. Table 30 showed the results.

In question five, many respondents indicated that they always have enough supplies. only in Hotel G and J 100.0% of the housekeepers said that they do not always have enough supplies. It is a big difference from other hotels. The results are shown in Table 30.

In question seven, it can be seen that over 60% of the respondents in Hotel C, D, E, F, G, H and I would like to be on the housekeeper job for 1 to 2 year or 3 years and above. There are some great common things among these hotels. The respondents among these hotels indicate that the best things they like their job are their colleagues, flexible work schedule, and their supervisors. These results are showed in Table 30 question twelve.

In question eleven, results reveal that the respondents in most hotels suggest that to change uniforms and share in employee concerns would improve the image of the housekeeping department. The results are shown in Table 30.

In question ten, the respondents from most hotels feel that Housekeeping is recognized as an important department in their hotel. Only the housekeepers from Hotel E said that they do not feel. It is shown in Table 30.

In question fourteen, only in Hotel J over 60% of the respondents said that they have not been recognized for good work since they started work at the hotel. The results is

shown in Table 30.

In question fifteen, in Hotel B, D and I they have higher rate to promote their housekeepers since they started working there than the rest hotels. The results are show in Table 30.

In question eighteen, there is a higher rate from Hotel A, B and C that the housekeepers indicated they had worked at another hotel than other hotels. Table 30 showed the result.

In question twenty-four, there are more younger housekeepers in Hotel C, E, F and G. It is different from other hotels. The result is shown in Table 30.

In question twenty-seven and twenty-eight, it can be found that in hotel D there are high percentage in “other” This is because many housekeepers in hotels D are from other country. They indicated that they only had an 8th grade or unfinished education. It is shown in Table 30.

Table 30 Comparison of Questionnaire Responses from Participating Hotels in 1996

Question	Overall 1996 % (n=68)	Hotel A (n=2)	Hotel B (n=4)	Hotel C (n=8)	Hotel D (n=12)	Hotel E (n=5)	Hotel F (n=8)	Hotel G (n=8)	Hotel H (n=11)	Hotel I (n=5)	Hotel J (n=5)
1. How did you learn about your job?											
A) Job advertisement.	22.1	0.0	0.0	0.0	16.7	40.0	50.0	12.5	36.4	40.0	0.0
B) Through a friend.	36.8	0.0	50.0	25.0	41.7	40.0	37.5	12.5	45.5	40.0	60.0
C) A relative.	16.2	0.0	25.0	25.0	8.3	20.0	0.0	25.0	9.1	20.0	40.0
D) A hotel employee.	23.5	100.0	25.0	25.0	41.7	40.0	0.0	50.0	0.0	0.0	0.0
E) Other please specify _____.	14.7	0.0	0.0	25.0	8.3	0.0	37.5	25.0	9.1	0.0	20.0
2. Why did you choose to work for housekeeping?											
A) Free meals.	7.4	50.0	0.0	0.0	0.0	0.0	0.0	0.0	36.4	0.0	0.0
B) Free uniforms.	8.8	0.0	0.0	0.0	0.0	0.0	0.0	12.5	36.4	20.0	0.0
C) This was the only job available.	50.0	50.0	75.0	75.0	41.7	60.0	50.0	50.0	45.5	40.0	20.0
D) Medical/health benefits.	11.8	0.0	0.0	0.0	0.0	0.0	25.0	12.5	18.2	60.0	0.0
E) Flexible work schedule.	25.0	0.0	25.0	0.0	25.0	0.0	0.0	25.0	54.5	40.0	60.0
F) Good wages.	16.2	0.0	0.0	0.0	0.0	20.0	12.5	25.0	36.4	60.0	0.0
G) Other please specify _____.	29.4	0.0	0.0	25.0	50.0	40.0	37.5	37.5	9.1	20.0	40.0
3. How long were you trained for the job?											
A) One week.	92.7	100.0	75.0	87.5	91.7	80.0	100.0	100.0	90.9	100.0	100.0
B) One month.	4.4	0.0	25.0	12.5	8.3	0.0	0.0	0.0	0.0	0.0	0.0
C) More than a month.	2.9	0.0	0.0	0.0	0.0	20.0	0.0	0.0	9.1	0.0	0.0
4. Is there a difference between what you were trained to do and what you supervisor expect you to do?											
A) Yes.	16.2	50.0	50.0	25.0	8.3	0.0	12.5	12.5	27.3	0.0	0.0
B) No.	83.8	50.0	50.0	75.0	91.7	100.0	87.5	87.5	72.7	100.0	100.0
5. Do you always have enough supplies?											
A) Yes.	60.3	0.0	100.0	50.0	83.3	0.0	50.0	37.5	100.0	100.0	0.0
B) No.	39.7	100.0	0.0	50.0	16.7	100.0	50.0	62.5	0.0	0.0	100.0

Question	Overall 1996 (n=68)	Hotel A (n=2)	Hotel B (n=4)	Hotel C (n=8)	Hotel D (n=12)	Hotel E (n=5)	Hotel F (n=8)	Hotel G (n=8)	Hotel H (n=11)	Hotel I (n=5)	Hotel J (n=5)
6. How long have you been on this job?											
A) Less than 3 months.	26.5	50.0	25.0	50.0	0.0	40.0	37.5	50.0	9.1	0.0	40.0
B) 3 months to 6 months.	19.1	50.0	25.0	12.5	8.3	0.0	0.0	25.0	36.4	20.0	40.0
C) 1-2 yr.	30.9	0.0	0.0	0.0	58.3	40.0	50.0	25.0	27.3	60.0	0.0
D) 3 yr. and above.	23.5	0.0	50.0	37.5	33.4	20.0	12.5	0.0	27.2	20.0	20.0
7. How long do you plan to be on this job?											
A) 6 months.	7.4	50.0	50.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0
B) 6 months to 1 yr.	11.8	0.0	0.0	0.0	0.0	0.0	37.5	0.0	9.1	20.0	60.0
C) 1-2 yr.	25.0	50.0	25.0	50.0	0.0	40.0	25.0	50.0	27.3	0.0	0.0
D) 3 yr. and above.	55.8	0.0	25.0	50.0	100.0	60.0	37.5	25.0	63.6	80.0	40.0
8. Is the job what you thought it was before you came in?											
A) Yes.	75.5	50.0	50.0	62.5	83.3	80.0	62.5	87.5	81.8	80.0	80.0
B) No.	24.5	50.0	50.0	37.5	16.7	20.0	37.5	12.5	18.2	20.0	20.0
9. How do you think your job could be easier?											
A) Provide enough supplies.	51.5	50.0	0.0	62.5	16.7	100.0	50.0	62.5	54.5	40.0	100.0
B) Reduce amount of work.	32.4	50.0	75.0	25.0	33.3	20.0	37.5	12.5	45.5	20.0	20.0
C) Make the job less routine.	19.1	0.0	25.0	25.0	16.7	0.0	25.0	25.0	18.2	0.0	40.0
D) Assign specific amount of work per day.	16.2	0.0	0.0	37.5	0.0	20.0	12.5	25.0	18.2	0.0	40.0
E) Other please specify _____.	20.6	0.0	0.0	25.0	50.0	0.0	12.5	25.0	9.1	40.0	0.0
10. Do you feel Housekeeping is recognized as an important department in this hotel?											
A) Yes.	77.9	50.0	75.0	75.0	91.7	40.0	87.5	75.0	72.7	100.0	80.0
B) No.	22.1	50.0	25.0	25.0	8.3	60.0	12.5	25.0	27.3	0.0	20.0

Question	Overall 1996 % (n=68)	Hotel A (n=2)	Hotel B (n=4)	Hotel C (n=8)	Hotel D (n=12)	Hotel E (n=5)	Hotel F (n=8)	Hotel G (n=8)	Hotel H (n=11)	Hotel I (n=5)	Hotel J (n=5)
11. In your opinion what can be done to improve the image of this department?											
A) Provide a nice locker room.	27.9	0.0	25.0	62.5	33.3	20.0	0.0	0.0	36.4	40.0	40.0
B) Allow employee to come in through front door.	8.8	50.0	25.0	0.0	8.3	0.0	0.0	0.0	0.0	0.0	60.0
C) Change uniforms.	42.6	50.0	50.0	50.0	33.3	40.0	37.5	75.0	36.4	20.0	40.0
D) Share in employee concerns.	45.6	0.0	0.0	62.5	0.0	100.0	37.5	50.0	54.5	80.0	80.0
E) Other please specify _____.	17.6	0.0	0.0	12.5	33.3	20.0	37.5	12.5	9.1	0.0	20.0
12. What do you like best about your job?											
A) Flexible work schedule.	51.5	0.0	25.0	37.5	41.7	60.0	50.0	25.0	81.8	60.0	100.0
B) My wages.	17.6	50.0	25.0	0.0	0.0	20.0	0.0	37.5	36.4	40.0	0.0
C) Insurance and retirement benefits.	11.8	0.0	0.0	0.0	25.0	0.0	0.0	37.5	0.0	40.0	0.0
D) My supervisor.	52.9	0.0	50.0	25.0	100.0	20.0	75.0	62.5	27.3	100.0	0.0
E) My colleagues.	45.6	50.0	0.0	37.5	50.0	60.0	87.5	75.0	27.3	40.0	0.0
F) The training I received.	17.6	0.0	0.0	12.5	16.7	20.0	12.5	50.0	9.1	40.0	0.0
G) Other please specify _____.	7.4	0.0	0.0	12.5	0.0	20.0	12.5	0.0	0.0	20.0	20.0
13. What do you like the least about your job?											
A) Working weekends.	33.8	50.0	25.0	12.5	16.7	60.0	62.5	37.5	27.2	0.0	80.0
B) The work is too routine.	10.3	0.0	0.0	12.5	8.3	0.0	25.0	12.5	18.2	0.0	0.0
C) My wages.	35.4	0.0	25.0	37.5	58.3	40.0	12.5	37.5	36.4	60.0	0.0
D) The work pressure.	17.6	50.0	50.0	37.5	16.7	0.0	0.0	12.5	9.1	40.0	0.0
E) Very little training.	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9.1	0.0	20.0
14. Have you ever been recognized for good work since you started work at this hotel?											
A) Yes.	82.4	50.0	50.0	87.5	100.0	80.0	75.0	100.0	81.8	100.0	40.0
B) No.	17.6	50.0	50.0	12.5	0.0	20.0	25.0	0.0	18.2	0.0	60.0

Question	Overall 1996 (n=68)	Hotel A (n=2)	Hotel B (n=4)	Hotel C (n=8)	Hotel D (n=12)	Hotel E (n=5)	Hotel F (n=8)	Hotel G (n=8)	Hotel H (n=11)	Hotel I (n=5)	Hotel J (n=5)
15. Have you had a promotion since you started working here?											
A) Yes.	29.4	0.0	50.0	37.5	41.7	0.0	25.0	25.0	27.3	40.0	20.0
B) No.	70.6	100.0	50.0	62.5	58.3	100.0	75.0	75.0	72.7	60.0	80.0
16. Give the opportunity what other job would you choose as opposed to housekeeping at this hotel?											
A) Front desk clerk.	48.5	0.0	25.0	50.0	16.7	60.0	75.0	62.5	45.5	80.0	60.0
B) Waiting tables.	5.9	0.0	25.0	0.0	0.0	0.0	12.5	0.0	9.1	0.0	20.0
C) Receiving clerk.	5.9	50.0	25.0	0.0	0.0	0.0	12.5	12.5	0.0	0.0	0.0
D) Front line cook.	5.9	50.0	0.0	0.0	16.7	0.0	0.0	0.0	0.0	0.0	20.0
E) Other please specify _____.	33.8	0.0	25.0	50.0	66.6	40.0	0.0	25.0	45.4	20.0	0.0
17. What is the size of the hotel?											
A) Under 50 rooms.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
B) 50-100 rooms.	11.8	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0
C) 100-200 rooms.	44.1	0.0	100.0	100.0	0.0	0.0	0.0	100.0	0.0	100.0	100.0
D) 200-300 rooms.	41.2	0.0	0.0	0.0	100.0	100.0	0.0	0.0	100.0	0.0	0.0
E) 400 rooms and over.	2.9	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
18. Have you worked at another hotel in Rochester before? (If yes, answer question 19-22. If no, skip to question 23.)											
A) Yes.	38.2	100.0	75.0	50.0	33.3	40.0	25.0	37.5	18.2	40.0	40.0
B) No.	61.8	0.0	25.0	50.0	66.7	60.0	75.0	62.5	81.8	60.0	60.0
19. If yes, how long were you on your other job?											
A) Less than 6 months.	23.1	50.0	0.0	0.0	0.0	0.0	50.0	0.0	100.0	0.0	100.0
B) 6 months to one year.	23.1	0.0	33.4	25.0	0.0	100.0	50.0	33.4	0.0	0.0	0.0
C) 1-2 yr.	11.5	0.0	33.3	0.0	0.0	0.0	0.0	33.3	0.0	50.0	0.0
D) 3 yr. or more.	42.3	50.0	33.3	75.0	100.0	0.0	0.0	33.3	0.0	50.0	0.0

Question	Overall 1996 (n=68)	Hotel A (n=2)	Hotel B (n=4)	Hotel C (n=8)	Hotel D (n=12)	Hotel E (n=5)	Hotel F (n=8)	Hotel G (n=8)	Hotel H (n=11)	Hotel I (n=5)	Hotel J (n=5)
20. What was your job at the other hotel?											
A) Housekeeping.	84.7	0.0	66.7	100.0	100.0	100.0	50.0	100.0	100.0	100.0	100.0
B) Waiter/Waitress.	3.8	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
C) Banquet server.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D) Steward.	7.7	50.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0
E) Houseman.	3.8	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21. How many hotels including this one have you work for?											
A) 1.	7.7	50.0	0.0	0.0	0.0	0.0	0.0	33.3	0.0	0.0	0.0
B) 2.	38.5	0.0	66.7	0.0	25.0	0.0	100.0	0.0	100.0	50.0	100.0
C) 3.	50.0	50.0	33.3	100.0	75.0	100.0	0.0	66.7	0.0	0.0	0.0
D) 4 or more.	3.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0
22. Why did you leave your previous job?											
A) Low pay.	26.9	0.0	33.3	0.0	0.0	0.0	0.0	33.3	50.0	100.0	50.0
B) Your supervisor.	26.9	50.0	66.7	0.0	50.0	50.0	0.0	33.3	0.0	0.0	0.0
C) Transfer of spouse.	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
D) No motivational activities.	7.7	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0
E) Other please specify _____.	38.5	0.0	0.0	100.0	50.0	0.0	100.0	33.3	50.0	50.0	50.0
23. I am											
A) Male.	13.2	50.0	25.0	12.5	33.3	0.0	12.5	12.5	0.0	0.0	0.0
B) Female.	86.8	50.0	75.0	87.5	66.7	100.0	87.5	87.5	100.0	100.0	100.0
24. My age is between											
A) 18-24.	30.9	0.0	25.0	50.0	16.7	40.0	62.5	50.0	18.2	0.0	20.0
B) 25-30.	17.6	50.0	25.0	0.0	8.6	40.0	25.0	25.0	18.2	0.0	20.0
C) 31-40.	32.4	50.0	25.0	25.0	58.3	0.0	12.5	25.0	36.4	60.0	20.0
D) 40 and above.	19.1	0.0	25.0	25.0	16.7	20.0	0.0	0.0	27.2	40.0	40.0

Question	Overall 1996 % (n=68)	Hotel A (n=2)	Hotel B (n=4)	Hotel C (n=8)	Hotel D (n=12)	Hotel E (n=5)	Hotel F (n=8)	Hotel G (n=8)	Hotel H (n=11)	Hotel I (n=5)	Hotel J (n=5)
25. What is your marital status?											
A) Married.	22.1	100.0	25.0	12.5	16.7	0.0	25.0	12.5	36.4	40.0	0.0
B) Divorced.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
C) Widowed.	1.5	0.0	0.0	0.0	8.3	0.0	0.0	0.0	0.0	0.0	0.0
D) Single.	73.5	0.0	75.0	87.5	66.7	100.0	75.0	75.0	63.6	60.0	100.0
E) Separated.	2.9	0.0	0.0	0.0	8.3	0.0	0.0	12.5	0.0	0.0	0.0
26. What source of income is your job in your family unit?											
A) Primary.	57.4	100.0	75.0	62.5	66.7	40.0	50.0	25.0	54.5	80.0	60.0
B) Secondary.	42.6	0.0	25.0	37.5	33.3	60.0	50.0	75.0	45.5	20.0	40.0
27. The highest level of education I have achieved is											
A) High school degree.	67.6	0.0	100.0	75.0	25.0	100.0	62.5	100.0	63.6	80.0	80.0
B) Technical school degree.	4.4	50.0	0.0	0.0	0.0	0.0	0.0	0.0	18.2	0.0	0.0
C) Two year college.	5.9	50.0	0.0	0.0	8.3	0.0	12.5	0.0	9.1	0.0	0.0
D) Four year college.	1.5	0.0	0.0	0.0	0.0	0.0	12.5	0.0	0.0	0.0	0.0
E) Other please specify _____.	20.6	0.0	0.0	25.0	66.7	0.0	12.5	0.0	9.1	20.0	20.0
28. What was your major?											
A) Hospitality.	7.4	50.0	0.0	0.0	0.0	20.0	25.0	12.5	0.0	0.0	0.0
B) Business.	17.6	50.0	25.0	12.5	0.0	20.0	0.0	0.0	18.2	40.0	80.0
C) Home Economics.	14.7	0.0	50.0	37.5	16.7	0.0	0.0	0.0	9.1	20.0	20.0
D) Other please specify _____.	60.3	0.0	25.0	50.0	83.3	60.0	75.0	87.5	72.7	40.0	0.0
29. Are you working											
A) Part time?	5.9	0.0	25.0	12.5	8.3	0.0	0.0	0.0	0.0	0.0	20.0
B) Full time?	94.1	100.0	75.0	87.5	91.7	100.0	100.0	100.0	100.0	100.0	80.0
30. Is your spouse also working?											
A) Yes.	25.0	50.0	25.0	37.5	8.3	0.0	12.5	12.5	54.5	40.0	20.0
B) No.	75.0	50.0	75.0	62.5	91.4	100.0	87.5	87.5	45.5	60.0	80.0

Question	Overall 1996 (n=68)	Hotel A (n=2)	Hotel B (n=4)	Hotel C (n=8)	Hotel D (n=12)	Hotel E (n=5)	Hotel F (n=8)	Hotel G (n=8)	Hotel H (n=11)	Hotel I (n=5)	Hotel J (n=5)
31. I would suggest the following changes to be made to improve the working conditions in the housekeeping department.											
A) More help.	42.6	50.0	25.0	75.0	0.0	100.0	25.0	37.5	63.6	40.0	40.0
B) More supplies.	32.4	50.0	0.0	50.0	8.3	80.0	12.5	62.5	9.1	0.0	100.0
C) Increase wages.	75.0	0.0	75.0	75.0	100.0	60.0	100.0	62.5	54.4	80.0	80.0
32. I believe that my suggestions and opinion will be used to improve the working conditions of the house keeping department											
A) Yes.	83.8	50.0	50.0	75.0	100.0	100.0	87.5	62.5	81.8	100.0	100.0
B) No.	16.2	50.0	50.0	25.0	0.0	0.0	12.5	37.5	18.2	0.0	0.0

Hotel A: Holiday Inn Genesee Plaza
 Hotel B: Brookwood Inn
 Hotel C: Days Inn Downtown Rochester
 Hotel D: Holiday Inn Rochester Airport
 Hotel E: Radisson Hotel Rochester South
 Hotel F: Rochester Courtyard East
 Hotel G: Hampton Inn Greece
 Hotel H: Holiday Inn Rochester South
 Hotel I: Strathallan
 Hotel J: Radisson Inn On Campus

Chapter IV

Conclusion and Recommendation

Conclusion

The purpose of the study is to find out if reasons for employee turnover in housekeeping department among Rochester hotels have changed from 1991's study to 1996. Also, what the participating hotels in the 1996 study have different results?

The results indicate that employee turnover rate in housekeeping department in 1996 could be lower than 1991. Some reasons for employee turnover are changed and improved, some are not, and some are getting worse in 1996. And, there are no great different among participating hotels in 1996 study.

The following points reveal that turnover rate in 1996 could be lower than 1991:

- a. The only 38.2% of respondents indicated that they had worked at another hotel. This number is decreased 3.0% from 1991.
- b. The 50.0% of respondents said that housekeeping job is the only job they can get. It is increased 11.8% from 1991. The results showed that most housekeepers had a lower education and profession in 1996 than 1991. These indicated that the housekeepers found the job, they would not leave it for a while.
- c. The respondents in age 18 to 24 group that is seen a high turnover group are decreased 15.2% from 1991.
- d. The 55.8% of respondents indicated that they would plan to stay on the job for 3 years and more. This number is increased 4.8% in 1996.

The reasons that have been changed and improved for causing employee turnover

are shown in the following:

- a. One of the major reasons for employee turnover in 1991 is poor quality of supervision. It has been changed and improved a lot in 1996. The 52.9% of respondents said that they the best thing they like about their job is their supervisor. This number is increased 26.4% from 1991. It means that poor quality of supervision is not a major reason for turnover in housekeeping department.
- b. The 92.7% of respondents said that they were trained for the job in one week. This number is increased 12.2% from 1991. Also, 68.6% of the respondents in 1991 versus 83.8% in 1996 indicated that there is no differences between what they were training to do and supervisor expects them to do. All these show that there is a better and more proper training program in 1996 than 1991.
- c. The 60.3% of respondents indicated that they always have enough supplies in 1996. The number is increased 18.1% from 1991. This means that in 1996 the housekeepers have more enough supplies than 1991.
- d. The 59.8% of respondents said that they feel Housekeeping is recognized as an important department in their hotel in 1991; whereas, 77.9% of the housekeepers indicated the same in 1996. Also, 82.4% of the respondents in 1996 said that they have been recognized for good work since they started work at their hotel. This number is increased 10.8% from 1991.

All results in above indicate that the working condition in housekeeping has generally improved in past five years. There is a better working condition in 1996. It is not be a greater reason for employ turnover.

The following reasons are not been changed and improved from 1991 to 1996:

- a. The 35.4% of respondent indicated that the least thing they like about the job is their wages; and 33.8% said working on weekends in 1991. The results are almost the same in 1991. The 35.3% of housekeepers in 1991 indicated their wages; and 33.8% said working weekends. There has not been changed and improved. The wages and working on weekends are still major reasons for employee turnover in housekeeping department.

The following was only reason getting worse in 1996:

- a. The 70.6% of respondents said that they have not had a promotion since they started working in their hotel in 1996. The number is increased 14.7% from 1991. It reveals that less housekeepers had promoted opportunity. This makes housekeepers not to consider the job as one they can hope to have growth opportunities. It would become a reason for employee turnover.

There are other changes in 1996 such as housekeepers' learning about the job. Most housekeepers said that they learned their job through a friend, relative and hotel in 1996. In 1991 most housekeepers indicated that they learned their job through a job advertisement. This change indicates employees like their jobs and are helping find new employees, who happen to have friends or relatives.

Although it is good to see most hotels in Rochester have a lower turnover rate and have tried to meet the needs that employee turnover can be greatly reduced in housekeeping department, there are still some major problems such as wages, working on weekends, and promoted opportunities that need to be improved to keep reducing turnover.

Recommendations

Due to a majority of respondents indicated that the wages are the least thing about their job, it might be a good idea for the hoteliers to increase housekeeper's wages to reduce turnover. The hotels can appropriate some money from hiring and training new housekeepers to increase the wages. When the turnover rate is decreased, it means that the hotels do not need to spend a large sum of money to hire and train new housekeepers and cover decreased businesses and service quality.

As many housekeepers suggested that to reduce amount of work could make their work easier. They also indicated that one of the best things they like their job is their colleagues. I would recommend that to sign two to three people as a team. It will help to reduce amount of work and the bored work.

The results showed over 80% of the respondents did not have high education degrees and enough professional knowledge. Also, 50.0% of the respondents indicated that housekeeping job is the only job they can get. Therefore, offering English classes, on job retraining every month, professional knowledge classes, and other social services for loyalty enthusiasm would also help the housekeepers more interested to stay on the job. It also will improve the low skilled and professional housekeeping's images. This will further help the hotels to reduce employee turnover.

As many the respondents suggested that to change uniforms and share in employee concerns would improve the image of the housekeeping department, the hoteliers should consider that these opinions might better ideas. A suitable uniform will make housekeepers feel more comfortable and confident to do their work. To hold meetings regularly would always understand your employees and share in their concerns. To develop reward

programs and say “thank you” to your employee for their good works also will make them feel good in turn to stay on their job.

Another point of importance is that developing a promotion system lets the housekeepers consider that the job is one they can hope to have growth opportunities. It will make them have more motivation and loyalty to keep on the job.

Finally, I would recommend more and further research to be studied in this area or national level areas so it could be possible to compare these researches’ results. Therefore, we can gain more findings and information in order to really help hotels to solve their most critical problem – high employee turnover – in housekeeping department.

The further research in this field needs to be studied. I would like to recommended that a better questionnaire could be designed to run more SPSS tests such as group T-Test and Chi-Square to get more statistic information and support than just descriptive statistic findings.

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Appendix 1

Questionnaire

Housekeeping Employee Questionnaire

Thank you for taking the time to answer this questionnaire. The objective is to evaluate the needs of the employees and the reasons for turnover in Rochester hotels. We ask that you take a few minutes to complete this questionnaire because your input is of tremendous importance to the study. Your responses will be held in strictest confidence. Please circle the responses for each question. Once again thank you for your cooperation.

1. How did you learn about this job? (choose all that applies.)
 - A) Job advertisement.
 - B) Through a friend.
 - C) A relative.
 - D) A hotel employee.
 - E) Other please specify _____.
2. Why did you choose to work for housekeeping? (choose all that applies.)
 - A) Free employee meals.
 - B) Free uniforms.
 - C) This was the only job available.
 - D) Medical/ health benefits.
 - E) Flexible work schedule.
 - F) Good wages.
 - G) Other please specify _____.
3. How long were you trained for the job?
 - A) One week.
 - B) One month.
 - C) More than one month.
4. Is there a difference between what you were trained to do and what your supervisor expects you to do?
 - A) Yes.
 - B) No.
5. Do you always have enough supplies?
 - A) Yes.
 - B) No.
6. How long have you been on this job?
 - A) Less than 3 months.
 - B) 3 months to 6 months.
 - C) 1-2 yr.
 - D) 3 yr. and above.
7. How long do you plan to be on this job?
 - A) months
 - B) months to 1 yr.
 - C) yr.
 - D) yr. and above.

8. Is the job what you thought it was before you came in?
- A) Yes.
 - B) No.
9. How do you think your job could be made easier? (choose all that applies.)
- A) Provide enough supplies.
 - B) Reduce amount of work.
 - C) Make the job less routine.
 - D) Assign a specific amount of work per day.
 - E) Other please specify _____.
10. Do you feel Housekeeping is recognized as an important department in this hotel?
- A) Yes.
 - B) No.
11. In your opinion what can be done to improve the image of this department? (choose all that applies.)
- A) Provide a nice locker room.
 - B) Allow all employees to come in through front door.
 - C) Change uniforms.
 - D) Share in employee concerns.
 - E) Other please specify _____.
12. What do you like best about your job? (choose all that applies.)
- A) Flexible work schedule.
 - B) My wages.
 - C) Insurance and retirement benefits.
 - D) My supervisor.
 - E) My colleagues.
 - F) The training I received.
 - G) Other please specify _____.
13. What do you like the least about your job? (choose only one.)
- A) Working weekends.
 - B) The work is too routine.
 - C) My wages.
 - D) The work pressure.
 - E) Very little training.
14. Have you ever been recognized for good work since you started work at this hotel?
- A) Yes.
 - B) No.
15. Have you had a promotion since you started working here?
- A) Yes.
 - B) No.

16. Given the opportunity what other job would choose as opposed to housekeeping at this hotel?

- A) front desk clerk.
- B) Waiting tables.
- C) Receiving clerk.
- D) Front line cook.
- E) Other please specify _____.

17. What is the size of the hotel?

- A) Under 50 rooms.
- B) 50-100 rooms.
- C) 100-200 rooms.
- D) 200-300 rooms.
- E) 400 rooms and over.

18. Have you worked at another hotel in Rochester before? (If yes, answer questions 19-22. If no, skip to question 23.)

- A) Yes.
- B) No.

19. If yes, how long were you on your other job?

- A) Less than 6 months.
- B) 6 months to 1 yr.
- C) 1-2 yr.
- D) 3 yr. or more.

20. What was your job at the other hotel?

- A) Housekeeping.
- B) Waiter/ Waitress.
- C) Banquet server.
- D) Steward.
- E) Houseman.

21. How many hotels including this one have you worked for?

- A) 1.
- B) 2.
- C) 3.
- D) 5 or more.

22. Why did you leave your previous job?

- A) Low Pay.
- B) Your supervisor.
- C) Transfer of spouse.
- D) No motivational activities.
- E) Other please specify _____.

23. I am

- A) Male.
- B) Female.

24. My age is between

- A) 18-24.
- B) 25-30.
- C) 31-40.
- D) 41 and above.

25. What is your marital status?

- A) Married.
- B) Divorced.
- C) Widowed.
- D) Single.
- E) Separated.

26. What source of income is your job in your family unit?

- A) Primary.
- B) Secondary.

27. The highest level of education I have achieved is

- A) High school degree.
- B) Technical school degree.
- C) Two year college.
- D) Four year college.
- E) Other please specify _____.

28. What was your major?

- A) Hospitality.
- B) Business.
- C) Home Economics.
- D) Other please specify _____.

29. Are you working

- A) Part time?
- B) Full time?

30. Is your spouse also working?

- A) Yes.
- B) No.

31. I would suggest the following changes to be made to improve the working conditions in the housekeeping department. (choose all that applies.)

- A) More help.
- B) More supplies.
- C) Increase wages.

32. I believe that my suggestions and opinion will be used to improve the working conditions of the housekeeping department.

- A) Yes.
- B) No.

