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EMPLOYEE TURNOVER: HOUSEKEEPING DEPARTMENT OF
ROCHESTER HOTELS

by

MONICA NYAMUSA TEMBI

A Thesis submitted to the
Faculty of the School of Food, Hotel and Tourism Management
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School of Food, Hotel and Travel Management
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Abstract

This study was undertaken in order to ascertain the high rate of turnover and to find out the causes of turnover in the housekeeping department of Rochester hotels. The survey population was made up of housekeeping employees from 17 hotels. Information for the study was from responses to a four page questionnaire that was designed and later approved by the Rochester Hotel and Motel Association. Data gathered was computed using the Statistical Package for the Social Sciences, (SPSS). Statistics generated showed the response rates to each question. Responses were later used to do cross tabulations in order to find out how variables are related. Independent variables such as sex, age, and marital status were cross-tabulated with dependent variables such as wages and job satisfaction.

Results generated indicate that a majority of employees had worked at another hotel and had left their job due to poor wages.

Other factors of dissatisfaction cited include lack of upward mobility, poor quality of supervision, job insecurity and working weekends. Respondents indicated that they would be satisfied with their job if they worked with colleagues they liked, had enough supplies and if management would have regard for their concerns. Although turnover cannot be eliminated, it is important to develop strategies to control it.

CHAPTER I

Introduction

Employee turnover is a problem that faces all industries, but the situation is different for every industry. Turnover can be caused by any of the following: lack of career advancement, availability of other job opportunities, lack of job security and low wages. Depending on the individual case, turnover can have either negative or positive consequences on the individual or company (Mobley, 1982). At some point in time, turnover can be acceptable but at others it might not be acceptable because of the expenses involved.

There are two major types of turnover: voluntary - when the employee decides to stop working, and involuntary - when the employee is forced for some reason by management to stop working.

The hotel industry is one that is greatly affected by high turnover and spends millions of dollars each year in an effort to recruit and train new employees.

The reason for incurring these costs can be associated with the fact that turnover was viewed as okay by the hotel industry because two decades ago labor supply was still very high and the demand was less competitive (Woods & Macaulay, 1989). Today the situation has changed because during the past decade many new hotels were built and other new

industries are now competing for the labor pool of hourly employees.

Within the last five years, Rochester has experienced a large population increase as well as the number of industries. By implication Rochester hotels face so much competition for hourly employees from these industries even though the population has increased.

While several studies have addressed the problem of turnover in other industries as well as the hotel industry, very little has been done to address turnover among housekeeping employees of the Rochester hotels. What gives the impetus for this study is the fact that turnover in the housekeeping department is on the increase and therefore needs some attention especially because this department has the highest rate of turnover when compared to the other departments (Wasmuth & Davis, 1983).

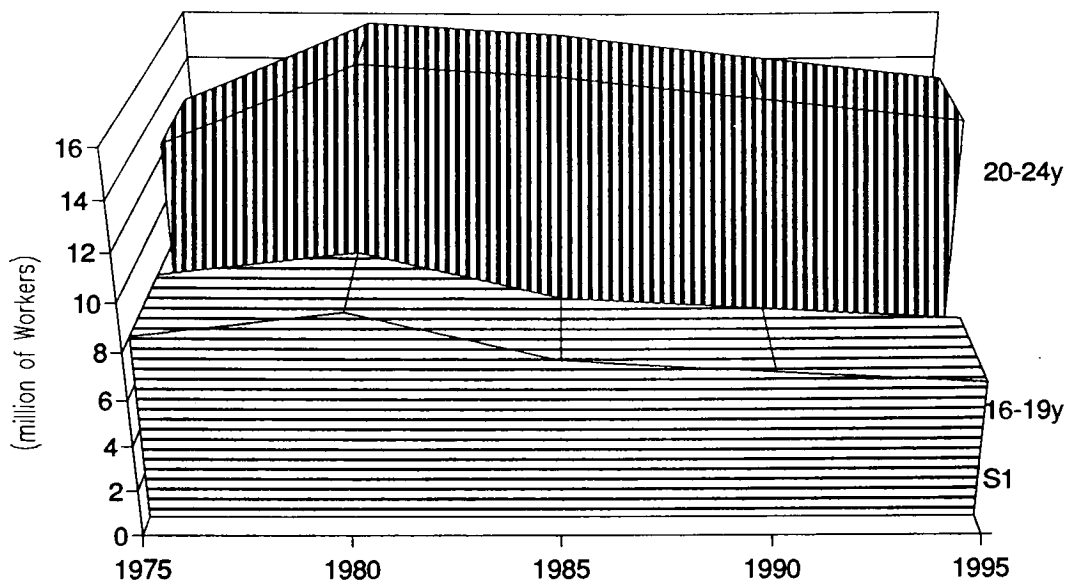
The fact that the labor pool of 16-25 year olds is on the decline makes it important for hoteliers to find ways to retain employees.

This study is intended to help find out why housekeeping employees are not satisfied with their job and subsequently quitting. The study will also research strategies that can be used to retain employees and what the consequences of turnover are.

Significance of Study

Turnover in the housekeeping department, like most hourly jobs in the hotel industry, has been very high (Woods & Macaulay, 1983). For a decade now there has been a rise in labor shortage as influenced by the decline in birthrates. This decline is high among the age group 16-19 and 20-24 from 1985 to present and is expected to extend into the future. This is shown on Figure 1.

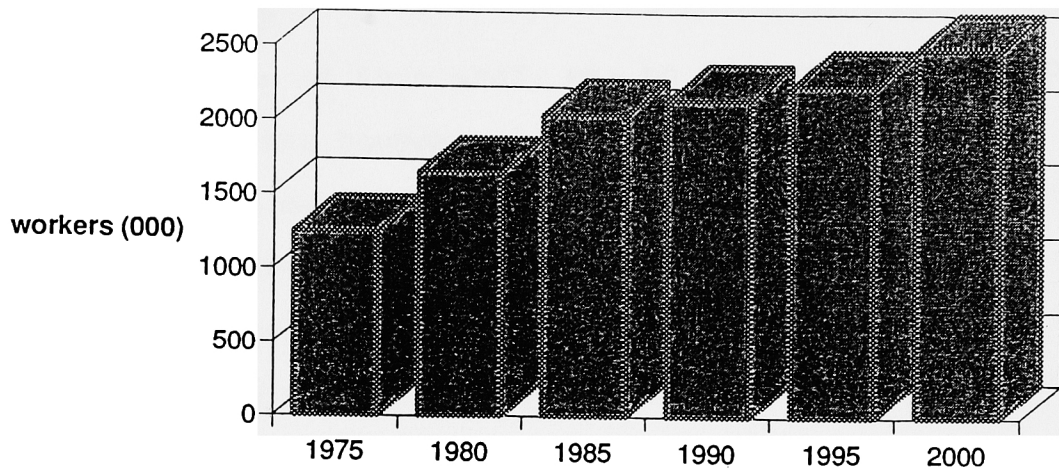
Figure 1. Declining youth labor pool (1975-1985):
number of workers aged 16-19 and 20-24 in
millions.



Source: Lodging Official Publication of the American Hotel
and Motel Association (1983)
Bureau of labor statistics.

Each year the hotel industry creates several new jobs as more hotels are built. Employment for hourly employees such as housekeepers has more than doubled within the past decade (Leposky, 1987). Figure 2 shows employment in the industry as it increases year after year and how it is projected to increase by the year 2000. Bearing in mind the above mentioned points, it becomes important to address the problem of turnover so management knows the causes, that way measures can be taken to identify employee problems and possibly find ways to resolve them. Subsequently turnover and the costs incurred when new people have to be recruited and trained will be reduced.

Figure 2. Employment in the hotel/motel industry
(all workers projected by year 2000)



Source: AH & MA hospitality lodging + travel Research Foundation 1989

Problem Statement

A need assessment study of employee turnover in the housekeeping department is carried out as a preliminary step toward assessing reasons for turnover and the establishment of employee retention methods for the management of the Rochester hotels.

Purpose of Study

The purpose of this study was to find out reasons for turnover among the housekeeping employees of Rochester hotels, analyze measures that have been used to control turnover and finally to recommend other strategies management could use to further reduce turnover.

Emphasis will be laid on the effects of variables that either directly or indirectly affect turnover such as motivation, training, recognition, job satisfaction and awards and the consequences of turnover.

As a matter of fact, the study will aid supervisors and managers to view labor shortage and turnover as not only a problem for now but as one that can also extend into the future. Therefore, they must develop strategies now to deal with the problem especially since demographics accelerate labor shortage. As was noted in the introduction there is a decrease in the labor pool for housekeeping jobs especially the 16-24 year old group which is heavily employed by

the industry. The study was also meant to see if the assumptions will prove to be true for Rochester hotels.

Assumptions

The following were looked into to see if they were true:

1. Employee turnover is due to poor wages paid to housekeeping staff;
2. Employees like their job because of medical insurance and retirement benefits;
3. Employees will not stay longer than one year on the job; and,
4. Employees are dissatisfied with their work because of work pressure, lack of upward mobility and lack of enough supplies.

Explanation of Terms

Turnover: The cessation of membership in an organization by an employee who received monetary compensation from an organization. This 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 ability of an organization to 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 art of making employees feel happy by providing inducements or incentives that will boost their ego and make them feel happy about their jobs or even make them able to put in more time and efforts.

Consequences: The after effects of turnover which can either be negative or positive to the individual or organization.

Control: Developing of strategies to reduce turnover.

Scope and Limitation

The study was limited to housekeeping employees of Rochester hotels particularly hotels that are members of the Rochester Hotel & Motel Association. This study was limited to Rochester because of its population size, commercial activities and its strong buying power.

Limitations to the study were caused by language which was a problem for the employees, some of whom could not read or write. Secondly, it was not possible to conduct an interview with the housekeeping staff due to time constraints on their part. However, the questionnaires were mailed to and from the hotels.

Background

Rochester has many types of businesses and there is such a high competition and demand for hourly employees. For this reason hoteliers must be very concerned about turnover and possibly the loss of their good employees.

Looking at the population trends of Rochester it can be seen that the population is on the rise from 702,238 thousand in 1980 to 726,727 thousand in 1990. This population is estimated to increase to 743,384 thousand by the year 2000. Table 1 shows the population trends of Rochester from 1980 to 1990. The population is so diversified in ethnic origin that it provides a good source of labor and in turn has a large number of customers to the hotels. These customers come in for various reasons which include business, recreation and education (Rochester Chamber of Commerce, 1990).

Table 1.

Monroe County Population Trends

City of:	1980	1990	2000	2010
Rochester	241,741	245,140	245,364	244,770
Brighton	35,776	36,850	38,500	38,990
Chili	23,676	23,760	24,700	24,680
Clarkson	4,016	4,130	4,140	4,140
Gates	29,756	30,620	31,565	31,930
Greece	81,367	87,675	92,175	94,307
Hamlin	7,675	8,495	8,540	8,395
Henrietta	36,134	37,210	38,430	38,830
Irondequoit	57,648	57,190	56,230	55,115
Mendon	5,434	5,835	6,050	6,390
Ogden	14,693	15,940	16,310	16,705
Parma	12,585	13,525	13,650	13,570
Penfield	27,210	28,940	29,870	30,620
Perinton	41,802	44,035	46,035	47,100
Pittsford	26,743	28,230	29,890	30,820
Riga	4,309	4,625	4,480	4,390
Rush	3,001	3,210	3,490	3,670
Sweden	14,859	15,242	16,185	16,598
Webster	28,925	31,357	33,145	33,950
Wheatland	4,897	4,720	4,635	4,630
Monroe County	702,238	726,729	743,384	749,600

Source: Rochester Chamber of Commerce, 1990.

Rochester/Monroe County has a very high buying power and quality of life when compared with other major cities of the United States. Rochester also has the nation's highest percentage of professional and technically skilled employees and several attractions for visitors who in turn are customers to the hotels. Cost of living and medical care are very high while income and wealth are lower than for most U.S. cities. Data from the annual survey of manufacturers, the U.S. Department of Commerce, and the U.S. Bureau of the Census confirms these facts. This can also be seen from Table 2 where Rochester has been compared to other cities of the US.

The figures in table 2 show that the cost of living is very high in Rochester as she ranks 3rd among other cities. Medical care is also high. Other important figures on the table include income and wealth and education where Rochester ranks 9th and 1st respectively.

Table 2.
Quality of Life Indicators Composite Ranking

MSA/PMSA	Education	Citizen's Awareness & Concern	Medical Care	Crime	Work Force	Income & Wealth	Poverty	Cost of Living	Sum Weather	of C.R. RANK	TOTAL RANK
Rochester	1	2	3	1	1	9	6	3	6	32	1
Boston	5	6	1	7	2	4	8	14	2	49	2
Seattle	15	2	8	8	3	6	3	8	3	56	3
Minneapolis	14	1	6	4	6	6	2	7	11	57	4
Washington, DC	2	8	11	5	6	5	4	8	10	59	5
Philadelphia	8	5	7	3	3	11	12	5	9	63	6
Denver	5	10	9	10	3	10	1	4	13	65	7
San Francisco	13	8	2	9	10	1	11	13	1	68	8
Dallas	10	7	14	15	6	2	6	11	6	77	9
Cincinnati	9	4	11	1	11	15	13	2	12	78	10
Nashville	10	13	5	6	13	14	8	1	13	83	11
New York City	3	15	4	14	15	3	15	15	5	89	12
Chicago	4	10	9	12	6	8	14	12	15	90	13
Phoenix	12	14	11	13	12	13	5	8	4	92	14
Atlanta	7	10	14	10	17	12	10	5	8	93	15

Source: Rochester Chamber of Commerce, 1990

In considering cost of living, Rochester is very expensive. Everything including homes, utilities, taxes and hospital care are very expensive. Table 3 shows how well Rochester ranks with other cities in terms of cost of living.

Table 3.
Rochester, Cost of Living (Quality of Life Study)

	Avg. Price of Previously Occupied Home 1987	Avg. Annual Heat & Utility Costs of Single Family Homes 1986	State-Local Taxes Per Capita 1987*	Avg. General Hospital Cost Per Inpatient Day 1986	Comp. Rank	Sum of Ranks
	Price	Cost	Rate	Rate	Rank	
Rochester	\$ 72,200	\$ 1,590	\$2,281	\$362	1	21
Atlanta	81,000	1,798	1,903	520	3	30
Boston	176,800	1,997	2,060	657	13	50
Chicago	90,800	2,129	1,823	633	10	40
Cincinnati	66,000	1,599	1,618	557	5	16
Dallas	89,100	2,187	1,613	560	7	34
Denver	88,900	918	1,827	644	11	28
Minneapolis	80,500	1,625	1,935	631	9	31
Nashville	75,500	1,436	1,356	485	2	10
New York City	178,500	2,403	2,849	559	6	15
Philadelphia	80,700	1,651	1,855	566	8	30
Phoenix	80,900	1,677	1,534	693	14	32
San Francisco	171,400	1,200	2,118	746	15	43
Seattle	87,300	1,601	1,795	656	12	32
Washington, DC	108,500	1,155	2,690	551	4	32

*Central County Areas

Sources:

National Association of Realtors, Existing Home Sales, April 1988.

U.S. Department of Housing and Urban Development, FHA Homes 1986, Data for States and Selected Areas

U.S. Department of Commerce, Bureau of the Census, Local Government Finances in Major County Areas, 1985-1986

U.S. Department of Commerce, Bureau of the Census, State Government Finances in 1986. American Hospital Association, Hospital Statistics, 1987 Edition.

Due to this high cost of living as shown in figure 3 it is worthwhile for hoteliers to consider the wage issue as very important and to do something about it so hourly employees like the housekeeping staff, should be able to live up to the standards of the area.

CHAPTER II

Review of Literature

Causes of Employee Turnover in the Hospitality Industry

In order to successfully control turnover in the housekeeping department, it is imperative for hoteliers to make an effort to understand the remote and immediate causes, costs, and consequences of turnover. Perceived causes of turnover can be grouped into four categories:

a) Employer not satisfied with employee -- This may be due to unsatisfactory work performance, excessive absence or tardiness, repeated rule violations, alcohol or drug abuse and insubordination.

b) Employee not satisfied with employer resulting in quitting -- In most cases this is caused by insufficient pay, or fringe benefits, dissatisfaction with working conditions, sexual harassment, job insecurity, lack of career growth on the job, and poor working conditions.

c) Independent reasons such as: retirement, end of contract, transfer and going back to school.

d) Another category is not influenced by either employee or employer but can be attributed to natural causes. These include the fact that turnover can be caused by resignation resulting from health problems, accident or death, injury on the job and house responsibilities (Wasmuth and Davis, 1983).

Most of the causes listed above are the root causes of turnover in the housekeeping department. Other important causes are associated with poor communication between supervisors and employees and lack of employee voice (Skinner 1964). Turnover can in itself cause further turnover as a result of under staffing which leads to too much work left for the employees remaining.

Although there have been many efforts to stop employees from quitting their jobs it is really not possible to stop turnover; it can only be reduced.

A study conducted at hotels in Greece by Leondinas Chritiris (1988) found turnover to be very high among hourly employees and to be related to culture and lack of employee voice and recognition, lack of job security and lack of career growth. He also noted that due to an existing culture at these hotels wherein hourly employees, like housekeeping employees, have always been paid the minimum wage and have remained in this category for many years as management classifies them as people with a low education. Therefore, in spite of all the hard work they do, they are only entitled to low wages.

Organizational differences in pay can greatly account for a lot of turnover. For example when hotels pay their hourly employees different wages for the same type of job, it is very likely that those who pay higher wages will attract employees from the other hotels. In order for

hotels to keep good employees it is good for them to stay competitive with other industries as far as wages are concerned (Mobley,1982, pp. 10-20).

The state of the economy can greatly contribute to forced turnover as was experienced in the early 1980's observed Mobley (1982). Due to the recession resulting from the Gulf War many employers of the hotel industry have been forced to cut back on employment and some have had to terminate employees. This cutback on labor was influenced by the declining number of customers that used the hotels at the time (Stevens, 1991).

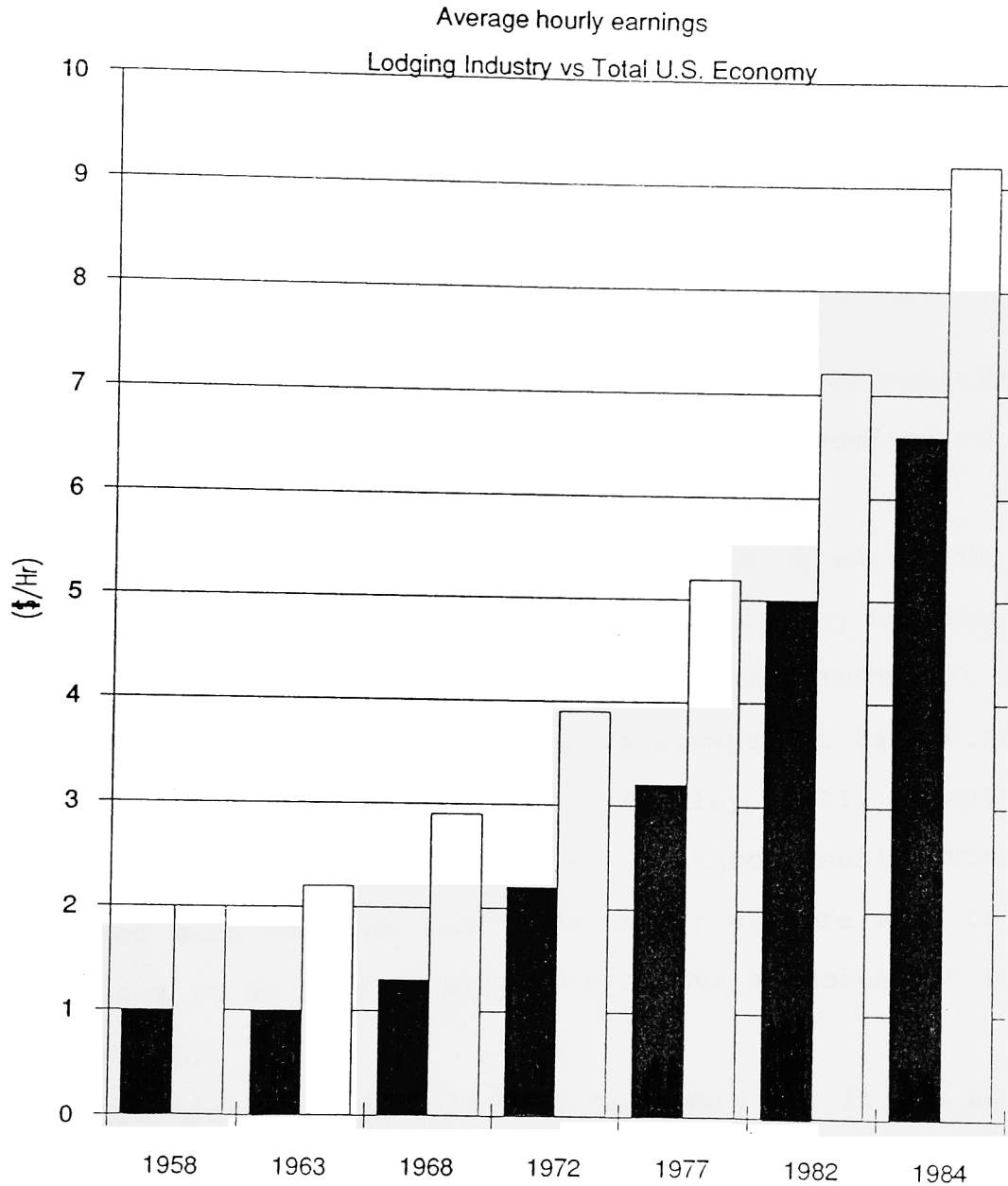
Studies conducted by other researchers validate the argument that turnover is highly related to the type of job. The hourly paying jobs and the low level jobs experience a higher rate of turnover than jobs for salaried employees at higher levels (Armhnrecht & Early 1972).

The Bureau of National Affairs also confirmed this fact when it conducted its studies on employee turnover and the results showed that organizations with less than 250 employees and had more hourly paying jobs than its counterparts experienced an average monthly turnover rate of 12.2% while organizations with more than 250 employees and fewer hourly positions experienced a lower monthly turnover average rate of 1.3%.

Turnover in the hospitality industry tends to follow this pattern too. Also the bigger hotel chains are more

likely to retain hourly employees than do the smaller chains. Another reason for high turnover in the hotel industry can be attributed to the fact that wages are comparatively lower here than in other industries. Figure 3 compares wages in the hospitality industry to the total U.S. economy. It shows that wages are very low in the hotel industry.

Figure 3. Average hourly earnings, lodging industry vs total US economy.



Source: Pannell Kerr Forster U.S. Bureau of Labor Statistics

Seasonality of the hotel business is yet another factor that contributes to turnover. Due to the fact that the hotel business in most parts of the country has fluctuating occupancy rates between seasons every year, there tends to be opportunities for management to terminate employees because there are not any customers to use the rooms cleaned by housekeeping staff. The work load reduces and becomes uneconomical to keep employees without work.

Consequences of Turnover

Employee turnover can result in negative or positive consequences to the industry or individual depending on the situation (Mobley, 1982, pp. 15-20).

Negatively, employee turnover has the potential to reduce the quality of service. This is usually the case when the labor force is reduced and the same amount of work is left for fewer hands to do as is always the case with the housekeeping employees (Wasmuth & Stanley, 1983). Employees remaining after others have quit, their jobs usually find the work too much for them and in trying to do more work than they used to do they usually do not have a choice but to do a poor job.

Training employees is very necessary but it can be very costly in terms of money, time and lost production. The cost of turnover can be seen in Table 4 which gives one an idea of how much it costs management to hire and train hourly

employees of the industry in order to replace those who left.

Table 4.

Estimated Cost of Turnover in Six Hotel Chains

Hourly Employees				
Chain Number	Number Employed	Number Turnover	Turnover Percent	Cost in Millions
1	1,500	2,250	150	\$ 5.6
2	9,000	9,900	110	24.7
3	7,500	9,375	125	23.4
4	900	720	80	1.8
5	1,300	975	75	2.4
6	1,650	825	50	2.0

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

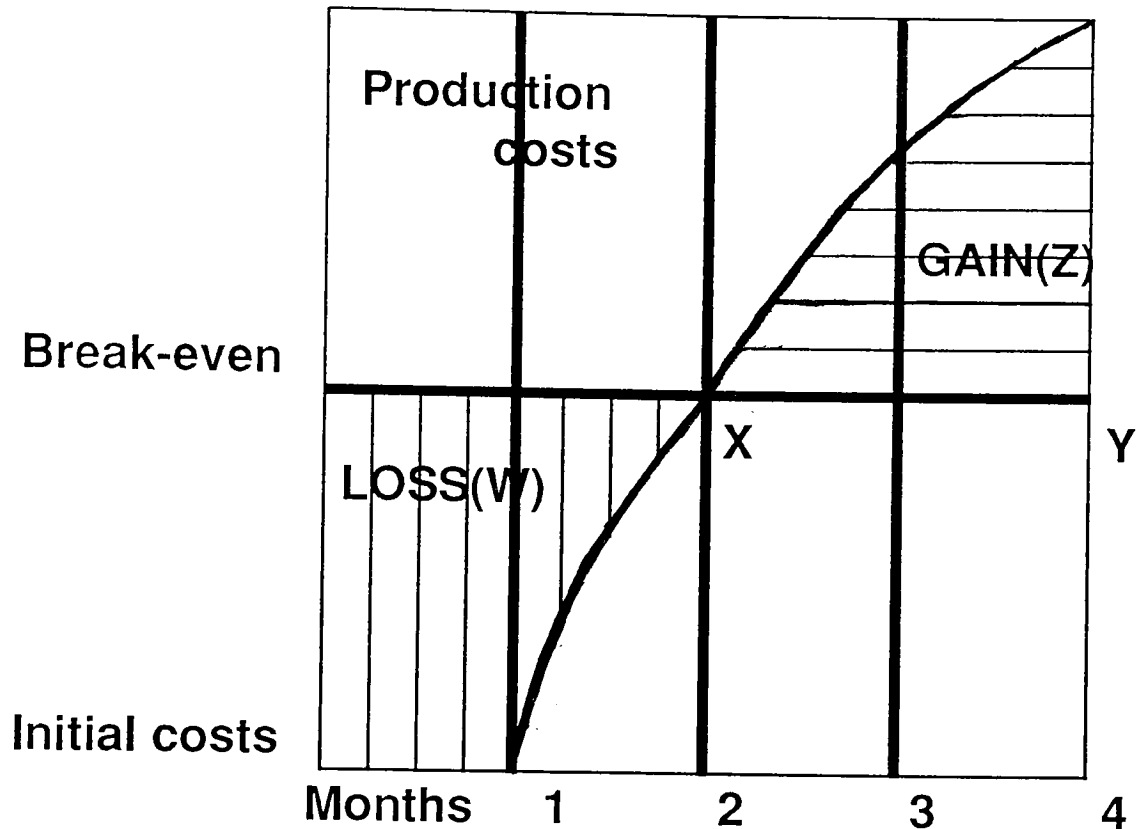
Estimating the cost of turnover on company morale and public relations is essential because these factors are the most costly in the long run. They can affect a hotel's ability to compete and possibly even to survive (Woods & Macaulay, 1983).

Turnover costs cannot be estimated in terms of direct expenditures alone. Other expenses to be taken into account include administrative costs, separation pay, advertising and recruitment, moving expenses, and cost of lost

production (Wasmuth and Davis, 1983). Figure 4, shows how cost of lost production can be very high. It is estimated that the cost of lost production assumes that the average staff person requires two months to reach acceptable break-even level and that four months of salary and effort constitute the total cost of break-even point. It is also assumed that two more months of production time are needed to overcome the initial two months loss (i.e. area W = area Z). For hourly employees it is assumed that standard performance levels can be reached and sustained after one month. For these individuals two months of salary and effort will put the company at break-even point (Woods & Macaulay, 1988).

Figure 4. Cost of lost production for staff.

Performance



Initial costs = separation, replacement, and training

Production costs = performance costs

X = point of maximum loss

Y = real break-even point (Area W = Area Z)

Source: The Cornell Hotel and Restaurant Administration
Quarterly, 1983.

Turnover also reduces the possibility of a company expanding if the quit rate increases for hourly employees like those in housekeeping (Wasmuth & Davis, 1983).

Turnover does not only limit the chances of an industry expanding but also affects the company's stock since most stock holders have the tendency of associating turnover with poor management and would hold up buying more of the hotel/company's stock (Armknacht, 1972). If the hotel does not expand, this will also have an impact on employees whose career growth will be limited and many employees will be forced to remain on the same jobs and level for longer periods of time.

Turnover in most instances will result in lower output and therefore lower returns on investment. Turnover also causes disruption of social and communication patterns. This usually occurs when employees who quit the job belonged to a group of employees who worked as a team (Mobley, 1982, pp. 25-30).

Positively, turnover can be advantageous to the individual who is leaving a stressful job for a less stressful one. If overall job satisfaction has been poor for someone, it is good he quits the job as his performance will usually start diminishing. With turnover, employees have the opportunity to get new and exciting jobs while also making a new circle of friends. Turnover is also healthy for the organization in that it provides an opportunity to

replace less productive employees with new energetic people who are ready to work.

Due to the pressure of work at the housekeeping department, it is good that turnover occurs because people easily get bored doing the same thing everyday and only a few people can afford to do this job everyday so it is better to get new people at times. Besides, turnover brings more challenge to the supervisor as he gets to meet and train new people more often. Finally, turnover can create an opportunity for upward mobility for those who remain in an organization.

Control of Turnover

Although turnover still remains a problem in the hotel industry many efforts have been made and are still being made to address the issue. Turnover can be controlled in a number of ways such as: contract services and by addressing variables that can encourage job satisfaction. These include motivation, quality of supervision, recognition, compensation, communication, feedback, child care services, and competition which can boost employee morale. Lastly, turnover can be controlled through good hiring techniques. Training and looking for other sources of labor like the older worker.

Some hotels have resolved the headache of turnover by hiring contractors to do all the housekeeping jobs. This

hiring contractors to do all the housekeeping jobs. This gives them the advantage of not having to worry about storage space for laundry facilities (Herbick, 1990). Another advantage is that they can limit how much work they want to give out especially during the slow periods. They really don't have to worry about where to employ their surplus labor during the slow periods.

Dramatic turnover reduction occurred at the Westin hotel chain starting with the one in San Francisco. This occurred when the hotel decided to renovate their training programs. Training did not just end with the new employees but continued with the old as well. They also sought new ways of communication between management and employees by introducing a newsletter that was published weekly (Lodging, 1987). Through such innovations, supervisors and employees were given the opportunity to report problems freely and they were respected for their contribution.

Keeping employees motivated can greatly reduce turnover. Motivated employees love their job and can contribute very positively to the well-being of the hotel. Many hotels have, however, done a lot to motivate employees and have realized positive results. Feedback, one form of communication, improves performance. "Employees need a measure of daily performance and a basis for relating to the big picture" (Lewis C., 1990). Feedback helps them know what they are doing right or wrong and gives them a sense of

direction. Motivation through rewards such as gifts, fringe benefits, increased wages and praise all boost employee morale and make them more committed (Herlong, 1990). Praise can work magic in the workplace; it can be used to call attention to company goals, reinforce behavior, shape behavior and improve morale. Praise is a tool of recognition and leadership (Ensman, 1990). When a supervisor takes upon himself to give praise to employees who deserve it, he helps build a positive attachment to his employees. When this happens the supervisor tends to demonstrate consideration for the employee as well as a supportive work environment. As a result, employees are less likely to quit (Lathan, 1980).

Good compensation can be a good method to reduce turnover. The Carlson Hospitality Group developed a compensation strategy which worked well for them. They decided to pay their housekeeping employees by the number of rooms cleaned rather than by the hour. With the introduction of this method, productivity greatly increased and costs were reduced per room from \$2.25 to \$2.22, a reduction of 11% (Kirwin, 1990).

At the Manhattan Eye and Throat Hospital, turnover at the housekeeping department was greatly reduced due to their nice compensation program. They gave employees monthly awards for on-time arrivals, scoring high on incentive examinations, and absenteeism. This resulted in employees

1980). Hinrichs' compensation strategy also worked for the housekeeping department of the Renaissance Hotel. Their compensation package was called "Paying by the Piece." Through their method employees could earn up to \$6.00 an hour and cleaned as many as 22 rooms per day. Initially, employees were paid less than \$6.00 an hour for 8 hours a day cleaning 15 rooms per day. If they exceeded this number, they were paid more than their regular hourly wage for the extra rooms. This method helped employees to get more money and management realized a decrease in both labor cost and a reduction in turnover rate.

The Marriott hotel chain reduced its turnover by building pride in their employees. Marriott became very supportive of employee safety programs and took the pains to find out about employees' personal problems, and then took measures to solve them. This hotel chain experienced a lot of reduction in turnover.

Providing child care services has become a popular method of controlling turnover that many hotels are beginning to adopt. The Marriott hotel and resorts and McDonald's restaurants are pioneers of this method. Since 55% of the labor force in both hotels and restaurants are made up of women and approximately 45% are of child bearing age, providing child care is a very wise thing to do. The need for providing child care is greatly influenced by the business hours and the dependence by management on employee

performance at peak periods (Willis, 1990). For working mothers, knowing that their child is safe and near while working provides a lot of motivation and security.

Employee recognition is a very big motivator and gives employees a lot of encouragement to do even better. Collins Service System, a commercial janitorial service, had a turnover rate of 20% as opposed to 250% company rate. A lot of credit should be given to Collins' management for making efforts to retain employees (Zelinsky, 1989). Collins' management was successful because of its very highly sophisticated employee recognition program. Everyone who provides quality service to customers with a smile is rewarded. Management encourages communication with its employees. They are encouraged to make suggestions on how to run the company. Collins hires motivational guest speakers to their employees. Incentives are given to employees who try to lower overhead costs. Here employees are motivated also by the fact that they know someone is there to listen to them. Listening to employees and giving them room for expressing their views can have a great impact on the way employees feel about their job (Daniel, 1986).

In order to recognize employees, boost their morale, and make them know they are valued, some hotels have organized picnics, recreational associations and tournaments, and employee of the month program. Margaret Kappa (1990), Director of Housekeeping at the Greenbrier

Hotel, realizes that offering the above incentives have actually raised staff morale and increased productivity (Kappa, 1990).

Motivation can also be in the form of competition. In an effort to help housekeeping employees gain a little recognition, one Nashville property has set the pace for unique competition that increase recognition among members of this often slighted department (Lima, 1989). One of such competition took place in Opryland Hotel, Nashville, where housekeeping employees competed in a housekeeping contest in bed making and room cleaning. The winners were given large cash awards.

Another such competition was organized by the New York Hotel & Motel Association and this entailed bed making. Enthusiasm generated by the bed making contest was greater than anyone's wildest expectations (Carol, 1990). It is hoped that many more hotels will follow this example and boost the morales of their employees.

Hiring techniques can play a very important part in influencing turnover. If job interviews are well done, good employees that will last can be selected. After hiring, employees should not be left alone. There should be a continuous training process which will provide learning opportunities for the employees (Stevens, 1991). "Training has a high correlation with retention of employees" notes David C. Milds (1987), Director of Training and Development

for Food and Service Management at Marriott. When a company invests in training employees, it makes employees feel committed to the company. Training gives employees the satisfaction of feeling qualified, adept at what they do, and a sense of job security. Training results in better service, increased productivity, job security, and lower turnover. Lack of training on the other hand may result in high turnover, low morale and high absenteeism (Minor and Cichy, 1989). Successful training must have an evaluation or a feedback stage so as to know how much training is catching on (Cichy and Clark, 1989). Training will help career growth among employees and also helps attract good employees to a company. If applicants know a company has a good training program they will likely join the company (Martin, 1987). If people are a resource they can and should be developed and refined to increase their ultimate value" says the chairman of the New York Hotel & Motel Association (Ronzenke & Dick, 1989). Training is a never ending process which includes formal and on-the-job training, guided experience, effective supervision, performance review and organizational support (Woods & Macaulay, 1989).

Considering the fact that the hotel industry creates new jobs each year, it becomes very important for hoteliers to put in a lot of effort to control turnover. Table 5 shows that many new jobs are created each year by the hotel industry and how many people actually get employed each year

from 1983 to 1990.

Table 5.

New Jobs Created and Number of People Employed by the Hotel Industry (1983-1990)

Year	New Jobs in the Hotel Industry	Number of People Employed in Millions
1990	40,000	1.64
1989	53,000	1.6
1988	76,000	1.57
1987	84,000	1.51
1986	78,000	1.45
1985	100,562	1.4
1984	86,000	1.2
1983	22,600	1.1

Source: American Hotel & Motel Association

In response to increasing staffing problems, Marriott hotel chains, Kentucky Fried Chicken, and Pizza Hut have led the industry in tapping the older workers, especially for its hourly positions. "Older workers are a more mature work force which offers substantial benefits, older workers learn fast, perform well and remain stable on the job" (Demico & Reid, 1988) Older workers are also advantageous for the following reasons: fewer absences than younger workers,

they are more satisfied with their job and have fewer on-the-job injuries.

In order to reduce turnover in the housekeeping department, hoteliers need to look at other sources of labor. These sources include retirees, the handicapped, immigrants, and young mothers. Contacting employment agencies also provides a good source of trustworthy applicants. Retirees looking for a part-time job will be very suitable because of their experience and reliability. Also by updating its wage structure and staying above or abreast with competitors, a company can have a good opportunity of getting good employees. To retain them the company needs to communicate with the employees, find out what they like or don't like about their job, what they want to be improved upon, developing good orientation programs that fit the organization culture greatly helps retain people as they are reminded of what is expected of their behavior.

CHAPTER III

Methodology

Selection of Population

A convenience sample was selected for this study. It encompassed 17 hotels of the Rochester area with 265 housekeeping employees. Hotels selected range from low to high priced and were from midtown, airport, and suburban Rochester, Monroe County. Selection of this population was aided by communicating with the hotel managers. A letter was sent to all the hotel managers introducing the study to be conducted and its purpose. It turned out that not every hotel was willing to participate. The survey was conducted with those hotels that were willing to participate. The hotels that participated are members of the Rochester Hotel & Motel Association. Table 6 shows a list of the hotels that participated and the number of responses returned.

Table 6.

Rochester Hotel Participation in Study

Hotel	Number of Employees	Number of Responses
Courtyard by Marriott	15	1
Denoville	7	1
Best Western Diplomat	8	4
Raddisson Inn	12	6
Super 8 Motel	10	7
Welesly Inn	10	6
Residence Inn	20	13
Rochester Marriott Greece	35	10
Marriott Thruway	40	15
Microtel	10	5
Red Roof	12	6
Journey's End Rochester Gates	7	5
The Lodge at Woodcliff	29	12
Econolodge	10	3
Best Western Sunrise	15	5
Comfort Inn West	14	6
Hampton Inn	11	3
Total	265	110

Instrumentation, Questionnaire Design, and Content

The survey instrument selected for the study included a confidential 4 page questionnaire which was either mailed to the hotel or delivered in person.

The survey instrument was designed based on facts noted in the literature and was later reviewed by the Rochester Hotel and Motel Association. Executive Committee members made some changes by deleting some questions. They deleted questions that specifically asked how much employees were

being paid per hour and the questions that asked employees to indicate what the supervisors were not doing right.

The survey instrument was designed so related questions could be grouped together. Group one was made up of Question 1-8, 10-22. These were meant to find out employees perception about their job. The second group was made of demographic questions about respondents which have been used for analysis and classification of material. Group three consisted of questions that asked for respondents suggestions of how working conditions could be made better.

Question 1 was for respondents to identify how they knew about the job. It specified various means by which they could have known about the job. Question 2 found out if respondents had a motive other than wages to work for this department. Question 3 measured length of training which plays a big influence on the employee's job security. Question 4 found out what their perception is of the training they received. Question 5 found out if supplies were always enough. Questions 6 required respondents to state length of time they have been on the job. Question 7 asked for the length of time employees planned to stay on the job. Question 7 was a key question as from the responses we can tell who is likely going to turnover. Questions 8, 10, and 11 tried to find out employees perceptions of their job and department. Question 9 provided an opportunity for respondents to air their views

about how they want their jobs to be organized so they will enjoy it. Questions 12 and 13 were to find out what employees like or dislike about their job. Questions 14 and 15 tried to find out if employees have had any recognition or promotion since they started work on their job. Question 16 was to determine job satisfaction. Question 17 was to determine the size of the hotel. Question 18, 19, 20 and 21 tried to determine how many employees have worked somewhere else, how long they lasted on the job and the type of duty they performed at their previous job. Question 22 tried to find out reasons for discontinuing work at the other hotels. Questions 23-25, 29, and 30 tried to gather demographic data that includes age, sex, marital status, and source of income pertaining to respondents. Question 26 and 27 asked for level of education and major respectively. Question 31 provided room for respondents to make suggestions as to what things could be done to improve work conditions. Question 32 established respondents belief about sharing their opinions.

Survey Administration

Following approval by the Hotel & Motel Association of Rochester to conduct a survey at the various hotels, a letter was sent to all the hotel managers that contained a sample questionnaire. This was immediately followed by phone calls to schedule an appointment to conduct the

survey. A copy of the letter is provided in Appendix A.

After setting a schedule, the survey was conducted from the 10th-31st of July and by August 30th the survey responses were returned.

Data Collection and Recording

Two hundred and forty-five questionnaires were mailed out to the sample population and 108 were returned. Of this number, 6 were rejected for the following reasons: two of the hotels sent back only a copy each, and these were responded to by a management staff not a housekeeping staff as intended. The other four surveys had incomplete information. In the final analysis, only 102 valid responses were obtained. This is approximately a 42% response rate.

Incoming data was entered on an SPSS data file.

Data Processing and Analysis

The imputed data was run on the SPSS frequency program and cross-tabs. From this program the number of respondents who responded with either a "yes" or a "no" to individual questions could be determined.

At a later stage, cross-tabulation was done using SPSS. This generated meaningful comparisons of responses. For example, demographic variables which include age, sex, marital status, level of education, and source of income

were cross-tabulated with variables such as length of time respondents plan to stay on the job, reasons for terminating previous job, motivation and likes and dislikes of their job.

CHAPTER IV

Findings

This chapter will reveal the responses to the questions as indicated by the population surveyed. Special note will be made to such factors that cause job satisfaction and job dissatisfaction and turnover rate at the time of the survey. Later cross-tabulation results will be discussed.

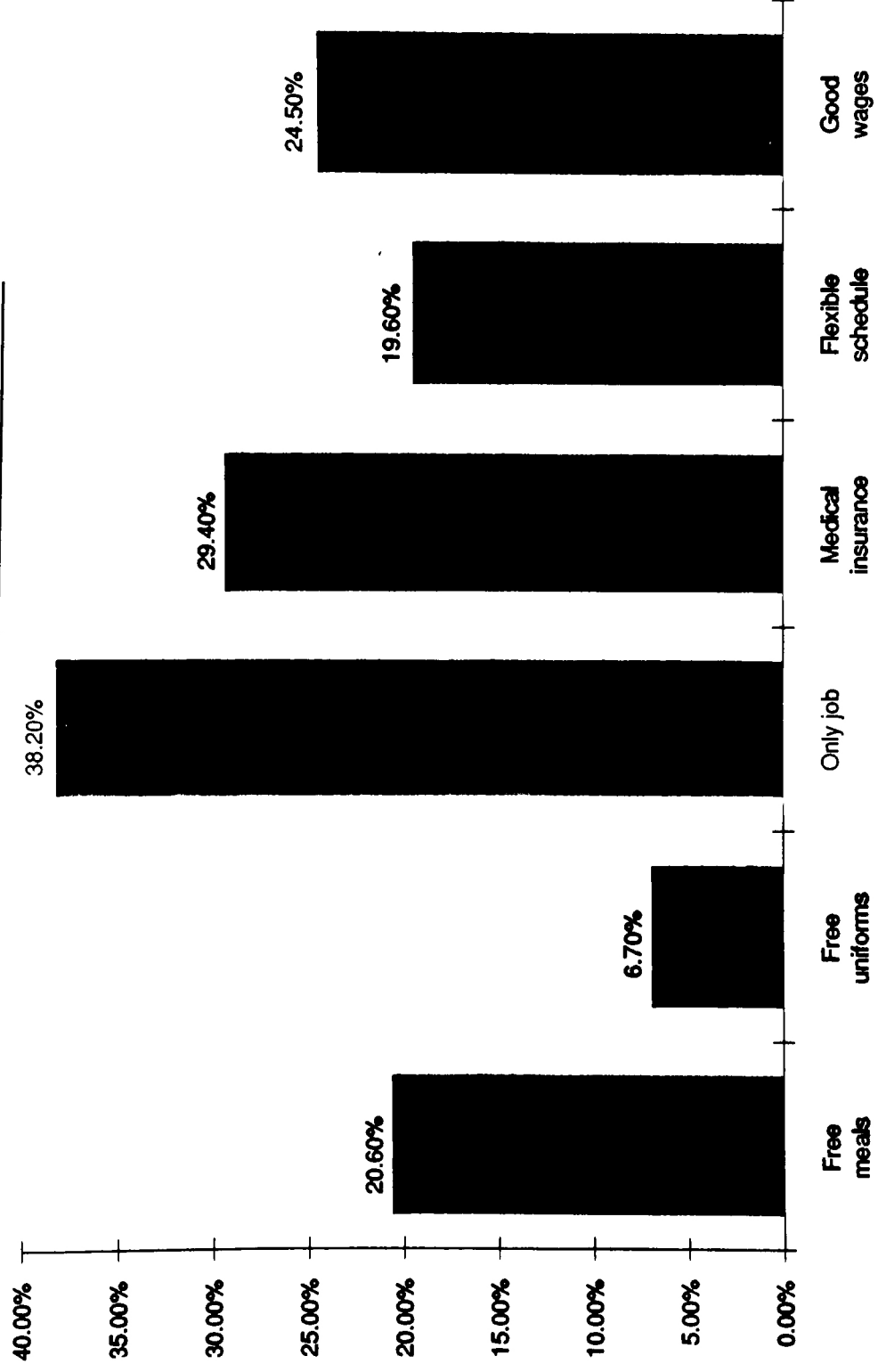
The questionnaire and frequencies of responses is provided in Appendix B.

In responding to question one, 41.2% of the respondents said they received information through the ad; 22% through a friend; and, 11% through either a relative or hotel employee.

The results to question two which asked for multiple responses are shown in Figure 5. It shows that 38.2% of the respondents chose the job because it was the only job available; 35% because of the flexible schedule; and 29.4% because of medical and health benefits, while 24.5% choose other: some said they needed extra money to spend in school while others said they took their job so they can stay busy.

Figure 5:

Reasons for Choosing this Job



Question three asked for the length of time the employee received training. The responses showed 80.4% received training for one week; 31.4% one month; and, 7.8% were trained for longer than one month.

The results of question four showed 68.6% of the respondents received the proper training in line with what the supervisor expected for their job performance.

Results to question five showed that response rate of 57.8% of employers did not always provide enough supplies for employees to adequately perform their jobs.

In question six, 31.4% of the respondents have been on the job for more than 2 years; 25% for 1-2 years; while 22% of them have been on the job for less than 6 months and the rest have been for 3-6 months.

In response to question 7, the majority of the respondents plan to be on the job for 3 years or more. Table 7 shows in more detail the length of stay on the job.

Table 7.

Planned Length of Stay on the Job

Length of Stay	Percent of Respondents
6 months	25.5%
6 months to a year	10.8%
1 - 2 years	12.7%
3 years and above	51.0%

The responses to question 8 indicate that 67.6% of the employees' perceptions of their jobs met their expectations, while 27.5% felt that their job was not as they initially perceived it to be.

In question 9 respondents had to choose from a list of things they felt could make their jobs easier. Results showed that 53.9% of the respondents felt that more supplies should be given; 29% indicated they wanted the amount of work reduced; and the remaining responses were equally split between "other" and making the job less routine. Those who chose "other" suggested that management provide them with some form of transportation like bus services and some wanted to work every other weekend.

In responding to question 10 an overwhelming majority

of 59.8% of the respondents felt that the housekeeping department is considered important. The remaining 41.2% didn't regard the department as important.

Question eleven involved respondent's opinions on what things could be done to improve the image of the department. From the list provided, 43.1% indicated that management should share in employee concerns; 39.2% indicated that they wanted new uniforms; and, 37.3% wanted a nice locker room. The respondents who indicated "other" suggested that hourly employees be given the opportunity to work in other departments of the hotel on a rotating basis.

Results for question 12 have been shown in Table 8. According to the responses, results show that the best thing about their job is working with colleagues. This reason was chosen by 45.6% of the respondents while 43.1% indicated that they like the job because of their flexible work schedule; 26% liked their supervisors; and, 18.6% reflects dissatisfaction with wages. Those who indicated "other" said that what they liked about the job is the environment. Some of the respondents said they liked the close proximity between their homes and the hotel.

Table 8.

Best Thing About the Job

Reasons	Response Rate
Colleagues	45.1%
Flexible schedule	43.1%
Supervisor	26.5%
Training	21.6%
Insurance & retirement benefits	20.6%
Wages	18.6%
Other	15.7%

Responses to question 13 are shown on Table 9. The results show that the least liked thing about the job is working weekends. This was indicated by 40.2% of respondents, 29.4% said they did not like the wages. 15.7% said the job was too routine. 13.7% complained of the work pressure and 1% said they had very little training.

Table 9.

Worst Thing About the Job

Reasons	Response Rate
Work weekends	40.2%
My wages	29.4%
Routines of job	15.7%
The work pressure	13.7%
Little training	1.0%

In question 14, 69.6% of the respondents said they had been recognized while the rest have never been recognized.

In question 15, 55.9% of the respondents indicated that they have never been promoted while the rest have been promoted.

Results to question 16 show that 36% of the respondents like to be front desk clerks, 17% like to wait tables. The rest of the respondents choose "other" and indicated the following things they like to be instead of working as house keepers: general manager or a sales manager.

The results for question 17 are shown in Table 10 and they show that 30.4% of the respondents work for hotels with

50-100 rooms while 25.5% said they worked for hotels with 100-200 rooms and 3% worked for hotels with 400 rooms and over.

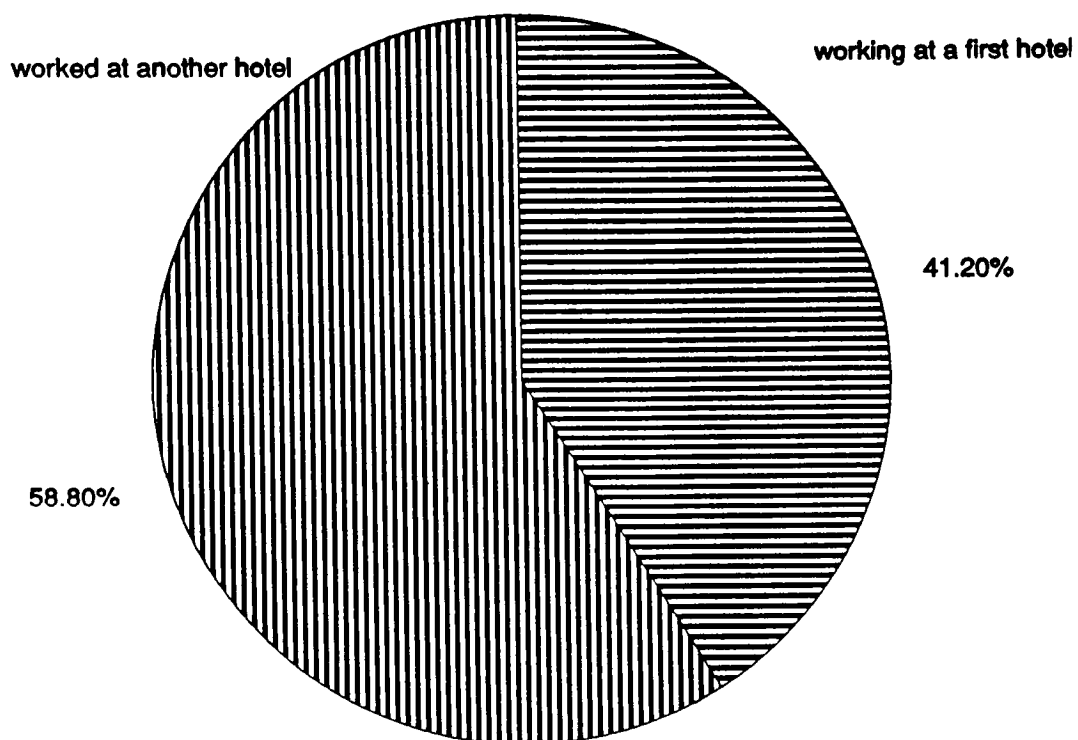
Table 10.

Size of Hotel

Hotel Size	Response Rate
Under 50 rooms	2.9%
50 - 100 rooms	30.4%
100 - 200 rooms	25.5%
200 - 300 rooms	37.3%
400 rooms and over	3.9%

Responses for question 18 are shown in Figure 6 which shows that 58.8% of the respondents had worked at another hotel while the rest were working at the first hotel.

Figure 6. Previous work experience



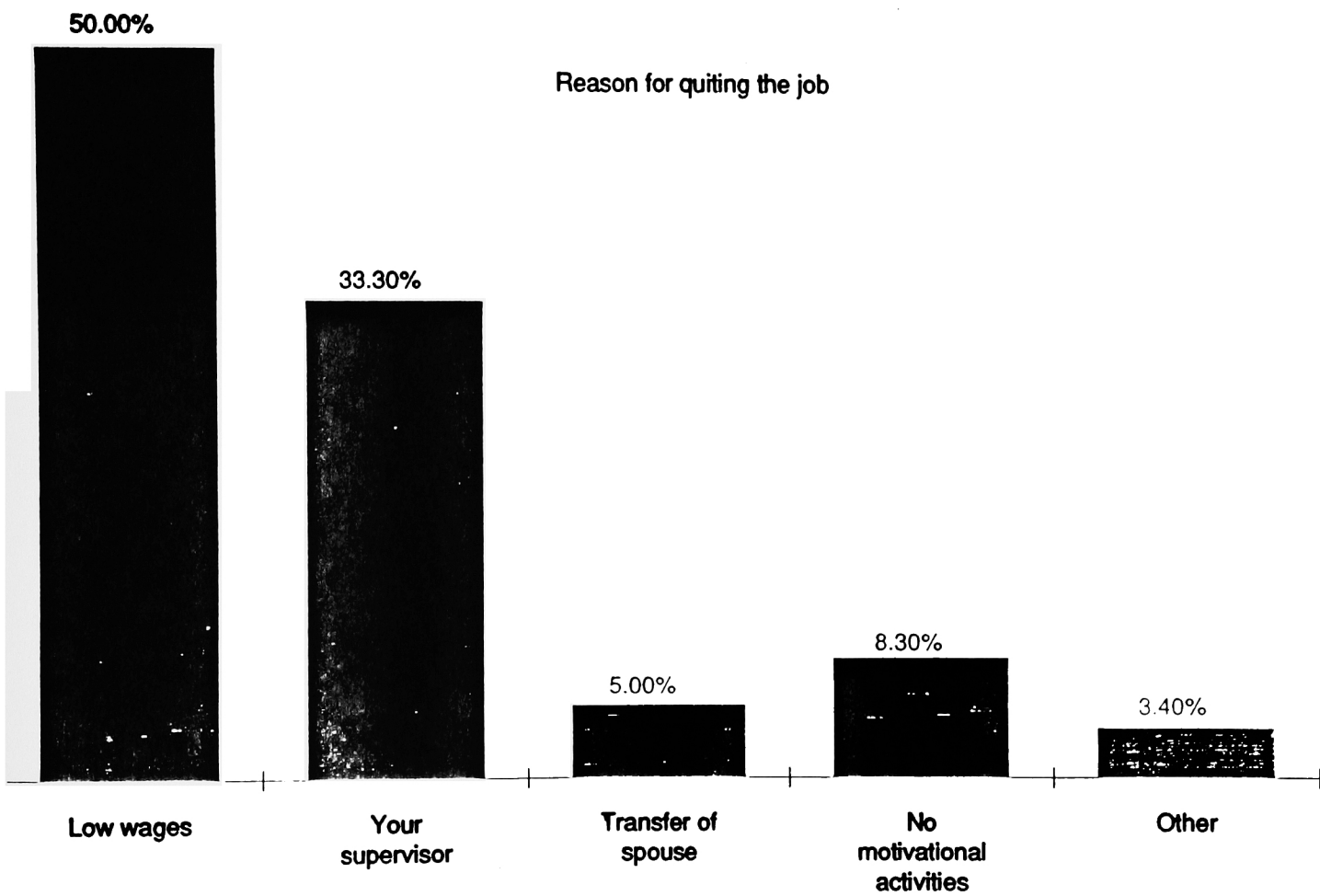
In question 19, the results show that 45% of the respondents worked at a previous job for less than 6 months, 28% worked for 6 months to 1 year, 15% worked for 1-2 years. and 11.7% had worked for 3 years and above.

In question 20, 55% of respondents indicate that on their previous job they had worked for housekeeping while 16% had worked as housemen and the rest had worked as waiters and banquet servers.

In responding to question 21, 41.6% of the respondents indicated that they were working at a first hotel while the rest said they worked somewhere else.

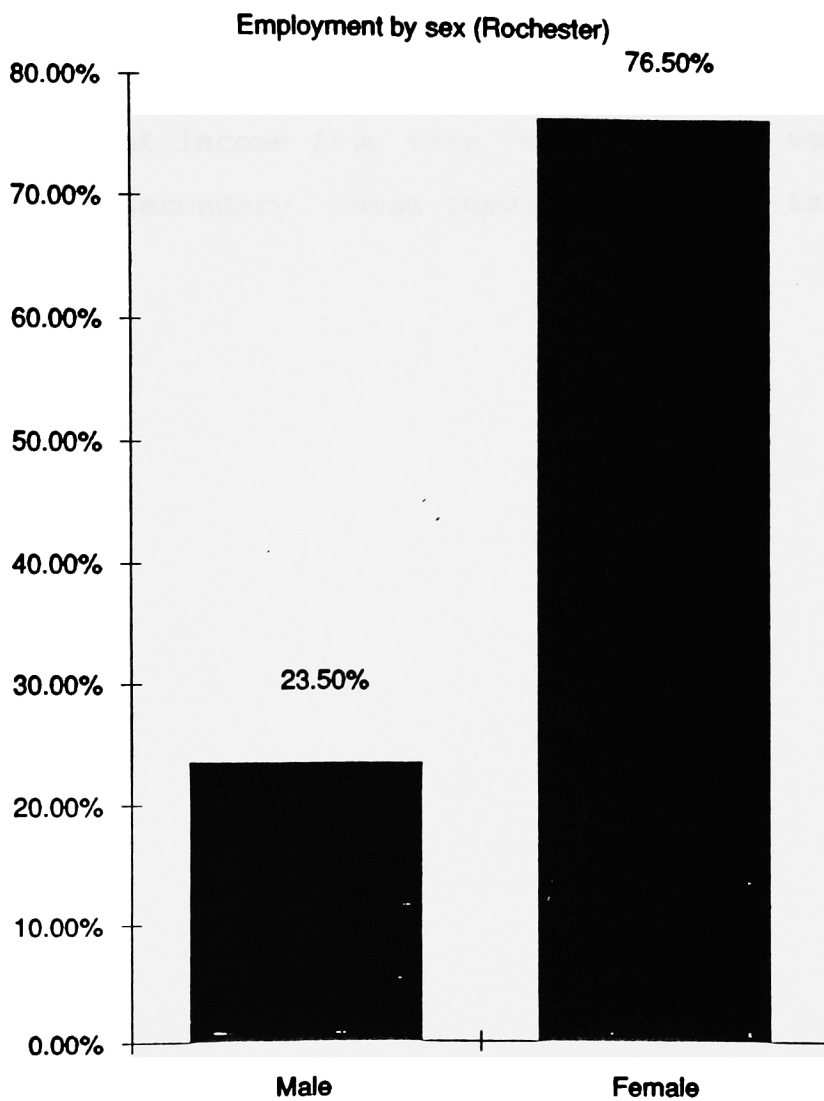
In question 22, 50% of the respondents indicated that they quit their jobs because of low wages, 33% quit because of their supervisors, and the rest quit because of no motivational activities. Those who chose "other" cited the following reasons, lack of transportation and lack of a full time job. These results are shown in Figure 7.

Figure 7. Those who quit.



The responses to question 25 are shown in Figure 8 and they indicate that 76.5% of employees are females while the rest are males.

Figure 8. Number employed by sex.

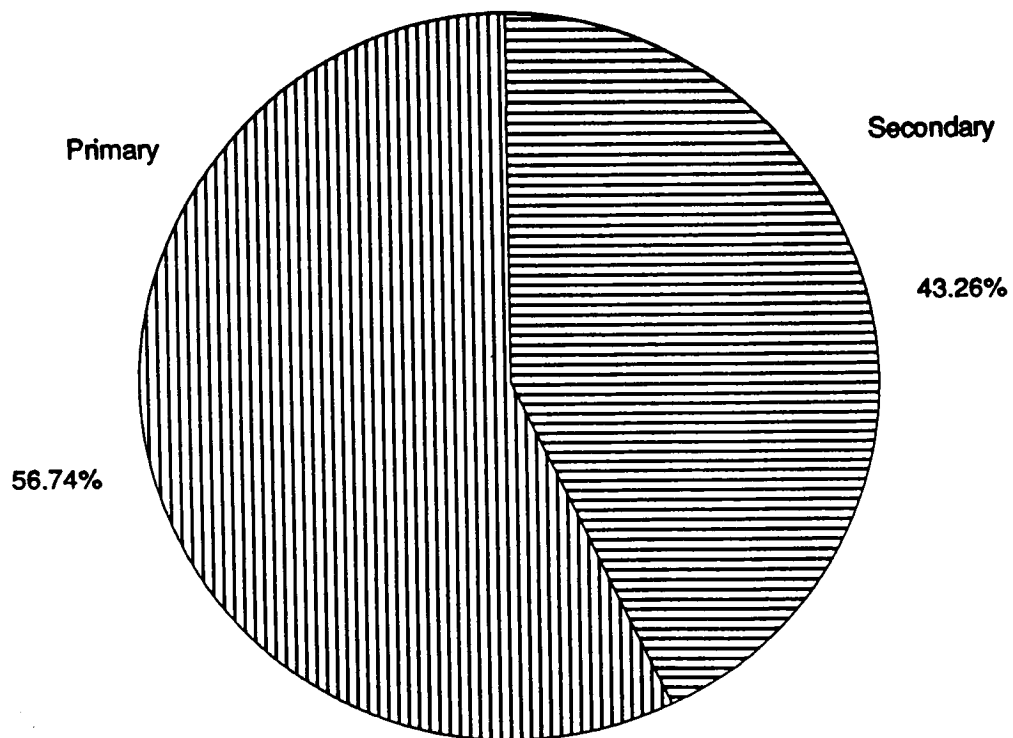


In question 24, results show that 46.1% of the respondents are between the ages of 16 and 24, 20.6% are 41 years and above while the rest are between the ages of 25 and 40.

In question 25, results show that 46% of the respondents are single and 42.2% are married while the rest are either divorced or separated.

In question 26, 56.7% of the respondents indicated that the source of income from this job is primary and for the rest it is secondary. These results are shown in Figure 9.

Figure 9. Income source.



In question 27, 66.7% of the respondents indicated that they have a high school education, 10% have a technical school education and the rest either have a college education or an 8th grade education.

The results for question 28 show that 23% of respondents were business majors, 19.6% were hospitality majors and 14.7% were home economics majors. Those who chose "other" indicated other majors such as, nursing, arts and computer science.

In question 29, 78.4% of the respondents said they worked full time and the rest worked part time.

Results for question 30 showed that 51.1% of the respondents have a working spouse.

In question 31, 54.9% of the respondents indicated that they would like more help, 42.2% wanted more supplies and 29.4% wanted more wages.

Results for question 32 show that 79.4% of the respondents believe that their suggestions on how to improve work conditions will be accepted.

Table 11 shows the causes of turnover among the 58% of respondents who had worked at other hotels.

Table 11.

Causes of Turnover Among the 58% Who Had Worked at Another Property

Reasons	Percent of Employee Citings
1. Low Pay	50%
2. Supervisor	33.3%
3. Transfer of Spouse	5.0%
4. Lack of Motivation	8.3%
5. Other	3.4%

A further breakdown of the data shows the turnover rates for Rochester. These are shown in Table 12 whose results show that the age group with the highest number of turnover is within the 18 -24 age range.

Table 12.

Turnover Rates at Rochester Among Those Who Had Worked at Another Hotel

Age of Respondents	Rate of Turnover
18-24	46.6%
25-30	23.3%
31-40	16.7%
41 and above	13.4%

When the total population survey was considered, it was realized that many things were cited that cause job dissatisfaction and can subsequently cause turnover. These are shown in Table 13. They also cited things that cause satisfaction which are shown in Table 14.

Table 13.

Factors of Job Dissatisfaction

Frequency of Job dissatisfaction causes.	Percent of Employee Citing
1. Lack of upward mobility	55.9%
2. Working conditions	55.8%
3. Job security	55.6%
4. Pay and benefits	50.0%
5. Quality of Supervision	33.0%

Table 14.

Factors of Job Satisfaction

Frequency of Things that Bring Satisfaction	Percent of Frequency of Citing
1. Provide enough supplies	53%
2. Nice colleagues	45.5%
3. Flexible work schedules	43.1%
4. Share in employee concerns	43%
5. Attractive uniforms	39.2%

Table 15 shows that the source of income is secondary for more women than it is for men. 42.1% of women indicated that this source of income from this job is secondary. While for 10.8% of the men the income source is secondary.

Table 15.

Cross-Tab Source of Income by Sex

	Male	Female	Total
Primary	12.7	31.4	44.1
Secondary	10.8	42.1	55.9
Number	24	78	102
Total % of	23.5	76.5	100

Table 16 shows that most 18-24 year olds receive the income from this job as a second source.

Table 16.

Cross-Tab Source of Income by Age

	18-24	25-30	31-40	41+	Total
Primary	14.6	7.8	7.8	8.8	44.1
Secondary	26.5	10.8	6.9	11.8	55.9
Number	47	19	15	21	102
Total %	46.1	18.6	14.7	20.6	100

The source of income is secondary for most people especially the married as show in Table 17. The income from this job is secondary for 19.5% married people, 24% single and 2% divorced.

Table 17.

Cross-Tab Source of Income by Marital Status

	Married	Divorced	Widowed	Single	Total
Primary	12.8	3.9	5.9	21.6	44.1
Secondary	29.5	2.0	0	24.5	55.9
Number	43	6	6	47	102
Total %	42.3	5.9	5.9	46.1	100

Results seen in Table 18 show that more women are likely to stay on the job past 3 years.

Table 18.

Cross-Tab Length of Stay on the Job by Sex

Sex	Less Than 6 Months	6 Months to 1 year	1-2 Years	3+ Years	Total
Male	6.9	9.9	3.9	9.8	30.5
Female	18.6	6.8	8.8	34.2	76.4
Number	26	11	13	52	102
Total %	25.4	10.8	12.7	51.1	100

Table 19 shows that more women than men work full time.

Table 19.

Cross-Tab Sex by the Hours of Work

	Part-Time	Full-Time	Total
Male	2.9	20.6	23.5
Female	16.7	59.8	76.5
Number	20	82	102
Total %	19.6	78.4	100

Table 20 shows that more men in the 18-24 age group and 41 and above age group would like more help than women would.

Table 20.

Cross-Tab More Help by Age

	18-24	25-30	31-40	41+	Total
Yes	24.5	8.8	7.8	31.7	54.9
No	21.6	9.8	6.9	6.9	45.1
Number	47	19	15	21	102
Total %	46.1	18.6	14.7	20.6	100

Table 21 shows that more females want more supplies than males. The females who need more supplies are in the age group 18 to 24.

Table 21.

Cross-Tab More Supplies by Age

	18-24	25-30	31-40	41+	Total
Yes	21.6	6.9	3.9	9.8	42.2
No	24.5	11.8	10.8	10.8	57.8
Number	47	19	15	21	102
Total %	46.1	18.6	14.7	20.6	100

Table 22 shows that 70.6% of the respondents do not even care if wages are increased or not.

Table 22.

Cross-Tab Increase Wages by Age

	18-24	25-30	31-40	41+	Total
Yes	16.7	4.9	2.9	4.9	29.4
No	29.4	13.7	11.8	15.7	70.6
Number	47	19	15	21	102
Total %	46.1	18.6	14.7	20.6	100

Table 23 tries to show the cross tabulation of two variables, least liked thing about the job by those who quit a previous job. Results show that most people do not like to work weekends.

Table 23.

Cross-Tab Least Like Thing About Job by Those who Quit a Previous Job

	Work Weekends	Work is Routine	Wages	Work Pressure	Little Training Total
Yes	25.1	8.3	26.1	7.1	1 67.6
No	12.0	5.0	10.2	5.2	00 32.4
No. of Respondents	37	15	37	13	1 102
Total % Respondents	37.1	13.3	36.3	12.3	1.0 100

CHAPTER V

Conclusions and Recommendations

The purpose of this study was to determine reasons for employee dissatisfaction and consequently turnover among the housekeeping employees.

The results show that turnover in this department will remain high for these reasons:

Many people took the job just because it was the only job available (38.2%) as opposed to the rest who chose the job for several other reasons may imply that, respondents don't really see this job as one they hope to stay at. This means if they, in the future, find something better they will quit.

Only 51% of the respondents indicated they would stay on the job for 2 years or more which means the rest will quit either within 6 months or one year; so, it is very likely turnover will continue to be on the rise.

Another point of importance is that most of the employees for the department are within the 18-24 age range. Due to the fact that the population of this age group is on a decline, there is going to be a labor shortage.

Respondents who have worked at other hotels have indicated that they left their other jobs because of low wages this means that if the present wages are not satisfactory, its very likely they will quit too. Even when

the total sample population was also considered it was seen that wages was a problem. Almost everyone seemed dissatisfied with their wages.

54.9% of the sample population indicated that there were poor working conditions resulting from quality of supervision, lack of recognition, too much work, and shortage of supplies is an indication of dissatisfaction which if not controlled, can result in turnover.

43.1% of the sample population have never had any promotion makes them not to consider the job as one they can hope to have growth opportunities.

The assumption about turnover being related to wages appeared to be true when the population that had worked at another hotel is considered. This could be seen from their responses and from cross-tabulations. Even when the whole population is considered wage is problem that causes dissatisfaction.

The assumption that employees liked their job because of medical insurance and health benefits was not in time with what respondents indicated. A majority indicated that they liked the job because of their colleagues.

It was also assumed that a majority of employees will not stay longer than one year on the job. This doesn't appear to be true because about 73% of the population plan to stay on the job for a year and more and 56.9% have already been on the job for more than a year.

The assumption that employees are dissatisfied with their job because of the work pressure, lack of upward mobility, quality of supervision, and lack of concern for employee concerns appear to be true for the following reasons. In responding to questions about job satisfaction most of them indicated they would be satisfied if the amount of work was reduced and enough supplies provided, if the quality of supervision were improved and if management provided opportunities for career growth and shared in their concerns. All the above points are in line with what was discussed in the literature which means that if management tries to meet these needs turnover can be greatly reduced.

Recommendations

Due to the fact that a majority of respondents indicated that they liked their job because of their colleagues, it is important for supervisors and management to understand this and be sure to create a positive environment for the employees, one in which people can be encouraged to work with the team members they like.

A majority of the respondents indicated that they got word about their job opening from the ad. This would be a good source so management should use it most of the time.

From responses to the question on wages, a majority of respondents indicated a dissatisfaction with wages. It might be a good idea for management to address the issue and

it might even be worthwhile developing the pay strategy used by one hotel. Here employees were paid by the room instead of by the hour. This was discussed in the literature.

From the survey conducted and the literature read, it was seen that turnover was very high among the age group 18-24. This means that it might be a better idea to employ more older people than they have been doing.

Providing child care to mothers will be a very good thing for management to do as this will further reduce turnover.

Respondents showed a lot of concerns about working conditions and it shouldn't be over-emphasized that management should supply employees with the supplies they need so as to improve working conditions.

I would recommend further research studies to be done in this area especially at the national level so it becomes possible to compare the results of individual areas of the U.S. studied.

Qualitative research can uncover dimensions of an issue and relevant factors for further study. Scherer, M.J. (1986) studies have been done on turnover in some hotels but as of the moment there seems to be no information on that at the national level; so, it's not really possible to make many comparisons to see if factors that influence turnover in one geographic area hold true for other parts of the country. Research could be done to determine the needs of

housekeeping employees in hotel establishments. This could give highlights where supervisors and management could effectively focus their skills and management techniques to satisfy these employees and curb turnover.

Further research in this field needs to be done. In carrying out further reasearch in this field, it would be recommended that a better questionnaire be designed to permit other tests like the T-test or chi-squared to be done.

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July 12, 1991

Dear General Manager,

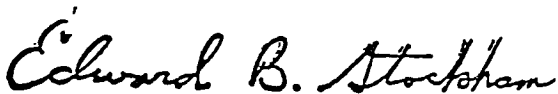
Thank you for taking time out of your busy schedule to address this matter of importance. Two research studies are being sponsored by the School of Food, Hotel and Travel Management at the Rochester Institute of Technology and they are being supported by the Rochester Hotel and Motel Association. These projects are a hotel operation study focusing on the training of front desk agents and the relative effects training has on employee retention, and a housekeeping study focussing on employee satisfaction and turnover.

We would appreciate it if your hotel would participate in these studies. The first stage involves two questionnaires, one each to be completed by the front desk agents, the front desk manager and the housekeeping staff. All appointments to administer these studies will be made at your convenience. All participant responses will be held in the strictest confidence. Completion of the questionnaires should take no more than five minutes. Upon request, the results of these studies can be shared with hotels that participate.

Enclosed are copies of the questionnaires for your review. We will call you to confirm your participation and to arrange a mutually convenient time to conduct these important studies. If you have any question regarding the studies, or the intent of this research, please contact our faculty advisors, Dr. Edward Stockham, at (716) 475-5666 or Mr. David Crumb at (716) 475-2355.

Sincerely


Monica Tembi
Research Assistant



Edward Stockham, Ph.D.
Department of Graduate Studies

Enclosure

xc: Front Office Manager
Front Desk Manager
Housekeeping Manager

Appendix B

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 the Rochester hotels. We ask that you take a few moments 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.

	Frequencies	Valid %
1. How did you learn about this job? (choose all that applies.)		
A) Job advertisement.	42	41.2
B) Through a friend.	23	22.5
C) A relative.	16	15.7
D) A hotel employee.	12	11.8
E) Other please specify _____.	21	20.6
2. Why did you choose to work for housekeeping? choose all that applies.		
A) Free employee meals.	8	7.8
B) Free uniforms.	7	6.9
C) This was the only job available.	39	38.2
D) Medical/ health benefits.	30	29.4
E) Flexible work schedule.	36	35.3
F) Good wages.	20	19.6
G) Other please specify _____.	25	24.5
3. How long were you trained for the job?		
A) One week	82	80.4
B) One month	12	31.4
C) More than a month.	8	7.8
4. Is there a difference between what you were trained to do and what your supervisor expects you to do?		
A) Yes	32	31.4
B) No	70	68.6
5. Do you always have enough supplies.		
A) Yes	42	41.2
B) No	59	57.8
6. How long have you been on this job?		
A) Less than 3 months.	23	22.5
B) 3 months to 6 months.	21	20.6
C) 1-2 yrs.	26	25.5
D) 2 yrs and above.	32	31.4
7. How long do you plan to be on this job?		
A) 6 months.	26	25.5
B) 6 months to 1 yr.	11	10.8
C) 1-2 yrs.	13	12.7
D) 3 yrs and above.	52	51.0

	Frequencies	Valid %
8. Is the job what you thought it was before you came in?		
A) Yes	68	67.6
B) No	28	27.5
9. How do you think your job could be made easier? (choose all that applies.)		
A) Provide enough supplies.	55	53.9
B) Reduce amount of work.	30	29.4
C) Make the job less routine.	22	21.6
D) Assign a specific amount of work per day.	25	24.5
E) Other please specify _____.	25	24.5
10. Do you feel Housekeeping is recognized as an important department in this hotel ?		
A) Yes	61	59.8
B) No	41	40.2
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.	38	37.3
B) Allow all employees to come in through front door.	22	21.6
C) Change uniforms.	40	39.2
D) Share in employee concerns.	44	43.1
E) Other please specify _____.	30	29.4
12. What do you like best about your job? (choose all that applies.)		
A) Flexible work schedule.	44	43.1
B) My wages.	19	18.6
C) Insurance and retirement benefits.	21	20.6
D) My supervisor.	27	26.5
E) My colleagues.	46	45.5
F) The training I received.	22	21.6
G) Other please specify _____.	16	15.7
13. What do you like the least about your job? (choose only one.)		
A) Working weekends.	37	36.3
B) The work is too routine.	16	15.7
C) My wages.	36	35.3
D) The work pressure.	14	13.7
E) Very little training.	1	1.0
14. Have you ever been recognized for good work since you started work at this hotel?		
A) Yes	71	69.6
B) No	29	28.4
15. Have you had a promotion since you started working here?		
A) Yes	44	43.1
B) No	57	55.9

	Frequencies	Valid %
16. Given the opportunity what other job would you choose as opposed to housekeeping at this hotel?		
A) Front desk clerk.	37	36
B) Waiting tables.	18	17.6
C) Receiving clerk.	2	2.0
D) Front line cook.	4	3.9
E) Other please specify _____.	41	40.2
17. What is the size of the hotel?		
A) Under 50 rooms.	3	2.9
B) 50 - 100 rooms.	31	30.4
C) 100 - 200 rooms.	26	25.5
D) 200 - 300 rooms.	38	37.3
E) 400 rooms and over.	4	3.9
18. Have you worked at another hotel in Rochester before? (If yes, answer question 19 - 22. If No, skip to question 23.)		
A) Yes	60	58.8
B) No	42	41.2
19. If yes, how long were you on your other job?		
A) Less than 6 months.	27	45.0
B) 6 months to one year.	17	28.3
C) 1-2 yrs.	9	15.0
D) 3 yrs or more.	7	11.7
20. What was your job at the other hotel?		
A) Housekeeping.	33	55.0
B) Waiter / Waitress.	4	6.6
C) Banquet server.	5	8.3
D) Steward.	8	13.3
E) Houseman.	10	16.0
21. How many hotels including this one have you worked for ?		
A) 1	25	41.6
B) 2	12	20.0
C) 3	21	35.0
D) 5 or more	2	3.4
22. Why did you leave your previous job?		
A) Low pay.	30	50.0
B) Your supervisor.	20	33.3
C) Transfer of spouse.	3	5.0
D) No motivational activities.	5	8.3
E) Other please specify _____.	2	3.4
23. I am		
A) Male.	24	23.5
B) Female.	78	76.5

		Frequencies	Valid %
24.	My age is between,		
	A) 18 - 24.	47	46.1
	B) 25 - 30.	19	18.6
	C) 31 - 40.	15	14.7
	D) 41 and above.	21	20.6
25.	What is your marital status?		
	A) Married.	43	42.2
	B) Divorced.	6	5.9
	C) Widowed.	6	5.9
	D) Single.	47	46.1
	E) Separated.	0	0.0
26.	What source of income is your job in your family unit?		
	A) Primary.	45	41.1
	B) Secondary.	55	53.9
27.	The highest level of education I have achieved is,		
	A) High school degree.	68	66.7
	B) Technical school degree.	11	10.8
	C) Two year college.	6	5.9
	D) Four year college.	4	3.9
	E) Other please specify._____.	13	12.7
28.	What was your major.		
	A) Hospitality.	20	19.6
	B) Business.	24	23.5
	C) Home Economics.	15	14.7
	D) Other please specify. _____.	42	41.2
29.	Are you working,		
	A) part time?	20	19.6
	B) Full time?	80	78.4
30.	Is your spouse also working?		
	A) Yes	48	51.1
	B) No	46	48.9
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	56	54.9
	B) More supplies	43	42.2
	C) Increase wages	30	29.4
32.	I believe that my suggestions and opinion will be used to improve the working conditions of the housekeeping department.		
	A) Yes	81	79.4
	B) No	21	20.6