

EMPLOYEE MOTIVATION AND RETENTION STUDY: FINDINGS AND ANALYSIS

By

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RESEARCH FINDINGS

Through the use of direct personal interview of a randomly selected sample from the target population, as well as the use of a Likert scale Questionnaire send by post to respondents, the following results were obtained regarding the level of motivation amongst the employees as well as their commitment to both work and the hotel, which in indicated the level of employee turnover.

Employees Profile

The average tenure of employees was found to be 6.23 years. The tenure of employees was significantly correlated with age, with older employees reporting longer tenure than that observed amongst younger employees ($r = 0.48$). A significantly mild relationship between age and the number of positions employees held within Hotel X ($r = 0.36$) was also established.

On education level, 2% of the participants reported holding a graduate degree, 25% a bachelor's degree, 36% an associate's degree, and 39% reported having completed high school education. The majority of the participants who held lesser qualification than a bachelor's degree were either actively studying in pursuance of the qualification, or expressed a desire to study for the same in the near future. They felt that such a qualification would improve their chances of going up the career ladder at a faster pace.

Table 1 provides more detail on the sample.

Category	Average Years Tenure			Average number of positions held in the company
	In the company	In Current Position	All Positions	
Exempt employees	5.9	5.3	8.6	2.2
Non-exempt workers	7.4	2.9	7.1	1.3
Overall	6.2	4.1	7.2	1.8

Results from interview

The research investigated the state of employee motivation among the employees in the major hierarchical levels of the hotel and found the following;

On the issue of employees' expectations from Hotel X, all employees reported to expect promotion to a higher position as the number one expectation. Waiters expected to be promoted to supervisors, supervisors to managers, and managers to directors. A pay increase came in second among the expectations with waiters and supervisors respectively reporting the highest sensitivity to pay increase.

Employees across all levels, however, expressed significant doubt about the fulfilment of their various expectations by the hotel, with the internal policies of the top brass management cited by all the workers surveyed as the major impediment to such realisation.

The aspects of the company that made it attractive to new employees were also surveyed. It was found that Hotel X offered considerably good pay package to all calibres of personnel. Managers, supervisors, and waiters all agreed that the pay was acceptable especially considering the fact that at the time of conducting the research, the economy was in recession.

In addition, waiters reported to be significantly satisfied with the number of hours they were required to work. The employees also cited the expectation of career advancement as yet another reason which had attracted them to the hotel, though they later found this to be too difficult to be achieved in the company. Job security as well ranked high among the motivators of joining the company.

With regard to working environment, supervisors cited the best aspect of working in the hotel as good cooperation with and amongst their subordinates. A good number of supervisors also pointed one of their bosses as kind and understanding. Managers too identified cooperation among their subordinates, in addition to a culture of deep respect for superiors by subordinates, as one of the best aspects of their working life at the hotel. Managers reported to be satisfied by the level of autonomy in running their departments given to them by their superiors as one of the aspects that created a good working atmosphere in the hotel. Waiter nonetheless reported no enjoyable aspects concerning the work atmosphere in the company.

A few undesired aspects of the work environment at the company were also found from the interviews with the personnel of the company. For instance, majority of the supervisors reported the aspect of uncertainty about promotion, even after dedicating many years of their careers to loyal service of the hotel, as the most disturbing aspect of their working life at the company. A significant number of supervisors said they were unhappy with occasional "I am the boss here" feeling portrayed by the management as well as internal politics in departments.

On their part managers cited often, unnecessarily rude remarks by their superiors as one of the most disheartening as well as unacceptable aspects of working for the company. Further, lack of a clear policy regarding promotion as well as pay increase were identified by the

managers as de-motivating factors. Waiters recorded the highest discomfort for working for the hotel citing objection to bad treatment such as overworking with very low pay. They also had the least expectation of ever being promoted in their working life at the hotel.

A fair number of supervisors were found to stick to their jobs in the long-term because they believed, even with the existing policy that allowed for very minimal chances of promotion, that a promotion would come their way provided they stuck around for a longer period of time in addition to excelling in their duties. They contented that money, which a change of jobs would highly improve prospects of earning more, was not the biggest deal in their career development. The same reason was reported by managers, but who in contrast prioritised job security especially in the time of recession, as the number one reason for them staying around a little longer.

Most waiters reported that it was not only their love for their jobs but longevity-which would give them a strong competitive advantage if they chose to hit the road in search for a new job-that prompted them to stay a little longer. The need to stick for ones job in light of the economic recession at the time was also highlighted.

Majority of the supervisors, on the question of satisfaction with current position, were found to be mainly unhappy with their positions and many cited the reason for this as almost absolute non-existence of incentives as well as appraisals. Some also reported disregard of their suggestions of improvisation as well as floor politics as elements that significantly contributed to their discontent. Managers, on the other hand, said they were highly dissatisfied with their jobs because of poor work culture in the organization which entails teams shunning work and the senior managers pilling all of the burden on middle level managers, in addition to those

reasons mentioned by supervisors. Waiters reckoned that the amount of monetary compensation, in addition to tips received from customers, was quite satisfying , but the biggest causes of their dissatisfaction were extreme job pressure as well and subjection to offensive language by rude customers and some of their superiors as well. Lack of a program that matches rewards and performance was also mentioned.

The general results obtained from the interview are shown in Table 2.

Factor	Description	Frequency
Salary	Paid at or below market rates and not having internal equity.	12
Lack of challenge and opportunity	The position not offering adequate challenges and the opportunity to learn new tasks and responsibilities.	9
Lack of career advancement opportunities	Not being able to advance in one's career within a reasonable time and with higher levels of performance.	9
Lack of recognition	Not being rewarded fairly for work performed. Rewards may be financial or non-financial.	8
Ineffective leadership	The inability of leaders to develop and communicate the Company's vision and effectively developing employees to maximize their potential.	7
Inadequate emphasis on teamwork	The lack of effort exerted by employees and leaders to foster a teamwork type environment.	6
Lack of trust in senior management	The inability to work a flexible work schedule including reduced hours, telecommuting, four ten-hour days per week and job-sharing	6

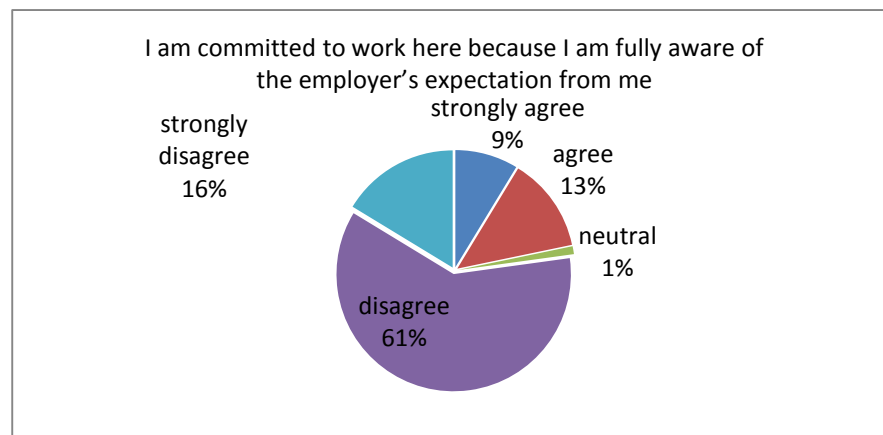
Lack of trust in senior management	Lack of confidence in the Senior Management to do what is right for the employees	4
Inadequate opportunities for training & development	The unavailability and inadequate opportunity to take classes at local colleges and universities and participating in the in-house training program.	3
Low overall job satisfaction	Not feeling a sense of satisfaction from performing one's job.	2

Result from questionnaires

The researcher compiled the aggregate findings observed amongst all the respondents and chose to use pie-charts to represent the findings from the study. The choice of pie-chart was made due to their simplicity of comprehension as well as easy interpretation. Based on the respective order of questions in the Likert scale questionnaire the results were as follows;

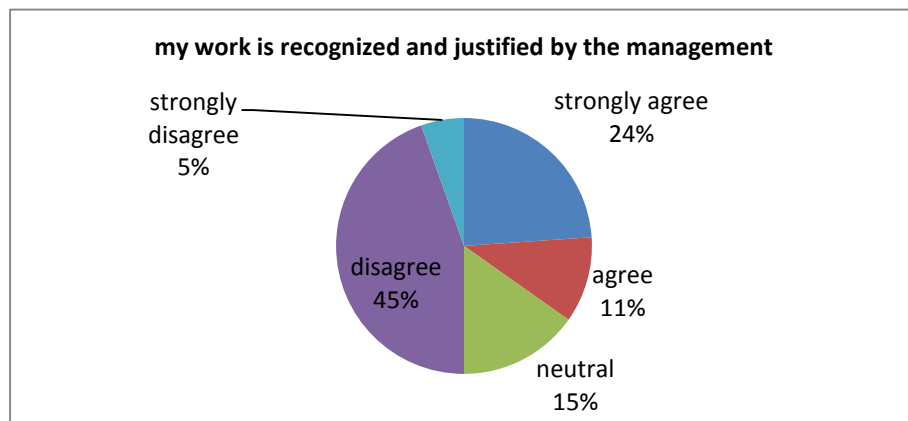
1. I am committed to work here because I am fully aware of the employer's expectation from me

strongly agree	8
agree	12
neutral	1
disagree	56
strongly disagree	15



As the graph clearly indicates, slightly more than two thirds of all employees (77%) reported that their commitment to the company was not influenced by their employer's expectation from them, but some other factors. Only one quarter of the respondents considered their employer's expectation of them as having a bearing on their work commitment.

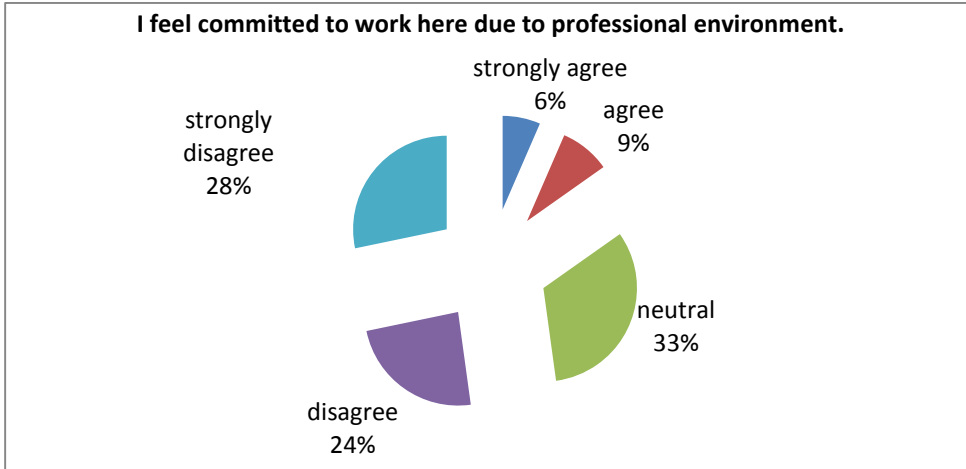
2. My work is recognized and justified by the management



Half of the respondents (50%) disagreed that the management of the company recognized and justified their work. A considerable number comprising nearly one third of the respondents (26%), nevertheless, appeared to be satisfied with the amount of recognition received from the management.

3. I feel committed to work here due to professional environment.

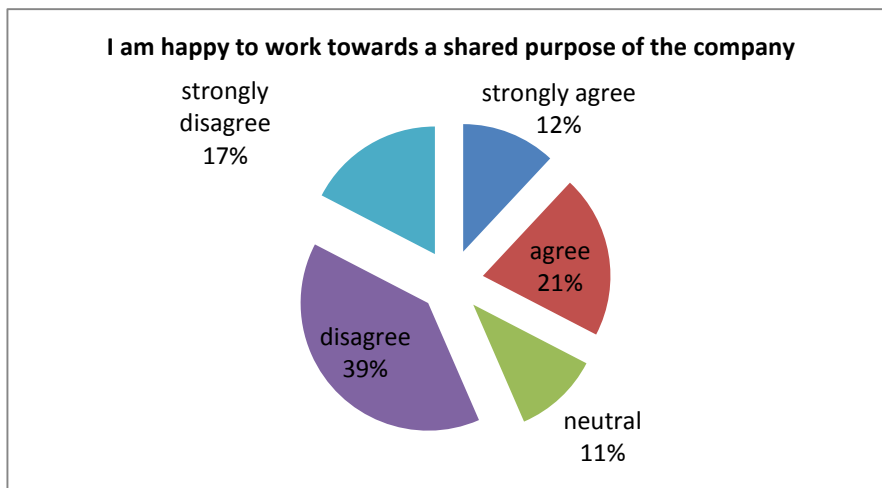
strongly agree	6
agree	8
neutral	30
disagree	22
strongly disagree	26



A very mixed reaction on the question of the workplace professionalism was observed with a striking 33% of the responded being unable to agree or disagree with the supposition. Those who were in agreement though constituted slightly more than half of the respondents (52%), while the proportion of those that cited a positive professional environment at the work place was remarkably small at 15%.

4 I am happy to work towards a shared purpose of the company

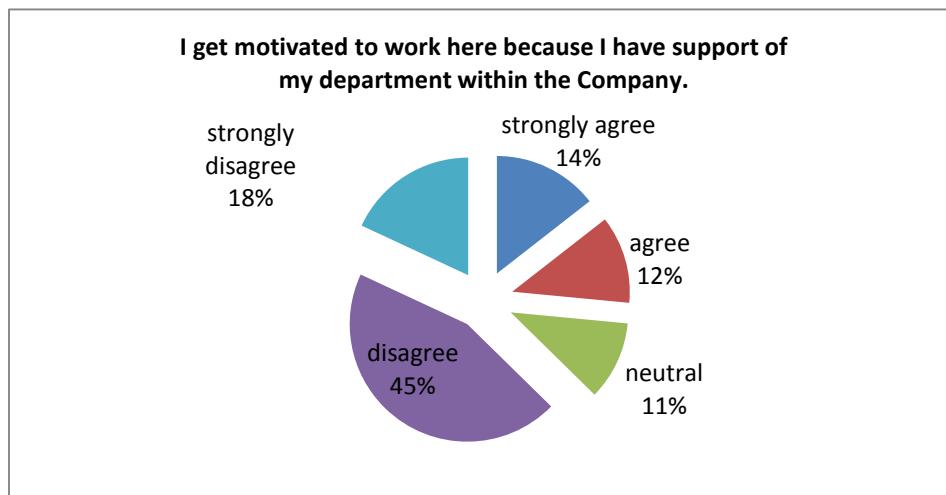
strongly agree	11
agree	19
neutral	10
disagree	36
strongly disagree	16



Most respondents reported strong dissatisfaction with the level of their incorporation into design and capacity of participation in the company's shared purpose. Just as the interview revealed, it appears the management shuts out the employees in decision making process involving just everything. A significant number (33%) however felt the level of allowed participation they enjoy was sufficient.

5. I get motivated to work here because I have support of my department within the Company.

strongly agree	12
agree	10
neutral	9
disagree	37
strongly disagree	15

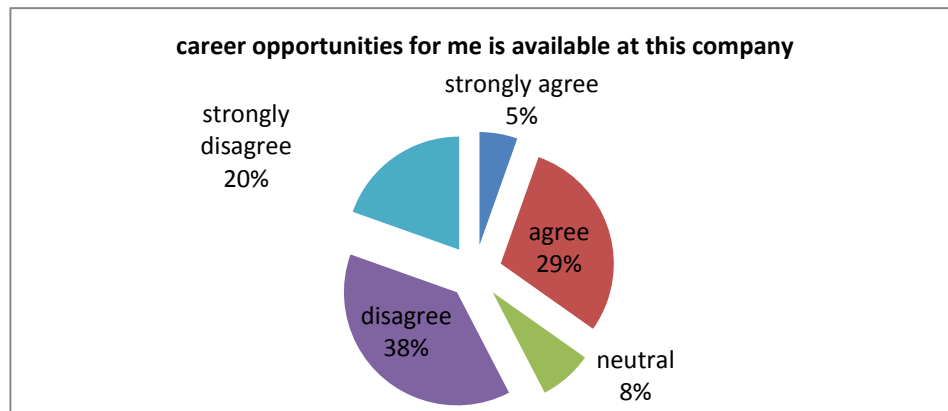


The number of those employees who felt that their department did not accord them enough support to motivate them tipped that of employees who reported contentment with the

support from their departments by a remarkable 37%. Another eleven percent, however, reported indifference to the support offered to them by their department and its influence on their motivation.

6. Career opportunities for me is available at this company

strongly agree	5
agree	27
neutral	7
disagree	35
strongly disagree	18



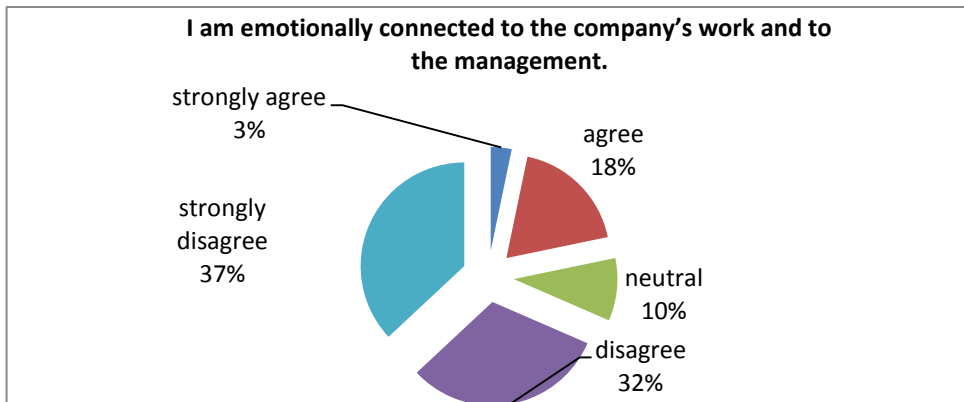
Respondents who were of the opinion that the company provided them opportunities to advance their careers constituted 34% of the total sample size, which is remarkably low. On the other hand, a striking 58% of the total respondents indicated no hope of advancing their career while still at the company, which was in agreement with responses obtained through the interview.

7. I am emotionally connected to the company's work and to the management.

strongly agree	3
agree	17
neutral	9
disagree	29

strongly disagree

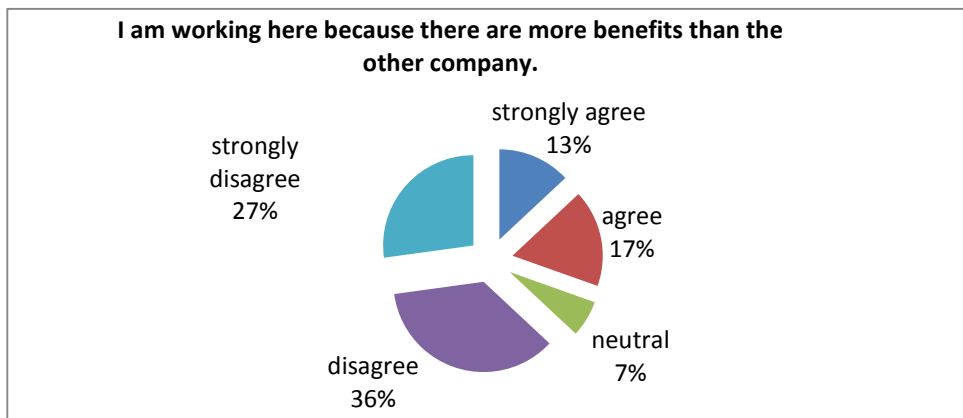
34



Emotional detachment from the management and the company's work was prevalent among the employees of the company as can be observed from the pie-chart above. Up to 59% of the respondents reported lack of emotional attachment with the organization as well as management and only 3% strongly acknowledged having such an attachment.

8. I am working here because there are more benefits than the other company.

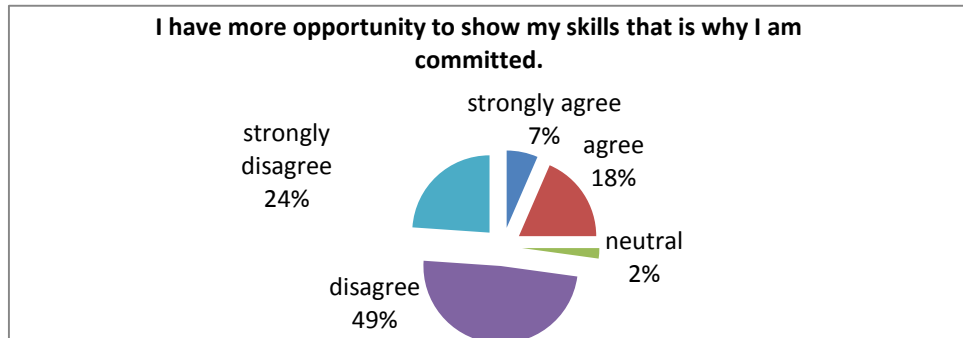
strongly agree	12
agree	16
neutral	6
disagree	33
strongly disagree	25



While up to 58% of the respondents rejected the supposition that their continued stay at the company was necessitated by lack of better opportunities in terms of benefits than those offered by the company elsewhere, only less than one third were convinced that the company offered the most generous package of benefits in the market. Seventeen per cent of the total number of respondents actually strongly believed that this was the case.

9. I have more opportunity to show my skills that is why I am committed

strongly agree	6
agree	17
neutral	2
disagree	45
strongly disagree	22

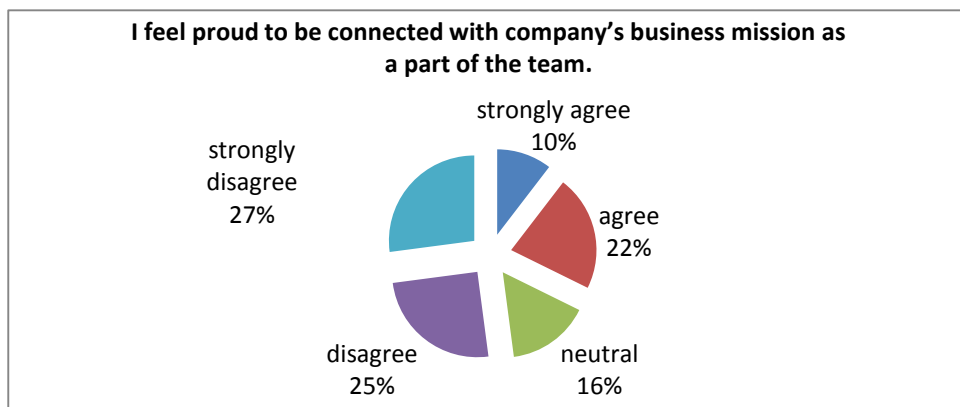


The majority of respondents (73%) did not believe that the company allowed them enough room to display their talents and skills. Just as the interview revealed, it appears that employee appraisal, which would help in acknowledging and rewarding top performers, is barely practiced by the top brass management of the company. For this reason, it appears most

employees are not concerned with displaying their skills as well as working hard as it would earn them nothing.

10. I feel proud to be connected with company's business mission as a part of the team.

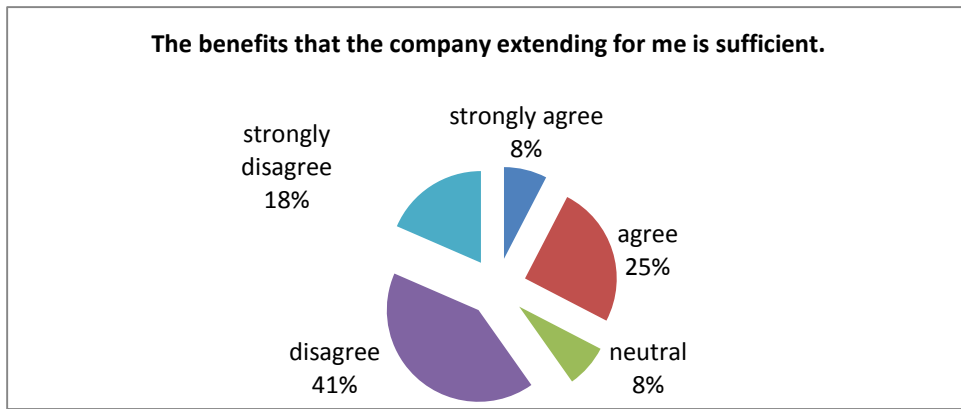
strongly agree	10
agree	21
neutral	15
disagree	24
strongly disagree	26



The opinions of the respondents appeared split into two roughly equal halves between those who in general reported to feel proudly connected to the company's mission as well as its mission and those and those who did not.

11. The benefits that the company extending for me is sufficient.

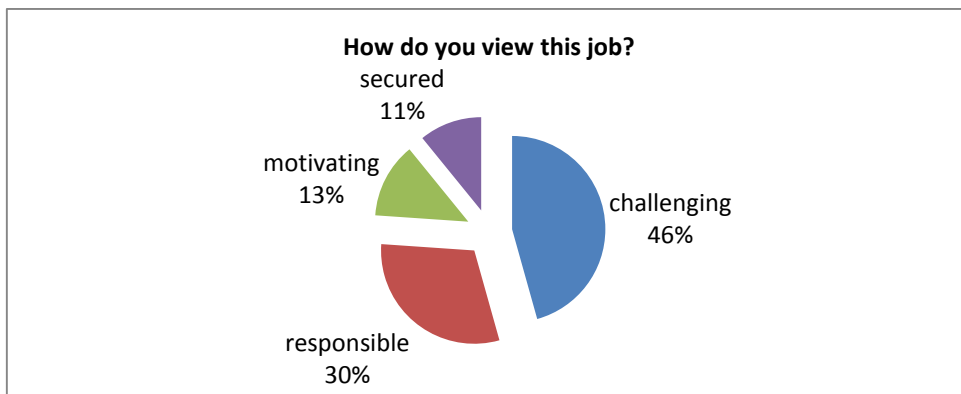
strongly agree	7
agree	23
neutral	7
disagree	38
strongly disagree	17



Fifty-nine per cent of the respondent’s considered the benefits offered to them by company as insufficient. Another one third reported satisfaction with the benefits received from the company, while eight percent of the employees were indifferent to insufficiency, or otherwise, of their benefits.

12. How do you view this job?

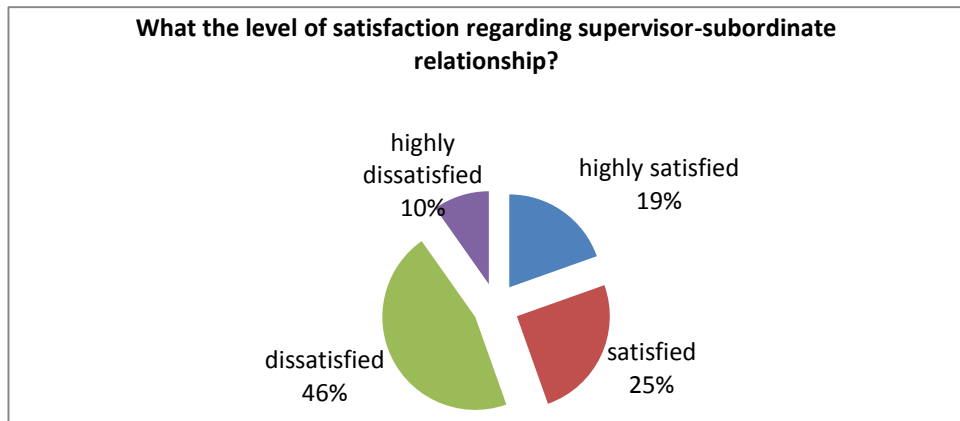
challenging	42
responsible	28
motivating	12
secured	10



From the survey, 46% reported finding their jobs challenging, 30% said their jobs had many responsibilities, while 13% and 11% termed their positions as motivating and secure respectively.

13. What is the level of satisfaction regarding supervisor-subordinate relationship?

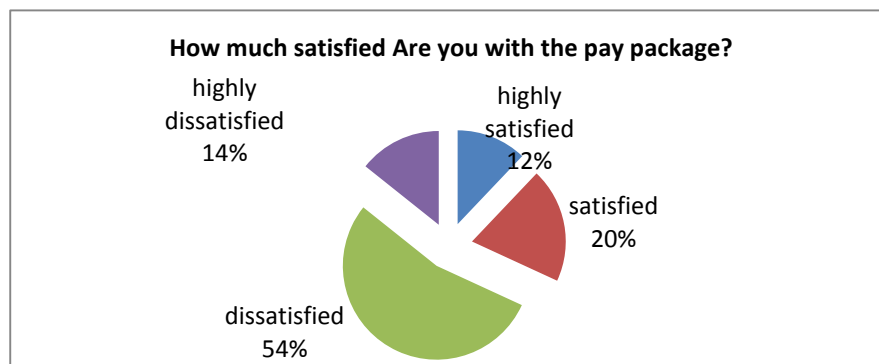
highly satisfied	18
satisfied	23
dissatisfied	42
highly dissatisfied	9



Low level of satisfaction with the kind of supervisor/subordinate relationship that existed within the company was reported by the respondents. 56% of the total number of respondents expressed either high or average level of discounted with the kind of relationship they have with their supervisors/subordinates. However, 41% reported general satisfaction with the existing relationships between the two groups.

14. How much satisfied are you with the pay package?

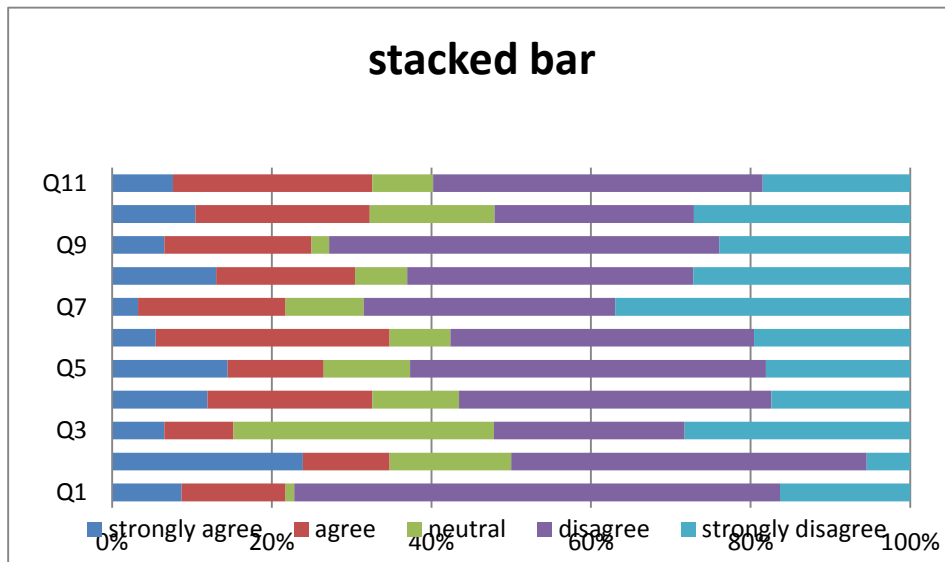
highly satisfied	11
satisfied	18
dissatisfied	49
highly dissatisfied	13



More than two thirds of the respondents (68%) were generally unhappy with the pay package of the company. On the other hand, the remaining roughly one third of the respondents expressed general satisfaction with their pay package. The overall proportion of those that expressed high level of satisfaction was twelve per cent while the highly dissatisfied respondents constituted 14% of the entire population of the respondents.

Overall observations

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
strongly agree	8	22	6	11	12	5	3	12	6	10	7
agree	12	10	8	19	10	27	17	16	17	21	23
neutral	1	14	30	10	9	7	9	6	2	15	7
disagree	56	41	22	36	37	35	29	33	45	24	38
strongly disagree	15	5	26	16	15	18	34	25	22	26	17



ANALYSIS OF THE RESULTS

Ouchi's Theory Z

Theory Z was developed by Professor Ouchi who had spent several years studying the management style in America and the one used by Japanese companies. The study was especially driven by the global success of Japanese companies due to their then characteristic high efficiency in production. On the other hand, American companies' performance was on a downward spiral. Ouchi (1981) traced down the productivity disparity between the two countries' companies to an effective people management style that emphasized a powerful company philosophy, consultative decision making, a distinct corporate culture, and long-term staff development initiatives, as opposed to many people's belief that Japanese superior production technology was responsible for the disparities. He went ahead to identify and contrast characteristic American management style (type A companies) with the Japanese management styles (type J companies). By combining the best management practices from the two styles, Ouchi formulated what he called Theory Z, which advocates for companies to place employees at the heart of their operations by promoting group work and partnerships. He contented adoption of theory Z would lead to lower turnover of employees, increase commitment to jobs by employees, and ensure higher productivity.

Ouchi's Theory Z is founded on certain fundamental assumptions about employees. First, employees tend to desire to build intimate and happy working relationships with their colleagues as well as their superiors. Second, employees have a high need for support from the company. For this reason, they expect their social, family, as well as individual needs to be as highly regarded as the work itself is in the work place. Theory Z postulates that the workers in

this category have a highly developed sense of discipline, a moral obligation to work hard, observe order, as well as a strong sense of cohesion with their colleagues. Moreover, Theory Z makes the assumption that employees can be trusted by management to perform their duties to their utmost ability, provided that management not only gave support to them but adequately catered for their well being, according to Massie & Douglas (1992).

Ouchi's theory requires that employees be incorporated in the decision making process of the company to a great measure. Theory Z recommends that employees be encouraged to become highly knowledgeable about the various aspects of the company, in addition to acquiring competences that would be useful in making decisions. For this purpose, Ouchi (1981) emphasized the need for employees of a company to become generalists, as opposed to specialists. Theory Z advocates for the management to help workers to further their understanding of the company and its processes through constant training on top of job rotation. It advises that evaluations and promotions be done over a relatively long period of time in order to give the workers enough time to learn the processes of the company. The desire of type Z companies is to create and develop a work force that has more loyalty to the company and which would be willing to stay at the company for an entire career.

Ouchi's Strategies for building a Type Z Company

Ouchi (1981) came up with eleven strategies that essentially were a combination of the best practices from the management philosophies of type A and type J Companies and which he presupposed would help in transforming a characteristic American company. The first strategy he recommended was for organization to tolerate dissenting voices among its constituents. He emphasized the need to allow skeptics to exist in an organization as it would

play a key role in the working of Theory Z. Ouchi urged against discouragement of the skeptics who believed Theory Z would not work, because by maintaining them companies develop room for trust which, he elucidated, would occur when all opposing parties came to understand the viewpoints of each other (Narayana, 2010). They would try to do this after accepting that it would be for the best interest of the company. The parties have to realize the importance of trust in fostering openness to express feelings.

The second strategy requires the company to carry out an audit of its philosophy. The company would investigate its past and present behavior with its employees as well as the behavior of the employees towards the company. The precise state of the relationship between the company and its employees would be determined, as opposed to the desired state of the same relationship (Narayana, 2010). A study of the company's past decisions would be the first step in understanding its culture, and a meeting involving all the stakeholders of the company subsequently convened in order to hold a discussion on what past decisions stakeholders think worked-or otherwise-for the company. Through the answers to these issues, the company would be able in a clear position of identifying its philosophy.

The third strategy calls for management to be in a good position to define the company's desired philosophy as well as be able to engage the leaders of the company in the design of the desired philosophy. The leadership of the company must be willing to listen to all the suggestions of the management, and should not try to intimidate the management from fully expressing their views and suggestions as this might cause the management to bottle up, hence denying the company vital contributions (Colon, n.d). The freedom of expression granted to the management builds trust in them and goes a long way in making the process of decision

making easier as both management and the leadership would readily share relevant information.

The fourth step would involve the company creating both a structure and incentive in the company that fosters teamwork. Management should create a place that whenever somebody is struggling, they can feel assured that his team will pick him up (Narayana, 2010). Theory Z also requires that management and employees develop honesty and trust between themselves and that both parties be prepared to admit and thereafter correct their mistakes whenever such happen (Colon, n.d).

The fifth strategy entails the company having to develop some interpersonal skills among its constituents. Here management would require everyone to improve on their communication skills. Managers would encourage their colleagues to form a culture of listening more to employee's suggestions and complaints rather than cutting them short whenever they try to bring up issues with them. An important step would involve people learning on how to recognize patterns of interactions when making a decision and solving problems. Managers should be trained to be able to spot and stop attempts at applying quick solutions, or even drifting off the proper course towards realisation of optimal decisions by employees.

The sixth strategy calls for the company's managers to be ready to test themselves in regard to their individual performance, group performance, as well as the performance of the systems they have set in place. In the process of implementing Theory Z, the management should begin to question their ability to manage, which is not supposed to discredit them but rather help them build strong confidence in their ability to manage (Barnett, 2006?).

Theory Z's seventh strategy involves efforts at stabilization of employment at an organization. Organizations are required to challenge all their employees to learn as much as possible about the organization processes. Job rotation is recommended as one of the best ways of achieving this.

The eighth strategy advocates for the design and implementation of a system of slow evaluation and promotion. Theory Z acknowledges the great ambition as well as equal impatience that which are often common among young employees. They would want to be quickly promoted and if they feel that is not forthcoming as soon as they desire, many tend to quit their jobs and look for another job elsewhere (Sweeney, 2002, p. 213). Theory Z recommends that an organization focus more on giving their employees attractive incentive other than promotion in order to improve the motivation level as well as retain them in the organization for the long-term. Ouchi (1981) agreed with type J company's philosophy that slow pace of promotion gives the employees adequate time to learn the processes of the companies and thus allows the company to have managers who are richly experienced and as well as well-versed with the company's operations and processes.

Strategy number nine is concerned with broadening the career paths of employees. It is well established that the workers of an organization who are most likely to move to another companies are the lower-cadre employees rather than high ranking officers. As with some of the other strategies, job variation and job rotation is recommended by theory Z for not only alienating boredom and de-motivation especially amongst the lower rank employees, but also keep their motivation level up and thus ensure high productivity from them. A type Z company should give all its employees some experience with all of its departments.

The tenth strategy advises on what best ways Theory Z can be made to work especially in the lower levels. For an organization to effectively implement Theory Z, the implementation of the tenets of the theory must start right at the top ranks of a company. Through this way, it would be easier for a company to implement the theory at lower levels as workers here would feel automatically obliged to follow whatever initiatives top management has set in place. Patience is however required with the pace of lower level workers' re-alignment to the new management style because, traditionally low workers distrust their managers as well as supervisors and would not quickly jump into new processes and policies (Colon, n.d). Foremen and managers should thus seek to enhance workers' trust in them so as to hasten the pace of implementation of theory Z in an organization.

The eleventh and final strategy as stipulated by Theory Z is organizations to foster creation family-like relationships amongst all their constituent members. This requires formulation of an organizational culture that enables deep and positive interdepartmental interactions as well as similar interactions between members from various ranks (Phillips & Connell, 2003, pp.203-205).

Analysis of the results

The hotel studied exhibited typical characteristics of an American Organization as stipulated by Ouchi's Theory Z. For instance, high employee turnover (or rather shorter-term employment) appears to be the norm in Hotel X. Employees surveyed reported a strong urge to leave organization at first sight of a better offer. Top brass management appears unperturbed in the slightest way by this trend. They seem to look at employees as just another easily

replaceable component in the profit making machine that they consider their organization to be. Employee retention for the long-term is nowhere near the top of their list priorities.

These findings are consistent with what Philips and Connell (2003, pp. 10-11) have identified as significant assumptions and conclusions about employee turnover in organizations. They have noted that key stakeholders in the issue, including human resource managers, often underestimate the real cost of employee turnover to an organization. The causes of employee turnover in an organization in most cases go inadequately identified which then results into mismatch of the causes of employee turnover and solutions to reduce turnover. The mismatch between the causes and the proposed solutions may then lead to Hotel X not being able to realize the desired results. Philips and Connell (2003, p.11) have further elucidated that most of employee turnover prevention measures adopted by organizations are often overkill or even out of touch with reality. Also, just as many organizations do, Hotel X lacks an effective process for measuring the success-or otherwise-of solutions to turnover as well as systems to place monetary value on employee turnover costs.

Improper handling of the issue of high employee turnover that is common in Hotel X may pose a serious problem for the company because, as a study by Abbasi and Holman (2000, pp.333-342) found, high or excessive employee turnover has both short-term and long term consequences and may even be a major impediment to the attainment of organizational objectives. The research further established that a negative impact on motivation, innovation and consistency is more often than not observed amongst the remaining employees whenever an organization loses critical employees, especially in the senior ranks. The findings of this the study of employee motivation and turnover in Hotel X are strongly consistent with the findings

of Abbasi and Holman (2000) as the remaining employees in general reported very low motivation to continue working for the organization because of lack of efforts to retain them.

The low level of motivation amongst employees often has a ripple effect on the operations of the entire organization. For instance Abbasi and Holman (2000, pp. 336-337) found that the consistency of the quality and timing of services provided to clients is likely to be jeopardized. Consequently, the decline in services standards at Hotel X would affect the level of customer satisfaction negatively, hence causing the organization to lose their loyalty and with it significant volume of profitability. Although the research did not study the level of satisfaction among the Hotel X's customers and the company's profitability, it is most likely that such an investigation would produce results that are positively co-related with the findings of Abbasi and Holman (2000).

Yet another reason for Hotel X's top brass management to be concerned by the high employee turnover in the company is the financial cost that comes with it. Prior studies have revealed that organizations incur very high costs in losing their critical employees. Hale (2000, p. 46), for instance, reported that recruitment of new employees cost organizations an amount equal to half to sixty percent of the employee's salary for the first year. The cost was even higher-up to a hundred percent-for some specialized, high-skill positions. A more detailed study by Fitz-enz (1997, pp.50-51) revealed that the total cost of turnover of an employee, when both direct and indirect costs are summed up, is at least equal to a minimum of the their annual pay plus benefits.

Further, top brass management of Hotel X has effectively fostered a culture of individualized and fenced decision making that shuts out everybody else in the organization

other than themselves. Suggestions for improvement, even from middle-level managers, are often than not flatly disregarded by them. In addition, control mechanisms are rigidly defined with every position having predesigned and unalterable duties responsibilities that require holders of the position to be highly specialized in the field. This is contrary to the case of Theory Z organizations' which have at the core of their management philosophy collective decision making, collective responsibilities, non-specialized career paths, and implicit mechanisms of control.

Recommended Strategies to Transform Hotel X into a Theory Z Company

From the findings of the research, it is clear that the employees of Hotel X are highly demotivated, a fact that has consequently caused the hotel to experience high employee turnover at 43 percent. Adoption and application of the tenets of Ouchi's Theory Z would go a long way in helping the company to improve the level of motivation amongst all its workers and thus reduce the high employee turnover ratio experienced.

The top brass management of the hotel must realize and accept the fact that movement of employees is governed not only by the organization, but also by the market. In addition, no company can insulate its employees from knowing about the attractive opportunities thrown open to them by the aggressive recruiters in the market (Murty, 2004). The retention strategy of Hotel X should be targeted at increasing interest in job, which would lead to improved employee satisfaction, which in turn would lead to motivation. The management of the hotel also need to realize that Job satisfaction is an important motivator for employee performances as it is a causal precursor to organizational commitment (Mowday et al, 1982) and negatively related to turnover (Ward, 1988) and absenteeism. Blankertz and Robinson (1996)

demonstrated that employees with high job satisfaction are highly motivated and have little desire to leave their jobs. Productivity of employees and retention of such productive employees can be traced to factors like competitive pay and benefits, good working conditions, career progression, self-development opportunities, and so on. Productivity of workers can thus be attributed as a function of how well such workers are motivated (Geetika, 2006, p.217).

The management must also come to terms with the reality that employees are highly attracted to companies that have strong reputation in their field through such aspects as attractive employee compensation schemes, product development, good management-employees relations, excellent customer relations, and market leadership (Phillips & Connell, 2003, p. 217). There is, therefore, a need for Hotel X's leadership to align their organizations objectives in away that would enable it the hotel make positive steps towards earning strong reputation among its peers. Employee motivation as well effective employee retention strategies would play a central role in achieving such goals.

Understanding the different dimensions of a job that may increase satisfaction or, at least, reduce dissatisfaction would be the very first step towards designing a strategy for retention of especially quality staff. This would enable the hotel to determine what their staff do and do not like about their job and the work environment. Once such areas are identified, Hotel X can go for improving employee satisfaction in tandem with employees' concerns, which in turn, would have a direct effect on their level of motivation. Satisfaction would thus increase the likelihood that the hotel is able to retain such employees, as these satisfied employees would be less likely to look for another job.

In line with adaptation of Theory Z Hotel X will have to address the following issues. First, the hotel's top brass management would have to set up a policy that that ensured non-victimisation of persons who voice different opinions regarding any aspect of the organization, including the style of management, pay, working hours, and organizational cultures, among other. These people, who the hotel's top brass management would discover are many within the organization, should not be intimidated through such things as threat of sacking, but should be encouraged to fully express their dissenting views through a well structured channel. Listening to the sceptics, according to Theory Z, would form a deep source of rich information which when properly analysed would enable Hotel X to make the better decisions concerning employee motivation and retention.

The next step would be to do a thorough study of the hotel's philosophy as regards such issues as work culture, relationship with employees, and its mission. All parties in the organization would be given a chance to air their opinions regarding the aspects of the organization that they feel are running as should be, as well as those aspects they think need improvements. The study should reveal all the current and past weaknesses in the philosophy, including those reported by the subjects of the research, such as a poor work culture, a significantly authoritative style of management, lack of an effective channel of communication, and lack of employee appraisal and incentives. Realization of the faults present in the existing philosophy through collective decision making would enable Hotel X leadership to re-craft the organization's philosophy to one which would not only improve the overall performance of the hotel, but also would serve to improve employee motivation and loyalty among the hotel's employees. Consequently, employee turnover would most likely be cut by a significant margin.

Adapt Collective decision-making

In decision making process, the top brass managers of the hotel need to consider both decision results and process. The leadership of Hotel X would realise that effective decisions will more likely be made in a process that, if not participative, is at least consultative (Likert, 1961). Such an approach stipulates that managers should not "... decide until others who will be affected have had sufficient time to offer their views, feel they have been fairly heard, and are willing to support the decision even though they may not feel it's the best one" (Rohlen, 1974, p. 308). A movement toward employee involvement and participation in management decision making at Hotel X will foster employee morale and commitment as well as unit performance (Hatvany & Pucik, 1986).

The hotels' capacity to engage and optimize the value of its employees should be improved by the management by improving on job design, how employees' time is used, and the commitment and support shown to employees by the management (Culpan & Kucukemiroglu, 1993, p.30).

Introduce a holistic concern for the at Hotel X employees and their family

Hotel X's managers should encourage open communication and adapt paternalistic orientation as the main means of achieving employee involvement. Open communication unlike a paternalistic approach is less culture-oriented and can be easily employed by the hotel. Paternalistic approach-as practised in Japan-should however be significantly modified to reflect and accommodate western world cultural values and be adopted by the top management in order to enhance employee commitment and involvement (Barnett, 2006?).

The most effective way of implementing paternalistic approach to management in the Hotel would be through creation of a culture of free and open information flow, with face to face communication taking first preference in the module. Further, interdepartmental interactions should be made intensive in the Hotel in order to foster interdepartmental cooperation as well as dependency. This serves to form a solid base for institutionalization of paternalistic orientation in the hotel, which would then enable managers to create a good balance between the organizations goals and the workers non-work-related needs.

Adopt implicit, informal control and Explicit, formalized measures

In the control process, it is important to diagnose the various causes of unacceptable deviations and then to take the corrective action. Hotel X 's managers should allow their subordinates to identify the causes of the problem and apply corrective actions themselves because, given that those people carry out the tasks, they are in the best position to prescribe the most effective solutions to the deviations. When employees suspect or are aware that something is wrong with their performance, they should be empowered to take necessary steps to search for and to fix the problem. An effective control technique for the hotel would entail incorporation of employee involvement with explicit control rather than implicit control due to the fact that in the western world, employees have developed over a long time the culture of requiring clear goals be set for them by their superiors (colon, n.d).

Emphasize individual responsibility for shared accomplishments

The top brass managers need to look into ways of optimizing the performance of the hotel's employees in order to ensure overall success with regard to the organization objectives. Theory Z requires the management to establish effective, essential processes for getting work

done, providing good working conditions, as well as establishing accountability measures that emphasize on workers taking individual responsibilities for their performance towards their department's and/or organization's goals. Such an approach would make the employees feel more valued by the hotel and thus strive to get more involved with their jobs. Employees who are more involved in their jobs have been found to be more satisfied with their jobs and more committed to their organization (Brooke & Price, 1989).

Slow evaluation and promotion

The hotel's top brass management needs to establish and run a performance recognition program that focuses on rewarding the best performing workers mostly through other benefits like bonuses and profit sharing than rapid promotion. Employee evaluation, especially for the purpose of their promotion, should be done carefully and over a considerably long period. This would ensure that workers spent a good amount of time in their jobs and thereby get to acquire deep knowledge as well as advanced skills in their fields. Promotion of such highly skilled and deeply knowledgeable people would then enable the hotel to be run by very suitable managers.

Slow evaluation and promotion should however be implemented with a lot of care in order to avoid producing the same effects on workers as the undesirable ones and which the program is meant to alleviate. For instance, the period over which evaluation should be carried out needs not be very long as to give the workers an impression that they have no or very slim chances of climbing up the ranks of the hotel.

Informal control with formalized measures

The management should re-align their hotel's policy regarding knowledge accessibility, the extent of the organization's internal "collaborativeness" and its capacity for making knowledge and ideas widely available to employees, from a strict and formal approach to an approach that is fairly informal though with retention of significant control measures by management. Sharing of information should be made easier at all hierarchical levels of the hotel, as an easier accessibility of information would lead to strong performance from the employees and create strong corporate culture (Meaghan et al., 2002). Information accessibility would make employees feel properly appreciated for their effort. Thus, the likelihood of employees quitting the company is minimal.

Emphasize team building and team work

The management should device mechanisms that foster team building in the organization. Team building would not only help in promoting positive correlation amongst team members but would help in advancing employee's sense of belonging as well as identity with the organization, which in turn improves their motivation and productivity (Phillips and Connell, 2002, p. 214).

The management should identify and utilize the numerous tactics of building effective groups that promote creation of strong and healthy interpersonal relationships among the team members. Tactics of enhancing interpersonal relationships among team that are widely considered very effective include among others team members' involvement in creative activities such as brainstorming sessions, contests, outdoor recreational activities ,and motivational meetings(Phillips and Connell, 2002, p. 216). The management should allow room

for team members to suggest the team bonding activities they think are best for them as the possibilities for creating social experiences and communications systems for employees are inexhaustible. Team building could also include creation of team paraphernalia such as team caps, T-shirts, or mugs whose purpose is to foster team identity. Further, the management of Hotel X should organize regular competitions between teams and which should be either product related or intramural or both. Such activities advance cohesion between team members, their sense of belonging as well as their team's output.

Team recognition is another highly positive team building technique as it is highly motivational. This can be done through awarding both the team and individual members whenever the team produces exceptional results.

Invest adequately in Employee Retention

Based on responses by managers and supervisors, it was evident that critical employees of an organization possess deep and vital knowledge and skills which are imperative in enhancing an organization's competitiveness in its market. Further, the output of a critical employee is far much higher than of his average replacement. Thus the loss of critical employees, it can be adequately inferred, causes Hotel X to lose on such critical aspects as productivity, level of motivation among the remaining workers, and efficiency (Ramlall, 2003, p.69). Following this realization, the management of Hotel X need to set up a programme that would seek to identify, develop and adequately reward top performers as some of the efforts to keep the critical employees highly motivated and in addition win their long-term commitment to the company.

In line with Theory Z's seventh strategy that advocates for stabilization of employment, the top brass management should initiate a programme that would challenge every employee, and in addition allow them job alternation or variation within the Hotel. For instance chefs and cooks of the hotel can be made to rotate between the two jobs.

Investment in employee retention would also entail, for example, reduction of the number of working hours and workers pay during times of economic hardships rather than terminating their employment. Further, as Harris (2000, p.121) advised, Hotel X would need to create an intellectual capital environment that permits the transmission of knowledge throughout its entire structure if it wishes to retain critical individual knowledge developed over a long span of time within the hotel. Such an environment would not only ensure low employee turnover but equally important fewer costs in training new comers.

Caution in implementation of Theory z

While considering or actually implementing the tenets of Theory Z in their company, the management of Hotel X ought to keep in mind that studies into whether or not Theory Z companies outperform others have yielded mixed results. In deed most of the studies imply that Type Z companies attain more benefits both in terms of worker motivation, satisfaction, commitment, and in terms of financial performance. Some studies, however, have found no sufficient evidence to suggesting that Type Z companies perform better than other organizations

CONCLUSION

The most fundamental conclusion from the research is that factors that determine the level of an employee's satisfaction in an organization are the same factors that would cause an employee to want to move to another organization. The most common factors that determined the level of satisfaction amongst employees, hence their desire to leave or stay at the hotel were the relationship with their superiors, recognition and reward, opportunity for career advancement, work culture, tasks in a position as well as and benefits provided by Hotel X.

In order to curb such problems, Hotel X must set the right retention strategy with a two-pronged approach. Such a strategy would, on the one hand, ensure coming at par with aspirations of employees by giving them conducive work environment, the right work culture and quality life both at the workplace and beyond. On the other hand, such a retention strategy would help in enhancing the overall performance of the Hotel.

Top brass management had neither interest nor programmes for addressing not only the employee's motivation and commitment, but also employee retention. They should be prepared to invest in their critical employees in order to retain them rather than to risk reducing productivity, and consequently profitability, that follows turnover of a critical employees.

Moreover, employees of Hotel X appear to increasingly want a work schedule that is flexible. Flexible work schedule was cited especially by the waiters as one of the major reasons for deciding to remain in employment with the company. This element of work was emphasized by Ouchi's Theory Z as a significant factor in the efforts of employee retention. Job rotation is

also most likely to prove to be a valuable strategy in this regard. Other retention strategies may include reward for outstanding contribution and service or longevity awards.

A vital conclusion based on the research findings is that the benefits of efforts of employee retention evidently outweigh the costs that are incurred in the efforts by far. The benefits of retaining the critical employees include the ability of the hotel to gain a competitive edge over its current and potential competitors and to attain its strategic business objectives. Given the awareness of these huge benefits, Hotel X should have a well crafted employee motivation and retention policy in place in order to reap the benefits of employee retention.

The implementation of the strategies proposed in this research would enable the management of Hotel X to make their business survive in the long-term in the modern dynamic environment by treating their employees as one of their most valuable and most liquid assets which requires extra-ordinary attention, if maximum productivity is to be derived from them. Also, employees are the backbone of any business success and therefore, they need to be motivated and maintained (more so the outstanding ones) in the organization at all reasonable cost. Management must compensate employees adequately. Moreover, not only should managers pay their employees based on their performance but they should give employees incentives like individual bonus, lump sum bonus, sharing of profits and other benefits. In the long-run the returns on investments on the employees would be realized.

Overall, these conclusions emphasize the need for organizations to identify their critical employees; understand and continuously make efforts to cater for their career, family, as well as social needs. Refocusing on vital human resource would help ensure that employee retention is an operational issue that is well under control of the leadership of Hotel X, and only

through proactive efforts can the hotel effectively cut back on the undesirable trend of losing (often to competitors) their critical employees. Even so, management need to realize that some turnover can be a good thing and actually unavoidable at some point in time. What is undesirable is excessive turnover, and the chief concern should be to define turnover limits as well as setting in place mechanisms that should effectively control employee turnover within the acceptable limits.

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