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Minimum Turnover Analysis in Turkish Tourism Sector

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Abstract

The main purpose of this study is to detect and analyze the minimum turnover in Turkish tourism sector regarding sociodemographic, professional, business and geography specialties of the workers. The ratio of the sum of the staff who changes only once in a year in one position in one business and the total number of the staff who work during the same period is expressed with minimum turnover rate and a new perspective is introduced to the literature. In the study, data belonging to a total of 5764 wageworkers who work at lodging companies, travel agencies and tour operators with food and beverage firms are used. Data are imported from the data set of 2011 Household Labor Survey (HLS) from Turkish Statistical Institute and are subjected to Cross-tabs, Chi-Square, Anova and T-test analysis by SPSS software program. It is found that there are significant differences between turnover rate and sociodemographic, professional, business and geographical characteristics.

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1. Introduction

Work life in tourism sector takes shape under the influence of several factors in rather flexible and extracanonial circumstances (Hjalager and Andersen, 2001). Low wages, unskilled labor in a great extent, high turnover rates, absence of the staff at work, high labor mobility between businesses in sub-sectors, lack of career opportunities, bad working conditions, longness and inappropriateness of working hours, underemployment, low job satisfaction, seasonality and small sized enterprises dominating the sector are the primary factors (Chalkiti and Sigala, 2010; Hinkin and Tracey, 2000; Karatepe and Uludag, 2007; Lee and Kang, 1998; Martin et al., 2006; Milman, 2003; Poulston, 2008; Silva, 2006). These problems cause the people who start working in this sector generally be employed with the expectancy of short term employment by causing tourism sector to express a negative reputation towards employers (Iverson and Deery, 1997). Thus, studies show that at the same time the desire of the students who receive

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tourism related education to enter the sector is decreased significantly and a considerable part of them prefer following a career different from tourism sector (Aksu and Koksul, 2005; Barron, 2008; Johns and McKechnie 1995; Kusluvan and Kusluvan, 2000; O’leary and Deegan, 2005). All these factors cause the turnover rate in tourism sector become high. While turnover cause direct and indirect costs, it also induces social capital losses (Morrell et al., 2004; Magnini et al., 2011; Mohsin et al., 2013). Because of these reasons turnover is an issue that both country/local governments and tourism establishments should put emphasis on in constitutions of healthy plans and policies related to employment and human resources in tourism sector. On this purpose in the study, turnovers are subjected to detailed analysis regarding gender, marital status, age, education, income, business type and capacity, seniority, manager/regular worker, permanent/temporary, full/part time, registered/unregistered, work hours, geographical factors and whether there is a relationship between them or not is investigated.

2. Literature Review

2.1. Turnover Background

Researches on turnover started with the investigation on the relationship between job satisfaction and organizational commitment, and turnover in 1958 and the extend of the turnover started to expand in later researches with the addition of variables such as social integration, routinisation, role taking, rise opportunities, education, distributive justice, organizational commitment, management and worker relationships and perceived organizational support (Chan and Jepsen, 2011; Davidson, 2010). On one hand high turnover rate causes unwanted costs such as finances and time for tourism establishments, on the other hand it results in negative consequences such as the decline of labor productivity and service quality offered. Also while establishments aim to acquire maximum efficiency from human resource on the contrary they face with skilled labor losses (Bibby, 2008). There are many international studies on turnover in tourism establishments due to these reasons and so on. Some of these are; USA (Simons and Hinkin, 2001; Gustafson, 2002; Choi and Dickson, 2009), India (Mohsin, 2013), China (Chan and Kuok, 2011), England (Walmsley, 2004), Turkey (Birdir, 2002; Kuşluvan and Kuşluvan, 2004), Australia (Davidson et al., 2010; Deery 2008), Greece (Chalkitiand Sigala, 2010), New Zeland (Poulston, 2008). In most of these studies, turnover in tourism establishments being inevitable, reasons and consequences of this and strategies to hold employees in jobs were emphasized. In the studies, the subjects that are tried to be related with intention to quit are generally either sociopsychology focused such as organizational commitment of the employees, effeteness, motivation, job satisfaction and stress levels, work-family conflicts or costs of quit and socioeconomic focused themes towards decreasing this.

Lee-Ross (2005) found that there is a significant relationship between the motivation of the employees and efficiency, commitment, job satisfaction, staying at work and effeteness levels in the study he conducted. In a study conducted in India on 884 people, a negative relationship between employees’ organizational commitment and quit intention is detected (Mohsin et al., 2013). Likewise Farrell (2001) also emphasized that turnover and especially organizational commitment are in a negative relation. In a study conducted with hotel employees, it is concluded that emotional and normative commitment and real job satisfaction have a negative relation with release (Zopiatis, 2014).

The relationship between work-family conflict and intention to quit constitutes a part of the studies which bring a different approach to turnover. In his research on this issue Deery (2008) defended that in obtaining balance between work and family and in decreasing turnover ratio, job satisfaction and organizational commitment have a negative relationship. In another study that supports this situation Jung (2012), reached the conclusion that the decrease of work-family conflict may increase job satisfaction thus decrease turnover. Blomme et al. (2010), reached the conclusion that the quit thoughts of employees who experience work-family conflict and whose education levels are high are significantly high. Another researcher Karatepe and Karadas (2014), reached the conclusion that psychological capital decreases the conflict between the family and work of the employee and thus turnover and intention to quit.

There have been writers who mentioned different subjects on turnover. Deery (1999) concerned himself with the relationship of turnover ratio with organizational culture. In his research Walmsley (2004), found a relationship between turnover ratio and concern and the size of the establishment. Robinson et al. (2014) found the presence of a negative relationship between organizational discard and intention to quit and a positive relationship between organizational communication and intention to quit. In his study on hotel front office workers Karatepe (2010), reached the conclusion that role conflict and emotional effeteness have slight effect on quit intention.

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