

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

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Research in the general sense refers to the pursuit of knowledge and is characterized as a methodical, scientific search for data on a certain subject. Establishing facts, verifying the findings of prior research, resolving issues, and creating new ideas and principles are all part of the research process.

According to the *Advanced Learner's Dictionary*, research is an in-depth examination or inquiry, particularly one that involves looking for fresh information in any field of knowledge. This research is the exploration and research methodology work directed at the addition of the present knowledge about the subject matter. According to Clifford Woody, research is a process that includes defining and redefining problems, formulating hypotheses or suggested solutions, gathering, organizing, and evaluating data, drawing deductions, and coming to conclusions. Finally, the conclusions are carefully tested to see if they agree with the hypothesis.

D. Slesinger and M. Stephenson (1930) stated that research is the modification of objects, theories, or symbols in order to extend, authenticate, or validate knowledge or assess whether the data is consistent with construction-related notions.

This chapter discusses the statement of the research problem, objectives, research hypotheses, and detailed research methodology used for this research study. The research problem defines the title of the study. Objectives describe precisely the aim of the research study. The research methodology is the essential step in a research study. It is a logical and systematic way to solve a research problem effectively. Furthermore, research methodology describes the research design, scope, sample size, variables, measurement of variables, sampling methods/tools, and data analysis techniques. The chapter also presents the research model and framework for the study.

### **3.1 STATEMENT OF RESEARCH PROBLEM**

The problem statement for this research is as follows: “Human Resource Practices on Turnover Intention in Hotel Industry, Jaipur”.

### **3.2 DIFFERENT TERMS USED IN THE RESEARCH STUDY**

**Hotel Industry:** The hotel sector places a great priority on providing excellent customer service, and the way that workers and guests interact affects the firm's ability to compete and succeed.

**Human Resource Practices:** By utilizing HR practices, the employees in human resources may assist the workforce in developing their leadership abilities. Another facet of human resources management is creating career routes for employees. “The process of finding, discovering, selecting, controlling and monitoring, onboarding activities, orienting and inducting, training practices, and developing people is known as human resource management practices”.

**Recognition Practices:** Employee recognition is the regular, casual, or official acknowledgment of an individual's actions, efforts, or professional outcomes that promote the company's aims and values and go above and beyond what would typically be anticipated of him by his supervisor.

**Competence Development Practices:** The technique of building one or more competencies in a specified manner and direction is known as competency development. The term "development" refers to enhancing current competencies. This may be done by engaging in focused activity, learning new information, and altering your mindset.

**Information Sharing Practices:** Information sharing is the exchange of data among various businesses, people, and technological platforms. Information exchange takes many different forms, including information that individuals trade.

**Compensation Development Practices:** Compensation is a systematic approach to providing workers with financial value in return for their labour. Among other things, compensation may aid in recruiting, job satisfaction, and performance.

**Performance Evaluation Practices:** Performance evaluation is defined as a planned and effective method to assess an employee's performance and results in relation to their job responsibilities.

**Training Practices:** Training is a key component of human resource development. It entails training and honing a particular ability until it reaches the desired degree. With the aid of training, a very useful tool, an employee may be put in a position where they can complete their work accurately, successfully, and diligently. Enhancing a worker's knowledge and skills to perform a certain vocation is the process of training.

**Turnover Intention:** The employee has the intention of departing because he or she is dissatisfied with his or her position for a number of reasons (salary, management style, justice, rewards, etc.).

### **3.3 RESEARCH VARIABLES USED IN THE STUDY**

Following HRM practices were chosen for this research study after a comprehensive review of the literature:

- Recognition Practices ( Independent variable)
- Competence Development Practices ( Independent variable)
- Information Sharing Practices (Independent variable)

- Compensation Development Practices ( Independent variable)
- Performance Evaluation Practices ( Independent variable)
- Training Practices ( Independent variable)

The researcher used six independent variables as mentioned above and one dependent (turnover intention) variable has been used in the research study.

### **3.4 OPERATIONALIZATION OF RESEARCH VARIABLES**

#### **Recognition Practices:**

Many managers think that having disengaged employees results in a higher turnover rate. The majority of the time, they employ straightforward recognition processes to reduce turnover rates. According to (Govaerts et al., 2011), Employee performance is significantly impacted by recognition. The term "recognition" frequently refers to official initiatives like employee of the year. Their research suggests that recognition practices hurt the desire to quit. Several countries have recognition programs, such as the long service award or the loyalty award, for employees who have been with their companies for an extended period of time and have shown a commitment to their jobs. This kind of activity aids in retaining employees in fields with high staff turnover rates. (Price, 2001) claimed that organizations now frequently incorporate recognition programs into their strategy in an effort to be known as the "the best place to work" in their industry. Their investigation revealed a negative relationship between recognition tactics and the desire to depart. Recognition has a substantial connection with "turnover intention". It goes on to add that a firm may gain better outcomes in both related to business culture by adopting sound and effective recognition programs that is in line with its beliefs and that

maintaining a strong and active culture is the key to minimizing employee turnover and keeping top talent in the organization.

**Competence Development Practices:**

One factor that tempts hotel staff to search for work elsewhere is the dearth of internal job options. Employees frequently leave the hospitality industry after only one year since there is no obvious path to advancement. They also found that employees are less satisfied with extrinsic aspects of their professions, such as awards, which are related to higher turnover rates, than they are with intrinsic aspects of their jobs, such as hard tasks and a workplace that encourages collaboration. According to (Paré & Tremblay, 2007b), Both a positive and negative relationship exists between competency and the intent to leave. As stated by (Haiyan & Baum, 2006), Employee skill development and competitive advantage depend heavily on professional development.

**Information Sharing Practices:**

By encouraging employee participation, the turnover intention decreases gradually (Hussain & Rehman, 2013). Employee retention is lower when they feel heard and are regularly informed about company issues,(Paré & Tremblay, 2007b). The researchers also found a negative and direct relationship between information-sharing techniques and the desire to depart. Although money plays a crucial role in an employee's choice to leave their employment. According to their findings, companies that foster open communication and increase employee knowledge sharing are more likely to see a decrease in employee intention to quit. The desire to turnover is inversely correlated with information-sharing practices. Information-sharing strategies support employee growth and motivation by increasing their involvement in the decision-making process.

It helps to lessen plans for workforce turnover. It has been found that information-sharing procedures are associated with turnover intention in both a positive and negative way ( Paré & Tremblay, 2007b).

**Compensation Management Practices:**

Hotel staff has been considered to be the lowest and minimum paid among employees as compared to other industries due to their low skill levels and a lack of union backing (Nankervis & Debrah, 1995). Employee retention will increase if financial and educational incentives are provided. Under-paid and under-trained workers in the hospitality industry have poor motivation, unhappy jobs, frequent staff turnover, and ultimately dissatisfied clients (Breaugh, 1981). Employees are not eager to stay at the hotel front office for extended periods of time because of the difficult labor, minimum wages, and the uncertainty of changes for professional advancement in their studies remuneration. The practice of management undermines the objectives for turnover (Haiyan & Baum, 2006). Employers should prioritize enhancing the working environment, especially in terms of pay and benefits, in order to attract and retain competent employees (Baum, 2008). The primary reason for the employee shortage in the hotel business is that other industries provide a more attractive compensation and benefits (Chan & Kuok, 2011). If a company offers opportunities for advancement and competitive pay, employees are less inclined to explore quitting (Blomme, et al., 2010).

**Performance Evaluation Practices:**

Performance evaluation techniques seem to be growing increasingly popular, especially at the upper levels of the hotel company (Nankervis & Debrah, 1995). Policies for customer service should be related to employee performance standards, and workers' effectiveness should be evaluated in relation to those standards (Redman & Mathews, 1998). "Performance evaluations" must be connected to suitable remuneration and development plans according to Aggarwal & Bhargava, (2009). Their study found that leaving intentions are negatively correlated with performance evaluation techniques, which are crucial.

**Training Practices:**

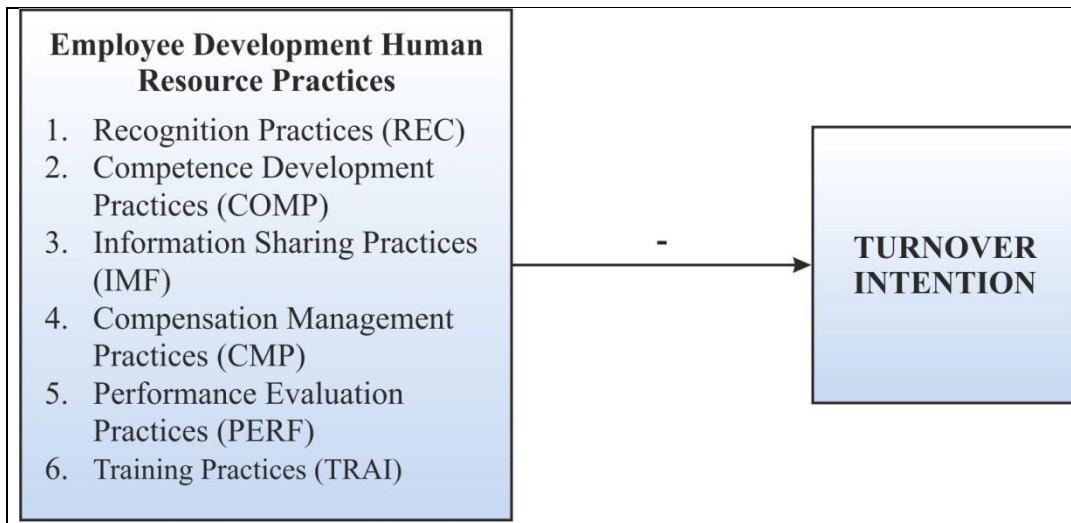
The lack of competent and well-trained staff is one of the main causes of high employee turnover in the hotel industry. The hotel industry requires a lot of human resources, has few prospects for professional advancement, and has a high staff turnover rate. The most often used tactic and technique in hotels is on-the-job training (Nolan, 2002b), However, companies that do not give a trained trainer need assessment programs that lower the training quality (Poulston, 2008). For many years, the hotel industry's top priority issue and problem have been employee training and skill development (Teare, 1990). They argue that training, both formal and informal, is necessary due to a number of factors, such as the globalization impact and economic impact on the industry, the need to reduce employee turnover, the need for dissemination of knowledge and career paths, growing statutory obligations and employee concern, and, most importantly, the desire to improve the quality of service that is provided to customers.

**Turnover Intention:**

Turnover Intention is “defined as an employee’s willingness to leave the organization. Here, the turnover intention is the behavioral figure”. It was measured by the following two statements: “How often do you feel like quitting your job in this organization” and “How likely is it that you will leave your organization within the next year” (Meyer et al., 1993). The two items have a high degree of internal consistency with regard to turnover intention ( $\alpha = 0.94$ ). In the course of our research, we aimed to determine how likely employees were to leave their jobs by analyzing their responses to a number of independent variables, including human resource procedures. According to the findings of the literature review, the proposed theoretical model depicted in figure 4 has the potential to investigate and justify the relationship between various variables in the hotel industry in Jaipur, which is under consideration. This is in keeping with the existing human resource practices.

### 3.5 THEORETICAL FRAMEWORK

Based on the identified research variables a theoretical framework is developed as illustrated in Figure 4.



**Figure 3.1: Theoretical framework of Employee Development Human Resource Practices on Turnover Intention**

### 3.6 OBJECTIVES OF THE STUDY

- “To identify the relationship of recognition practices on turnover intention.”
- “To identify the relationship of competence development practices on turnover intention.”
- “To identify the relationship of information sharing practices on turnover intention.”
- “To identify the relationship of compensation management practices on turnover intention.”
- “To identify the relationship of performance evaluation practices on turnover intention.”

- “To identify the relationship of training practices on turnover intention.”

### **3.7 HYPOTHESIS OF THE STUDY**

H<sub>0</sub> : “Recognition Practices will not be negatively related to Turnover Intention.”

H<sub>1</sub> : “Recognition Practices will be negatively related to Turnover Intention.”

H<sub>0</sub> : “Competence Development Practices will not be negatively related to Turnover Intention.”

H<sub>1</sub> : “Competence Development Practices will be negatively related to Turnover Intention.”

H<sub>0</sub> : “Information Sharing Practices will not be negatively related to Turnover Intention.”

H<sub>1</sub> : “Information Sharing Practices will be negatively related to Turnover Intention.”

H<sub>0</sub> : “Compensation Management Practices will not be negatively related to Turnover Intention.”

H<sub>1</sub> : “Compensation Management Practices will be negatively related to Turnover Intention.”

H<sub>0</sub> : “Performance Evaluation Practices will not be negatively related to Turnover Intention.”

H<sub>1</sub> : “Performance Evaluation Practices will be negatively related to Turnover Intention.”

H<sub>0</sub> : “Training Practices will not be negatively related to Turnover Intention.”

H<sub>1</sub> : “Training Practices will be negatively related to Turnover Intention.”

### **3.8 SCOPE OF THE RESEARCH**

- 1) The present study aims to analyze the impact of different human resource practices prevailing in the hotel industry on the employees and their turnover intention in the hotels in Jaipur in general and hotels rated 4 and 5 in specific.
- 2) The present study limits the research work to the Jaipur region of the Rajasthan State only.
- 3) According to the purpose of the study, the respondents covered in the study are the employees at different levels in the hierarchy of the organization in 4 & 5-star hotels only.
- 4) Further, the different human resource practices of the hotels are explored & analyzed in general and on the practices & strategies related to employee retention in specific.

### **3.9 SIGNIFICANCE OF THE STUDY**

The Hotel Industry's expansion has resulted in the opening of several hotels in the Jaipur region, providing a wealth of career possibilities for industry experts. On the other hand, businesses have a variety of alternatives for selecting their personnel, including skilled, semi-skilled, and unskilled workers who have a basic understanding of the work culture. This is a scenario in which both employers and employees have a variety of alternatives and options for establishing a presence in the market. This is a key contributor to the insecurity of the recruiting and retention balance. Hotels, on the other hand, would always prefer to keep talented and trained personnel rather than hire a new employee and invest time and money in their training. They would rather focus on boosting the job standards of their personnel by giving new trends and technique training and development possibilities.

In today's market, one of the most pressing challenges in the hotel sector is maintaining the top staff. Employee retention has been hampered by a scarcity of top potential job candidates, traditionally low beginning pay, less-than-desirable evening and weekend schedules, and fierce competition. As a result, hotels want to hire a youthful group of freshers as much as possible since they are young and have new and fresh ideas for the hotel's development. The visitors, who are also intelligent and demanding, want to be treated with respect and particular care. To satisfy this demand, high-quality employees with a thorough understanding of the profession and the ability to properly handle customers are essential. Customers' rising demands for an experienced and mature expert. However, when people change jobs at a faster rate, the expanding market options pose a danger to companies. This is lowering the organization's standard. Employees' work ideals and expectations are substantially different today than they were in the past. Each time a guest walks into the hotel and their expectations are different, as are the expectations of the personnel towards them. Employees nowadays are more interested in learning, personal development, progress, and most importantly, a better working environment. Hotel human resource departments are in a unique position to build employee-centric strategies to retain employees for a longer period. Employees will stay with the company as long as they are happy with the human resource policies that address major sources of concern. These people are more enthusiastic about learning, growth, and development, as well as job satisfaction and respect in the workplace. Hotel human resource departments are always on the lookout for methods to build employee-centric procedures that will keep workers happy while they work for the company. Employees will remain in the organization only as long as they are content with the practices of their concern, based on the market possibilities accessible. As a result, the importance of evaluating the efficacy of various hotel policies as well as the influence of human resource techniques

used by star hotels in the Jaipur region on staff retention is recognized. Various studies have already been conducted to highlight the human resource practices of the organization in different service sectors. This study particularly concentrated on the impact of human resource practices on turnover intention in 4 & 5-star rating hotels.

### **3.10 METHODOLOGY, SAMPLING, AND DATA COLLECTION**

#### **3.10.1 Research Design**

The present research study has been designed using a mixed method of research and exploratory research design. Exploratory research is used for a research problem that has not been explored/well explored before. Since turnover intention in the hotel industry is commonly observed in this business, the focus of this study is on the human resource practices that influence turnover intention in the hotel industry in Jaipur. The exploratory method of research has been used to study the impact of human resource practices on turnover intention. Descriptive research provides information about the respondents that are being studied. This study has described the reason and the impact of human resource practices on the turnover intention of hotel industry employees. The goal of this study was to find out what elements in human resource management influence turnover intentions at a four and five-star hotel in Jaipur, India.

- **Target population:**

4 and 5-star rating hotel employees are the target population for this study.

- **Population estimation:**

Total Hotels in Jaipur (Source: Make my Trip Updated February 11, 2020)

5 Star hotels = 41

4 Star hotels = 66

Total No. of Employees (Source: Ministry of Tourism Report, January 2012)

4 Star hotels = 204 employees/100 rooms.

5 Star hotels = 204 employees/100 rooms.

Population Estimated =21828

### 3.10.2 Sampling Design

Considering the target population the sample has been drawn based on the probability sampling method using the simple random technique following are the important sample aspects of the sampling design.

- **Sampling stage:**

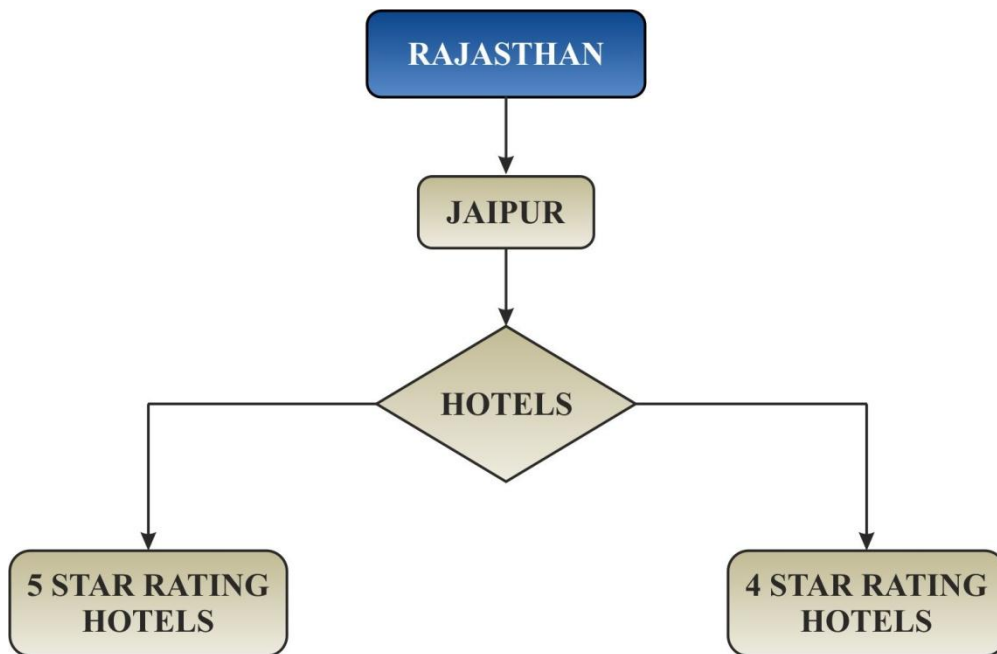


Figure 3.2: Sampling stages

- **Sampling unit:** This is the unit of measurement/measuring the respondent's variable.
- **Sample area:** Employees from 4 & 5 Star rating hotels in the Jaipur region.
- **Sample size:**

As per Slovin's Formula:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = no. of samples

N = Population (Total)

e = Error tolerance.

Hence, the desired sample size is **378** for this study.

- **Sampling technique**

Simple random sampling has been used for the study.

### **3.10.3 Data Collection Plan**

- **Data Need**

In the present study, the following types of data are required for the measurement of variables and achievements of objectives.

**a) Primary Data:** It is the type of data that has been collected directly from the respondents. This is the first-hand related data.

**b) Secondary Data:** This is the type of data that has already been collected by some other or published data researcher and it's found relevant in the context of the present study to arrive at inductive and deductive conclusions.

- **Data Source:** Following are the sources from which required data are to be collected.

**a) Primary Sources**

Primary data have been collected through the questionnaire and interview. In Social science, a research questionnaire is considered the most widely used tool for collecting data (Taherdoost, H. 2016). The information has been collected through a questionnaire filled out by the employees working in the 4 & 5-star rating hotels in Jaipur. A total of 378 questionnaires were distributed. A simple random technique has

been used to collect data. A questionnaire was distributed among the target population and gets filled out by hotel industry employees from three different levels lower, middle, and upper middle. Data has been collected through Google form through online and offline modes.

**b) Secondary Sources**

This is the type of source in which the researcher has picked data from various other resources such as data from books, websites, reports, journals, conference papers, magazines, a thesis, and other published data from the government, and non-government institutions.

**3.10.4 Data Collection Procedure**

• **Tools for collecting data**

The data was collected through the use of a structured questionnaire, and the process of collecting the data was designed in two stages. First, the pilot study is used to validate & check the internal consistency of the questionnaire. Second, the main study is used to interpret and analyze the data.

**a) Pilot Study**

Pilot research was carried out between August 2019 and December 2019 with a sample of 50 respondents after structuring the draught questionnaire based on scales and the prior literature studies. Responses to the questionnaires were gathered using a Google form.

Through the use of SPSS, Cronbach's alpha test was used to evaluate the statements' dependability. The pilot study's internal consistency is displayed in Table 3.1. The internal consistency of statements that are connected to the latent variable or construct is captured by Cronbach's alpha. The range of the Cronbach alpha value is 0 to 1. The greater the value, the better the questionnaire's internal consistency or reliability. The statements with a Cronbach's alpha of less than 0.7 were disregarded based on the critical values for evaluating internal consistency and the statements with an alpha of at least 0.07 or higher were taken into consideration for the main research. The detailed SPSS output of the pilot research after removing the claims with a Cronbach's alpha of less than 0.7 is shown in table 3.1.

**Table 3.1: Assessment of the Internal Consistency of Each Scale (S1)**

Scale	Cronbach's Alpha	No. of items
Recognition Practices	0.727	10
Competence Development Practices	0.744	9
Information Sharing Practices	0.836	9
Compensation Management Practices	0.729	6
Performance Evaluation Practices	0.806	6
Training Practices	0.741	6
Turnover Intention	0.758	2
		<b>48</b>

**b) Data for Main Study**

A simple random technique has been used to collect data. The questionnaire was distributed among the target population and gets filled by 378 employees from three different levels of the lower, middle, and upper middle-level staff on 4 and 5-star rated

hotels. The collected data was decoded and entered into an excel file for further processing. Table 3.2 shows the internal consistency of the main study.

**Table 3.2: Assessment of the Internal Consistency of Each Scale (S2)**

<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>Items</b>
Recognition Practices	.867	10
Competence Development Practices	.866	9
Information Sharing Practices	.831	9
Compensation Management Practices	.855	6
Performance Evaluation Practices	.815	6
Training Practices	.730	6
Turnover Intention	.789	2
		48

- **Questionnaire design**

- a) **Questionnaire framing and mapping:**

The questionnaire has been designed as per the objectives of the study. The questionnaire has been divided into eight sections (Table 3.3). Section A contains general information about employees. Section B includes questions related to Recognition practices. Section C carries questions related to competence development practices. Section D carries questions related to information-sharing practices. Section E carries questions related to Compensation management practices. Section F carries questions related to Performance evaluation practices. Section G carries questions related to training practices. Section H carries questions related to “turnover intention”.



**Figure 3.3: Questionnaire Mapping**

**b) Questionnaire framing:**

**Table 3.3: Questionnaire Framing**

Demographic Variables	Section A
Recognition Practices	Section B
Competence Development Practices	Section C
Information Sharing Practices	Section D
Compensation Management Practices	Section E
Performance Evaluation Practices	Section F
Training Practice	Section G
Turnover Intention	Section H

**c) Questionnaire**

A questionnaire contains a list of questions either open-ended, close-ended, Likert scale, or ranking, the respondent submits responses accordingly. This study used a questionnaire, from the instrument sources in table 3.4 which is based on a 5-point Likert scale to collect the interval data.

The data gathering approach for this study took place from October 2020 to March 2020, and it employed a series of questionnaires. Section A, Section B, Section C, Section D, Section E, Section F, Section G, and Section H were the sections of the

questionnaire. In Jaipur, India, all of the questionnaires were presented to possible responders among personnel of four and five-star hotels. As a result, the questionnaire was prepared in both English and Hindi so that they could understand each other better. To preserve the privacy of the information gathered from the respondents, the questionnaires were collected online using Google Forms and field studies by the researchers.

**Table 3.4: The study's research instrument**

Sections		Variables	No of items	Sources
Section A		Demographic Variable	-	
Section B	Independent Variables	Recognition Practices	10	Tremblay (1997)
Section C		Competence Development Practices	9	Tremblay (1997)
Section D		Information Sharing Practices	9	Tremblay (1997)
Section E		Compensation development practices	6	Tessema and Soeters (2005)
Section F		Performance evaluation Practices	6	Tessema and Soeters (2005)
Section G		Training Practices	6	Tessema and Soeters (2005)
Section H		Dependent Variables	Turnover Intention	2

**c) Measurement of variables:**

Section A, Section B, Section C, Section D, Section E, Section F, Section G, and Section H are the eight sections of the questionnaire utilized in this study. Section A contains demographic data, which includes information on the respondent's gender, age, marital status, and hotel level. Section B follows in this section, the researchers inquired about the respondents' thoughts on factors that influence the intention of

employees in four and five-star hotels to leave. The purpose of section H is to find out how 4 and 5-star hotel employees in Jaipur, India perceived the link between the elements that impact their job turnover intention (TI). All the variables including dependent and independent are measured on an interval scale (Likert scale – five-point scale) 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. The instrument used in this investigation is detailed in Table 3.2.

### **3.10.5 Data Analysis**

To analyze the data collected from the primary sources, data has been processed as under:

- **Data checking and editing data**

Data checking and entering in the questionnaire have been checked carefully. The sets of the questionnaire which were incomplete or insufficient for the desired outcomes of the research were sent again to the respondents for comprehensive data collection and then analyzed statistically.

- **Data coding**

All responses have been coded as, 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. All the coded answers have been analyzed to get relevant results.

- **Software used for the analysis of the data**

The data collected will be evaluated with the help of the Statistical Package for the Social Sciences (SPSS).

- **Research techniques for data analysis and interpretation**

After completing the step of data collection, they are required to be arranged in the required form and analyzed to derive results. Various statistical tools e.g. Percentage analysis. For better presentation and simplification, data were presented in a tabular form and the following tests were carried for testing the hypothesis:

**Table 3.5: Tools for data analysis**

✓	Pilot study
✓	Descriptive analysis
✓	Correlation analysis
✓	Multiple regression analysis
✓	ANOVA test

These techniques are used to check the relationship between the dependent and independent variables. There are various techniques to check the dependence relationship among the variables including multiple linear regression analysis. The present study has used multiple linear regression analysis.

- **Multiple linear regression analysis**

Multiple regression analysis is used, where more than two factors of the independent variable are taken towards a dependent variable (Sekaran and Bougie, 2010). This has been used to find out the percentage of variation in the dependent variable due to independent variables. Multiple linear regressions have been taken to measure the impact in terms of percentage. The prerequisite to running the multiple

linear regression is, that data should be interval or ratio scale. It is a parametric test. In this test relationship between both, variables should be linear.

**Multiple Linear Regression Analysis Generates The Following Statistical Results:**

**(1) Descriptive Statistics:**

It generalizes the mean, standard deviation, and coefficient of variation of the responses. This enables the researcher to identify the associations among variables, thus making it ready to conduct further statistical analyses.

**(2) Normal Probability Curve**

This curve presents the distribution of data that has been used to assess the normality of the data.

**(3) Regression Plot :**

This plot presents the relationship between the dependent and independent variables.

**(4) ANOVA**

This test is used to find out a significant relationship between the mean ( $\bar{x}$ ) of the independent variable concerning the mean of a dependent variable. In order to determine the impact that human resource practices have on turnover intention, an ANOVA test was carried out. This test has been carried out due to the fact that in this study only six independent variables and one dependent variable, turnover intention, have been taken into consideration.