Reduce employee turnover in hospitality industry in pakistan business essay

Business

Abstract

We are conducting a research on this topic that how motivation does reduces employee turnover in the hospitality (hotel) industry, and how does the concept of succession planning helps the hospitality organizations to do so. Main purpose of this research is to highlight the turnover problems faced by the hospitality industry and provide them with solutions to reduce the turnover. How hotel management should take important measures to make their employees committed and satisfied with their work, motivated employees are valuable assets for the company and if they stay loyal towards the company (hotel) then this thing will reduce turnover. Another factor in this research is to highlight other hospitality industries that attract most of the employees from one particular hospitality industry by offering better pay and rewards and future development plans. So we are focusing on that how can a particular hotel develop certain strategies which may help them to reduce the employee turnover and persuading the organizations to think on that how they can develop the strategies related to choosing the next leader.

INTRODUCTION

1. 1 Avari Hotel

Avari Hotels is a Pakistani chain which manages hotels in Pakistan, Dubai, and Toronto, Canada. It was founded by Dinshaw Avari and is now run by his son Byram Dinshawji Avari, the CEO of Avari Hotels Ltd, along with his two sons Dinshaw and Xerxes. The Avari group has basically three hotels in Pakistan they are named as the Avari Towers Karachi, the Avari Lahore, and the older Beach Luxury Hotel in Karachi. This means that Avari group has basically 2 hotels in Karachi one in Lahore, one in Islamabad and one in Dubai. The headquarters of Avari Hotel are in Pakistan. All hotels offer accommodation, restaurants and outdoor dining. These hotels (Avari) do not fulfill the complete specifications of a 5 star hotel but still they are considered as the five star hotels within Pakistan context. The Portraits of Dinshaw Avari and his wife Khorshed can be seen when one enters in the Avari Hotel of Karachi and Lahore. This is basically a heritage sign of this hotel where the two largest function rooms or the halls are named after the founder of this hotel Dinshaw Mahal and Khorshed Mahal. The Avari Towers Hotel which is in Karachi has actually 17 floors and it is the tallest hotel in Pakistan. The Avari group of hotels has won many awards and many times it has been declared as the best hotel in Pakistan according to its services which they provide to their customers. Customers in all branches of Avari Hotel are extremely satisfied with the environment. The Avari Hotel Lahore is a five star hotel located on Sharah-e-Quaid-e-Azam, This hotel is on the same road where there is Lahore zoo and pearl continental hotel. This hotel has the perfect location in Lahore as in the Avari Hotel is 5minutes drive away from the central city and 25 minutes away from Allama Iqbal International Airport. This means that maximum number of tourists who come to Pakistan they actually prefer to live in Avari Lahore because of its accessibility from the airport. So that's why whenever tourists come to visit Pakistan they prefer to stay in Avari Hotel because they also have to see the other historical places of Lahore so this thing in itself is actually the advantage of this hotel. The point of interest for the guest also includes Wahgah Border.

The Avari Hotel Lahore includes certain specifications in it which includes the 5 dining halls, a lobby, card room, billiard rooms, garages and 150 rooms for servants. Each 50 suites, besides a huge bath offered attached dressing and sitting rooms, along with their own servant room and a parking garage. The rich landlords and businessmen are the usual clients of this hotel as in they come off and on to stay in this hotel. Year 1970 saw the end of this grandeur as this building was demolished according to a contract with the Government. The base stone for the present hotel was laid on September 23rd 1973 and finally was inaugurated on January 3 rd. 1978, in association with Hilton International for 10 years. Hilton hotel was actually the best five star hotels in Lahore but finally the contract which was made between Avari Hotel and Hilton hotel came to an end and the ownership of Avari Hotels was actually given back to their owners. When this ownership was given back to the actual owners then Avari Hotel Ltd in Lahore was emerged with the new name as the Avari Lahore. If we go into the extreme details of the Avari Lahore then its history explains us that in the year 1905 the two Italian gentlemen, Falettis and Nedous, start building a hotel in Lahore. This hotel made by Falettis and Nedous was actually completed in 1908, and the hotel was named as the Nedous. This hotel was not only in the heart of the city, but also in the heart of history itself, as it belongs to the daughter of Mr. Nedous, Sheikh Abdullah, the late president of post partition Kashmir. In 1947, after the independence of Pakistan, after the independence of Pakistan the Nedous hotel was no longer existed because the nedous was not able to control the management of this hotel and ultimately Nedoud had to sake this hotel to the Avari group. Avari group purchased this hotel and made many renovations and amendments into it. Park Luxury Hotel came into existence in 1962. The Hotel is 5 minutes' drive away from the central city and 25 minutes away from Allama Iqbal International Airport. Main attraction for visitors to Lahore are Lahore Fort, Magalia Badshahi Mosque, Magalia Shalimar Gardens, Polo Club, Gymkhana Golf Course, Alhamra Arts Council, Lahore Museum, Quaid-e- Azam Library and Race Course Park which are within 10 km radius of the Hotel. The point of interest for the guest also includes Wahgah Border. Total 80 rooms, 50 of which were suites, park Luxury boasted of 5 dining halls, a lobby, card room, billiard rooms, garages and 150 rooms for servants. Each of the 50 suites, besides a huge bath offered attached dressing and sitting rooms, along with their own servant room and parking garage! " Vadera" (rich landlords) and businessmen was the usual client. Year 1970 saw the end as this building was demolished according to a contract with the Government. The foundation stone for the present hotel was laid on September 23rd 1973 and was inaugurated on January 3rd 1978, in association with Hilton International for 10 years. Hilton International Lahore operated as one of the only two five-star Hotels in Lahore On October 1st 1988, this contract to an end and the management of Hilton International Lahore reverted back to the owners, Avari Hotels Limited.

1. 1. 1 Branches of Avari Hotel.

The Avari Hotels in Lahore and Karachi now portray a new corporate logo with the name Avari Lahore and Avari Tower Karachi. The 20 story, 236 rooms & suites, newly renovated hotel is located in downtown Karachi near major cultural attractions within walking distance of shopping and commercial centers. Just 30 minutes' drive from Jinnah International Airport via car-shuttle with a straight approach through the main highway Shahra-e-Faisal. The 5 star Avari Islamabad is scheduled for soft opening in late 2012. Avari Xpress is ideally located in the heart of business hub with easy access; 30 minutes away from International Airport, 5 minutes from city Centre Shopping Malls and close to all major landmarks including the glorious Faisal Mosque. Due to its location, Avari Xpress has become an ideal choice of travelers.

1. 1. 2 Facilities in all branches of Avari Hotel

There are certain types of facilities which are actually provided in all branches of Avari Hotel, to facilitate all of its customers in all the branches of hotel. These facilities generally include Business Centers so that the executive people can have their business meetings, wireless internet, banquet facilities so that people can arrange their functions like wedding receptions, engagement ceremonies and sometimes birthdays too, conference rooms are also there so that the corporate people can have their executive meetings. The 24 hour front desk officers are also there to receive the customer and to facilitate him/her in their problems. Family rooms for the dining facilities so that when customers come with their families they can have their privacy. A vast area for luggage storage is also there so that people who come to stay in this hotel can easily p their luggage at a separate place; they do not have to carry their luggage with them everywhere they can put it at a certain place which is especially made for the luggage storage. A Designated smoking area is also there for the smokers so that they can enjoy there smoking at a separate place without creating trouble for those people who are allergic to cigarette smoke. The Express Check-In/-Out facilities are also there this means that a car is actually used by the hotel for this thing. The 24 hour room service is also there so that every customer who is actually staying in the hotel can just give a phone call to the reception and can demand for whatever he/she wants; the reception will send the representative to deal with the specific query of that particular customer. Currency Exchange facility is also there so that the customers who have their foreign currency they can easily exchange their money while staying at the hotel , they don’t have to go outside the hotel to any money exchange to exchange their money. Fitness center or the gymnasium is also there so that customers can have their regular exercise along with the swimming pool and Massage Services, so that the customers can maintain their fitness. The customers who are fond of snooker, they can play it at the billiard/snooker room especially made for customers to play snooker. Barber/Beauty Salon is also there to facilitate the customers so that they do not have to go out of the hotel to do so. Laundry/Dry Cleaning, Babysitting Service and Car Rental parking also facilitate the customers a lot and it also increases the goodwill of the hotel. Fax/photocopying Shoe shine and Trouser Press is also provided to the customers so that they don’t feel any type of inconvenience. Airport shuttle carries the customers from the airport and directly take them to the hotel. It is made for those customers who first give a phone call to the hotel and then they inform the hotel about the flight timings, so that the representative of the hotel should be at the airport to receive that particular customer and take him/her to the hotel. Now this shuttle is also of the two types; Shuttle service (free) and Shuttle service (surcharge). Facilities for the Disabled and VIP room facilities are also provided by the hotel to facilitate their customers so that the customers can enjoy their every moment of stay in the hotel. Special Diet Menus (on request) are also provided by the hotel to facilitate their certain customers especially those who are diabetic. Tour Desk/ Concierge service are also the additional features provided by the hotel to facilitate their customers. All these type of mentioned facilities actually increase the goodwill of the hotel and in this way they attract the maximum number of customers.

1. 1. 3 HR department at Avari Hotel Lahore

The HR department is headed by Mr. Awais Khan in Avari Hotel Lahore. Their human resource department is located in the employee cafeteria and along with the other HR offices. Job analysis, Recruitment &Selection, Orientation, Training and Review benefits and succession planning are the objectives of the HR department of Avari Hotel. The structure of Avari Lahore with respect to human resource department is that the head of the HR department is actually HR Manager. The assistant HR manager actually reports about all the matters of HR department to HR manager. The assistant manager actually takes the feedback from HR executive and cafeteria supervisor. Since Avari Hotels are a part of the service industry, the HR element of the organization is fundamental and carries a great value. Human resource is very important to run an organization and to make the individuals. The total numbers of employees working for Avari Hotel Lahore is approximately 562. Although Avari Hotel segregates its employees and their duties in departments, the individual employees work together as a team to provide the guests with exclusive services. They view their guests as their first priority and provide them with an everlasting experience. They struggle hard to maintain the nation's most exciting hotel experience. Collectively they provide the guests with such services that the client re-discovers the simple pleasures of life.

1. 1. 4 Functions of HR department at Avari Hotel Lahore

In Avari Hotel Lahore the following HR practices are taking place, Personnel planning, Employee motivation, Recruitment/ Selection, Personnel planning, Employee motivation, Interviews, Orientation, Training, Performance appraisal, Benefits & Compensations, Health & safety and Succession Planning. Avari Hotel's functional strategies support its competitive strategies. To play a role in executing strategies Avari must require highly committed employees which are the part of the Avari culture. This means Avari, begins its HR processes to create a committed competent, and customer- oriented workforce. Hotel's HR department supports strategy implementation in many ways. When HR played a strategic role it becomes a good culture of Avari. HR Department also plays a vital role in making strategies with other departments as well. They make their own forecasting plans. HR can also adapt the strategies made by the organization for them. Mostly the top managements craft the strategies of the organization. The strategies made for the HR department are then programmed to execute that strategy. Steps used for the training and development of employees at Avari Hotel are as follows; they provide training their employees on the job and also off the job. In Pakistan very few organizations are able to provide trained workforce for the hotel industry in accordance with international standards. The human resource department of Avari Hotel has to recruit and select the trained as well as untrained candidates and train according to their own needs. Avari Hotel also uses different Training centers. Safety training is also provided to the employee. Avari provides some kind of benefits and services to its employees in order to facilitate them. Work schedule differs for different posts as managers are required to be present at office timings. For operations employees the facility of flexible work schedule is available that is in three shifts. One day is off during the week. Occasional need of putting in some extra work hours is informed and employees are paid accordingly. If an employee works all 7 days a week the department head is supposed to give him 2 days off in the next work week in order to compensate. Avari supply free meals & tea to employees during working hours, 1 meal and 2 tea breaks in one shift, 30 min for lunch/ dinner, 15 min for each tea/ breakfast. Employees are given special discount packages on food. The leave structure of Avari is as Casual (Maximum 3), Sick (Medical certificate for three or more) and Earned (Minimum 7). All above mentioned leaves are paid. In case an employee doesn’t avail any leave for a Year, he/she are awarded a cash amount. Avari provides free medical facility to all its employees and their children. Avari provides life insurance facility to its employees. Minor charges are deducted from employee’s pay. Avari offers yearly pay rise to its employees regardless of their performance. The rate of increments is same for all employees. The other benefits are also provided by the hotel actually includes Free uniform is provided to all employees, Free laundry services for employees’ uniforms, and Free transportation for female workers. Employee’s provident fund handed over to them at the time of retirement of the employee. However, in the case of termination it is conditional. Employees not utilizing their medical facilities are awarded Rs. 100/month. This amount keeps on accumulating in the employees' medical allowance which is handed over to him/her at the time of retirement/resignation. Similarly this allowance is also conditional for the termination cases. In order to maintain and the health and safety measure the hotel actually considers on the following parameters i. e. Health and safety laws means that is the hotel fulfilling them or not, Health and safety laws, Security Measures, Social security fund, In-house doctor and Dispensary, Hygiene of employees, Fire preventions and Energy conservation. It is being ensured that does the hotel provide all the mentioned health and safety facilities or not. Avari Hotel Lahore enjoys world's leading hotel from last five years. Avari Lahore Garden awarded first prize in Spring Festival 2010, winner of Annual chrysanthemum award. Avari Lahore Hotel has been awarded the World Travel Award for the fifth time as Pakistan's leading Hotel in 2010Avari Lahore Garden awarded first prize in Spring Festival 2010World Travel Award for Pakistan's Leading Hotel Award Also other branches of Avari Hotel is awarded for their dining. I-e Fujiyama & Dynasty cuisine. 1. 2 Park Plaza HotelTrendsetting design, with warm engaging service and outstanding customer value, define the hospitality of Park Plaza as the brand continues to expand into highly visible locations around the world. Park Plaza hotels are welcoming guests in 34 locations including such key destinations as Bangkok, Beijing, London, Berlin, Amsterdam, Budapest, Tel Aviv and Sao Paulo. Park Plaza captures the energy and style of each individual location whether it is the elegant refinement of Asia or the vibrant sophistication of London. In Europe, the Middle East and Africa, Park Plaza is introducing the latest concepts of hospitality design with such projects as the Park Plaza Count Hall, located in London, Park Plaza Hotels offer complete hospitality services including deluxe guestroom and suite accommodations, vibrant restaurants and full-service meeting and conference facilities. The group opened its first hotel, Park Plaza Mandarin in Eindhoven, The Netherlands, 1989. Victoria Hotel Amsterdam (later renamed as Park Plaza Victoria Amsterdam), a historical landmark built in 1890, became the companies second hotel. In 2000 Park Plaza Hotels acquires the master franchise for the Park Plaza Hotels & Resorts brand from Park Plaza Worldwide, for the EMEA region. Park Plaza Hotels started to manage the hotel in 2000, and acquired full ownership of the brand in 2007. There are currently more than 38 hotels and apartment hotels, with nearly 7, 000 rooms in the Group's portfolio. By the end of 2012, the Groups' committed projects and territorial franchise agreements are expected to increase the number of rooms to over 13, 000. Park Plaza hotel was actually established in 2009. This hotel in itself is a multinational chain and it has no other branch. Managing Director of this hotel is Sardar Dildar Ahmed Cheema who belongs to Faisalabad. All HR policies are applicable in this hotel. As compare to other hotels/Restaurants it's a nice hotel and it has much attraction for the employees because of its Goodwill.

1. 2. 1 HR Practices at Park Plaza Hotel

As far as the motivation is concerned then according to the management of the hotel it suddenly increases and also suddenly decreases. The motivation for the employees of the hotel especially the lower staff like waiters and gate keepers is simple that they should be given lunch and tea at the same time. Contractual Employees with low salary are facilitated by social security card On Job facilities to contractual employees are also given and In house doctor is available if any emergency comes up. Employ of the month the specific person is nominated and selected verbally. Motivational Words for the employees, encouragement and appreciation for the present as well as for the future. Training this hotel does not have any fix span of training for employees in fact the span of the training depends on situation, May be for a month or weeks.

1. 2. 3 Some Reasons of Employ Retention

According to Park plaza following are the reasons for the employ retentionFree Medical to employees, Social security, old age benefits and bonus increment

2. LITERATURE REVIEW

2. 1 Succession Planning

There is an immense shortage of persons to apply for the designation of principals in various schools. The most important reason that why most of the people don’t want to apply for principal ship is that this thing will have a very negative impact on their family and on their personal life as in they will not be able to give the proper time. Arbon et al, (2002) cited Canavan, (1998). This research conducted is based on the study on schools where there is a need to develop a full fledge strategy to attract maximum number of motivated principals to apply. There is also a concern about few applicants who are actually applying for advertised positions in schools and this situation is being replicated in private schools. Arbon et al, (2002) cited Caldwell, (2000) that the principals have the opportunity to change the life of other people, as in they are the one who can actually change the destiny of people and can actually make the b future of people in order to make them successful. Basically leaders in educational organizations have to face external and internal challenges along with the expectations demanding on their time, skills and emotional wellbeing. Moreover leaders in educational organizations are also being held responsible for their performance and are also expected to fulfill ethical and moral standards in their practices which they perform in their respective educational centers these type of leaders may also experience confusion and frustration. The current focus on many educational organizations on corporate management strategies and practices has explained about a feeling among many principals of excessive managerialism and focusing on the rule of doing more with the less. Principals sometimes have to make choices about those people where there is no right or wrong answers, mostly it depends on how much right one person is and how much effective outcomes that person will reflect based on concerns of all people. Arbon et al, (2002) cited Duignan and Collins,(2002) that the principals repeated that the tensions, frustrations, dilemmas which they face and experience is because of the fact that they were actually not given training programs based on the management competencies as in they were not told about how to deal with such type of dilemmas. The job, the role and expectations of principals are increasing very much on day by day basis but this job is also increasing complexity in it too. So this particular factor is forcing principals to ask a question to them that why they should continue their job as in what benefit they will actually get from it. Other literature relating to succession planning for the principal ship supports this viewpoint as discussed. These literature will also help us to have a viewpoint that how succession planning is being taking place concerning the job of principals. Arbon et al, (2002) cited Jones, (1999) that the study of role of principal and impact of change in education in nature of principal ship in primary schools in United Kingdom. Arbon et al, (2002) cited Livingstone, (1999) that the research is about challenges of principal and the problems which they face. Arbon et al, (2002) cited Louden and Wildy, (1999) that the above mentioned factors indicate that principal ship is becoming more and more complex, difficult and challenging day by day. Challenge of an aging workforce coupled with traditional leadership culture and a demand for a work life balance are faced by many private and public sector organizations. Arbon et al, (2002) cited Lacey, (2001) that these challenges resulted in increasing evidence of shortage of persons to accept the role of principals in schools. Arbon et al, (2002) cited Draper and Mc Michael, (1998) in their study in United Kingdom on Principal ship identified that the decision to apply for principal ship was because of the reflection by principals on life style balance, personal qualities and t was about the job itself. In this research the research team decided to survey those persons who participated with the principals as members of schools and who see themselves as future principals The survey focused on perceptions of respondents as in why would they not apply for principal ship and what was the actual reason for this thing. The data for this research was gathered from the Assistant principals or vice principals and coordinators in religious owned catholic schools because they were the only one from which the future principal will be selected. Results from the survey identified issues and made recommendations about areas into which resources should be directed to ensure supply of quality teachers for high schools . The researchers have made certain scales based on how the items grouped according to consistency of responses, it briefly explained as negative impact of principal ship. Respondents were asked about that what they actually feel that their education system is not of worth and is that the reason because of which they don't apply. The survey conducted in the research of identified the perceptions that what would influence an eligible person to apply for principal ship and over here the two reasons were identified they were the internal and external rewards. Research teams concluded that it's an ongoing research for future leadership on schools. These reflections constituted a series of inter related recommendations for policy and decision making focusing on leadership and succession planning in schools. Basically in this research respondents had also shared a viewpoint that mostly the schools community is more appropriate for a religious person than an ordinary principal. The schools in itself are too much demanding in terms of complexity and the added faith in leadership in schools. It's nearly impossible that one person should be a principal, educator, administrator and at the same time should also obey the duties of faith of culture of schools it was something which was nearly impossible So principals in schools are unprepared and that the reason that why principal ship over there is overdue So basically the study made on this research explained that why not more principal were applying for principal ship position in the schools mostly in the schools in Australia. It is thought that the research conducted and the points which have been discussed will definitely give a feedback for making a policy and strategy development to encourage more eligible persons to apply for principal ship especially in Australia and in all over the world. Employees should be motivated to become the next future leader and should be encouraged to take the responsibility. Most of the employees are reluctant to become the leader in some organizations because of the hectic tasks and huge responsibility so in this case motivation in terms of intrinsic and extrinsic should be given so that employees should be willing to take the responsibility. So we can say that without motivation effective succession planning cannot be implemented.

2. 2 Motivation

The employees are motivated in libraries when the management plays their major role to motivate employees to achieve their objectives on time. The professional and non-professional employees working at libraries differentiate in terms of that professional employees ensure the availability of resources to make the stock available, provide excellent service and meeting customer needs and requirements. Non-professional employees act as the main agents by providing the customer service to the maximum level. Motivation plays an important role which determines that whether the employees are motivated to provide high quality customer service. The formal reward system is one of the most effective tools to motivate employees which can be used by the manager. To motivate employees, the manger needs to consider the individual differences. As there are different motivators for different employees to which motivator suits them on individual basis. The employees working at library should have the professional skills required for their job, whereas the manager should minimize the ratio of dissatisfied employees. The employees should focus on the concept of total quality management for providing high customer service in terms of seeking internal processes as well as external marketplace should be taken into consideration, which can be achieved through employee involvement and cooperation and support. To achieve continuous improvement within the organization, the employees working at libraries should be provided training, education, communication, recognition of achievements and teamwork. There are four models of motivation. Rowley, (1996) cited Hertzberg et al, (1959) that in rational-economic model, the rewards in terms of economic or financial motivates employees to put their maximum effort in attaining organizational goals. In social model, the employees are motivated when their social needs are achieved by increasing their relationships with the colleagues and sense of identity determined by the management. Rowley, (1996) cited Schein, (1980) that in complex model, the management should identify different factors of motivation based on their work experience, age and career development activities. In self-actualizing model, the employees have achieved their capabilities and potential because they have achieved Maslow all level of needs including physiological needs, safety needs, social needs and esteem needs. The employees of library are highly motivated to what extent they are paying salaries based on different job positions as well as giving promotions to the employees at library. They should maintain a culture in the library as good service providers by satisfying customers to minimize negative feedback.

The strategies for motivation includes appraisal and development needs to be assessed; opportunities for personal development in terms of job rotation, job enrichment, professional and vocational qualifications, management/leadership experience and training opportunities; managing the dissatisfied employees through negotiation and effective allocation of resources; the financial and social factors. The performance of every employee depends on the level of motivation. If the employees are motivated enough to work hard then ultimately their performance will also be boosted and they will be more enthusiastic in performing their work so motivation has a very deep impact on the performance of employees, highly motivated employee will perform much better and will be able to achieve the targets.

2. 3 Employee Performance

The author mentioned that there are certain aspects which are connected with organizational justice; they in fact are of three kinds, distributive, procedural and interactional. This research made by authors is actually based on 170 respondents and results show that how procedural, distributive and interactional justice are related with different elements of performance appraisal. This paper actually gives HR people suggestions that how they can increase the justice in their performance appraisal systems. Paliologos et al, (2011) cited Swanepoll et al, (2000) that performance appraisal forms the core of performance management systems. Performance appraisal can be recognized as the SWOT analysis for employees by whom the management can easily analyze the strengths and weakness of employees especially. Organizational justice is basically a central to performance appraisal. This means that before the process of performance appraisal begins we need to make sure that organizational justice is prevailing in our organization and it is taking place efficiently and effectively moreover it also results in making a satisfied an employee. Paliologos et al, (2011) cited Greenberg, (1990) Organizational justice is basically a fairness of the work which means that whatever work is being done in the organization it is clear, fair and it does not include any type of biasness. Human beings are looking forward to 3 kinds of justice that takes place in the organizations. Paliologos et al, (2011) cited Tang et al, (1996). Distributive justice which explains us about not only the perceived equality of outcomes which employees get in the organization but also from the content of fairness like what decisions are actually being made in the organizations. Paliologos et al, (2011) cited Erdogan, (2002). As the ratees compare and match their efforts with the performance appraisal ratings which they receive then due to his Distributive justice perceptions are actually established in performance appraisal. Paliologos et al, (2011) cited Tang et al, (1996) Procedural justice as mentioned in the beginning explains us about the means that are used to achieve ends. This type of justice at work place explains that how we can actually make fair decisions to achieve ends. Paliologos et al, (2011) cited Ambrose, (2002) Interactional justice explains us that people at work place are only concerned about themselves i. e. how they are treated at work place. Paliologos et al, (2011) cited Cobb et al, (1995). However Interactional justice also explains us this idea that how the formal agents of the organization treat these people who are the focus to the decisions which they make. In performance appraisal system its long term efficiency and effectiveness are very crucial. The reason for this thing is simple that both the managers as well as the subordinates have different expectations and ideas elating to what should be a part of effective appraisal system. Subordinates in performance appraisal had process discovered that appraisers were very important element of this performance appraisal system. Paliologos et al, (2011) cited Longenecker and Nykodym, (1996) Moreover too much focus was also on the effective planning, ongoing feedback and excellent monitoring of performance done by supervisors. Paliologos et al, (2011) cited Wright, (2004) Appraises had also noted that appraisals which were being conducted were more useful , specific, to the point, well planned and was easily understood when appraises had a full control on the performance appraisal process and they were also able to handle it. Appraisers are also in this favor that the appraisal should be of suck kind of a system which should be more concerned towards strategic issues and should also explain he most important part of the appraisal which should also link to business strategy, value adding and objective selling process. Paliologos et al, (2011) cited Jawahar, (2007). An appraisal system will be more successful and will be more beneficial if it is dependent on the ratee’s perceptions towards the fairness of the performance appraisal system and the reactions to the important aspects appraisal. Paliologos et al, (2011) cited Cardy and Dobbins’, (1994). But on the other hand an appraisal system will be destined to failure if the employees or appraises feel dissatisfaction in it or if they feel that the appraisal system is unfair. Paliologos et al, (2011) cited Skarlicki and Folger, (1997) Appraisal process can be a source of very dissatisfaction when employ start to believe on this thing that performance appraisal system is biased or it is not up to the standard. Paliologos et al, (2011) cited Holbrook, (2002). Performance appraisal system itself is very much important in setting the performance goals, solving performance problems, giving the rewards, coaching employees, counseling employees, improving work environments and raising the morale of employees. Paliologos et al, (2011) cited Youngcourt et al, (2007) that the evaluation of performance has basically three perceived purposes; the first two are based on the individual who consist of their developmental purpose and administrative purpose, while the third is based on the position which is basically on the basis of role. In the administrative purpose the companies or the enterprises evaluate the outcomes of appraisal and they consider on the other aspects like increasing the pay, giving bonuses, promotions and hires etc. The developmental purpose focuses on the improvement and enhancement of employee competencies and also focuses on their development. Role definitional purpose is useful to the whole organization and also explains this view point that how different positions are increased or decreased in role where fewer resources are allocated. Paliologos et al, (2011) cited Denisi, (2000), Murphy and Cleveland, (1992) that the decisions which are made on performance appraisal basis are also relevant to the effectiveness of individual and to the whole effectiveness of the position. There is also a link between performance appraisal and the other HR practices. This link increases this probability that performance appraisal is more fair in regard to both process and content. The developmental purpose aims to personal development to the employees, the purpose of development is to enhance the skills of employees and their competencies. The performance appraisal system in itself is not static or fixed but they actually differ from company to company. This simply means that every company has a different performance appraisal system which is according to their own design, culture and administration. Moreover this performance system cannot be passed from one company to another company. Paliologos et al, (2011) cited Debron and Brian, (1997) that the perfect link between employee performance, organizational goals and performance criteria should be there. During the performance appraisal process different criteria and elements are evaluated. These elements include results, goals, skills, abilities, job related behaviors and many things which are totally under the control of employ. The more effective are these elements, the more effective is the performance appraisal system. Paliologos et al, (2011) cited Pooyan and Eberhardt, (1989) that the different set of criteria was the significant predictors of appraisal satisfaction for both supervisors and non-supervisors. Paliologos et al, (2011) cited Beer, (1987). Most of the problems in performance appraisal system emerge from the appraisal system itself. This includes the problems related to objectives, the administration system and the procedures which are considered in making this system. A person can easily blame the performance appraisal system if the criteria for its evaluation are poor or if the technique which is being used is not up to the standard. Paliologos et al, (2011) cited Pan and Li, (2006); Ivancevich, (2004). If the criteria of performance focus on the activities rather than results or personality traits or performance than simply this will happen that the evaluation which will be received will not be well or will not be according to the standard. Paliologos et al, (2011) cited DeNisi and Williams, (1988); Longneckeretal, (1987). Mostly evaluations are based on subjectivity by cognitive and motivational states Paliologos et al, (2011) cited Folger et al, (1992). Supervisors usually apply different techniques to differ employees which results in unreliable and invalid evaluation. Paliologos et al, (2011) cited Mount, (1984). Concentration to goal attainment contributes to the fairness of system by lending an air of rational objectivity to performance appraisal. Appraisal based on ends may produce more pressure to attain objectives on subordinates. Any lacking in the criteria or in the objectivity of criteria's which is used for measuring employee performance may create problems like Role ambiguity, confusion and tension among workers. Paliologos et al, (2011) cited Locke and Latham, (2002). The goal setting theory explains us that criteria of performance appraisal and the performance goals should be clear and understandable to motivate a particular employee, Else the appraise or the employee will not know what to do and what work to perform actually. Paliologos et al, (2011) cited Pettijohn, (2001). Research on sales people explain that organizational commitment is positively associated with exhaustive criteria and being open for discussing the appraisal. Paliologos et al, (2011) cited Babakas et al, (1996) but this thing is actually negatively related to the role ambiguity. Paliologos et al, (2011) cited Lawler (1994); Taylor et al, (1984) some researchers have this view point that appraisal reactions play a very important role in development of a favorable job and more over it also increases the performance. Paliologos et al, (2011) cited Laiwan, (2007). Satisfaction is the important goal for organizations to achieve success because it is shown that profitability, productivity and employee retention are interlinked and interconnected ton employee satisfaction. Satisfied employee will create higher customer satisfaction along with positive influence on organizational performance. Paliologos et al, (2011) cited Giles and Mossholder, (1990) that satisfaction with appraisal process is one of the most important reactions to performance appraisal. Paliologos et al, (2011) cited Pooyan and Eberhardt, (1989). Appraisal system effectiveness depends not only on technical characteristics but also on the administrative framework. Performance appraisal system is not something which should be distributed but it also co relates with all organizations and other activities. There are actually three elements of satisfaction which are linked to the performance appraisal system. Paliologos et al, (2011) cited Kachmar et al, (1996). First is the satisfaction with ratings because of which the people who have high ratings show positive and favorable reaction to appraisal. Paliologos et al, (2011) cited Jordon and Jordon, (1993). These appraisals are further related to satisfaction. Paliologos et al, (2011) cited Kluger and DeNisi, (1996). Performance rating is an important characteristic of feedback message. Paliologos et al, (2011) cited Murphy and Cleveland, (1995). Performance rating in itself becomes a base for many administrative decisions. Paliologos et al, (2011) cited Milkovich and Boudreau, (1997). Ratees are more satisfied with high and low ratings; the second element of satisfaction is about the rater as in what role they portray while giving feedback of performance to employees. Paliologos et al, (2011) cited Pooyan and Eberhardt, (1989). The most important performance appraisal item is of the relationship between employee and supervisor and then the satisfaction with feedback. Paliologos et al, (2011) cited Kluger and DeNisi, (1996) that Feedback itself is very critical because of its potential influence on response of people. Many commentators have this viewpoint that feedback of performance increases job satisfaction and motivation. Individuals learn many decisions making and career development models on basis of their feedback they receive from performance. Paliologos et al, (2011) cited Mc Carthy and Garavan, (2001) Career development, motivation, job satisfaction and performance management are dependent on feedback of performance. Mc Carthy and Garavan, (2001). So the deduction made by the researchers has examined three elements of organizational justice they are Interactional, procedural and distributive justice for performance appraisal. Performance appraisal itself has feelings of dissatisfaction and unfairness. But it is immense important to implement in Human Resource Department especially for new hires and also those who are working there for much a longer time. This also indicates that there is also a positive link between organizational justice and satisfaction along with the certain elements of performance appraisal. So performance should include data from both the appraisers and appraises in order to figure out the gap and its impact on organizational justice and satisfaction. The rewards intrinsic or extrinsic depends on the performance which an employee shows in his/her work, employees are motivated by both monetary and non-monetary rewards. Monetary rewards include bonuses; increments etc. but non-monetary rewards include motivating employees through non-verbal gestures like clapping and standing ovation.

2. 4 Rewards

In this article six lessons are mentioned for organizations looking to initiate team rewards. These points are illustrated by real life examples and related research findings. In conclusion three standards strategic, flexible and open were drawn from these lessons. Brown, (1996) cited Trist and Bamforth's, (1951) that in spite of increased productivity in mass production through technological changes; some social and psychological problems emerged. Team base work was replaced by certain individual roles in firms with different pay systems so competition increased. The author presented ideas about trends and methods of team-based rewards and their effectiveness. In a survey it is mentioned that quarter of UK employers have identified pay systems and need for working in teams. 17 per cent are planning to introduce it. From 12 months author has worked with many different organizations who are " getting their hands dirty", investigated and tried to implement team-based rewards. The author describes six personal lessons which are: Ineffective team performance measurement systems have shown alarming barriers to implementation. A pharmaceuticals company research division was incapable to introduce team bonus scheme, designed to reinforce their team-based culture. Many innovative firms support gestures which distinguish teamwork, such as team achievement awards, rather than team-based pay. Time spent at initial stage, to understand the rationale for and practical ability to activate team rewards would save considerable effort and resources. Teams can be rewarded in many ways through recognition awards, future resource, work allocation and many others except types of bonus. The pharmaceuticals research division mentioned that schemes applicable in one situation may be totally inappropriate in another. Brown, (1996) cited Lawler's model, (1992) indicates the reward schemes that are most similar with the different types of team organizations. In which team characteristics are linked with reward systems. Flexibility in the design and operation of team reward schemes should be given in response to process changes, Brown, (1996) cited Trist and Bamforth's, (1951) research findings. Difficult tasks are preferably assigned to specialist teams of more highly trained staff. Co-operation plays a significant role in teams. Team bonus schemes are considered more appropriate incentive for the 1990s than the individual incentives in the 1980s. Generally in Organizations; high performance is a combination of individual, inter-team and intra-team behavior. A sum of £250 per month is given to individuals as personal activity bonus, and another £250 as a team bonus, based on new business activity and customer questionnaires in Norwich Union Financial Services. 9 of the 14 sales teams received bonuses in November 1995. A survey of 100 UK organizations last year concluded that " teams are focusing on their internal dynamics at the expense of their customers: they become too preoccupied with themselves". Reasons of failure by the survey included a clouding of accountabilities and a lack of focus on team " outputs". Unnecessary focus on narrowly-defined performance measures can be damaging side-effects. One of the major roadside service organizations introduced a team bonus scheme based on its service commitment to reach 90 per cent of customers within one hour. Organizations must communicate team reward schemes with all employees; designing team reward scheme is not that simple rather it's difficult for many UK organizations. To hire outside consultant to do a desk-top design job, tell people immediately before implementing . By Academic research, there is a strong correlation between employee's involvement in scheme design and the success of team reward plans as it helps to build trust in the reward changes, and also improves the quality of scheme design. The author mentioned six lessons from his personal experience at the coal-face of team rewards. Three standards are drawn by the end: Be strategic, do planning in advance about the goals of team reward schemes and reward strategy that how team rewards can positively reinforce performance. Be flexible; vary the reward plans according to the requirements and characteristics of each team, and changing them over time to reflect organizational and technological changes. Be open, share your design difficulties with employees and involve them in scheme design and operation. This article focuses on the aspect of empowerment for rewards and how reward systems can support empowerment. Finds some support relation between empowerment and rewards with some limitations. Two pay systems are used here for empowerment – one on the potential of the individual worker and could reward his/her multi functionality; and another directed to the performance of the team. Empower employees by using all their capabilities. Training of employees, recruitment and rewards systems should support empowerment. Both enlargement and enrichment of the jobs of employees are included in this with the impact of job enlargement and job enrichment on rewards. Born and Molleman, (1996) cited Morgan, (1986) that many organizational principles that may be useful for empowerment are: the principle of the redundancy of functions and the principle of minimal critical specification, which refers to job enlargement and job enrichment. The author mentioned that the concept of redundancy of functions is similar to job enlargement which includes multi functionality or the level of cross-training. Extra duties assigned to employees having multiple skills. There are many advantages of cross-training. Born and Molleman, (1996) cited Hackman and Oldham, (1980) that the horizontal integration of tasks will reduce the need for coordination between Employees and enhance the autonomy for employees. Individual workers multi functionality should be rewarded and wage system should support job enlargement. It refers to the autonomy of workers and enrichment of job. Employees should possess appropriate problem-solving skills. Mintzberg stated that the empowered workers should be controlled by the " standardization of skills". Train and educate employees for self-control. The team members can use any method to produce best results. Payment system to rewarding employees must be based on their skills and the performance. This article focused on an empowerment project in a plant of a large Dutch firm, its main products are shavers and having 1, 800 staffing level. The firm mass production has fixed procedures which means ambiguity in the production process is low. In a six month period focused on how the existing reward system could be changed to support the process of empowerment. The only limitation was that the management of the firm was not allowed and not willing to change the existing pays system. Authors focused on two task groups in the manufacturing part of the plant. The " machine group" is well-trained operators, who operate, monitor and maintain, technologically advanced machines and " assembly group" are low-skilled workers, who execute simple manual assembly tasks. It consists of three parts: job descriptions, job evaluations and output. Each job is described in qualitative way " knowledge" and " responsibilities." Then the job is evaluated and scored for each dimension. The salary system, the company uses two instruments to differentiate salaries further: individual growth codes and incidental bonuses. Growth codes " low," " medium" or " high" are assigned to individuals on the basis of their potential recognized by the direct supervisor. It reflects the potential of the worker. Incidental bonuses are given to those individual workers who performed best. The employees of this " machine group" have the authority and the skills and actual levels of job enlargement and job enrichment in the " assembly group" were rather low. Production situation must be considered first. There is a limitation that inability of reward systems based on extensive job descriptions and classifications to support the process of empowerment. Rewarding employees plays vital role in reducing the employee turnover from an organization it is quite obvious that if the employees are being rewarded for their work they will not quit their jobs and will not leave the organization so in order to reduce the turnover employees should be rewarded at right time.

2. 5 Employee Turnover

Turnover is the amount of employees that leave and join the organization and it is usually taken as turnover ratio. If the turnover ratio is high then it is a threat for the organization means employees are not satisfied with their job. Turnover ratio is measured by the employees who are leaving the organization as a percentage of total number of employees at that time. Costs like recruitment training and good will occur when turnover increases so it is the responsibility of the management to take measures to reduce the turnover costs. There are two types of turnover one is voluntarily where employee leaves the organization and other is lay off in which company fires the employee. There are two factors pull and push in push factors employees leave the organization because of less attractive system in current organization. In pull factor employees leave when they see better opportunities in other organizations. Job satisfaction is very important for retaining employees. Herzberg, (1959) Expectancy theory states that employees expect certain level of rewards after giving any good performance and if they don’t get that rewards then they might be dissatisfied with their work which in turn might lead to employee turnover. Employees’ turnover costs companies a lot and management should take responsibility to reduce the turnover by motivating employees and making them comfortable and happy with their job. Turnover in hospitality industry is increasing day by day mostly cause of the high salaries, good working environment and career growth in other fields. Workers switch to other industries after working short time in hotels because it takes more time and paid less so employees feel less motivated. This increasing employee turnover is a big problem for hotel industry. This study mentions some points that can be effective to reduce the employee turnover in hospitality industry. Panwar et al, (2012) cited Pavesic and Brymer, (1989) that hospitality graduates like challenging jobs, they like to work with others need good remuneration and career advancement and they do not get much of these in hospitality industry which cause them to switch to other service industries like banks and airlines. Panwar et al, (2012) cited O’Leary and Deegan, (2003) states that some major reasons of staff turnover are long working hours is one of the big reasons of turnover many employees leave the hotel industry because they are supposed to work far beyond their work timings and mostly they work on weekends as well. A study tells that 60% of the employees left the hotel industry because of unsuitable working hours coupled with poor remuneration. Employees in the hospitality industry think that there is very less opportunity to grow in this industry. Like other industries hospitality industry does not give much to employees in terms of career development so workers think it is useless to work with no future career improvement. Long working hours disturbs the social life of the workers and they go to work so early and come back very late in both cases they cannot give proper time to family and friends. High turnover is not good for the company and it has both direct and indirect costs. Leaving costs, training costs and hiring costs are some of the direct costs, reduced performance; low productivity is indirect costs that company might bare as a result of high turnover. Loss of company knowledge when a worker leaves takes valuable information with him. Relations between customers and company disturbs when employee leave. Good will of the company reduces and turnover leads to more turnovers as one employee leaves others might follow him. It takes some time to hire and train new employee and costs also increase to hire and train new employees. Employee turnover in hospitality industry is much higher than other industries and if regarding this measure won’t be taken then turnover will continue to increase in future. And good people will leave the organizations to work in better paid industries. Some serious measure should be taken in the hospitality industry to reduce the turnover. Companies should provide incentives to the employees and their pay scale should be increase after at least one year and they should be given promotion based on their experience and performance which will motivate employees a lot. Companies should pay to employees for extra hours that they work and they should be given some facilities like gym or rest at work. HR should play important role to retain employees and techniques should be used to retain employees in hotels. If companies want to reduce the turnover in the hotel industry they should be given equal importance and opportunity to every employee. There is not a single factor that cause employee turnover but a number of factors combine. Employees should be given facilities and incentives like employees are given in other industries to stay in competition with other industries and retain employees. Contingency approach states that there are no set packs of management principles they vary in different situations. If you will apply same rules everywhere it might not work. Even after extensive research on employee turnover there is still confusion that what actually causes employees to leave or stick to the organization. There are many factors highlighted that cause turnover these include external factors, institutional factors and employee personal characteristics which causes an employee to leave or remain in an organization. Employee individual performance at work makes employee satisfied or dissatisfied at job. Personal performance effect on turnover may not be similar with every employee it differs with perceptions and personal styles that form relationship between employee performance and turnover. An early research has shown the effect of job satisfaction on employee turnover. Many researchers have found organization commitment is the predictor of employee behavior and attitude. Zeffane, (1994) cited Arnold and Feldman, (1982) that Job satisfaction is negatively related to turnover. Commitment was a factor that accounted for 50 % of the total variance to search for a new job and job satisfaction was at 20%. It means if a worker is not committed to job he will likely switch to another job. Zeffane, (1994) cited Porter et al, (1976) states that Satisfaction is a predecessor to commitment and commitment is a predecessor to job satisfaction they are interrelated to each other. Zeffane, (1994) cited Bateman and Strasser, (1984) states that commitment to organization is not a result of the job satisfaction but the cause . Job satisfaction and commitment vary with their predictors according to old time studies three groups of variables effect satisfaction and organization commitment which are individual characteristics, job related characteristics and organizational characteristics. Functional turnover is when worst employees leave and good performance are being retained , turnover is dysfunctional when good performance are leaving rather than bad performers. Studies suggest that turnover is not always dysfunctional but it can be functional as well. Commitment is a form of getting attached to an organization cause of shared values and goals. Intensity of commitment related to turnover depends on the opportunities that are available in other organizations. Commitment of a worker to his organization is based on the level of his involvement in the organization. If a worker is more involved in decisions of the organization then he will be more committee and compared to a person who do not know much about his organization. Commitment leads to remaining attached to the organization, putting much effort in the work and accepting the goals of organization. But these three points are interrelated. Two major blocks are there is organization, individual and organizational. Individual block consists of personal values and styles whereas organizational block consists of organizational values and styles.

3. RESEARCH METHODOLOGY

The qualitative research has been criticized that it lacks the scientific approach and reliability of data in comparison to the quantitative measurement which involves exact measurements about the research problem. (Horsburgh, 2003) cited (Mishler, 1990); (Denzin and Lincoln, 1994); (Guba and Lincoln, 1995); (Coffey, 1999) that the qualitative research has been discussed by the number of writers based on these points. (Horsburgh, 2003) cited (Daly, 1997) that the researcher should have faith or belief within self that whatever the research problem he or she is addressing proves it with intellectual explanation. (Horsburgh, 2003) cited (Coffey, 1999) that the researcher could also manipulate the research problem in qualitative research as it is based on relationships and emotions of the participants involved in research. Along with qualitative research, the quantitative research has also been criticized that it does not always fit or applied to the nursing research. The qualitative research includes different research skills, expertise and techniques. (Kneale and Santy, 1998) cited (Morse and Field, 1996) that the advantage of conducting qualitative research that the researcher investigates about the research in real time situation. Mostly qualitative data is gathered by unstructured and semi-structured interviews and observation. Ethical implications are important aspects for quantitative research. The researcher includes detailed description of research in qualitative research and numerical facts and figures in quantitative research. (Kneale and Santy, 1998) cited (Baker et al.

1992) that the researcher should stimulate the emotions of the participants in order to discover different perceptions or viewpoints faced by the participants. The research tools should include unstructured interviews which would provide you with good listening and questioning skills. (Erzberger and Prein, 1997) cited Barton and (Lazarsfeld, 1955) that the qualitative and quantitative methods take part in the research in diverse roles. They mentioned this during an investigation while developing a strategy for explaining different phases in the research. The qualitative methods are used for theory building and the quantitative methods are used for theory testing. (Erzberger and Prein, 1997) cited (Denzin, 1977) that the validity of hypothesis could be improved if they endure the tests carry out through distinct ways. Qualitative research is suggested during preliminary phases of the research while quantitative research is suggested during latter phases of research projects. Mixed method research is an approach to professional research that combines the collection and analysis of quantitative and qualitative data. (Horsburgh, 2003) cited (Popay et al. 1998) that one of the criteria of a good quality research is that the researcher provides plenty information about the research and explains it in a systematic way to make the reader understand the purpose of research. Serious methodological problems occur when same data is used in qualitative and quantitative methods. Mixed method research demonstrates the complete knowledge necessary to inform theory and practice. It is used to enhance generalizability of the results. The method which the researcher wants to choose depends on the nature and type of research problem. (Noor, 2008) cited (Morgan and Smircich, 1980) states that the suitable research method originates from the type of the social phenomena to be discovered. Research methodology is further divided into two main methodological aspects they are termed as positivism and post-positivism. Positivism is an approach to knowledge gained through research which encompasses model of natural science. Post-positivism is about the reality rather than assumption. Post-positivism explains about the prejudice of any social phenomenon which needs an aspect of qualitative approach. (Noor, 2008) cited (Denzin and Lincoln, 1994) state that qualitative focuses on processes and meanings that are not examined considering quantity, frequency or intensity this means that these three things are not a part of qualitative but it is included in quantitative aspect. (Noor, 2008) cited (Yin, 1989) state that case basically explains about an event, entity and individual furthermore explains about an investigation focusing on phenomena or aspect with its real life application using many other sources. (Noor, 2008) cited (Anderson, 1993) states that case study as a research methodology explains how and why things happen under different circumstances case study also explains that what was the intension and what actually happened. In addition to its case study does not explain about the whole and complete details of the organization but it only deals or explains about one issue or one aspect. (Noor, 2008) cited (Yin, 1993) that if two or more case studies are included in the same study which is being investigated than investigator can analyze same type of results the development of these generated findings and results for multiple cases is basically a healthy finding.

3. 1 Definitions of Research

Business research is an organized, systematic, data based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it (Uma Sekaran, 2010). Research is a systematic investigation to find solution to a problem (Kothari, 2002). Research in any organization is the inquiry carried out to provide information for solving problem (Cooper and Schindler, 2003). A scientific research is systematic controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among the natural phenomenon (Kerlinger, 2004). Research activities are deigned to discover knowledge aid in answering specific questions or issues (Wolf and Pant, 2005).

3. 2 Types of the Research

3. 2. 1 Descriptive research

This type of research is based on surveys and facts and figures of different kinds. This research explains and elaborates the state of affairs, it is very extensive and the researcher has no control over the variables that are used in this type of research (Kumar, 2008).

3. 2. 2 Analytical research

In analytical research the researcher only has to consider the variables that are already available that research can evaluate them in order to figure out the results (Kumar, 2008).

3. 2. 3 Applied research

Applied research considers on finding and immediate solution about the problem which is actually effecting an organization or a society it also tries to explain that how things can be changed (Kumar, 2008).

3. 2. 4 Qualitative research

This type of research has an objective of understanding a certain problem from multiple aspects. it takes place in a natural setting with an objective of building a complicated picture of the topic which is under study (Creswell, 1994).

3. 2. 5 Quantitative research

This research is based on inquiry of a theory comprised of variables mainly with numbers which has statistical techniques. The objective is to determine that the generalizations or deductions which are made are true or not (Creswell, 1994).

3. 3 Characteristics of a Good Research

3. 3. 1 Controlled

The researcher should make sure while conducting the research that he/she should maintain and control the relationships between two or more variables because sometime this happens that similarities and differences between the variables are so much that it becomes difficult to figure out how they two are interlinked and inter connected with each other (Dawson 2002; Kothari 1985; Kumar 2005).

3. 3. 2 Systematic

The researcher should make the research in such a way that the information should be in logical and meaningful form. There should not be any repetitions or ambiguities in the content of the research (Dawson 2002; Kothari 1985; Kumar 2005).

3. 3. 3 Valid

Research should be correct and valid enough. And it should have valid references to check if someone questions the validity of the research (Dawson 2002; Kothari 1985; Kumar 2005).

3. 3. 4 Empirical

Research should include examples that are from real life situations. And the conclusions that are drawn from the research should have hard evidence and also should be from real time experience and situations (Dawson 2002; Kothari 1985; Kumar 2005).

3. 3. 5 Critical

The process of investigating the research should be independent and unbiased. The processes and procedures used should withstand and be valid. Any process that involves all of the characteristics that are mentioned above is called research. And a research can only be a good research if it meets all these characteristics (Dawson 2002; Kothari 1985; Kumar 2005).

3. 4 The Seven Steps of the Research Process

3. 4. 1 Identify the research topic

The researcher should state or write his/her topic in the form of a question. For example, if any researcher is interested in finding out about the relation about the excessive use of internet by students on their studies, then the researcher can write his/her question as what effect use of excessive internet has on the studies of students (Engle, 2012). 3. 4. 2 Find the history about the topicThe researcher should consider and collect all the previous information regarding the selected topic. In order to do this researcher has to Read articles in encyclopedias to setThe context for his/her research. The history about the topic can be collected from the lectures, the researcher had studied, the books he/she has read or the other valid information the researcher has collected about his topic from various sources (Engle, 2012). 3. 4. 3 Consider other records about the selected topicIn this step the researcher can go for the keyword searching to fin d information about his/her particular selected topic. While considering these records the researcher can note down the citations and references in the information which he/she has collected. Other than these references the researcher can also take a look at the bibliography of the article or the particular topic given at its end. This is important because in this way the researcher can have a broad look at many other sources of the data which can help the researcher in conducting his/her research thoroughly (Engle, 2012). 3. 4. 4 Use indexesThe researcher must also consider certain type of indexes and other journal articles to conduct the research. Now the indexes which the researcher has to search they can be either in the form of a hard copy or in the form of a soft copy. The researcher has to choose one out of it either the hard copy or the soft copy. The researcher must also have a thorough knowledge about that what and which type of index will be most preferable for him her while conducting the research for this thing the researcher can take a help or guidance from any librarian . The librarian will definitely provide the researcher the best suited and relevant articles to him which will be very much preferable for him/her while conducting the research (Engle, 2012). 3. 4. 5 Find additional informationOther than reading books and journals the researcher can search the additional information on internet by using search engines like Google, Google scholar, Wikipedia and yahoo. While searching from these mentioned search engines the researcher must make sure that the information which the researcher is collecting from these search engines all of that information is authentic, verifiable, correct, and is free from any type of ambiguity. So if the information will not be correct it may lead to many problems which the researcher will have to face at the end of his research. So that’s why it is important that the researcher should find and use the correct, authentic and verifiable information in the very beginning of the research so that it does not create problem at the end. On the internet all the relevant information is just one click away from the researcher so that’s why it is considered the easy and convenient type of method to collect information for the researcher (Engle, 2012). 3. 4. 6 Evaluation of the findingsThe researcher has to evaluate its topic thoroughly and fully and he must also ensure this thing that whatever type of information the researcher has collected they all are relevant, authentic, verifiable and correct. A proper evaluation of all the details the researcher has collected must be made so that the researcher may ensure this thing that he/she hasn't done any wrong research. And all the data which he/she had actually collected is purely authentic and verifiable (Engle, 2012). 3. 4. 7 Proper citationCitation is very much important in conducting the research whatever type of data or information the researcher collects if it belongs to the work done by any other researcher then it is necessary for the researcher to cite the name of the other researcher if the researcher does not do so then it is considered as a crime. If the researcher will give proper citations to the researcher then it will have two types of advantages, the first will be that this thing will give a proper credit to the other researcher whose work was being considered while conducting the research, Moreover it will also provide ease to the other readers who are reading the particular article and if still if they feel any confusion into it they can go and check the correct mentioned citations and references and can clear the concept. Proper citation the particular researcher to make his work original and authentic if the researcher will not do the correct citation then some very severe kind of strict action will be taken against the researcher. There should be a proper format for the research in order to make citations into it. This involves including the name of the author along with the year of its publication including the tile and the page number and other necessary information should also be considered in this regard (Engle, 2012).

3. 5 Research methods for Data Collection

3. 5. 1 Qualitative method

To probe deeply into the research setting to obtain in-depth understandings about the way things are, why they like or dislike and how participants perceive them. It provides complex textual descriptions of how people experience a given research issue. It portrays information about the " human" side of an issue: contradictory behaviors, beliefs, opinions, emotions & relationships of individuals. It is effective in identifying intangible factors, such as social norms, socioeconomic status, gender roles, ethnicity, and religion etc. It is effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of particular populations. It aims to document feelings, emotions, sentiments and situations of the concerned population. The difference between qualitative and quantitative research may depends upon the followings: Analytical objectives, Types of questions they pose, Types of data collection instruments they use, Forms of data they produce and Degree of flexibility built into study design (Uma Sekaran, 2010).

5. 1. 1 Assumptions of the researcher

The researcher believes on multiple realities of the world, Meaning is situated in context. Understanding situation by viewpoints of participants, Generalization is not focus (Uma Sekaran, 2010).

5. 1. 2 Characteristics

The characteristics of qualitative method are general issue known as the foreshadowed problem instead of hypotheses, problems and methods tend to evolve over the course of the study as understanding of the research context and participants deepens, phenomena are examined in a natural context, and they are viewed from the participants’ perspectives, few participants involved in the study, data analysis is based on coding of data and verbal synthesis, the researcher interacts extensively with the participants (Uma Sekaran, 2010).

3. 5. 2 Quantitative method

It collects and analyzes data to explain, predict, or control the matter of interest. It describes current conditions; investigate relationships; studies causes and effects (Uma Sekaran, 2010).

5. 2. 1 Assumptions of the researcher

There is single reality in the world. We live in a stable, uniform, and coherent world. We can measure, understand, and generalize about our world (Uma Sekaran, 2010).

5. 2. 2 Characteristics

The characteristics of quantitative method are, It represents numerical data, uses formally stated hypotheses and procedures, uses a control to minimize the effects of factors that could interfere with the outcome of the research, it includes large numbers of participating subjects, an objective detached researcher, use of pencil and paper tests, questionnaires. Data analysis is statistical in nature (Uma Sekaran, 2010).

3. 6 Ethical Issues in Research

Respect for persons requires a commitment to ensuring the autonomy of research participants, and where autonomy may be diminished, to protect people from exploitation of their vulnerability. The dignity of all research participants must be respected. Adherence to this principle ensures that people will not be used simply as a means to achieve research objectives.

Beneficence requires a commitment to minimizing the risks associated with research, including psychological and social risks and maximizing the benefits that accrues to research participants. Justice requires a commitment to ensuring a fair distribution of the risks and benefits resulting from research. Those who take on the burdens of research participation should share in the benefits of the knowledge gained (Uma Sekaran, 2010).

3. 7 What Research Tools To Be Used

3. 7. 1 Qualitative Research Method

Semi-Structured Interviews

A semi-structured interview is flexible; it allows new questions to be asked during the interview as a result of what the interviewee says. Such types of interviews are the combination of the individual in-depth interview and the standardized, structured questionnaire. It is situated between the individual in-depth interview and the quantitative interview with a standardized questionnaire. It contains closed-ended, multiple choice and scale type questions, but also a lot of open-ended questions which, like in an in-depth interview, provide room for the individual train of thought of the respondent and allow them to shape their opinion. Close-ended, multiple choice and scale type questions are processed with the usual statistical analyzing methods used by quantitative analysis, while the results of the open-ended questions are processed in a qualitative way (Lindlof and Taylor, 2002).

Observation

Observation is a process for gathering detailed and sufficient information. It is not merely seeing anything it is the combination of hearing, seeing and using other senses to collect concrete information. Four purposes of observation are for evaluation, training, professional development and research. It is a difficult process of research because researcher may perceive differently and observant might act different while being observed. Observation is time consuming (Malderez, 2002).

Interpretations

It is defined as how people perceive the ideas or any phenomena about the research they have conducted. It can be useful to identify the points that need to be improved and also provide the basis of feedback for another research. Effective interpretation always results when the researcher shows his/ her interest and detailed knowledge about the research. Interpretations need to be original and justified so that the research conducted could produce better results (Sam H. Ham, 1997)

3. 7. 2 Quantitative Research Method

Close-Ended Questionnaires (10-15 close ended questions of Likert scale)A close-ended is a questionnaire format that limits respondents with a list of answer choices from which they must choice to answer the question. Commonly these types of questions are in the form of multiple choices, either with one answer or with check-all-that-apply, but also can be in scale format, where respondent should decide to rate the situation in along the scale continuum, similar to Likert questions (Dillman et al, 2009).

Methods for Data Analysis

Statistical Package for the Social Sciences (SPSS) Software will help us to analyze the data properly it is used for detailed access to data which helps in the preparation, analytical reporting along with graphics and modeling.

3. 8 Why These Research Tools will be used

3. 8. 1 Semi- Structured Interviews

Semi structured interviews provides the opportunity to the interviewers to ask questions to the participants relevant to the research problem as the researcher knows before what he has to ask from the participants. It should be pre planned so that the participants find it easy to answer the required questions. It also saves the time at both ends (Lindlof and Taylor, 2002).

3. 8. 2 Close-Ended Questionnaires

The advantage of using close-ended questions is that such questions reflect uniformity among the participants. This type of questions gives concrete answers/responses to the problem. The participants could easily answer the required or relevant questions asked by the researcher. It also saves the maximum time of both the participants as well as the researchers (Dillman et al, 2009).

3. 9 Conclusion:

The research tools that we are using which includes close-ended questions and semi-structured interviews. The researcher would be able to analyze or understand the research problem in detail. Qualitative research is suggested during preliminary phases of the research while quantitative research is suggested during latter phases of research projects. Mixed method research demonstrates the complete knowledge necessary to inform theory and practice. We are using descriptive research design to make a comparison between two hotels Avari and Park Plaza. We will distribute questionnaires to a sample size of 50 employees from each organization. We will make a close-ended questionnaire of Likert scale comprising on 10 to 15 questions for the departments like HR, Housekeeping department, food and beverage and front desk officers. We will conduct semi-structure interviews and observations from the heads of above mentioned departments. We will cover in our questionnaires that how succession planning is being implemented in both hotels and what type of strategies are used to motivate employees and reduce employee turnover. Statistical Package for the Social Sciences (SPSS) Software will help us to analyze the data properly it is used for detailed access to data which helps in the preparation, analytical reporting along with graphics and modeling.