

Factors Affecting Sales Employee Turnover in Hotel & Travel Industry: A Literature Review

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Abstract: Human Capital is the lifeline of an organization. In fact, until the development of artificial intelligence, it may use Human Capital to complete any desired action and to create any other form of capital. Human capital contributes knowledge, experience and the competencies to achieve the firm's goals. Thus, in an organizational decision making process is important to make the perfect choice on employee recruitment, employee development and employee retention. From the firm's point of view, taking the correct decision in hiring, training and retaining human capital is vital as the process involves time, effort and money. Employee turnover is usually not an immediate decision but a process that accumulates over time. Scholarly have stated that it usually starts with a shocking event, often a psychological contract breach. Many employees become disconnected from work long before they leave, and these employees have negative effects on the organization resulting in lowering of organizational commitment, absenteeism increases, productivity lowers. This paper examines previous researchers' findings, concepts with theoretical background to the Travel Agents and Operators of the hotel industry. Some of the theories related to the field such as Maslow's Hierarchy of needs, Two Factor Theory, Motivator Factors, Vroom's expectancy theory and some other related theories are presented here. Based on the findings of the literature three independent variables were selected for this study are Remuneration, Working Environment and Career development as the factors affecting employee turnover. Job Satisfaction is considered as the Mediator Variable and Sales Employee turnover is the dependent variable. Furthermore based on the objectives of the study four hypothesis were developed. Employee turnover is a problem faced by most organization and is highly researchable topic in the current context. Therefore this study is useful for several parties as there has been no research conducted particularly on factors affecting Sales employee in the travel agents and operators segment.

Key Words: Tourism, Employment, Employee Turnover, Hotel & Travel Industry, Employee Retention

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I. BACKGROUND OF THE STUDY

The success of any organization is directly influenced by the performance of the employees it consists. Organizations that clearly understand the impact of its human capital are better able to manage and retain them. Human Capital including employee knowledge, skills, experience, abilities, personalities, internal and external relationships attitudes and behavior are crucial in building the firm's specific advantage. Thus, retaining such talented assets within the organization even in difficult time is vital to its success and survival (Greenberg & Sweeney, 2010). 'Although the rate of employee turnover is different from one location or sector to another, it is relatively high in tourism. Voluntary turnover occurs in unpredictable frequencies, while it is mostly amongst staff occupied at operational levels (Milman, 2003)'.

Even though the advancement in technology, strongly built company culture and ethics, it is still identify a pattern of high employee turnover in identified segments of our economy. Turnover is a crucial factor to the organization as it produces both negative and positive consequences (Phillips and Connell, 2003). Employee turnover is costly both to the employer; as the firm invests more time and effort in hiring, training and retaining its employees (Grobler and De Bruyn, 2011) and to the employee; as it direct deals with their career development. This decision will mainly depend on employee satisfaction level. Berry (1997) indicated service sector organizations need to continuously ensure the satisfaction of their employees. When organization satisfy their employee, they become more effective (Robbins & Judge, 2007). Further, Masri (2009) affirmed that these satisfied employees are believed to form an effective labor force and become an important asset for the organization's effectiveness.

With the help of human resources, an organization will be able to progress its business however due to employees various needs it becomes difficult to retain their employment. As employee's satisfaction will affect their obligation to work and lead them to retain/ resign from the organization physically and/or mentally

(Pathak, 2012) understanding the employee needs to achieve their satisfaction is essential to retain them (Masri, 2009).

Problem Identification

In today's dynamic labor market, organization regardless its, size, technological advancement and market focus faces employee retention challenges. Given large level of investment in employees, companies need to reexamine their retention strategies to compete and hold its human capital.

This employee turnover rate is experience high in tourism and hotel industry with special reference to travel agent and operators regardless its immense contribution for economic growth. In this segment, the sales employees at operational level resign much sooner compared to the other divisions.

Despite the initiative provided to travel agent establishment, it is evident to see high employee turnover especially among sales agents in these segment, which is questionable?

When a firm is supported by the government, it is in a better financial position to increase its performance as the environment is favorable to them. In such a situation, why do sales employees who are directly involved in generating profits of such progressing segment of the economy leave the organization?

Significance of the Study

Travel & Tourism is an important economic activity in most countries around the world as the industry not only generates foreign exchange income to the host country, but also creates employment opportunities in several segments, encourages the development of services and economic growth and development. As a result, many developing countries have given prominent priority to this sector in pursuing economic growth and development.

The world's largest economic sectors, Travel & Tourism creates jobs, drives exports, and generates prosperity across the world. In the annual analysis of the global economic impact of Travel & Tourism, the sector is shown to account for 10.4% of global GDP and 313 million jobs, or 9.9% of total employment, in 2017. The importance of this progressive segment in Sri Lanka is evident in 2017 with a direct contribution of 404,000 jobs (5.1% of total employment). This is expected to rise by 2.2% per annum to 522,000 jobs (6.4% of total employment) in 2028. This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes for example, the activities of the restaurant and leisure industries directly supported by tourists. Meanwhile in 2017, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry was 11.0% of total employment. Furthermore, the direct contribution of Travel & Tourism to GDP was LKR687.4bn (USD4,467.7mn), 5.3% of total GDP in 2017. And it is forecast to rise by 5.1% in by 5.7% per annum, from 2018-2028 (Sri Lanka Tourism Development Authority, 2018)

Thus, by nature, tourism is about people; it is a peoples sector in all its aspects and dimension. As tourism industry is heavily dependent on the human element (apart from natural resources, infrastructure and capital) people are the fundamental element essential for smooth operation and development of the tourism industries as a whole.

Tourism

Tourism is an industry capable of changing the economic, socio-cultural and environmental phase of the world. Remarking as one of the largest and fast growing industries, it has the potential to influence the lifestyle of people and communities through its contribution towards the country's growth, breaking down the barriers between people of different parts of the country. According to the world travel and tourism council Travel and Tourism relates to; ".....all the activity of travelers on trips outside their usual environment with a duration of less than one year. Economic activity related to all aspects of such trips is measured within the research" – World Travel and Tourism Council.

Tourism and Employment.

Stemming down, as a demand side phenomenon, tourism demonstrates to the activities of visitors and the participation in the acquirement of goods and services. Because tourism can make a great impact on development of Sri Lankan economy, employment opportunities and regional development (Edirisinghe, 2014) Whereas, viewing from the supply side, it should be elaborated as the set of productive activities that mainly caters for visitors. Thus tourism sector plays a vital role creating employment opportunities. Therefore labor should not be treated simply as variable costs, but as human capital. A high-quality skilled workforce will ensure greater competitiveness and innovation, increasing job prospects and ease the process of adjustment in changing markets. Given that, employment and human resource issues should be key topics for research and analytical studies in the tourism industries.

Tourism employment can be classified at two separate levels depending on their participation in or contribution to tourism supply-side. Front offices in hotels, restaurants, travel agencies, tourism information offices, aircrafts, cruise lines, resorts or shopping outlets provide direct employment because their employees are in contact with tourists and cater for tourist demand. Tourism also supports indirect employment in activities like restaurant suppliers, construction companies that build and maintain tourist facilities, as well as necessary infrastructure, aircraft manufacturers, various handicrafts producers, marketing agencies, accounting services.

Further, it is also vital to have a clear understanding of travel agency; for convenience the Sri Lanka Tourism Development Authority (SLTDA) has categorized the various tourism establishments. They are: "Tourist Hotel, Guest Houses, Bed and Breakfast Units, Restaurants, and Travel agency, Boutique Villas, Tourism Shops, Heritage Homes and Water Sports. Travel agency is defined "as a retail business, that sells travel related products and services, particularly package tour to customers, on behalf of suppliers, such as airlines, car rentals, cruise lines, hotels and railways, sightseeing tours and tour operators. In addition to dealing with ordinary tourist, most travel agencies have a separate department focused on arranging travel itineraries for business travelers as well. And certain travel agencies specialize in commercial and business travel. However, regardless the immense contribution of these travel agencies to the Travel and Tourism Sector around the global and significantly in Sri Lanka, It is evident to see an increase in employee turnover specifically in Sales department of Travel Agent and operates.

Employment and Employee Turnover

Turnover is acknowledged to inflow and outflow of employees of an organization. Phillips and Connell (2003) emphasized the turnover of an enterprise as the opposite of its retention. It is calculated through a percentage relation among employee intake and outflow related to the average number of employees, during a specific period, regardless of the reasons which cause that flow. Turnover is classified into two types: involuntary and voluntary. When human capital leaves the organization voluntarily, it is necessary to identify the reasons of turnover, because of the importance of retaining better talents.

Employee turnover is costly both to the employer; as the firm invests more time and effort in hiring, training and retaining its employees (Grobler and De Bruyn, 2011) and to the employee; as it direct deals with their career development. This rate is influenced by many factors. Examples of these factors include low job satisfaction, low financial returns, no career development, emotional labor, working hours, unsociable working conditions, seasonality, and unsatisfactory working relations.

However, this study will consider, career development opportunity and working environment as it independent variable. Job satisfaction as the mediatory variable and the sales employee turnover will be identified as the independent variable.

Theoretical Justification and identification of gap

Any business requires labor for smooth function. This statement applies equally regardless the economic model a business operates, with labor as one of the four factors of production whether it's a Marxist economy, which highlights 'labor power' or a modern economy that place importance on human capital or social capital. Even in the future if organizations have 'virtual' employees, they will need to treat them as a resource, thus when an employee leaves, it will have an immense impact not only on the organization, but also to the individual employee gradually the society (Mobley 1982). These effects can be positive or negative functional, thus a greater understanding of the process of labour turnover can improve retaining these human capital. There is a gap in literature to identify the factors affecting sales employee turnover decision in Sri Lankan context specifically among the travel agent and operators. Thus the research paves to reduce the gap in the existing literature.

And also this paper examines previous researchers' findings, concepts with theoretical background to the Travel agents and operators of the hotel industry. Based on the findings of the literature three independent variables selected for this study are Remuneration, Working Environment and Career development as the factors affecting employee turnover. Job Satisfaction is considered as the Mediatory Variable and Sales Employee turnover is the dependent variable. Furthermore based on the objectives of the study four hypothesis were developed. Employee turnover is a problem faced by most organization and is highly researchable topic in the current context.

Research Questions

The rapid turnover of staff is addressed as one of the most enduring problem of human resource in the tourism sector (Bonn, 1992). Based on the research problem identified above, research questions can be developed as follows to match with this paper;

- What are the previous researchers' findings, concepts with theoretical background to the travel agents and operators of the hotel industry in relation to employee turn over?

- What are the key factors affect to the sales employee turnover decisions of Travel agents and operators in the hotel industry in Sri Lanka

Research Objectives

Following objectives are expected to be achieved.

- Examine what are the previous researchers' findings, concepts with theoretical background of employee turnover in relation to the Travel agents and operators of the hotel industry?
- Identify what are the key factors affect to the sales employee turnover decisions of travel agents and operators in the hotel industry in Sri Lanka
- Building conceptual framework & developing Hypothesis

Employee Turnover

The subject of employee turnover is a critical problem organizations have dealt with for a long time. The initial topics studying turnover primarily focused on "rates of departure" (Greenwood, 1919) and "stability of employment" (Fish, 1917) which began in the beginning of the twentieth century and employee turnover is investigated ever since then.

In this dynamic environment, employees are an important asset to every company, business and organization. In fact, the success of every company or business is entirely dependent on the effectiveness of its workforce (Samuel and Chipunza, 2009). A business may invest a lot of resources into its core operations and activities, but without a highly effective human resource, success in the long run cannot be achieved (Ton and Huckman, 2008). Thus when human capital leaves the organization, it is necessary to identify the reasons of turnover because of the importance of retaining better talents and due to the incomparable contribution human capital.

In this competitive and people-oriented business environment representing the modern travel agency and operators in hotel industry, frontline employee such as sales staff performance represents a crucial component of service (Karas, 2017; Yang, 2010). However, retaining such professionals is a permanent challenge in this segment (Travel agents and operators). These organizations are continuously finding various technic and approaches to reduce employee turnover - particularly the turnover of skilled and talented employees (Meisinger,2007; Nazarpoori et al., 2017; Ready and Conger, 2007). Deery (2008) has proposed various methods to retain good staff such as allowing flexible work arrangement such as sharing work load, working from home, providing flexible working hours, determining the right staff levels, allowing sufficient breaks during the working hours, practicing good management practices, providing health and training opportunities during working hours. These strategies and activities often requires travel agency to spend a significantly large amount of resources, to ensure that its employees are content with their jobs and work optimally to achieve the set organizational goals and objectives (Glebbeek and Bax, 2004).

Turnover intentions refer to one's behavioral attitude to leave an organization, while turnover describes the actual act in detaching oneself from an organization (Aydogdu and Asikgil, 2011). While "Employee turnover refers to the proportion of employees who leave an organization over a set period (often on a year basis), expressed as a percentage of total workforce numbers" (CIPD, 2014). Turnover can also be understood as the inflow and outflow of employees of a business entity and is considered one of the most important organizational phenomena, because it requires the management to understand, analyze, evaluate and handle its costs. A high rate of employee turnover is considered one of the most severe issue face by the travel agents and operators (Karatepe, 2012). High employee turnover not only leads to direct financial costs, but also results in mediocre organizational performance with low quality, lessen the efficiency, decreases morale and service disruptions (Pizam and Thornburg, 2000; Simons and Hinkin, 2001; Jang and George, 2012). Armstrong (2012) defines employee's turnover as the rate of people leaving an organization, he stated that turnover can be disruptive and costly to the organization as it drains lot of resources to educate and empower these employees, only to have them leave the company and render their services to competitors. A company with a high rate of employee turnover will fail in performance in the long run (Tracey and Hinkin, 2008).

Conversely, a low rate of employee turnover is unavoidable even when the environment is almost perfect because some employees have to retire, move onto another organization, or leave for other reasons such as ill health, death, and personal reasons amongst others (Allen, Bryant and Vardaman 2010). This level of turnover doesn't negatively affect the organization.

Types of Employee Turnover

Staff turnover that can occur in any organization might be either voluntary or involuntary. Voluntary turnover refers to resignation initiated by employees. These are initiated by the employee out of their own will for example for better salary while involuntary turnover is the one in which employee can no control in the termination, causes maybe due to long term sickness, death, migration, employer terminating. (Heneman, 1998).

Voluntary turnovers are further distinguished into functional and dysfunctional turnovers. Functional turnovers are the termination of below average performers and dysfunctional turnovers refer to the resignation of effective performers. Dysfunctional turnover is of greatest distress to the organization due to its negative effect it produces. Dysfunctional turnover could be further categorized into avoidable turnover caused by lower compensation, poor working environment) and unavoidable turnovers like migration illness, death which the organization has no control (Taylor, 1998). Dysfunctional turnover is harmful for the organization as when they leave the cost of investment in recruiting them is high and it would be difficult to replace them when left from complex projects or procedures.

Voluntary Employee Turnover

Turnover is understood as meaning, 'voluntary termination of employee from the organization'. This refers to 'cessation of membership'. This is important because there are occurrences where the employee can/cannot control the leaving process. Therefore all termination should not be confused with 'voluntary termination'. Involuntary turnover may occur for diverse reasons such as the need to reduce cost, restructure the organization or for reasons related with an individual employee such as poor performance. However voluntary and involuntary turnover has their own limitations. For example, in an exit interview of an organization, records of resignation may misrepresent the degree to which the decision was voluntary. The interviewers will not wish to get the true reason for resignation as it would have a negative impact on the organization (Campion 1991).

Measure of turnover

Organizations use a relatively crude measure of turnover such as below to measure turnover. (Marchington and Wilkinson 2000). However, this does not differentiate cases where employees leave on their own and in which they don't have any control. This does not also distinguish where people left because they were dissatisfied from cases where people left because of ill health or where they retired.

A Crude Measure of Turnover

$$\frac{\text{Leavers in a year}}{\text{Average Number of staff in post during year}} * 100$$

		Actual Turnover Type	
		Avoidable	Unavoidable
Perceived Turnover Type	Avoidable	✓ Fit <i>prevention orientation</i>	X Non-fit <i>spurious prevention</i> Type I error (Ho = Turnover is avoidable)
	Unavoidable	X Non-fit <i>spurious control</i> Type II error (Ho = Turnover is avoidable)	✓ Fit <i>control orientation</i>

Avoidability Matrix

Source: Cited by Abelson, 1987

Where an organization is able to identify that the particular voluntary turnover is beyond their control, they should seek to manage turnover post hoc, rather than spend on theorized preventative measures like increasing salary. If all instances of turnover appear to be unavoidable, this could redirect the focus of resource spending, so that managers look to minimize the disruption and inconvenience of an inevitable phenomenon (a control model). If however each instance of turnover appears to be avoidable this offers the potential for directed intervention (a prevention model).

Model of withdrawal decision process.

In 1977, Mobley stated there is a relationship between job satisfaction and turnover, but that it is no particularly strong (Mobley, 1977). It describes how a person decides to stay at his job or not. The model developed by Mobley, Horner & Hollingsworth (1978) demonstrates the behavioral phases an employee experience from the initial stage of job dissatisfaction to the turnover decision. Mobley studies explains employee's decision to leave a job occurs in multiple stages. He simplified the steps that came between the feeling of job dissatisfaction and the turnover decision (Mobley, 1977).

The primary aim of his study revealed how the variables in the model contributed to turnover. It starts with the feeling of job dissatisfaction, followed by the thought of quitting. Intention to quit is the last step before actually quitting the job. His questionnaire measured the overall job satisfaction and certain job satisfaction factors (Ex: The work performed, Pay, Supervisor and Co Workers support, recognition and promotion and intention of quitting)

Mobley further categorized two types of turnover that are related with employee's turnover. First is the avoidable turnover referring to the employees deciding to leave an organization because of dissatisfaction with their current work job and during this phases the organization can interfere and prevent employee from leaving by monitoring employee satisfaction levels (eg; by administering questionnaires that measure employee satisfaction). As employee's satisfaction or dissatisfaction with their present work is the initial stage of the model, organizations should address this concern first.

The second form of turnover this model explains is unavoidable turnover. Here employee leave and the organization can do nothing to prevent the employee from quitting. There are many situations that occur where an employee has to leave their current job and it is out of the organization's control to keep them from doing so. Examples of such situation are spouse getting a new job in a new location, responsibilities towards family member.

In the current context, turnover is indirectly affected through job satisfaction. The influence of job satisfaction is also indirect through thinking of quitting, search and evaluation of alternatives and the intention to quit. The probability of finding another alternative has an effect on employee's intention to search for other jobs as well as the intention to quit (Mobley et al., 1978).

The turnover decision process

Employee turnover is usually not an immediate decision but a process that accumulates over time. It usually starts with a shocking event, often a psychological contract breach. Many employees become disconnected from work long before they leave, and these employees have negative effects on the organization resulting in lowering of organizational commitment, absenteeism increases, productivity lowers (Branham, 2005).

They also engage in lower performing and indulge in fewer organizational citizenship behaviors (Cropanzano, Rupp, & Byrne, 2003) which include individual behaviors that are not a part of the employee's job, thus employee behavior beyond the contract (Robinson & Rousseau, 1994). If there is a gap in the career needs expected by an employee and the career development programs conducted within an organization, they might develop a cause of turnover intention (Gibson, 1994).

The psychological contract is an unwritten contract between the employer and employee containing their obligations towards each other. When the employee begins to feels that his expectation isn't met or has feelings of inequity, a breach of contract is made (Robinson & Rousseau, 1994). Some research has shown that when the employee feels that the psychological contract has been breached it can lead to higher turnover intentions. There is also a relationship between psychological contract violations and certain employee attitudes and behaviors, such as job satisfaction, organizational commitment, organizational citizenship behavior' and performance (Pao-Ling Chin & Min-Li Hung, 2013).

Employee Retention

Employee retention is the opposite of employee turnover. It is the "effort by an employer to retain necessary employees in order to meet the business objectives" by keeping the right people on the right jobs (Frank, Finnegan and Taylor 2004: Hassan et al. 2011). CIPD (2014) define "retention as the degree to which an employer maintains its employees and is measured as the share of employees with a specified length of service usually one year expressed as a percentage of overall workforce" Retention is vital for an organization as it guarantees that the organization keeps hold of its best employees, thereby confirming high productivity. (Gberevbie, 2010) argued if suitable employee retention strategies is implemented by organizations, employees will surely remain and work for the successful achievement of organizational goals. According to Olowu and Adamolekun cited in Das and Baruah (2013) "it is becoming more important to safeguard human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations". Thus, for an organization to achieve its goals, suitable policies for employee staffing and retention are necessary (Das and Baruah 2013).

Walker (2001) defined 07 factors that can improve employee retention: compensation and appreciation of the accomplished work, providing of challenging work, promotions and environment to learn, invitational atmosphere within the organization, positive vibes among colleagues, a healthy work life balance and good communications". Das and Baruah (2013) stated that if these factors exist in an organization(Work environment, training and development, leadership and employee retention, promotion and opportunity for growth, compensation and rewards, participation in decision making, work life balance and Job satisfaction) the

possibility of employee leaving the organization is reduced. “Kehr (2004) suggested that together all this might be taken as inviting employee engagement. If the above factors are present in an organization it will not only help to attract new employees into the organization but will also lead to the retention of existing employees (Das and Baruah 2013).

Causes of High Employee Turnover; Travel agent and operators in Hotel Industry

In the midst of the existing literature, travel agency and operators has one of the highest employee turnover rates of the Hotel industry, making the issue a serious challenge for organizations in this sector. Below are some frequent identified factors.

The high rate of employee turnover in the travel agency and operators has been linked to the low-skill requirement in most of the entry-level positions (Taylor and Finley, 2010). The low-skill requirement means that sales employees when joining the organization receives poor initial salary and are also easy to replace. However, while the high wages might be expected to contribute towards employee retention, they actually reduce the “flexibility of labour options for employers,” therefore any drop in demand in the industry is met by laying off of some employees.

Work-life conflict has also been associated with the high employee turnover rate. Basically, work-life balance is an important factor that usually determines the satisfaction of employees with their work (O’Leary and Deegan, 2005). The travel agency and operators segment however, is more related with poor work-life balance (WLB) than other industries. Bloome, Rheede, and Tromp (2010) states that work-life conflict contributed considerably to turnover intentions for employees within the hospitality industry. Their study cited lack of organizational support and dissatisfaction with the environment are the main causes of the work-life conflict. Female employees are the most affected by this factor due to their responsibility of bringing up children, particularly following birth. Travel agency and operators who characterize abnormal working hours mean that the motivation of sales employee is likely to be poor.

A study of hospitality workplaces by Poulson (2009) reported that the motivation of employees in this sector to work is affected negatively by dissatisfaction with low pay, relationship with their supervisors and the general working environment.

Dissatisfaction with the development of their careers is vital factor that pays to the high employee turnover rate in the industry (McGinley et al. 2014). This occurs as most sales employees usually consider work opportunities as stepping stones to better opportunities in other industries resulting with the intention of remaining and building a career (McGinley et al. 2014).

Employee stress is also a common issue in this industry. Failure of technologies and personal tensions in the workplace have been quoted as the main causes of stress in the workplace and they can cause the employees to contemplate leaving their job (O’Neill and Davis, 2011).

Further sales employment in the Travel agents and operators segment consists of generations who were currently completing or had just completed higher education qualifications in hospitality and tourism. Studies found that the present generation has precisely different expectation and preferences from careers from those of earlier generations; for example expectation with regards to pay, qualification for entry and long working hours. They are creative and technologically literate but always look for quick results in terms of pay and recognition. Further the image of careers in industry among the younger generation remains poor, That is, the career aspirations of hotel students are negatively influenced by exposure to the industry and the realities of working life. This is also a merging reason for sales employee turnover in this sector.

Bai (2006) summarizes that turnover decisions of employees are influenced by such job characteristics as “employee feedback, identification of tasks, interaction between individuals and their opportunities for friendship” (p. 40). Effective communication between employees at various levels and management recognition of employee job performance are essential to promote role clarity, and lessen job tension. In addition, labour shortage results in the recruitment of some unqualified managers with a poor attitude towards their staff. It creates disappointment, negative benchmarking and expectation towards their work. Especially, support, encouragement, guidance and help from management and colleagues are likely to promote a harmonious working environment in which employee job satisfaction is likely to sustain which will reduce employee turnover.

Although there are several factors causing turnover for this study the researcher has identified the below three as the most influential causes namely; Work Environment, Career development and Pay which will be explained below.

Working environment

Work environment refers to the working conditions in which employees have to carry out their duties on a day to day operation. These conditions include work schedules, reporting times, nature of supervisors, nature of work and work flexibility among others (Lee, Back and Chan 2015). Wells and Thelen cited by Das

and Baruah (2013) “stated that organizations which have great HR resource policies, have a good potential to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term”. Challenging work conditions can result in increased job stress amongst employees, which can initiate the intention to leave (Kokt and Ramarumo, 2015). On the other hand, employees’ satisfaction with their work environment is positively impacting and causing them to stay with the organization. Thus when the employees are motivated and satisfied they are happy and become effective at their work conditions. Considering the abnormal working hours expected from sales employees to meet the meets of the clients with minimum response time, an ideal work environment for employees consists of an atmosphere that allows the employees to mix personal and work relationships and accommodate special needs”

Though the monetary factors such as bonus, salary and allowance play a vital role, non-monetary benefits including flexible working environment are gradually being used as a tool in managing and improving employee turnover

The rise of flexible working environment has changed the arrangement of demographics at workplace (greater female working population, more dual income and single parent families, increased hours spent at work), socio-cultural changes , technological advancement (Usage of computers, Mobiles, Internet). Scandura and Lankau (1997), stated that flexible work environment offer benefits such as less stress, better job enrichment, lower tardiness and absenteeism, greater job satisfaction, and higher productivity. Sound working environment has helped organization to compete with other firms in getting and retaining best workers. It creates opportunity for employees to work in accordance with their biological clock, decrease costs of commuting and devote more time leisure activities . Higher job satisfaction and savings, coupled with lower work-family conflict, are especially appealing to employees and serve as the main motivators for their decision to opt for flexible working arrangements.

Based on the existing literature Flexible working Environment has five construct namely flex time, job sharing/part-time work, flex leave, flex career, and flex place or telecommuting. Working definitions of these five constructs of flexibility are given as follows:

1. Flex time – An arrangement that allows employees to select their starting and ending working ours within limits established by management. Normally it involves crucial hours when all employees must be present. Although starting and ending times vary, employees are required to work a standard number of hours within a given time period.
2. Job sharing – This is a popular flexible working arrangement, whereby two employees voluntarily share one full time position with pro-rated salary and time. Under job sharing, each employee works part time. Sometimes, people who share jobs are termed ‘partners’.
3. Flex leave – This refers to paid time off for personal/family reasons, parental leave, and family leave to care for a sick or elderly relative
4. Flex career – allows employees to multiple entry points to career, the option of interspersing full-time with part-time work, and spending time out of the labor force attending to family responsibilities or personal development (Hardy, 2008).
5. Flex place or telecommuting – when some or all work is done at a location other than the regular worksite, usually the employee’s home or a satellite office. Thus, telecommuting implies that the employee is linked to office via technology.

Career Development.

“Career development involves creating opportunity for promotion within an organization by providing opportunity for training and skills development that allows employees to improve their employability in the market” (Meyer and Smith, cited in Das and Baruahm, 2013).

Career development ensures that an employee is successful in their career resulting in career satisfaction. The performance of employees is likely to be better when they perceive the opportunities for career development within their organization or industry is high (Das and Baruahm, 2013). Additionally, organizational support for career development has been associated with a reduction in voluntary exit by employees as they are likely to perceive career development opportunities within the organization as high (Kraimer, Seibert, Wayne, Liden and Bravo 2011). Talented employees are required to maintain a competitive advantages and employees want career growth to develop and rise on the career ladder. Such methods include advancement plans, internal promotion and accurate career previews at the time of hiring (Prince, 2005).

The primary objective of employee development programs is to enhance employee capabilities. When an organization invests in improving the capabilities, knowledge and skills of its employees, the return on investment is in the form of more productive and effective employees. Many studies have proved that when organization invest in its employees, they in turn reciprocate in positive attitudes that commensurate with the amount of obligation and commitment they feel for the organization (Wayne *et al.*, 1997).

By definition employee development is the process of collaborative and consistent effort of employee and employer duties with the aim to improve employees' attitudes, knowledge, experiences, skills, and abilities, thus to improve their overall effectiveness. Employee development is the one that satisfies an individual's career needs and goals and the organization's requirements. Organizations should understand that it is not only the past performance but it is the employees' future personal development that makes the difference.

Employee development is a very complex process. There are various ways in which organization implement this among the sales staff. Noe *et al.* (2005) broadly divides them into four – formal education, interpersonal relationships, assessment, and job experiences. As skilled employees benefit both the employees and the organization, both should contribute their respective share to the process. Organizations are required to provide a flexible working environment and opportunities for continuous learning and practices to meet the change demand of the business. Employees should take use of such opportunities with serious commitment to constantly update their skills. This can be through periodic training programs, constant motivation in the workplace, employee empowerment, promotion and bonus programs (Samuel and Chipunza, 2009).

It is well proven that learning opportunity and career development is an important retention strategy which is beneficial to the organization. Training of new and existing employees ensures that they are comfortable in their work environment as they are provided with the necessary knowledge to carry out their work with much ease and reduces the chances of the employees getting frustrated in their new position (Lashley, and Best 2002). Employees who feel they have the chance to develop their career in the workplace are more satisfied with their jobs and are, as a result, more likely to remain loyal to an organization. Proper innovation and assimilation of knowledge is essential for the survival in any work environment thus knowledge is the most expensive asset of any organization”.

Career development thus affects jobs satisfaction which in turn affects staff retention. An organization that provides sufficient career scope retains their employees better. Employee development has a dual purpose of serving both the organization and the employee in achieving mutual goals. It makes an employee realize that some way or the other organization takes care of him/her and about his/her progress toward personal or organizational goals. When organization provides training to its employees, it help them in their career development which they want and need. Employees' sense of advancement and skills lead to increased productivity for them and their team. They will have more fulfilling work and are less likely to leave your company. This provides an immediate benefit to an organization's bottom line – reduced employee turnover! Dhār (2015), stated that training of employees also improves the output of the employees leading to higher quality services which improves the value of the employees to the organization thereby improving the desire of the organization to keep hold of them in the long term.

Remuneration

As described by HR Focus (2007), by the Society for Human Resources Management (SHRM) 2007 Job Satisfaction Survey has found that satisfied employees retain in the organization and compensation and benefits were placed equally as the most important elements of job satisfaction. Studies of hotel employees, Lee *et al.* (2006) stated “service reward and pay has a potential influence on job satisfaction and the commitment employee possess” In the studies by Dwyer *et al.* (1987) and Jones (1986), better pay leads to higher job satisfaction ultimately resulting employee turnover intention. Rewarding and clear pay system makes employee feel appreciated and wanted, which improves their bond with the organization, it also leads to job satisfaction and a higher probability of staying within an organization. (Jehanzeb, Rasheed, Rasheed, and Aamir, 2012). Organizations need to examine the forces that govern the extent to which rewards satisfy people as this contributes to their engagement. (Armstrong 2008, p.134) Pay and salary rewards have a permanent impression on employees which in turn gives the employees an impression that they are valued in the organization (Silbert, cited in Das and Baruah 2013).

Pay is viewed as part of the sanction system used by the organization to motivate compliance with its rules and regulations (Mueller and Price, 1990). For the individual employee, pay is viewed as an important reward or outcome. In human resources management, Meltz and Marzetti (1988) proposed the use of salary as economic incentives to enhance nursing job satisfaction and retention.. A negative relationship between pay levels and turnover has been frequently reported in the literature. Yet in spite of this evidence, little is known about a cognitive variables which mediate this relationship (Motowidlo, 1983). Human capital theory proposes that, other things are constant, a given sales employee will have a greater chance of leaving a low-paying job than a higher-paying one, Vice Versa.

Efficiency wage theory (Akerlof, 1984; Yellen, 1984) also suggests offering a higher pay than the average market level will help to retain potential workers. Empirical findings have supported this contention (e.g. Brown *et al.*, 2003; Trevor *et al.*, 1997; Harrison *et al.*, 1996).

Equity theory highlights that pay satisfaction is caused by feelings regarding the fairness of one's pay. The theory holds that an employee psychologically compares the ratio of input with the outcomes including pay.

If the ratios correspond, pay equity and satisfaction result. If an employee's pay is perceived to be less than another's, feelings of being inequitably underpaid may ensue. Thus the intention to quit initiates from here.

Lawler (1971) offers a similar approach suggesting that pay satisfaction or dissatisfaction results because of the difference one feels on what he should receive and how much pay one does receive. Pay dissatisfaction is sufficiently common that a finding of a lower rate of satisfaction with pay than with other job components can be anticipated, and even predicted (Lawler, 1990).

As per Lazear (1999), he found that age-pay profiles are steeper than age-productivity profiles. He also emphasized improves and better wages serve not only as reward for improved skills but also an incentive and a good retention device.

These above discussed employee turnover factors are directly affected by Job Satisfaction and motivation an employee receives from their employment. The next section consists of various studies and theories in use to study the motivation and satisfaction levels.

The Mediatory Variable; Job Satisfaction

Most researchers agree that job satisfaction refers to the feelings one has about one's job (Locke, 1976; Robbins and Coulter, 1996) there are many studies relating to job satisfaction. Various scholars have defined on Job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1969, p. 316). Spector's (1997) view it as a way of people feel about various aspects their duties and responsibilities in a job. As per the victor room (1964), he states in a case where employee is positive and effective in their performing duties and responsibilities, and then the person is satisfied in his or her job. Also job satisfaction is defined by Newstrom (1986) as it is the perspective of an employee, whether is favorable positive manner or unfavorable negative manner. Job satisfaction is defined by Hoppock (1935) as any environmental, physiological, psychological combination which affect an employee to consider his job as a gift. The importance of job satisfaction has been largely emphasized in the literature, because of its positive affect on job performance (Lu and Gursay, 2013; Rich *et al.*, 2010; Ziegler *et al.*, 2012), firm performance (Chi and Gursay, 2009) and customers' perception of service quality, satisfaction and retention (Torres, 2014).

Mullins (2010) argues that job satisfaction and motivation are two different concepts. Job satisfaction is interconnected with motivation; however, the connection is not hundred percent vibrant. Satisfaction levels within the work environment are more of an individual defiance. As an instance, it can be linked with the individual sensation of an accomplishment. (Mullins, 2010). Motivation and job satisfaction is more or less the same where it can be explained a those two aspects are inter dependent. That is if the employee is satisfied, then he is motivated and vice versa.

The expression job satisfaction represents how much an individual experiences pleasures in the organizational context. It is the reflection of the convergence between individual personal interests with what is given by the organization (Baotham *et al.*, 2010). With respect to the impact of job satisfaction on turnover intention, many studies (Choi, 2006; Kim, 1998; Lee and Lee, 2003; Mobley, 1982; Price, 1977) conclude that highly satisfied employees are less likely to seek new employment.

Bethke-Langenegger *et al.* (2011) presented empirical evidence for the positive and significant influence of talent retention on job satisfaction. Hoffman and Ingram (1992) stated if a business wants to meet the needs of its customers, it must primarily satisfy its employees. Front-line workers' such as the sales employee's overall job satisfaction is positively related with their customer-oriented behavior.

Generally speaking, satisfied employees create satisfied customers (Karl and Peluchette, 2006). Employee satisfaction not only ensures customer service quality, but also contributes to employee retention and reduces turnover.

Hierarchy of needs

Maslow (1954) introduced the different levels of human basic arranged in a pyramid style, which is to be achieved step by step. Maslow explains that first tier needs from the base required to be fulfilled and gradually needs to reach the top levels of desires, hence he has explained his theory using a pyramid. He further explained that the needs can be further categorized in to two sections, such as deficiency of needs which includes psychological needs and safety and the second category is growth needs which includes the belongings, self-actualization and self-esteem. However, in a later study, it was explained that in a scenario where the first two base tier needs are not satisfied, it will negatively affect the development of the staff as basic deficiency needs are not met to survive. (Mullins, 2010).

Hence is organizational management responsibility to take care of employee deficiency needs to maintain the motivational levels. Thus company needs to focus on factors affecting employee motivation and rephrase the company policies to meet at least employee basic needs. This will help the employee grow and contribute towards reduced turnover.

Two Factor Theory

After the above study being famous in the academic world, many scholars carried on further research on above. Among whom Frederick Herzberg introduced another content theory named as caption. It is also known as the Motivation – Hygiene theory. In his study, he examined the factors which affect employee satisfaction and dissatisfaction. As a result, he noted that the reason for employee satisfaction is different from employee dissatisfaction; therefore he termed the satisfying factors as motivators and dissatisfying factors as hygiene factors.

Hygiene Factors

Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called dissatisfies or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment scenario. The hygiene factors symbolize the physiological needs which the individuals want and expect to be fulfilled.

Pay or salary is the first and foremost hygiene factor. Pay structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain. The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc. The employees should be offered health care plans (medical claim), benefits for the family members, employee help programs, etc.

The physical working conditions should be safe, clean and hygienic. The work equipment's should be updated and well-maintained. The employees' status within the organization should be familiar and retained. The relationship of the employee with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present. The organization must provide job security to the employees. According to Herzberg theory, hygiene factors included monetary rewards, job security, and condition of work environment such as lighting, temperature, seating, cleanliness, and supervision. Unavailability of these factors can cause employee dissatisfaction. Hence it is important to facilitate these basic needs in order to avoid staff dissatisfaction.

Motivator Factors

According to Herzberg et al. (1959), the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolize the psychological needs that are perceived as an additional benefit.

Motivational factors include recognition, *ex:* the employees should be praised and recognized for their accomplishments by the managers. Also, the employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job. There must be growth and advancement opportunities in an organization to motivate the employees to perform well. The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability. The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated. Motivating factors relates to employee growth, achievement, sense of responsibility and future enhancement. These elements will make employee content in term of the job and availability of the feeling will help the employee to increase productivity and efficiency as they will worth contributing 100% to the company as it will help them to develop themselves.

Vroom's expectancy theory

After the introduction of hierarchy of needs theory and the two factor theory by Maslow and Herzberg respectively, Victor Vroom, another renowned scholar introduced a theory of expectancy in 1964. Unlikely in the previous studies, he focused on the outcome of the employees not the needs and wants. As per the study carried out, it is proven that employee motivation is an outcome of how he is rewarded

Expectation theory

This theory is on the psychological process that a person deciding the action or the behavior, hence it is based on three aspects such as expectancy, valence and instrumentality. Expectancy (Effort–performance): Individual's belief that certain effort would lead to desired performance goals. Individual will self-asses his abilities to achieve the goal. However, an individual will consider on the chances of achieving the results, not only the result if the outcome of the action is not confirmed. If the performance expectations are too high (goal

difficulty), can lead to low level of expectancy as the individual believes that it's highly unlikely to attain those goals.

Instrumentality (Performance-Outcome): In this instance an individual will focus on the behavioral results first and secondly will focus on the return of the behavior will lead to. Example for level to results/outcome is supervisor recognition, higher wage rates, career advancements, stress free relationship with colleagues and promotions.

Valence: As per the theory, this refers to individual expectation of the satisfaction relating to an outcome, thus a person thinks about how he can achieve the expected result successfully through his behavior. For example, everybody prefers monetary benefits. There are two kind of people, where on kind is satisfying with accumulating monetary funds on the other end, other group prefers to spend in travelling around the world or buy goods from the money received.

Scholar clearly mentions the differences between value and the valence in the theory he introduced. As per Vroom, value is described as the real happiness obtained from the output. Valance is the expected fulfillment of the same output. In reality value may be more than the valance or expected happiness may be more than the actual satisfaction.

Porter –Lawler Model

Considering above explained Vrooms theory as the foundation, the scholar duo introduced another theory which includes a similar expectancy model. The duo believe that individuals are motivated to complete the task when they get a signal in the rewards which they will get after completing the task. Porter and Lawler developed the Vroom's expectancy theory (Armstrong, 2009). The duo explains motivation, performance, and satisfaction as three distinct factors and explains the relationship among those variables.

Model explains that effort put by an employee does not directly lead to performance. Employee's role perception and abilities also matters towards the performance. An employee may exert large amount of energy and it may not lead to desired level of performance if he does not have the necessary abilities or disposition, or has improper person insight of what is essential to accomplish the job.

They explain job gratification is a consequence of job performance instead of a cause. There may be intrinsic rewards and extrinsic rewards linked with performance. Examples for intrinsic returns are sense of responsible, appreciation and feeling of the success through achievement. Extrinsic rewards refer monetary benefits, supervisor support, office environmental conditions.

According to the Porter and Lawler model, job performance and job satisfaction are not directly related either. Satisfaction is an attitude of the employee which is decided by both the definite reward obtained and alleged level of reward for a given performance. If the actual reward received is greater than the perceived level of reward, employee experience satisfaction.

Other related literature influencing Job satisfaction

As per the previous studies conducted, it is clear that there is a connection between job satisfaction and employee resignations. The said relationship is stronger and valid compared to the relationship between absenteeism and job satisfaction. According to Lee et al. (2008) connection between employee turnover and the job satisfaction is depended on the readiness of substitute employment prospects in the job market. Suppose an individual worker is approached with a spontaneous employment opportunity, it is highly unlikely that the employee makes the decision to resign from the current position due to dissatisfaction but he will make the decision based on the attractiveness of the opportunity. In other words, it will be a pull decision by the offeror than the unsatisfactory factors of the current employer. This situation will be a common scenario in the event of availability of many options where the people can easily switch between jobs where the employees are well qualified and highly skillful, most importantly when there is a very active labor demand.

According to Spector (1997) he mentioned about 09 facets of occupation satisfaction. These are contingent rewards, advancement, supervision, salary, operating conditions, colleagues, other benefits, and communication, and the nature of work. In the hotel and hospitality business employee satisfaction not only ensures customer service quality, but also contributes to employee retention and commitment, hence adding to the human assets quality of a firm and elevating its competitiveness in the market (Lee et al., 2006).

As per the Mullins (2010) it is discovered many factors effecting work satisfaction. These factors include personal components such as employee personality, demographics and educational qualifications and experience. Social factors include the connection between colleagues this section. Other than the above mention factors, he also added organizational elements for example, organizational size and structure, company policies and external environmental components such as current ruling party and technological externalities.

Green (2000) describes that social service, creativity, and achievement are some of the job facets that affects job satisfaction on a research to evaluate level of job satisfaction of job satisfaction of community college chairpersons. Fathima (2012) explains that job security has a direct relationship towards job satisfaction

in banking sectors and manufacturing sectors. As per the study conducted by Ruchi (2014) explains that reason for the increase level of employee dissatisfaction is due to excess work load, unmanageable tasks and overtime, mental pressure on deadlines and duties. In the same time, it is mentioned that better working conditions, recreation facilities, comfortable office environment will reduce dissatisfaction and increase satisfaction. Fadzilah (2012) also confirms the same.

Robertson (2012) mentions that both level of trust of management towards employees and trust towards management affects job satisfaction.

Mullins (2010) added to his views that work satisfaction is highly dependent on office working environment and emphasize the importance of placing high priority on the environment. Office atmosphere does not only mean the physical conditions like office layout, comfortable seating and proper workstations with suitable heating and lighting but also the flexible working hours, easy access to public transport or any other mode of transportation, communication facilities.

Through a research carried out by Samina et al. (2012), found that if the employees are satisfied and it continues to increase, then it is very likely that the company would gain competitive advantage over rival competitors in the industry and successfully enhance the performance and profitability in the current dynamic business environment. Oyeniyi (2013) explains that staff training has a positive influence towards job satisfaction.

As per the studies carried out by Mehmood et al. (2012), having similar findings on job satisfaction. That is that friendly office environmental conditions are predominant factors among other factors affecting job satisfaction. With reference to the study of Minh-Quang (2013), it explains work satisfaction levels changes according to demographics. Armstrong (2009), in his various assignments have found out that key factors affecting employment satisfaction are job security and assurance, roles and responsibilities, supervisor corporation and it is further confirmed by a survey analysis performed by WERS (Workplace Employee Relations Survey) in 2004. Armstrong further added to his view that organization success will be achieved through employee satisfaction as the organizational performance is highly influenced by its employees and if the employees are happy, the company can expect hundred percent commitment towards work. Additionally, he mentions the same view as Maslow where he distinguished between intrinsic factors and extrinsic factors. In the Armstrong's explanation, he further added to his study the critical factors which affect satisfaction at workplace. Those includes, feeling of success and achievement, opportunity to initiate own thoughts and ideas relating to improve performance, training and career growth, challenging responsibility avoiding stagnation, competent team of colleagues, supervisors and subordinates and competent remuneration package as per the qualifications and to be able to benchmark with similar companies.

Few other studies relating the same topic has the following views, as per (Medina, 2012) satisfaction in the office is a critical deciding factor of employee resignation. Thus it decrease the intention of leaving the company. Robbins & Judge (2013) in their study further mention that attitude of the employee showcases their level of satisfaction which is the description of either positive or negative view of the role they play. If the person is happy with his job role, he will have positive vibes on the job and act with fullest dedication in corporation with the supervisors and colleagues with the advice and guidance of the seniors.

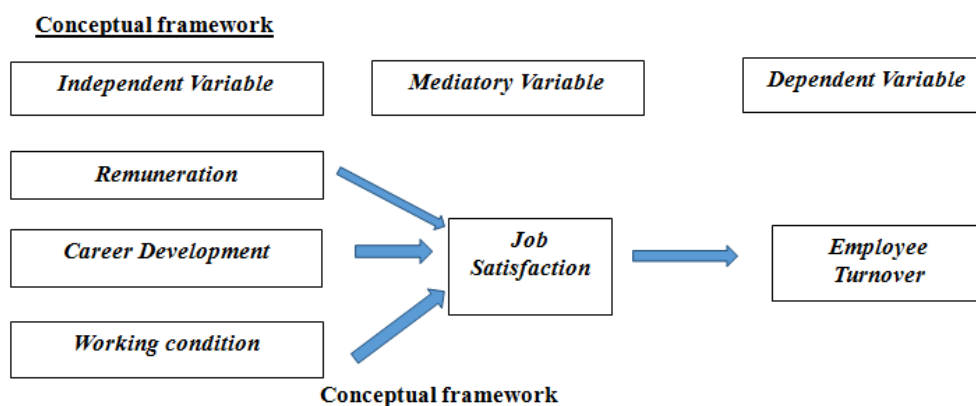
As a continuation of the above study, the duo further explained that the quantifying job satisfaction is important and involves identifying critical factors for example, nature of work, remuneration package, influence on the supervisor, prospects of career advancement, connection with supervisors, subordinates and colleagues. The researches have further studies that the cultural influence on work satisfaction which is western nations more employees are happier than the eastern country employees mainly due to the salary scales of the employees as per their qualifications and the incremental levels.

Conceptual framework

A conceptual framework is a logically developed network of associations between variables of interest to the research. With reference to variables, a conceptual framework will define the key variables that are relevant to the problem. In fact, the conceptual model of research consists of concepts and hypothesis that have close relation with each other and altogether, constitute a coherent analytical framework (Penhoo & Kiwi, 2009). It will also identify the association between the independent and dependent variable (Sekaran and Bougie, 2010).

The conceptual framework for this study was developed by the researcher utilizing literature and evidence acquired with respect of the research problem. This section of the research shows the reasoning and rationale behind the determination of the elements that involve the final type of the conceptual framework that was graphically portrayed. After reflecting on the sources and texts that have been read, the major factors affecting sales employee turnover decision were identified and extracted to develop the conceptual framework. This turnover rate is primarily affected by employee job satisfaction level. There are many factors including monetary benefits such as salary and allowances, non-monetary factors such as career development and growth

opportunity, flexible working condition, Job rotation, Supervisor support, Job description and work load affecting employee motivation and job satisfaction. However, the 3 independent variable used in this study is Pay, working environment and career development. Mediatory variable is Job satisfaction and sales employee turnover will be the dependent variable.



Source – Developed by authors

Rationalization of Conceptual Framework

The conceptual framework for this study was developed by the researcher utilizing literature and evidence acquired with respect of the research problem. This section of the research shows the reasoning and rationale behind the determination of the elements that involve the final type of the conceptual framework that was graphically portrayed above.

The conceptual framework for this study was adapted from previous study done by Abraham, I. & T. Foley, (1984), Andreas Hirschi, (2014), Blais, Lachance, Forget, Richer, & Dulude (1991). Ash, R. A., Dreher, G. F., & Bretz, R. D., Jr. (1987), Roodt, G. (2004). Though certain other variables such as work stress, Work load, relationship with the supervisor and other subordinates, Job rotation and so on are found to be affecting Employee turnover decision. This study will focus only on 3 factors that the literature review highlights as high influencing factors along with the mediatory variable Job Satisfaction.

Development of Hypotheses

Hypothesis are a statement which will be tested and confirmed by using a sample which represent a population and the result may be true and accepted or false and rejected. Following hypothesis are constructed as a result of the relevant literature which was reviewed scholarly work and the conceptual framework above.

Hypothesis 1

H1a There is a relationship between Pay and the Sale employee turnover decision to retain or resign

H1b There is no relationship between Pay and the Sale employee turnover decision to retain or resign

Hypothesis 2

H2a There is a relationship between career development and the sale employee turnover decision to retain or resign

H2b There is no relationship between career development and the sale employee turnover decision to retain or resign

Hypothesis 3

H3a There is a relationship between working environment and the sale employee turnover decision to retain or resign

H3b There is no relationship between working environment and the sale employee turnover decision to retain or resign.

Hypothesis 4

H4a There is a relationship between Job Satisfaction and the sale employee turnover decision to retain or resign

H4b There is no relationship between Job Satisfaction and the sale employee turnover decision to retain or resign.

Summary

Though certain other variables such as work stress, Work load, relationship with the supervisor and other subordinates, Job rotation and so on are found to be affecting employee turnover decision this paper focuses only on 3 factors that the literature review highlights as high influencing factors along with the mediatory variable Job Satisfaction.

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2.6 Development of Hypotheses

Hypothesis are a statement which will be tested and confirmed by using a sample which represent a population and the result may be true and accepted or false and rejected. Following hypothesis are constructed as a result of the relevant literature which was reviewed in chapter two and the conceptual framework above.

Hypothesis 1

H1a There is a relationship between Pay and the Sale employee turnover decision to retain or resign

H1b There is no relationship between Pay and the Sale employee turnover decision to retain or resign

Hypothesis 2

H2a There is a relationship between career development and the sale employee turnover decision to retain or resign

H2b There is no relationship between career development and the sale employee turnover decision to retain or resign

Hypothesis 3

H3a There is a relationship between working environment and the sale employee turnover decision to retain or resign

H3b There is no relationship between working environment and the sale employee turnover decision to retain or resign.

Hypothesis 4

H4a There is a relationship between Job Satisfaction and the sale employee turnover decision to retain or resign

H4b There is no relationship between Job Satisfaction and the sale employee turnover decision to retain or resign.

Examines previous researches findings relating to the Travel agents and operators of hotel Industry. It reviews literatures on concepts and supports the study with theoretical background. Moreover, employee motivation and job satisfaction which plays a major role on factors affecting sales employee turnover is treated as the mediatory variable. Thus theories, current and previous research studies relating to motivation and job satisfaction will also be reviewed under this section.

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