

**The Mediatory Role of Job Satisfaction on the
Relation between Training and Employee's Turnover
Intention**

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Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the Degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
April 2014
Gazimağusa, North Cyprus

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ABSTRACT

The aim of this study is to find the nature of the training programs and its effect on extrinsic and intrinsic job satisfaction and the extent of the effect on employee turnover intention in the context of hotel industry in North Cyprus. The present study is organized as follow, based on the review on literature in human capital theory and dual factor theory, a model that investigates the relationship between training and turnover intention with intrinsic and extrinsic job satisfaction s mediator, is developed.

In the next step, a sample of 8 five-star hotel in North Cyprus was chosen. Data gathered from 190 frontline employees who are in direct interaction with customers in order to test the hypotheses. Questionnaire is used as an instrument for conducting quantitative research. With the help of SPSS all the hypotheses are assessed and tested.

At the ending part of this study, a discussion of results is presented which reveals the relation between hypothesizes which shows that training programs affects extrinsic satisfaction and therefore the turnover intention. No support was found between training and intrinsic satisfaction and even turnover intention. Considering the economic recession in recent years and seasonality nature of the industry and ad-hoc process of employee recruitment and reduced employee loyalty, these results are justifiable. Employees are more motivated by extrinsic aspects of the job rather than intrinsic aspects and will stay in the job that provides them with greater financial opportunities. Training parse which does not promise higher level of remuneration or positions, will not affect employee's turnover intention. Consequently, the managerial

implications, limitations of the study, future research criteria are provided at the last chapter.

Keywords: Training, Intrinsic job satisfaction, Extrinsic job satisfaction, Turnover intention, North Cyprus, Frontline employees.

ÖZ

Bu tezin amacı, teorik olarak Kuzey Kıbrıs'ta bulunan beş yıldızlı otellerdeki eğitim programlarının içsel ve dışsal çalışan mutluluğu üzerindeki etkilerini ölçmektir. Ayrıca bu çalışma eğitim programlarının iş değiştirme niyeti faktöründe etkilerini dolaylı olarak aynı bağımsız değişken üzerinde ölçmeye çalışmaktadır. İçsel ve dışsal motivasyon faktörleri mediatör olarak da kullanılmıştır.

Bu çalışma kapsamına sekiz adet beş yıldızlı otel dahil edilmiştir. Müşterilerle yüz yüze iletişimde bulunan 190 denek çalışmaya dahil edilmiştir.

Çalışmada elde edilen veriler "SPSS" yazılımı ile analiz edilmiştir. Araştırma sonucunda elde edilen bulgulara göre çalışanlara sunulan eğitimlerin direkt olarak dışsal motivasyonlarına etkili olduğu ortaya çıkmıştır.

Anahtar Kelimeler: Eğitim, iş tatmini, içsel, motivasyon, iş değiştirme niyeti, ön büro çalışanları

ACKNOWLEDGMENT

Foremost, I would like to express my sincere gratitude to my supervisor Prof. Dr. Hasan Kilic for the continuous support, for his patience, motivation, enthusiasm, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis.

Besides my advisor, I would like to thank the rest of my thesis committee: Prof. Dr. Hüseyin Araslı and Assist. Prof. Dr. Mehmet Güven Ardahan for their encouragement and insightful comments.

Last but not the least, I would like to thank my loved ones, especially my parents, whom have supported me throughout entire process, both by keeping me harmonious and helping me.

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Chapter 1

INTRODUCTION

1.1 Background

In today's 'universal interlinking of economies', intensified by technological advancement, competition in market has been increased (Kuruville & Ranganathan, 2010) It is contended that 'boost in universal trade, accompanied by technological advancement, communication, has made the competition among companies even greater than the past (Raymond, 1989).

Hospitality industry is one of the most ever growing industries and it can be adversely impacted if it cannot compete in this competitive environment. The success of the hotels highly depends on their ability to compete efficiently in the market with various competitors, who are not all the same in terms of their resources; some may have greater financial, human, marketing resources and capabilities (Kuruville & Ranganathan, 2010).

In order to achieve competitive advantage in intensive competition and survive, organizations need to invest more and more on their human resource. Now that services and products have reached "commodity," It is very important for hotels to deliver specific services that provides them with a pool of satisfied and loyal customers. This highlights the role of frontline employees in delivering the service since they are the first point of contact between the organization and customers and

they can shape the customer's perception of the quality of the service (Ashforth & Humphrey, 1993). Service communications are very intensive since they involve point-to-point interaction with demanding and unreasonable customers, and frontline employees are under the compulsion to fulfill customer's expectations at the spot (Karatepe et al., 2013). Due to the intangibility and perishability of the service, customers will consider the quality of the interaction as the quality of the organization and so it has a great impact on organization's reputation (Emir & Kozak, 2011; Kivela & Kagi, 2008). Based on this, and according to Bowen and Ford (2004) and Blomme et al. (2010) recruiting and retaining skilled employees is considered as to have same important role in success of the business with having a pool of satisfied and loyal customers.

Furthermore, many companies rely on their employee's abilities to achieve a competitive edge. In the fast growing market, the role of human resource practices in retaining valuable employees is becoming more highlighted. Nevertheless, retaining valuable employees is a universal challenge (Kuruvilla & Ranganathan, 2010).

In the case of North Cyprus where it has a less diverse economic structure and service industry plays the backbone role of the economy, challenges are more obvious. Through last two decades, the structure of the economy has shifted from agriculture toward tourism. Service is the dominant part of the North Cyprus economy and accounts for more than 80% of GDP (CIA – The World Factbook – Cyprus/Economy of the area administered by Turkish Cypriots). Two most recognized service sector in this island are higher education sector and tourism, which are main contributor to the revenue of Northern Cyprus. Tourism in North Cyprus is facing rapid growth and authorities placed a high degree of priority on this sector, as it contributed more than

450 million USD to the economy (CIA – The World Factbook – Cyprus/Economy of the area administered by Turkish Cypriots).

1.2 Statement of Problem

Due to low level of payment, long working hours, work overload, and limited off days (Poulston, 2008; Ryan, Ghazali & Mohsin, 2011) hotel employees are vulnerable to leave their jobs. Accordingly, hospitality industry is characterized by highest rate of turnover intentions (Daskin & Tezer, 2012; Wildes & Parks, 2007).

Some recent trends in hospitality industry have stimulated employee's turnover intention. First, employees struggle with recognizing the elements of the service that leads to superior quality to meet customer's expectation and management's requirement of work performance and productivity; this may lead to employee exhaustion, which is an antecedent of turnover intentions (Babakus, Yavas & Ashill, 2009). Second, since the competition in hospitality industry is more than ever, restructuring seems to be mandatory, which leaves employees with the fear of retrenchment, as well as excessive job demands that increase their stress (Lo and Lamn, 2005). Third, customer's unreasonable demands and the increase in their "verbal aggression" (Ben-Zur & Yagil, 2005) as well as pressure from colleagues (Andersson & Pearson, 1999) and achieving work-life balance has led to high level of stress in employees and thus their turnover intentions (Deery, 2008).

Retaining skilled employees has been one of the biggest concerns of organization for a long period of time (Barney, 2001; Price, 2003; Sinangil, 2004), therefore according to Holland and De Cieri (2007) it is extremely important to build on organizational capabilities in order to pave the way for sustainable competitive advantage. These problems are related to leadership style and organizational culture and support and

reward packages (Lok & Crawford, 1999; Sheridan, 1994). The complexity of challenges increases when considering the fact that most of skilled, valuable employees engage in job searching behavior in order to find a better working environment of higher income. Challenges can become even more complicated by the fact that these skilled employees are motivated (poached) by other competing organizations to leave their job and work for their companies with higher benefits (Zheng & Lamond, 2010). According to Budhwar et al. (2002) and Budhwar (2007) Most of managers are aware of these challenges and have accepted the rising need for retaining valuable employees who instantly contribute to organization's performance and productivity; the problem is that they do not have resources to deal with these challenges. On the other hand some organizations who are in fear of losing their valuable employees, limit career development opportunities for them, which will lead to low level of competence in long run (Marvin, 1994).

To this end, according to the business and hospitality researches on training, it is revealed that there is a significant relation between training and other valued job outcomes such as job satisfaction and reduced level of turnover intention (Marvin, 1994).

1.3 Purpose of the study

In this study, we will address the importance of training as one of the elements of human resource practices and its influence on employee's turnover intention. We will try to explain this relation with the help of two-factor theory (Herzberg, 1968). According to Herzberg theory, provided opportunities for personal growth and development by organization will lead to increased job satisfaction in employees.

This study considers another theory; theory of human capital (Becker, 1975) which states that job related training will reduce the rate of turnover intention if it provides specific skills, general trainings will not affect employee's decision to leave the company. This theory is somehow different from Herzberg theory that perceives training as an investment resulting in positive outcomes and higher productivity. While the theory perceives a negative relationship between specific training and turnover intention, it negates the same relation between general training and turnover intention. According to (Loewenstein & Spletzer, 1999; Sieben, 2007) there is a positive relation between training and turnover intention. Moreover, some finding shows that training affects turnover intention through job satisfaction (Shields & Ward, 2001).

Definition of Job satisfaction refers to as one's positive emotions caused by comparing the different job aspects with those which are desired (Cranny & Smith & Stone, 1992). Furthermore, job satisfaction is associated with positive job outcomes such as higher performance, lower absenteeism, lower turnover intention (Padsakoff & Williams, 1986).

With the support of theoretical background, we will attempt to investigate the relation between training and turnover intention directly and through job satisfaction indirectly in hotel industry and frontline employees.

1.4 The Significance of the Study

As it is mentioned before, frontline employees are the key to success in hotel industry since they are responsible for service delivery and influence customer's perception of service quality. Satisfied employees will deliver higher level of service; therefore, it

is important to recognize the factors that affect employee's satisfaction (Padsakoff & Williams, 1986).

On the other hand, hospitality industry struggles with retaining its employees and the solutions to reduce the rate of turnover. According to Meyer (2005), the industry suffers from an average turnover of 68% per year and as the turnover rate increase, so did the customer wait time, which has a direct effect on customer's satisfaction.

This study will investigate the extent that training and development affects employee's intrinsic and extrinsic job satisfaction. Additionally, due to the high level of turnover rate in hospitality industry this study will examine the effect of training on retaining employees. While several prior studies have investigated the role of different type of training programs on employee's turnover intention, this study will examine the impact of training per se on turnover. While the number of researches on this topic is abundant, this study attempts to introduce job satisfaction as a mediator in this relationship that was abandoned in literature.

The contradictory and conflicting results of empirical evidences to date, cannot inform hotel practitioners as to whether adaptation of training will reduce turnover intention or not? Thus, in this paper we will try to cover a gap in literature:

- The extent training affects employee's turnover intention (Koster et al., 2009).
- The degree training and development influences employee's intrinsic and extrinsic job satisfaction.
- The extent that intrinsic and extrinsic job satisfaction affects turnover intention (Zopiatis et al., 2014).

- The extent intrinsic and extrinsic job satisfaction mediates the relation between training and turnover intention.

1.5 The Contribution of the Study

The present study will be useful for two reasons. First, the study presents practical human resource implications; one of the important issues in labor force in tourism industry in North Cyprus is lack of qualified work force, which has resulted in a poor service quality (KKTC Basbakanlik, 1999). Consequently, hotels face a lot of complaint about the service delivery and its quality. Some of these complaints include environment of the hotel, behavior of the employees, long checkout, and check-in wait time (Karatepe, 2002). Following the current situation, trained and satisfied employees can enhance the service quality and lessen the customer complaints. On the other hand, despite the growing body of tourism in north Cyprus, the industry continues retrenchment strategies by retiring the employees. Thus according to Psyllides (2012), there is an urgent need to investigate the industry's practices on human resource .To this extent, the present study will provide practical implications at micro level. Second, beside the contribution to literature, current study provides empirical results at macro level. Tourism industry experiences a very fast growing rate in North Cyprus, accounting for 19% of GDP (Yavas , 2002) but its contribution to the economy is very low (Karatepe & Acvi, 2003). The seasonality nature of tourism in North Cyprus has made vacillating demands on infrastructure, therefore, creating the country more sensitive to the environmental degradation. Thus, it is necessary for North Cyprus to make a balance between tourism development and degradation. With the number of tourists increasing every year, managers are in the need to develop strategies that attracts more tourists to this country. As the result, the level of dependency of Cyprus on tourism in order to make a development in the industry in one hand and economic

growth in other hand requires a massive effort to create a harmony between development and degradation. Accordingly, human resource can be considered as one of the most important players in the industry (Karatepe & Kilic, 2007; Lanquar, 2011). Human resource practices are recognized as being ambiguous and rigid (Conlin & Baum, 2003), characterized with being unstructured and unplanned (Baum, 2012). This study, contributes to the body of island tourism knowledge and practices by focusing on training, employee retention and satisfaction.

1.6 Thesis Outline

The structure of the thesis constitutes seven chapters. The starting chapter of this study discusses the existing gap and the contribution of the study. Second chapter will provide readers with some general information about North Cyprus and the development of tourism in the island. The next section will provide theoretical support by reviewing relevant literature about turnover intention in hospitality industry and employer provided training and their relation. This review is followed by conceptual model of this study and a description of the research procedure adopted to test hypotheses. Chapter 5 explains the methodology used in this study. Chapter 6 represents and describes the respondent sample and research model, measuring the relation between hypothesized constructs as well as the test of mediation effect of job satisfaction in the relation between training and turnover intention. The final section will provide the findings of the research along with limitation and some direction for managers who are interested in this topic.

Chapter 2

BASIC FACTS ABOUT TRNC

2.1 North Cyprus

Northern Cyprus or North Cyprus, which is called Turkish Republic of Northern Cyprus (TRNC), is a “self-declared state” (Emerson, Michael, 2004) that is located in the northeast of the Cyprus Island. North Cyprus is recognized by Turkey and it is known as occupied territory of Republic of Cyprus by international community (Gravelly, 1983). Cyprus was able to retain its independence in 1960 by reaching to an agreement with Greece, Britain, and Turkey on bi-national recognition and political equality and administrative partnership of two communities (Albrecht, 1994). The island was divided into two parts, South Greek part, and North Turkish part in 1974 by interference of Turkey (Albrecht, 1994). North Cyprus has a historical background full of fascinating stories and has an important strategic position since it connects three continents namely: Middle East and Africa and Europe.

North Cyprus is 3584 squares mile (9250 sq. kilometers) and is the third largest island in Mediterranean Sea after Sardinia and Sicily respectively. Neighbor countries are Turkey, 40 miles away in North, Lebanon 108 miles southeast, Syria in 60 miles of the east and Egypt 230 miles in south (see figure 1.1).



Figure 2.1. North-Cyprus Map (source: northcyprus.net)

The North Cyprus was divided into two Turkish and Greece parts in 1974 as the result of cultural and linguistic differences between and local friction that lasted for eleven years. Greek Cypriot is located in the southern part where Turkish Cypriot occupies the northern part of the island. The two parts are separated from each other through a border called “green border” which runs from east to west and passes from Nicosia, the capital town of both parts.

The island is characterized by unique Mediterranean weather; it is cool and rainy during wintertime with the average rainfall of 402mm, which is below the average rainfall of Mediterranean countries, the rain fills the rivers, it will be dried up by the end of spring. It may snow at the height of Troodos Mountains. Spring is very short and weather is unstable but mostly windy. Summer is hot that it may turn some lands

to brown. Autumn is a very short period of time that is not considerable at all (www.cypnet.co.uk, 2008-09-14). The nature of island comprises of sandy beaches, coastlines, and mountains that gives the island a paradise look. The geographical situation, which ranges from low-bed coastlines to high mountains, can represent the variety of choices visitors can have and is able offer fantastic memories to all tastes. According to the last Census in North Cyprus on January 2012, the number of population was 265,100, which included all the people on the island in that day, with number of permanent residents as 256,644. Permanent residents are defined as those who lived in the island more than one year. The distribution of the population in different areas of North Cyprus is provided in the following table (tourism.gov.ct.tr, 2014).

Table 2.1. Population of North Cyprus

Name	District	Pop.
North Nicosia	Lefkoşa	61,378
Famagusta	Gazimağusa	40,920
Kyrenia	Girne	33,207
Morphou	Güzelyurt	18,946
Gönyeli	Lefkoşa	17,277
Lapithos	Girne	12,118
Kythrea	Lefkoşa	11,895
Lefka	Güzelyurt	11,091
Dikomo	Girne	9,120
Trikomo	İskele	7,906

Source: <http://www.tourism.gov.ct.tr>, 2014

Although North Cyprus is small in size and population but its economy is growing very fast. North Cyprus has a free market approach toward economy. Service sector

is the most dominating factor in Northern Cyprus economy, it consist of tourism, education and trade. The GDP of service sector was 69% in 2007(Zaman Newspaper 01 Sept 2011). Tourism is the most growing and significant sector amongst the service industry in the island and authorities have given too much attention to this sector. The number of tourist reaching North Cyprus was 380,000 during January- August 2006 which had an increase in amount comparing to 286,981 tourists in 2003 at the same period(General information about North Cyprus: Economy, web site of Unistar Investments Ltd., Bellapais, North Cyprus). TRNC has a broad range of hotels from five star hotels to boutique hotels, resorts, residential and traditional houses in villages, which provide tourists with great choices. The variety of the tourist accommodations has provided the opportunity for travelers no matter business or leisure travelers to choose from different alternatives. The second important and recognized sector in North Cyprus's service industry is education with currently six universities, offering higher education opportunities for students from different countries. Forty thousand foreign students from 65 different countries are studying in North Cyprus currently.

2.2 Tourism in North-Cyprus

North Cyprus is famous for having powdery sandy beaches, shiny bright sun that attracts many tourists from all over the world every year (Daskin, 2012). The island aims to provide travelers a Mediterranean style holiday with its broad range of hotels, beaches. In comparison with south part, North Cyprus has more beautiful, untouched beaches, which attracts any tourists and admire the beauty of the island. Tourists visit North Cyprus Island from different countries from all over the world consisting of Turkey, Germany, Russia, England, and Iran. Based on Arslan (2004), the unproblematic access of Turks to North Cyprus has made them as the original

contributors to the island. The number of arrivals and departure to and from North Cyprus is provided in Table 2.2 (tourism.gov.ct.tr, 2014).

Table 2.2. Departure and arrival

AYLAR (MONTHS)	TÜRKİYE (TURKEY)		İNGİLTERE (U.K.)		K.K.T.C.-U.K.* (T.R.N.C.-U.K.)		İRAN (IRAN)		HOLLANDA (HOLLAND)		DİĞER (OTHER)		TOPLAM YABANCI (TOTAL FOR)		K.K.T.C. (T.R.N.C.)		TOPLAM YOLCU (Total Passengers)	
	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)	Gelen (Arr.)	Giden (Dep.)
OCAK (JAN.)	57.453	85.473	1.311	1.913	1.065	1.855	791	1.358	310	447	4.780	7.313	8.257	12.886	13.782	15.221	79.492	113.580
ŞUBAT (FEB.)	68.343	51.889	1.521	1.367	1.354	1.186	1.380	759	479	392	7.103	4.375	11.837	8.079	19.727	18.922	99.907	78.890
MART (MAR.)	65.959	61.733	2.372	1.957	1.510	1.091	3.542	2.237	753	681	8.865	7.647	17.042	13.613	15.341	15.616	98.342	90.962
NİSAN (APR.)	76.130	77.620	2.987	2.797	1.880	1.866	681	1.923	1.924	1.614	12.174	11.686	19.646	19.886	18.457	18.550	114.233	116.056
MAYIS (MAY)	78.237	77.238	5.209	3.871	1.761	1.511	1.032	850	2.129	2.104	11.131	10.848	21.262	19.184	18.149	18.127	117.648	114.549
HAZİRAN (JUNE)	88.302	102.327	5.343	6.096	2.142	2.124	1.363	1.919	2.293	2.337	17.994	17.403	29.135	29.879	20.580	23.362	138.017	155.568
TEMMUZ (JULY)	75.319	82.906	4.719	4.575	4.816	2.216	1.867	1.924	2.492	2.185	18.328	20.825	32.222	31.725	30.553	31.517	138.094	146.148
AĞUSTOS (AUG.)	72.158	74.064	5.506	5.723	5.394	6.350	4.932	4.525	2.369	2.655	17.471	19.171	35.672	38.424	30.956	31.674	138.786	144.162
EYLÜL (SEP.)	100.840	80.783	8.169	6.745	2.098	3.918	4.156	3.762	2.206	2.219	18.686	13.937	35.315	30.581	24.965	21.547	161.120	132.911
EKİM (OCT.)	83.174	88.669	5.474	7.037	1.616	2.071	948	1.139	2.032	2.213	14.488	14.562	24.558	27.022	20.627	20.289	128.359	135.980
KASIM (NOV.)	72.995	65.103	2.839	4.325	1.284	1.792	752	781	1.163	1.263	8.283	9.573	14.321	17.734	16.467	16.813	103.783	99.650
ARALIK (DEC.)	65.595	59.581	2.144	2.117	1.659	1.409	570	559	556	633	7.505	7.261	12.414	11.979	17.231	16.184	95.240	87.744
TOPLAM (TOTAL)	904.505	907.386	47.594	48.523	26.579	27.389	22.014	21.736	18.686	18.743	146.808	144.601	261.681	260.992	246.835	247.822	1.413.021	1.416.200

Source: <http://www.tourism.gov.ct.tr>, 2014

Furthermore, the number of tourists categorized by country is represented in Table 2.3 which is reported by the “Ministry of Tourism, Environment and Culture”.

Table 2.3. Number of foreign arrivals by nationality

Country	2012	2013	CHANGE %
USA	3.289	3.413	3 , 8
GERMANY	24.754	40.161	62 , 2
ALBANIA	221	702	217,6
AUSTRALIA	918	894	-2 , 6
AUSTRIA	6.460	2.407	-62,7
AZERBAIJAN	5.499	5.169	-6 , 0
BELGIUM	7.077	4.758	-32,8
BELARUS	1.114	1.295	16 , 2
BULGARIA	5.397	4.374	-19,0
CZECH REPUBLIC	484	7.195	1386,6
CHINA	999	1.126	12 , 7
DENMARK	510	4.115	706,9
ESTONIA	178	1.146	543,8
MOROCCO	747	650	-13,0
FINLAND	1.039	1.287	23 , 9
FRANCE	2.180	3.816	75 , 0
GEORGIA	1.302	1.138	-12,6
INDIA	618	500	-19,1
HOLLAND	18.686	17.475	-6 , 5
ENGLAND	47.594	54.165	13 , 8
ENGLAND(Turkish Cypriot)	26.579	25.551	-3 , 9
IRAQ	3.952	5.014	26 , 9
IRAN	22.014	14.740	-33,0
IRELAND	972	1.025	5 , 5
SPAIN	541	552	2 , 0
ISRAEL	452	417	-7 , 7
SWEDEN	1.860	2.632	41 , 5
SWITZERLAND	1.074	1.182	10 , 1
ITALY	5.533	4.203	-24,0
CANADA	660	689	4 , 4
KAZAKHSTAN	3.261	3.767	15 , 5
KYRGYZSTAN	990	1.300	31 , 3
LATVIA	216	833	285,6
LEBANON	1.418	1.840	29 , 8
MACEDONIA	1.424	180	-87,4
MOLDOVIA	2.137	2.099	-1 , 8
NORWAY	640	2.513	292,7
PAKISTAN	1.940	2.318	19 , 5
POLAND	7.893	12.608	59 , 7
ROMANIA	1.373	1.272	-7 , 4
RUSSIA	13.108	15.121	15 , 4
UKRAINE	4.124	4.801	16 , 4
JORDAN	1.710	2.116	23 , 7
TOTAL	261.681	309.445	18 , 3

Source: <http://www.tourism.gov.ct.tr>, 2014

As it is mentioned before, TRNC provides tourists with a broad range of accommodation and lodging facilities, which varies from five star hotels for luxury segment customers to traditional village houses for those who desire to be in touch with nature, observe, and learn the unique culture of the island. It is not only the variety in hotel choices but also in the activities that tourists can enjoy during their stay, some activities are “Turtle watching, diving, visiting historical sites, natural sites, traditional festivals different water sports and activities(<http://www.northcyprus.net/>).

Tourists can arrive in North Cyprus in its only airport, which is located in Ercan in east side of Lefkoshia, capital of Turkish Republic of Northern Cyprus. Four airlines are operating to and from this airport currently due to Northern Cyprus’s boycott and that is the reason that searching in Electronic Communication Network will not show any results for flights to Ercan (<http://www.directline-holidays.co.uk/cyprus/northern-cyprus>).

2.2.1 Natural Sites in North Cyprus

2.2.1.1 Coastlines

The coastlines in North Cyprus are ranged from rocky shores to golden sandy ones, which are known as having clear seawater, clean and safety. During summer time, which is the peak time, hotels, and restaurants, will set up beach clubs to attract more tourists. Some hotels offer water sport facilities to the guests such as scuba diving, parachute jumping, Jet Ski etc.

2.2.1.2 Mountains

One of the most famous and known mountains in North Cyprus is the “Five Finger Mountains” which is located near Kyrenia. The highest point of this mountain is

Selvili, 1,023 meters away from Lapta. This area experiences the longest springtime in North Cyprus and it will be covered with olive oil and carobs trees.

2.2.1.3 Plains

Mesaoria plain which literally means “between mountains” is a bare area with few trees except for those that are planted as wind broker is located between the Troodos mountains and the Kyrenian mountains. Because of deforestation, much of the land in Mesaoria is covered with Calcium Carbonate and it has made it impossible to grow any plants. Therefore, intensive horticulture is adopted there to grow crops such as wheat and barley to the amount that it can be exported.

2.2.2 Historical Sites in North Cyprus

2.2.2.1 Nicosia

The history of Nicosia goes back to 2250 years ago which nowadays is the capital city of TRNC and has a total resident population of 11,000. The “Green Line” divides the city into Turkish and Greek part. The old city is surrounded with thick and high walls, which were built to protect it from Turks; the new Nicosia is developed outside of the walls and represents mix architecture of modern apartments and detached houses. The old wall city has unique characteristics that attract huge number of tourists every year, the center part of old city holds museums and old churches. Stepping into the old city will take the person to years ago; narrow streets, sandstone houses, and traditional gift shops are like walking backward in time.



Figure 2.2. Nicosia Wall City (Source: north-cyprus.net)

2.2.2.2 Famagusta

Fmagusta also known as Gazimağusa lies in the south of the ancient city of Salamis and in the north of ghost town of Varosha. Varosha or Maras is not a residential place nowadays and that is why it is called town of ghosts. Famagusta has the most deep harbor and is mostly used to export and shipping goods such as fruits and citrus and plenty of other agricultural products. It is also famous for cotton spinning, brandy distillation and fishing.

Furthermore, Famagusta is famous as an “outdoor museum”; castle and the rest of historical sites on the coastline are listed in the World Monument Fund as a well-known and important heritage (<http://evergreendevlopemets.com/cities.htm>). Famagusta is also known as the host of educational universities, which offers, programs of all levels for international and national students (Daskin, 2012). Many students from different countries come to North Cyprus every year to study. In fact, the education and students has become an important source of income, which also has contributed to tourism development.



Figure 2.3. Famagusta Castle (www.north-cyprus.net)

2.2.2.3 Kyrenia

The most famous harbor city of TRNC is Kyrenia, which lies along the northern coast of North Cyprus. Kyrenia has the capacity to fulfill the demands of all kind of tourists from those who are seeking a quiet place to rest to those who seek adventure. It provides opportunities for tourists to spend their time based on their desire either tranquil or an adventurous one. They can choose among the variety of the options, fascinating nature, historical sites, peaceful beaches, traditional restaurants and foods, bars, nightclubs and casinos. Based on New Clouds website, Kyrenia is the center of all activities in North Cyprus with restaurants and cafes in harbor ready to serve their customers every day and night. All tables are arranged with seasonal flowers to welcome the guests (<http://www.north-cyprus-villa.com/north-cyprus-city.htm>).



Figure 2.4. Kyrenia Harbor (source: north-cyprus.net)

2.2.2.6 Guzelyurt/ Morphou

Guzelyurt is located in the west side of North Cyprus and is famous for its fertile and red soil which has enabled the area to grow the best agricultural products such as citrus

and strawberries., more than half of citrus of North Cyprus grows in this city. Guzelyurt might not be a tourist destination but those who are interested in nature that is not affected by tourism industry can enjoy their visit to the area. Those who are tired of pollution and noise of the big cities can find peace and calm and take arrest from city life. Rather than its calming atmosphere, Guzelyurt is famous for its festivals, Orange festival in June and culture festival in May. Monastery of Saint Mamas, which has an amusing story behind it; is one of the historical sites and a museum (<http://www.whatson-northcyprus.com/towns/guzelyurt.htm>).



Figure 2.5. St Mamas Monastery (source: north-cyprus.net)

2.2.2.5 Karpaz/ Iskele

Karpaz is a city which is located in the very east corner of North Cyprus. The area, which the city is located, is popular for having the largest subterranean water reserves. As the results a variety of crops such as tobacco could grow easily with a fascinating quality. The city is also popular to be a fishing destination and lots of residents

generate income out of this profession. There are many churches related to byzantine period. The most famous among them is called Monastery of Apostolos Andreas. Karpaz is known to be the reserve for sea fossils, wild flowers and birds in North Cyprus. Last but not least, the city is famous for having the best beaches both sandy and rocky in the area. The other feature of the area is that there is almost no industrial facility, which shows that the area is environment friendly.



Figure 2.6. Karpaz Golden Beach (source: north-cyprus.net)

Chapter 3

LITERATURE REVIEW

3.1 Training

Training is the procedure that helps employees to enhance their knowledge and skills, which are primary in adopting themselves to the organization and its rules and standard. To define training in a simple word, it could be said that it is a process of altering people's behavior (McAdam & McClelland 2002). Training is one of the most important parts of Human Resource Management, as competition between companies intensifies and working places facing more complexity, more companies realize the importance of training and conform to it.

3.1.1 Staff Training in Hotel Industry

Service quality is one important aspect to help companies to stand out in growing competition, delivering expected service or even higher than that will attract customers and satisfy their needs. This service is delivered by hotel employees; since the service is an intangible aspect and is used when it is produced (perishable) so the perception of the service can be highly affected by the quality of the interaction with the employee.

Accordingly, the level of the service quality is directly influenced by the capabilities of the employee. Knowledge, skills can be considered as qualities of the employee, which will result in advancement and endurance. In that event, training employees is crucial in different ways; it enhances their performance while they are equipped with

competent knowledge, mature skill, and credible thoughts. On the other hand, training employees will encourage them since all information they need to do their job is available and they will have a sense of importance in the workplace (McAdam & Mccleland 2002). Training is one essential tool to implement HRM strategies successfully (Warhurst and Nickson 2007, 154-155). That is the reason most of the well-known hotel brands put employee training in their priorities.

3.1.2 The Importance of Staff Training

Training employees is an important and the basic part of Human Resource Management; it is a fundamental key to encourage staff and boost their performance and productivity. (McAdam & Mccleland 2002) With the appearance of high technology and changing market, it is necessary for employees to adopt themselves to the growing needs and stay updated, an employee who is qualified today can be considered unqualified the other day if they do not keep their knowledge up to date (McAdam & Mccleland 2002).

To survive the competition and achieve an outstanding brand name, companies should adapt to a standardized staff-training program, Staff training helps the members of the company to become more united. An organization can hire the applicants who are experienced and knowledgeable for the job or train employees itself by making a balanced atmosphere (Karatepe et al, 2009). One of the key parts of staff training is to provide employees with job role necessities, such as working environment rules and regulations, related information, and knowledge. Sommerville (2007) stated that employees who are provided with such information could find their place in the organization and relate their competencies with the job requirements. According to Sommerville (2007) training is a high challenging process and excessive time and

effort is needed, poor quality training programs will deplete employee's energy and increases turnover intention and causes poor service delivery.

3.1.3 Benefits of Staff Training

Training programs in the company will increase employee's abilities and capabilities and will give them a competitive edge in the working environment. Training not only will enhance employee's work related abilities but also lifts their spirit, since they can perform their tasks better and this will give them a sense of significance. The benefits of training dose not only account for employees, the whole organization and even customers will benefit too, after all customers are who have received the higher level of service (Sommerville, 2007).

3.1.3.1 Benefits the Employee

❖ Higher level of job satisfaction

Training program will familiarize employees with the job nature and characteristics , the skills and abilities to do the job, where the job stands in organization chart and how it contributes to the whole set , this process will help employees to come to an understanding of what they are doing and how it is beneficial to organization's success.

In this way, they are better able to relate themselves to the job and like their job.

❖ Boosting self-progress and self-confidence

With a standard training program, employees will have a clear understanding of their position and the importance of their job in the success of the company.

With a hand full of information and skills acquired from the program, being aware of their position in the company, they will become confident.

❖ On the path to achieve personal goals:

The training program will broaden employee's sight and choices for career development , they will be aware of the promotion opportunities which gives them more motivation and inspiration because they see themselves on the right track .

- ❖ Enhances problem solving ability

One of the major service employee's ability is to be able to solve the problem or any possible complaint on the spot to gain customer satisfaction.

Employees will be provided with some real examples and methods on service encounter that prepare them for dealing efficiently with potential problems in future.

- ❖ Increases productivity:

During the training programs, employees will be familiarized with their job roles, knowledge and required skills, which in turn increases their productivity in the company.

3.1.3.2 Benefits the Management

- ❖ Quick employee appraisal

The instructors or so-called mentors who have direct interaction with employees during the training program can recognize those employees who are fast learners with a higher level of information absorption and more advanced skills , management can consider different methods of training or other job positions for the to use their special abilities.

Those who can perform better in other positions or other departments will be identified and transferred.

- ❖ Fastest adaptation to organization standards

In the training program employees will be introduced to the standards, culture and ethics of the company, once they are familiar with the policies and culture of the

company, the adaptation process and will happen faster so company can maintain its system and standards.

The delivery of the service, the interaction with the other colleagues will all be according to organization's value and standards.

3.1.3.3 Benefits the Organization

❖ Higher profitability :

As it was discussed earlier employees who are trained for their job role, will show higher performance in turn, deliver more quality service, become more experienced in customer interaction and are able to solve problems on the spot ; these enhanced abilities will result in a higher service quality which will meet customer needs or even exceed those needs, so the customer will be satisfied, satisfied customer may become loyal which leads to a higher financial performance and profitability.

❖ Higher safety and diminished accidents:

When employees are trained, gained needed skills and abilities, they are less exposed to work-accidents, especially those who are working with risky facilities.

❖ A competitive edge :

In today's competitive market, when the demands of the customers are diverse and changing every day, an organization can gain a competitive advantage if it is well staffed.

Companies (hotels) which are engaged in training programs and have knowledgeable and informative employees will have a higher performance and stand out in the market.

❖ Less turnover intention:

One of the greatest threats that lodging industry especially hotels are facing these days is high rate of employee turnover intention.

To avoid this problem, a standard training program, which provides employees with necessary job related informations, can decrease the work stress and pressure; accordingly, they show less turnover intention and higher level of service delivery (Sommerville, 2007).

3.1.4 Training Process

The first step in training process is the need assessment. A need for training arises from the differences in the expected performance and actual performance of the employees. Training also can be provided for new employees to get familiar with the organization and its function. Second step in training program is to draw on a plan in which objectives are defined, the training program is designed, and the method of the training is chosen. In addition, the duration, location, trainers, and the structure of the training should be determined. After planning the design of the training program, it will be carried out following the plan. The efficiency of this level depends on the skills of the trainer and active participation of the trainees. Last stage in training program is the evaluation, which will be done by appraisal methods. The feedbacks of this stage help the organization to find out the boundaries of the program and adjust the future trainings. Although the cycle of the training ends at this stage but since it provides information for the future training program, it can be perceived as the basis for a new training cycle (Woods, 1992).

3.2 Turnover Intention

According to Tett and Meyer (1993) turnover intention is defined as employee's desire to leave the job. It comprises of three levels: The employees is considering (thinking of) leaving his job, the employee is showing job search behavior, employee is forming

an intention to leave the job. Therefore, it is contended that an employee will leave the organization; the matter is “when?” (Zhao, Wayne & Bravo, 2007).

Zhao et al(2007) states that turnover intention which finally leads to actual turnover is less derived by external variables such as availability of another job in another organization, due to labour market situation.

In today’s unstable financial market, one’s actual turnover does not demonstrate their willingness to leave the company; it simply may be a result of certain circumstances. To this reason, in this study we focus on employee’s turnover “Intention” which is a definite antecedent of actual turnover.

Accordingly, the more enduring the turnover intention is, the more possibility of one’s desire to leave the company. The intention of leaving the company has certain advantages and disadvantages for the employee. Among the possible disadvantages we could mention to “loss of existing social network,” “stress arisen from changing job” etc. To mention advantages, there are “career development opportunities, self-progress, and lower level of stress.” If advantages of turnover are more than disadvantages, employees are more likely to leave their job. Accordingly, cost of turnover intention for those employees who are satisfied with their job is higher and it is less possible for them to show turnover intention (Guthrie, 2001). Two types of turnover exist: When the employer forces employee to leave the organization and type two which is provoked by employees themselves (Heneman and Judge ;2003). On the other hand, Eade (1994) has introduced another kind of turnover categorization: the one which can be controlled and the one which is not in our hand. This research focuses on voluntary and controllable turnover.

3.2.1 Turnover and Hotel Industry

Hotel industry suffers from a high rate of turnover intention (Kennedy and Berger, 1994) with the average of 200 or 300 percent annually (Woods, 1992; Tanke, 1990; Boella, 1988; Wheelhouse, 1989). Each employee's turnover costs up to 2500\$ directly and 1600\$ indirectly (Hogan, 1992).

According to the literature, several factors affect turnover such as: ad-hoc recruitment and the process of employee selection (Wheelhouse, 1989; Bonn and Forbringer, 1992; Wagner, 1991;); discrimination in working environment (Antolik, 1993); training programs and the opportunity of advancement (Hogan, 1992; Hiemstra, 1990; Conrade *et al.*, 1994); supervision (Lee-Ross, 1993; Boella, 1988; Wheelhouse, 1989; Rowden, 1995; Woods and Macaulay, 1989); organizational commitment (Denvir and McMahon, 1992); competition and organizational climate (Woods and Macaulay, 1989); labour shortage (Debrah, 1994; Woods, 1992); stress and its negative consequences (Vallen, 1993; Woods, 1992; Hom and Griffeth, 1995); seasonality aspect of hotel industry (Boella, 1988; Denvir and McMahon, 1992); and dissatisfaction with the job (Hom & Griffeth, 1995; Wheelhouse, 1989; Bonn & Forbringer, 1992).

Nevertheless, turnover impacts on an organization are classified into two different categories: tangible and intangible costs. According to Woods and Macaulay (1989) tangible costs are financial issues that are caused by heightened recruitment and training for newly employed workers. According to Denvir and McMahon (1992) intangible costs comprises of poor service delivery due to insufficient workforce and lessened productivity because of unfamiliarity of the working environment, Lowered level of morale of employees due to colleague's departure, which finally will ruin

hotel's reputation (Woods and Macaulay, 1989). According to Samuel (1969), employee's turnover in an industry will discourage others from joining and encourage the act of leaving; it hinders the mutual responsibility and implies administrative costs, low level of productivity through weakening the teams.

Although Price (1994) stated that industry has accepted the fact of high level of turnover and tries to fill the vacancies with external employees; it is unfair to refer to the industry with this adjective (Benson et al., 2004). Benson et al (2004) argues that organizations can reduce the rate of turnover by orientation programs, job performance and structured training and development. According to the statistics, each hotel experiences a different rate of turnover and it shows that turnover is not an inherent characteristic of the industry and can be managed properly by the employer (Denvir and McMahon, 1992). Hence, this problem can be effectively managed by human resource strategies such as recruitment, socialization, training, wages and performance management.

3.2.2 Involuntary turnover

According to Heneman and Judge (2006), involuntary turnover can happen because of downsizing or dismissing. Dismiss turnover means discharging those employees who have a poor performance or are acting dishonestly. In contradiction, based on discussion by Donoghue and Castle (2006), downsizing is the act of discharging employees in order to increase efficiency and meeting shareholder's needs.

3.2.3 Voluntary turnover

Voluntary turnover falls into two category: Preventable, unpreventable. Preventable turnover is that organization could have prevented the employee from leaving the organization: if employee had felt that organization values his contribution to the company. Unpreventable turnover is the one that organization cannot affect it in any

way: if employee passes away or moves to another country. According to Heneman and Judge's classification (1992), some of the turnover intentions are beyond the control of organization. The role of human resource management here is to identify those unpreventable turnover intentions and neutralize them. For example, a decade ago, the decision of an employee to leave the job and raising children was recognized as unpreventable intention, but today HRM have developed some tactics that allows employees to meet family needs while working (Ongori, 2007). According to Dess and Shaw (2001) It is believed that voluntary turnover serves individuals while involuntary turnover exist to help organizations. Involuntary turnover is organizations decision to terminate its relation with employee and fire him while employee wants to retain the job, and voluntary turnover is when employee does not want to continue his relation with employer and leaves the job.

Not all researchers agree on aforementioned discussion, they argue that the turnover intention is not so clear. Sometimes organizations unintentionally make an atmosphere that inspires employees to leave their job, similarly, some employees perform and behave in a way that organization has to ask them to leave.

3.2.4 Skilled versus unskilled employees

Unskilled employees, which are also referred as "contract employees," are those categories that leave the organization if they think there is an alternative option without revising their decision twice. These employees do not have a permanent contract with the company, as a result cannot fully experience the opportunities that company provides for its employees. These are not of a great concern for employers since they can find the replacement easily. Leaving of skilled employees is something that employers try to avoid because it negatively affects the business in the form of human

capital loss. Skilled employees have a high level of related knowledge and capability, which are scarce in the businesses, and their intention to leave the company can put a burden on organization since these employees will most probably be employed in the same industry and in a competing company. The organization will suffer from the cost of replacing them and lowered level of competitive advantages. These costs will be more highlighted if the employee who has left the organization has had strategic or managerial role within the company.

3.2.5 Employee turnover results

The concept of turnover has been extensively researched in literature due to its influential effect on organization's performance (Van Dyke and Strick, 1990; Cantrell and Sarabakhsh, 1991; Denvir and McMahon, 1992).

According to Blomme et al. (2010), increased rate of turnover in the industry is known as an invisible invader to the economy, it is regarded as hidden because the associated cost with losing employees is not shown in any financial statements of the company. According to researchers turnover intention can affect organization's profitability if it is not managed properly (Hogan, 1992; Wasmuth and Davis, 1983). Employee's turnover for any reason that might be can affect the organization and other employees within the company. Employee's turnover poses a substantial amount of investment cost on organization to replace the employee and recover from it. In addition to the replacement cost, the performance of the company will also be affected to some extent or it can be maintained at the cost of extra-payment. The other aspects of employee's turnover regardless of economic cost can be social and psychological influences. The negative effects of turnover involve tangible costs of training and selection; intangible costs low efficiency, job stress and pressure, low morale.

3.3 Human Capital Theory

Human capital theory perceives the human capabilities that can be marketed as a capital, which workers can invest on that. In this definition of human capital, marketed skills are those skills, which are inherited or can be acquired over time by training.

This theory has a broad definition and implies advantages and disadvantages; advantages are clear that not only the years of schooling accounts in improving human capital but also other factors such as training, the quality of the school, attitude toward work etc.

Disadvantages are also clear that we could think of any wage difference in the market as the result of human capital. According to the theory, training is one important investment in order to enhance the “productivity” of the employees. Thus, it is vital for organizations to motivate their employees to participate in training programs.

There are some complementary ways of explaining and classifications of Human Capital theory, presented by different authors as below:

- (1) Becker: Human capital theory is associated with elevated level of performance, more explicitly; it enhances employee’s productivity in performing expected tasks in the organization. Although the effect of human capital on productivity may be complicated; it can be considered as a simple construct such as stock of the knowledge and this stock can be part of production process.
- (2) Gardener: In his theory, he does not consider human capital as a simple and one-dimensional factor since skills have many dimensions. In his work, he differentiated the mental and physical skills according to the multiple

intelligence theory that emphasizes on the fact that geniuses can be unskilled in some fields.

- (3) Schultz and Nelson Phelps: Human capital is considered as the ability to adapt so it has applicability in “disequilibrium” situations in which that employees are needed to adapt to a change in the work environment.
- (4) Bowles and Gintis: They introduced human capital as an individual’s ability to work in a firm, conform to the rules, and adapt to life in a capitalist society. According to this approach, schools are in charge of establishing a “right” ideology about the life.
- (5) Spence: Measures of human capital are more an indicator of the ability rather than the features necessary in production process.

Although some differences are evident in above-mentioned views, the first three approaches are very much alike and they view human capital as a valuable concept since it enhances organization’s productivity. Most of the labor economists view human capital as a combination of these three views. According to the Bowles and Gintis (2000), organizations are ready to pay higher salary to educated employees since they are reliable and conform to the orders and rules of the organization properly.

Some sources of the differences between human capitals are presented as follows:

- (1) Inherited ability: The differences in the human capital can be explained by the fact that individuals have different levels of innate ability. Therefore, two assumptions are available: (i) There will be differences in individuals’ human capital even when they have experienced same investment opportunities, (ii) There should a solution to deal with differences in human capital levels especially when it is associated with other variables.

- (2) **Schooling:** It has been extensively investigated since it is a dimension of human capital that can be easily observed but it has a relatively small effect on wage differentiations. The advantages of schooling analysis is that if we presume that schooling and non-schooling investments follow the same pattern, then enables us to examine what happens in non-schooling investments which is hard to observe.
- (3) **The quality of the school and Non-schooling investments:** Individuals who have spent the same years of schooling may show different level of human capital; this can be explained by the differences in the quality of the schools. Nevertheless, they have same years of schooling in a same school then the differences in the human capital may be caused by non-schooling investment, how much time each has spent on enhancing their capabilities.
- (4) **Training:** A particular set of capabilities that individuals acquire after schooling, related with some skills that are useful for an industry. Training is somehow identical with schooling but employee has more control over it that how much he/she wants to invest on it. Training is a more complex concept in comparison with schooling since it is not possible for an employee to make training investment on his own. The role of the organization here is to train employees with the set of skills that are needed in the future. Therefore, employees and the organization view training as a joint investment.

This study focuses on the Becker's approach to Human Capital theory and its implications. Nevertheless, Becker (p.20, p.26) proposes that there is a difference between general and specific kind of human capitals. Specific training is defined as obtaining specific knowledge that is associated with job roles or orientation programs

for those who recently have started their job in organization, these kinds of training have application for the current employer.

Other kinds of trainings besides the one's, which are required for the current organization, are considered as to be general training which can be beneficial to the current employer as well as other potential employers. According to Becker's theory, organizations prefer to receive the tuition cost of general training from employees or deducting it from their salary since they may not be able to retain their trained employees due to "poaching" by competitor companies. Individuals are highly motivated to invest in their general training since they are paid based on their level of productivity. In contradiction with general training, organizations will share the cost of specific training with their employees. Both parties feel threatened by the opportunistic behavior of another party and so they are not willing to bear the full cost of training. This theory gives us a framework to investigate the relation between training and turnover intentions. General training does not guarantee employee's retention because it provides employees with transferable skills across different employers. According to the theory, employees who are offered general training will show turnover intentions. In the highly intense competition among hospitality organizations, where companies are alike, providing employees with general skills will result in increasing switching behavior among employees.

Becker proposes that it is more beneficial for organizations to provide their employees with specific training that are specific to the organization not the general training. Thus, specific training will limit employee's alternative job opportunities and organization will be able to retain its employees (p.30). Employees who have received general training have higher chance to find an alternative job and will move across the

companies more easily. Therefore, the critical outcome of general training is higher turnover intention among employees. This outcome can be compensated by higher remuneration or promotion opportunities in order to retain highly talented and skilled knowledgeable employees.

For that reason, according to Becker general training cannot lead to lower level of turnover intention. The categorization of training proposed by Becker will not be used in this study due to some reasons. First, the distinction between two types of training is difficult, not just in literature but also in reality (p.30). Furthermore, recent studies show that most of the trainings provided by organizations are in general training category, most of them offer employees transferable skills (Green et al, 2000).

One study among US companies shows that based on employee's perspective, most of the skills and knowledge gained through training programs provided by company were transferable to other jobs. The results of above-mentioned study revealed that the amount of attention paid to training differentiating is unnecessary or at least the effect of this differentiation on turnover intention is not considerable.

Recent studies investigating the theory proposed by Becker, have questioned the outcomes of this theory. They cited that Becker has neglected the importance of transaction cost thus; an employee who has received general training cannot immediately engage in job searching behavior or leave their job for another organization.

The results of the studies done by Katz (1990) contends that organizations do not risk on hiring employees supposing that they have received general training in previous

company and now are eligible enough to start their work in the poaching company since the recruiting company is not aware of the level of general training employee has received. It involves a high level of risk, thus; companies are unwilling to hire an employee based on the training she/he has received in the past company.

According to Katz and Zidermann (1990), those employees who have been trained with general skills within an organization might not be paid as well as if they leave the organization for searching another job.

According to Bishop (1994), the heterogeneity of the knowledge among different organizations will reduce the benefits an employee with general skills can get from moving from training company to another one. The results of these studies, contradicts with Becker's theory and suggests that providing general training for employees does not increase employee's turnover and is risk free.

Another implication of human capital theory focuses on the institutional pressure as a forcing factor in the relation between training and turnover intentions. Based on Acemoglu and Pischke (1998), Some companies distort the salary structure to the benefit of their lower skilled employees, as the result of this distortion; salaries do not represent employee's productivity.

Under these circumstances, that employees are not differentiated in term of their productivity, the recruiting firm cannot distinguish the employee they are interested in by considering their amount of salary as a differentiation signal. Therefore, organizations are ready to invest on their employee's general training. To support their results, Acemoglu and Pischke (1998), hire examples from European market, which

is known for general training, and the labor relations are more immature and controlled with distorted salary distribution in benefit of lower skilled employees. It can be concluded that market imperfection, which has resulted in equal wages among all the employees within one company, has blocked the opportunistic behaviors by recruiting firms in recognizing skilled employees and has encouraged the companies to provide general training without the fear of losing them. Stevens (1994) argues that specific training is appropriate for a so-called "monopoly" situation that there is just one buyer in the market. Specific training is of importance in the labor market that there is not any competition. The "monopoly" suggested by Becker can be simulated by oligopoly or immature labor market.

A situation in labor market that employees have acquired specific skills thus; the competition among companies has decreased. In the perfect market, employees have identical capabilities and the requirements for the jobs are same, this situation makes it easy for employees to move across the firms.

In the realistic situation where employees have different level of knowledge and different capabilities and the design of the job is different in organizations, it is not easy for employees to transfer the acquired skills to another company. Based on the findings, Stevens argues a different approach to reduced job searching behaviors; limited numbers of companies are looking for employees with a specific kind of skills. Stevens does not strongly disagree with Becker's view about "poaching" companies but puts the center of her research on market imperfection. She suggests that an employee is more likely to poach by another company due to having specific set of abilities that are required by that firm. Study by Loewenstein (1999) shows that high school training, which resembles with general training does not lead to turnover in

employees while training provided by employer's company, which is specific training's equivalent, leads to turnover intentions to some extent. In contradiction, Sieben (2009) describes the human capital theory as being unable to predict a direct relation between the two construct.

Putting forward the human capital theory, it is beyond the bounds of possibility to predict a direct relation between training programs and turnover intention but there are some evidences that for some samples of population the relation may be valid.

Consequently, in this study we consider a straight relation between turnover and training.

The theory of human capital theory, which has been used extensively in literature, is presented as a theoretical framework in this study. This theory will enable us to explain the relation between turnover and training that how employer provided training program can affect employee's decision to leave or retain within a company.

Based on the most recent modifications of this theory, employers who sponsor and provide general training for their employees can be positive about the results, since due to the scarcity of the alternative employees will stay with the company.

3.4 Herzberg Two-Factor Theory:

In the two-factor theory proposed by Herzberg, he defines two sets of needs that shape human behavior at work place:

- The need as an animal to prevent hardship and pain,
- The need as a human to achieve personal growth and sense of achievement,

Herzberg developed a theory based on these findings and the theory caught psychologist and industrial manager's attention at the same time. Many installed their

training and motivational programs based on the dual-factor theory of Herzberg. The Dual-factor theory is based on the study of need satisfactions and the result of those satisfactions from 200 engineers and accountants while previous theories of motivation were based on casual inferences of the theorists and emanated from their own experience. The participants in the Herzberg study were asked to remember of a time that they were exceptionally satisfied with their jobs and if they can recall the reason of that feeling and what were the consequences of that feelings if it had any effect on their job performance, well-being and relationship with others. As the result of this experiment, a set of factors that, serve to worker's satisfaction were identified (House, R.J, 1967).

In the second experiment, Herzberg asks participant to recall a situation that they had exceptionally negative feeling about their jobs and what were the antecedents and consequences of that feeling. Herzberg concluded that job satisfaction comprises of two distinctive set of factors: The first factors were associated with job satisfaction and the second set with job dissatisfaction. These two categories are not opposing each other but represent two distinctive phenomena and increase in one does not cause the another to diminish. Moreover, Herzberg implies that factors leading to job satisfaction are apparent and different from those, which lead to work dissatisfaction, and they are two different poles with different characteristics. To clarify the difference between these two concepts, Herzberg analogize job satisfaction with "sight" and work dissatisfaction with "hearing."

Without any doubt, changes in light will not affect hearing and changes in sound does not affect human's vision, the same concept is applicable to this theory, that providing

employees with more of physical needs in work place does not result in higher work satisfaction and vice versa(p.76).

According to the results of his research, he contends that based on Maslow's theory of motivation, satisfaction of lower level need such as pleasant working environment and minimum remuneration and interpersonal relation cannot lead to job satisfaction; other factors (satisfiers) should be present.

Rather, individuals are in hope of fulfillment of higher-level psychological and self-esteem needs (satisfier) in their work, such as advancement in work, sense of personal achievement, responsibility, and recognition by others and the nature of job itself. According to the theory, motivational factors are associated with the nature of job and the sense of achievement that flows from performing that work. The most significant motivational factors are those characteristic of the job that promote the sense of self-actualization and self-realization in the organization. These motivational or intrinsic factors are recognition; work itself, the amount of responsibility on the job and growth potential. These factors should be present to ensure a lasting and enduring attitude change in the workplace. Recognition which does not necessarily come from supervisor; it can also be the recognition by other colleagues or customers, when combined by achievement provides more intense job satisfaction (colleen, 2007).

Although the results of Herzberg theory seem to be equivalent with Maslow's hierarchy of need, he nurture the theory by adding another dimension, by proposing that presence of psychological needs(satisfiers), employees will be satisfied by their job while the sole presence of physical needs cannot lead to job satisfaction(they should be present though).

While satisfiers are an individual's perception of the superior aspects of the job and are referred to as motivators, dissatisfies symbolize the initial needs that the jobs provide for the employees and are called hygiene factors (p.74). Hygiene factors are related to the individual's relation with the environment they work in. The most significant hygiene factor is company policy and supervision that can cause ineffectiveness in the organization. The second important hygiene factor is incompetent administration where the supervisor is not knowledgeable and lacks the ability to delegate power and mentor. Working environment, low wages, lack of communication channels especially with supervisor and lack of sense of achievement and recognition by others are among the other important hygiene factors that lead to dissatisfaction. Job satisfaction arose by motivational factors will endure in time when hygiene factors should be monitored and diminished time-by-time (colleen, 2007).

Based on Herzberg theory dissatisfies or hygiene factors do not lead to work satisfaction because they cannot provide employees with the sense of personal growth and achievement. Another aspect of Dual-Factor theory of Herzberg focuses on the fact that intrinsic factors can motivate employees to superior effort and experience while hygiene factors do not.

To increase the sense of achievement in employees, they should feel they have successfully accomplished a valuable and meaningful task and have retained their self-esteem. According to Herzberg, psychological growth happens when an individual comes to an understanding of self or when this self-realization increases (p.78). The dual factor theory of Herzberg also defines job enrichment as to designing jobs in a way that is challenging and increases recognition by others, personal achievement and growth. Individual's growth, which is one of motivational factors in the theory, can be

boosted by training. Training is meant to broaden employee's work related knowledge and capabilities, thus assist employees in accomplishing their task. Herzberg theory implies practical suggestions to managers, they can increase the level of job satisfaction in their company by changing work's typical features to suit employees desire (House, R.J, 1967).

3.4.1 Dual-Factor Theory and Criticisms

The theory has been criticized for several reasons: first, limitation in the methodology, Second, it is based on false assignments and research; and third, inconsistency with previous relevant studies about motivation and satisfaction. Each of these criticisms are discussed.

Limitation in the methodology: According to Vroom (1964), the use of storytelling critical-incident method in measuring the satisfaction and dissatisfaction reasons are inadequate and other methods are required to test the trustworthiness of the theory. Individuals are more likely to associate the cause of satisfaction with their own achievement and accomplishment while attributing their dissatisfaction to the elements of the workplace without considering their own inadequateness and incompetence (Vroom, 1964, p.129). "Individuals takes the credit when everything is going well and increase their self-worth but when things are not on track they will protect their self-concept and put the blame on the environment" (Vroom, 1964,pp. 7,8).

False assumptions ad research: the theory not only is accused of having limitations in its method but also of having procedural boundaries in its research in which it was inferred. It is argued that categorization process of intrinsic and extrinsic factors to measure job dimensions are inadequate.

Inconsistency with previous studies: According to Dual-Factor theory, the higher employees are satisfied, the more productive they will be. A study by Brayfield and Crockett (1955) indicates that one's position in a network of relationships does not imply motivation for higher performance and productivity is related to many other goals of the employee.

Herzberg et al. (1959) conducted 27 qualitative researches about the relation between job attitudes and employee productivity, 14 studies revealed a positive relation while the remaining did not show any significant relationship. Vroom (1964) conducted twenty studies to examine the relation among productivity and job satisfaction. Seventeen of the studies reported a positive strong relation while three others revealed a negative relation. Although it is proved that, there is a positive relation between job satisfaction and productivity; there is a general agreement that this effect is dependent on some situational variables that are not clear up to date. According to Friedlander (1969a, p.143) Dual-Factor theory has not presented any data to show the direct relation between intrinsic factors and elevated level of productivity.

Vroom (1964, p.11) asserts that Herzberg based his research on employee's thoughts of the reason of the satisfaction instead of observing of the motivational behavior. Herzberg argues that satisfiers and motivators are equivalent that those elements of working environment that produce satisfaction are also able of motivating individuals to show higher performance and more productivity. In contradiction, Vroom (1964) argues that motivation is only one of the factors that lead to higher productivity.

Nevertheless, in this reasoning the difference between the natures of the jobs is perceived as the factor that drives job satisfaction. Based on Kalleberg (2000) study,

this reasoning cannot explain the fact that employees who are performing in the same situation with same work characteristics, show different level of satisfaction. According to Kallberge (2000) this difference can arise from the different values that individuals assign to the work role, as well as reward distribution system in the company can determine the extent that which of these should be included in job satisfaction research to gain a more holistic view of this construct. Empirical studies such as Manisera et al (2010), Smerek, and Peterson (2007) support the idea that in contradiction with all criticism about Herzberg theory, it still can explain employee's job satisfaction. Benson (2004) proposes that employees value company's effort for training programs, because they invest a large amount of money for their employees to achieve higher university degrees.

Previous studies show that employee's training and recruitment is one of the HRM practices that triggers positive attitude and behavior among employees in the work place (Guest, 2002; Edgar and Geare, 2005; Gould-Williams, 2004). Another study by Lee and Bruvold(2003) shows that employees will have a higher perception of company's support when company invests in training and development programs which finally will lead to an elevated level of job satisfaction.

3.5 Job Satisfaction

Job satisfaction has been discussed extensively in the literature, especially in HRM, organizational behavior and industrial psychology (Koster et al., 2009). Although job satisfaction has been widely used in literature as well as daily life, there is no clear definition of it. Different approaches to job satisfaction have produced too many definitions, which we will discuss later. The notion of job satisfaction started in 20th century, which implied the importance of this concept in organizations. Taylor (1911)

investigated the relation between employees and their work roles to find better training methods. The link between satisfaction and elevated level of work was not identified until Edward Thorndike (1918) systematic work. According to Thorndike (1918), employee's perception of work role has a significant influence on their performance.

According to Hoppock (1935) job satisfaction is constitute of some forces that shapes individual's positive feelings about their job. Although there are plenty of external forces to shape job satisfaction, it is an internal feeling. Thus, job satisfaction represents the factors that lead to the sense of satisfaction. Vroom (1964) considers the importance of the employees in shaping job satisfaction.

Accordingly, he defines job satisfaction as employee's emotional tendency toward their roles. Spector (1997, p.2) contends that job satisfaction is employee's feeling toward their job and different aspect of the job; it is also defined as affective reaction toward characteristics of the working environment (Dole & Schroeder, 2001, p.235). Job satisfaction is a mixture of positive and negative feelings toward job roles. Individuals hold a set of needs and desires that forms their expectations from the employer's organization. If the company meets these expectations, then employee is more likely to be satisfied with the job (Davis et al., 1985). Locke (1985) defines job satisfaction as a positive state of mind that results from attributing value to the job. Job satisfaction, which also can be regarded as a sense of achievement, is positively related to the level of productivity and well-being. Job satisfaction falls into two categories: Intrinsic and Extrinsic job satisfaction (Clark, Oswald, & Warr, 1996). Intrinsic job satisfaction is a pleasurable state of mind that individuals have about their job and is associated with inherited aspects of the job such as skill utilization, having control over the job, the degree of challengingly (Cowin, Johnson, Carven, 2008).

Extrinsic job satisfaction is shaped by some specific aspects of the job such as expected time to work in the office and wage and some other facets of the job. A range of intrinsic and extrinsic factors such as supervisor's quality, social relationship in teamwork and the degree that individuals experience failure or success (Armstrong, 2003, p.24) affect the level of the job satisfaction. Job satisfaction directly and significantly influences organizational performance in terms of task performance and other discretionary behaviors when employees are motivated and satisfied by different aspect of their job (Armstrong, 2003). They found that teamwork, the degree that job is challenging, and career opportunities are the most influential factors affecting job satisfaction. Job satisfaction is recognized as having different characteristics such as satisfaction with working environment, wage, administration, organizational commitment, and climate (Yang, 2010). Many researchers have confirmed the importance of the remuneration and working environment in formation of job satisfaction (Taplin & Winterton, 2007). Although the before mentioned factors are correlated but satisfaction with one attribute of the job does not necessarily lead to overall job satisfaction (Kavanaugh, Duffy, 2006).

One of the conspicuous theories in this field is Herzberg's two-factor theory, which was mentioned before. The theory states that the presence of "satisfiers" or intrinsic factors can produce job satisfaction while "hygiene" or extrinsic factors are positively associated with dissatisfaction. This implies that intrinsic job satisfaction is derived by those elements of the job that satisfy higher level of Maslow hierarchy of need such as growth and recognition. On the other hand, extrinsic job satisfaction is derived from external stimuli such as remuneration and working condition (Zopiatis, 2014).

3.5.1 The Relation between Job Satisfaction and Turnover

Researchers have developed many frameworks to understand the process of turnover. A study by Lambert et al. (2001) shows that job satisfaction measures enable scholars to predict turnover and it is concluded that higher level of job satisfaction reduce turnover intention. As various authors contend it, job satisfaction is among the important factors that predicts the success of an organization. The rate of absenteeism in an organization represents the level of satisfaction in that company, lower rates are associated with high job satisfaction and vice versa (Daskin & Tezer, 2012). Mobley model (Lee, TW 1988) is a conceptual model that explains the process in which an employee engages in actual turnover behavior. According to the model, there are seven preceding steps between job dissatisfaction and turnover. In the very first stage employee considers leaving the organization and starts thinking about it. Second level is associated with employee's perception of costs of leaving the job. Third level is employee's intention to search for other jobs, which may 4), lead to the action of searching for alternatives and to the 5), evaluation of the eligibility of those alternatives. At the sixth step employee compare the benefit from current job with the new alternative jobs and 7), intends to quit or retain in the company.

Previous researches show that employees who are satisfied with their jobs will stay in the organization for a longer period of time, show lower rate of turnover and less absenteeism (Jewell and Seagall, 1990). All features of job satisfaction are recognized as negatively related to turnover intentions (Price, 2001). According to Clark and Reid (2000), job satisfaction triggered by payment can produce mixing results; it can lead to both satisfaction and dissatisfaction. Another study by Lambert, Hogan and Barton (2001), shows that job satisfaction is a significant antecedence of turnover intention.

Chapter 4

RESEARCH HYPOTHESIS

The conceptual model of this study is presented in this chapter. The relevant hypothesis are developed and tested. The model illustrates the effect of employer provided training on turnover intention. Furthermore, we will test the mediatory role of job satisfaction in this relation and training's indirect effect on turnover intention. Research, conceptual framework, and hypotheses are demonstrated in Figure 2.

4.1 Conceptual Model



Figure 4.1. Conceptual Model

4.2 Hypothesis Development

4.2.1 The Effect of Training on Turnover Intention

This study uses the theory of Human Capital (Becker, 1962) to explain that how employer provided training affects employee's turnover intentions. It calls attention to the fact that most of organizations provide training facilities for their employees to increase their productivity. According to Becker (1962) two categories of training programs are defined that one organization can provide: General and Specific training.

General training provides employees with a set of capabilities and knowledge that is useful not only in the current firm but also has applicability in many other organizations. Accordingly, an employee who has acquired the general skills may start considering the outside job opportunities and having turnover as one of the options in their mind; this might lead to turnover that is why training employees with general skills is perceived to have a high risk in it. On the other hand, specific training will provide employees with the skills and capabilities that are mainly effective in the current organization (Becker, 1962). According to the definition of specific training, it does not increase the chance of employability in the industry. Many scholars have asserted that there is not a straight line between general and specific training and it is difficult to distinguish these two types of training from each other (Loewenstein & Spletzer, 1999). Most of the trainings in a firm are general and the skills employees learn in the current firm can be useful to other firms as well. According to Barrett and O'connell (2007), general training is associated with higher productivity where specific training does not affect productivity. There are little evidences that approve the differences between the two type of training, so we focus on training without distinguishing specific and general training from each other. Turnover intention is defined as employee's though about leaving the job and showing searching behaviors to find another job in another organization (Mobley et al., 1978; Benson, 2004). To date some antecedents of turnover intention are recognized such as level of the education (Bright, 2008), the level of satisfaction on the job (Egan et al., 2004), tenure, promotion and organizational commitment (Benson, 2004) etc. Most of the studies use job satisfaction and organizational commitment as the mediators between job attitudes, behavior, and withdrawal decision process, which results in turnover intention and finally to actual turnover (Meyer, 1999). Employees who follow training

programs and participate actively will show higher degree of productivity in turn. Although training programs are limited in organizations due to high related cost such as material, teaching, time, effort costs (Becker,1962); high level of advantages are associated with them such as improvement in employee's capability and knowledge level and overall performance as a result(Bartel, 1995; Dearden & Van Reenen, 2006). Dearden (2006) claimed that training could predict productivity even better than remuneration. To achieve a better market position and gain competitive advantages, companies have to have rare, valuable, not substitutable and resources, which are difficult to imitate (Barney, 1992). Organizations invest on their human resources to increase their value in terms of performance and productivity and gain a competitive edge (Barney, 1992). While employer provided training could increase the productivity of the employees, it also may lead to employee's mobility in industry (Becker, 1962). Therefore, it is advisable to reach a balance in the organization and individual's goal. There are empirical evidences in the literature that confirms a direct relation between training programs and turnover intentions. According to Mincer (1988), there is a negative and strong relation between training and employee's turnover intention. Benson (2004) reports that on-job-training is negatively correlated with turnover intention. Egan et al. (2004) found a negative but not significant relation between learning culture and turnover intention, the correlation was stronger when job satisfaction was included. Based on the above-mentioned discussion and human capital theory, this study assumes a relation between employer-provided training and turnover intention as follows:

Hypothesis 1: There is a direct negative effect between training and turnover intentions.

The differences between the previous studies can be defined by the fact that they have used some variables, which can affect this relation. These variables found to have an influence on the direct relation such as job satisfaction (Egan et al., 2004), wage volatility (Pencavel, 1972; Mincer, 1988), organizational commitment (Benson, 2004).

4.2.2 The Effect of Training on Job Satisfaction

The effect of training on job satisfaction can be well explained by relying on the Fredrik Herzberg Two-Factor theory(1968) which is also known as the motivation-hygiene or intrinsic-extrinsic motivation. It contends that besides of some factors that cause job satisfaction, there are some other hygiene factors that lead to job dissatisfaction. According to Herzberg (1968) intrinsic motivational factors such as challenging work, the amount of responsibility on the job, recognition by others can result in job satisfaction while the absence extrinsic hygiene factors such as remuneration, fringe benefits, job security and the work itself produce job dissatisfaction. The Two Factor theory is in harmony with Maslow's need hierarchy; it asserts that individuals are in search of fulfillment of their higher-level psychological needs including the sense of achievement, recognition by others, self-advancement, growth potential, and the nature of the job. Herzberg (1968) includes a set of hygiene factors to this definition that cause dissatisfaction and describes them as organizational politics, low salary, relationship with others and with the supervisor and frustrating stressful working environment etc.

The theory is based on the notion that availability of one set of job characteristics results in employee's satisfaction while another set of job traits leads to dissatisfaction. It is obvious that the two set of factors are not opposing and satisfiers are not conflicting with dissatisfies. Both categories contain factors that are motivational but

to different extent because they fulfill different level of needs. If the extrinsic hygiene needs are met then they will be motivating factors while intrinsic motivational needs are open ended and that is the reason they endure to motivate. Therefore, satisfaction and dissatisfaction are defined as two separate phenomena where increase in one does not lead to diminish of another. If an organization, aims to increase satisfaction in its employees it should be alerted with the nature of the job and concentrate on job design and the opportunities it presents for its employees to achieve higher psychological needs. The Dual factor theory of Herzberg postulated “job enrichment”; which is defined as an attempt to design jobs and the addition of tasks to a job that allows employees to achieve a sense of recognition, challenge, and self-growth and provides greater involvement and interaction with that role. The definition of self-growth, which is one of the satisfier factors, is parallel with job training. Job training is associated with knowledge and capability expansion and is expected to assist employee to accomplish and fulfill the work-related tasks. According to Rowden and Ahmed (2000), training programs and learning lead to job satisfaction in employees. Alegre and Chiva (2008) contended that organizational learning influences employee’s competency and job satisfaction through a stimulating work context. Gardiner and Whiting (1997) stated that organizational learning promoted overall performance and employee’s contextual performance and job satisfaction. To create a harmony between individual and organization’s goal, organizations should be responsible for providing employees with resources and opportunity to learn and develop (Rowden and clyde, 2005). Organizations that have focused on learning and education as a priority will be paid off with higher financial performance and higher level of job satisfaction (Chuang & Dellman-Jenkins, 2008). Rowen and Clyde (2005) reported that there is a significant relation between employer provided learning and

employee's job satisfaction and a great part of the job satisfaction has been a result of the existence of the on the job training opportunities.

Therefore based on the before mentioned discussion, following hypothesis are proposed:

Hypothesis 2: Training program has a positive relation with intrinsic job satisfaction.

Hypothesis 3: Training program has a positive relation with extrinsic job satisfaction.

4.2.3 The Effect of Job Satisfaction on Turnover Intention

According to Bluedorn (1982) and Mobley (1982) turnover happens in case of dissatisfaction with the job. According to theory and researches by Sager, Griffeth and Hom (1998) when individuals are dissatisfied with their job, they will start thinking about resigning and intend to look for an alternative employer and finally will leave the current employer. Many studies have discussed the significant effect of satisfaction with the job with worker's turnover intention (Griffeth & Hom, 1995; Steel & Ovalle, 1984). According to Igarria & Greenhaus (1992) and Moynihan & Pandey (2007) job satisfaction has several dimensions and managers should identify the key factors that affect employee's satisfaction, as it is known the definite antecedent of turnover intention in many studies. The meta-analysis of Griffeth, Hom, and Gartner (2000) shows that job satisfaction has the most significant effect on turnover intention among the other job attitudes. Daskin and Tezer (2012) indicated that career development programs escalated job satisfaction, consequently satisfaction with the job lowered the turnover intention rate in the organization. Consequently, higher level of job satisfaction will lead to a lower level of turnover intentions. This declaration has been

researched extensively in prior empirical studies and confirmed. In addition to the conceptual arguments, there is a large number of empirical evidences in support of the relation between job satisfaction and overall work performance (Judge et al., 2000; Politis, 2005; Suliman and Iles, 2000; Wilson and Frimpong, 2004). The results of these researches show that employees who are satisfied with their job will stay in their jobs and show higher level of productivity (McNeese smith, 1999).

According to Ghiselli, La Lopa, and Bai (2001), investigating the relation between job satisfaction and turnover intention, it was found that a short-time mentality exists among food service employees and those who are planning to leave the job will leave altogether. In addition, it is shown that employees are more motivated by intrinsic aspect of the job at the beginning but as the length of employment increases the need for extrinsic factor in the work place increases, therefore, if intrinsic needs remain unmet over the time, extrinsic satisfaction can affect long-term turnover intention. Other studies (Karatepe, Avci, 2003; Karatepe et al, 2006; Lam, Zhang, & Baum, 2001), have all agreed that those firms which focus on developing intrinsic factor in the workplace are more to retain their employees and reduce the rate of turnover. More simply, intrinsic and extrinsic factors in the working environment are strong predictors of turnover, concluding that those organizations that do not provide employees with job security, responsibility, and authority will fail to retain their employees. Chuang, Yin, and Dellman-Jenkins (2009), in their investigation of intrinsic satisfaction and extrinsic satisfaction on casino chefs reported that intrinsic factors such as job itself had a significant effect on employee's satisfaction while recognition by others led to lower level of satisfaction where other factors were related to dissatisfaction such as

paid vacation. Researches by (O’Leary & Deegan, 2005) have shown that lack of extrinsic aspects have led employees to search for an alternative job.

Based on the above discussion the following hypothesizes are proposed:

Hypothesis 4: There is a negative relation between intrinsic job satisfaction and turnover intention.

Hypothesis 5: There is a negative relation between extrinsic job satisfaction and turnover intention.

4.2.4 The Mediatory Role of Job Satisfaction

According to the previous studies job satisfaction plays a mediating role in the relation between employer-provided training and turnover. Based on Koster, De Grip (2010), perceived support that is a direct consequence of training programs, is a strong predictor of turnover intentions through the mediation role of job satisfaction. According to Edgar and Geare (2005) employee development practices result in higher level of job satisfaction and all the facets of job satisfaction are inversely related to turnover (Hollenbeck& Williams, 1987).

Hypothesis 6: Intrinsic Job satisfaction mediates the effect of participation in employer-provided job training on employees’ turnover intentions.

Hypothesis 7: Extrinsic Job satisfaction mediates the effect of participation in employer-provided job training on employees’ turnover intentions.

Chapter 5

METHODOLOGY

This chapter represents the methodology used in this empirical study, will be discussed. The approach in this research, the explanation of it and study sample will be presented as well. Furthermore, data collection procedure, the structure of the questionnaire and data analysis will be explained as we go further in this chapter.

5.1 Quantitative Method

Quantitative research is the act of collecting numerical data to explain phenomena and analyzing it by mathematical methods (Aliaga and Gunderson, 2000). In addition, this study has an objectivist and positivists view toward the problem, means that researcher tries to uncover the truth that already exists and the relationships are cause and effect based. The research is conclusive in its purpose and the aim is to reach recognition of commonality of the phenomenon by looking to a larger population. Therefore, study attempts to use quantitative method since it does not limit the number of participants in the research and it quite flexible.

The first step in conducting a research is to explain qualitative or quantitative phenomena. Actually, the purpose of each research is to explain a phenomenon and give some reasons for it as in this study hypothesizes are developed according to the discussion in the literature review.

Second step is to collect the numerical data. Although data is not always in the numerical form, it does not limit the quantitative research, in fact, there are very limited numbers of phenomenon that occur in numerical form. Moreover, it is possible to design the research in the way that it can be converted to the numerical form by assigning a number to each statement or rating them. This method is applied in the study by questionnaire rating scale (Likert scale).

Final step is to analyzing data with mathematical based methods, which in this study is SPSS. The reason that most of researchers avoid quantitative method is the mathematical base of the method, which seems complicated and needs skills but also computer soft wares allow researchers to analysis the data quickly (Cohen, L., Manion, L. & Morison, K. ,2000).

5.2 Deductive Approach

It is significantly important to determine which approach is implemented in conducting a research. According to Babbie (2009) scientific inquiries usually struggle among two different alternative of conducting the study: Inductive and deductive approaches which both approaches take observation and logic into consideration.

Deductive approach which is also known as Top-down approach will test the theory and is described as the arguments, which are based on Accepted principals and proved law and rules, moves from general to specific facts thus it is focused on causality. Conclusion follows from hypothesizes and these approaches are associated with quantitative studies (Burney, 2008). Deductive approach tends to test the developed hypotheses based on experimental observations as it produces facts from general discussions. In contradiction, Inductive approach begins with specific and ends into

general facts. This approach is associated with qualitative studies and aims at finding new phenomena or investigating previously studied facts from a very different perspective (Burney, 2008). It should be mentioned that not all qualitative studies tend to use an inductive approach. The differences between these two methods are more obvious in Figure

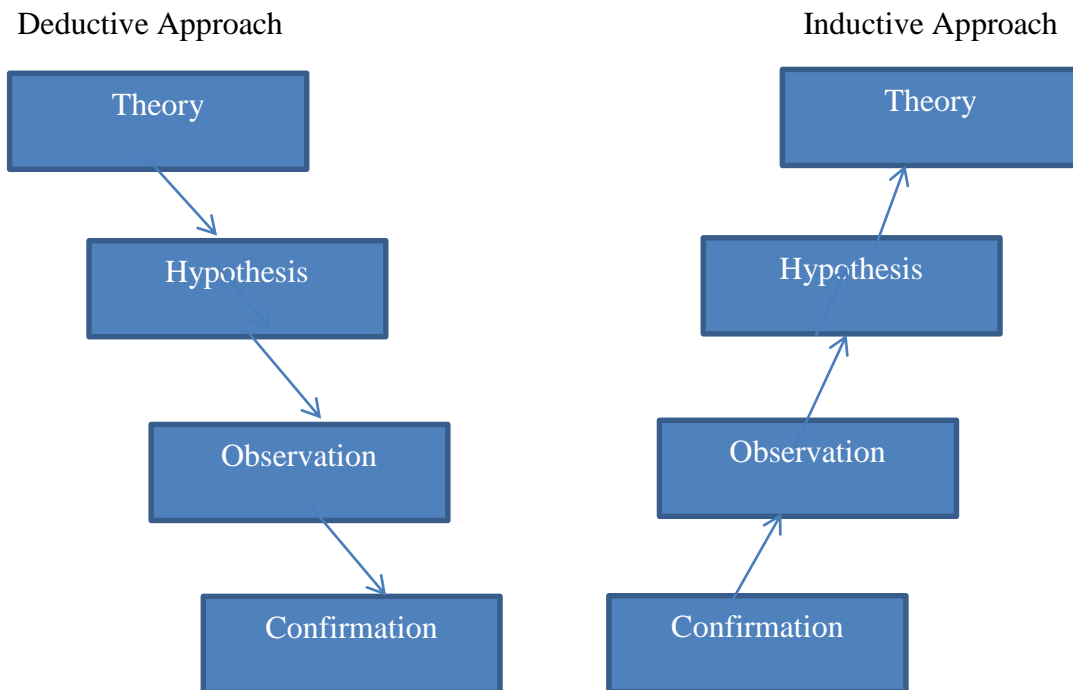


Figure 5.1. Deductive Approach versus Inductive Approach
Source: Barney, 2008

Based on before mentioned discussion and what has been explained in previous chapters, this study uses a deductive approach and tests the hypothesis presented in the conceptual model. According to Graziano (1993) the constructs, assist the researcher to develop and test deductions from constructs. Deductions will be tested empirically through the study hence provide the support for theory (Graziano, 1993).

5.3 Sampling Method

Sampling is the act of selecting a subset of individuals from a population and hopefully representative of the characteristics to determine the truth about the whole population.

The benefit of sampling is that, it saves resources such as money and time and produces accurate results that can be calculated mathematically (Groves, et al. 2000).

There are two different type of sampling method namely Probability (representative) and non-probability, whilst in probability sampling all the units participating in the sample have the probability of being selected in the sample. It is important to understand that not everybody has the same probability of participating in the sample but each person's probability is defined. This kind of sampling allows the researcher to produce unbiased and valid data, as the sample is representative of a broader population (Lohr, 2009).

Probability sampling methods comprises of three sub-categories namely:

- Random Sampling
- Systematic Sampling
- Stratified Sampling

Non-probability sampling is described as any kind of sampling that not all the participants have the probability of selection or their probability weight is not defined. Since the sampling population is chosen with a non-random manner, the calculation of sampling errors is difficult (Lohr, 2008). Accordingly, it is not obvious that how much information the sample data can provide about the whole population because in this method some units of the sample do not have the chance to enter the sampling pool, thus when information about the relation between sample and population is limited it is impossible to reach from sample data to the population. A probability design can turn into non-probability if there are nonresponse effects (Robert M. Groves, et al. 2000).

- Convenience sampling
- Judgment Sampling
- Quota Sampling
- Snowball Sampling

This study tends to use convenience sampling also known as accidental sampling, which is a type of non-probability sampling by focusing on units of the population, who are available and easy to reach. Although it is more favorable to use a probability sampling, it is difficult to achieve especially in hospitality industry. Limitation in time and money and ethical considerations are the main obstacles in arranging a probability sampling (Altinay & Paraskevas, 2008). The selection of the sample population is based on their convenient accessibility. One problem associated with this sampling method is that the researcher cannot generalize the result of the study because he/she does not have any control over the representativeness of the sample (Altinay & Paraskevas, 2008).

5.4 Instrument Development

Instrument is a term that researchers use to define their measurement device, it can be questionnaire, survey etc (Guba & Lincoln, 1994).

This study was done by using a structured questionnaire, extracted from literature to provide deep understanding about the effect of employer provided training on employee's turnover intention.

An operationalization of the concept resulted in three sections with 31 attributes including demographic characteristics of the respondents. With the help of back-translation, this study attempted to translate the English questionnaire to Turkish. The

cross-linguistic comparability of the survey was evaluated by academics who were fluent in both languages.

Questionnaire is designed in four sections, the first section is about the demographic characteristics of the respondents, which was designed as sex, age, and academic background, title of job, department, annual income, and hotel working experience. It is necessary to collect respondent's demographic information to assess the difference between choices and possibilities between different groups of participants.

The second part composed of employer provided training and the extent employees perceive these training programs beneficial to their development. Based on Edgar and Geare (2005) training and development study, four attributes are measured on the five-point scales; from strongly disagree to strongly agree.

The third part tends to investigate the degree of job satisfaction among frontline employees in a hotel setting with the use of Minnesota questionnaire; it is composed of sixteen statement based on the study of Weiss, Davis, and England (1967) in consistency with the purpose of this study. It measures both intrinsic satisfaction derived from individual's feeling toward work itself and extrinsic satisfaction derived from other elements of the job such as work and pay. There is an extensive use of this survey in hospitality studies such as Ghiselli et al., 2001; Hancer & George, 2003, which, implies the accuracy of the survey. Frontline employees were required to answer to the questions and declare their agreement or disagreement with the statements.

Fourth section of the questionnaire is designed to measure the turnover intention and the probability of employees engaging in job searching behavior among frontline employees in hotels, these items are developed from the study by Meyer and Allen and Smith (1993) and it is measured on five-point scale from never to always.

5.5 Pilot Study

Pilot study is described as a small-scale test conducted to determine the feasibility, time, cost, and size of the influence, in order to find an appropriate sample to enhance the study design before the full scale quantitative research (Hulley and Stephen, 2007, p.168-169). The purpose of pilot study is to avoid the waste of resources such as money and time on not appropriate designed studies. The participants in pilot study are some relevant units of the sample population but not those who finally will be part of the final sample and they will be later eliminated from the sample because their behavior may be altered in a large-scale research. Pilot study will provide some valuable insights into the limitations and missing parts of the study so the large-scale experiment, which is more expensive, can be improved.

This study was pilot tested with a judgmental sample of frontline employees in two boutique hotels in Famagusta and Kyrenia. 25 questionnaires are distributed among the different employees with different job responsibilities. Due to personal interaction with employees, it was realized that they feel unsecured to fill the form since the questionnaire contains questions related to turnover intentions. Hence, a formal letter was provided from the author which assured the respondents that their information would be kept confidential. Furthermore, questionnaires were distributed in envelopes and would be handed directly to the researcher, so they would feel secured while filling the form. After implementing the mentioned procedures, there were no difficulties with both filling and accuracy of completion of questionnaires.

5.6 Population and Sample

Sampling is one of the most important parts of each study that comprises of collecting of primary data from the population (Saunders, et al., 2011). Sampling involves the selection of some units of the broader population to participate in the study for the aim of collecting data on the basis of sampling purpose. According to, the benefits of sampling can be summarized in five steps as follows: First It makes the process of the research more manageable at any size or type. Second, significantly reduces the cost of the research. Third, the findings of the research will be more accurate. Fourth, makes the Process of the information more efficient and finally the speed of the data collection will be improved (Brown ;2006).

The respondent sample that was used for this investigation consisted of full-time frontline employees (e.g., reception desk, bar tenders, restaurant employees, animation workers) in five star hotels in North Cyprus. According to the Ministry of Tourism, culture and Environment of North Cyprus, 15 five star hotels are actively serving customers. Respondents were selected through judgmental sampling method and from five start hotels in TRNC. Data collection period was between January-February 2014.

5.7 Data Collection Procedure

The present research uses a convenience sample of employees who are in direct interaction with customers in five star hotels in North Cyprus. The respondents were selected due to their convenient accessibility and their interest to participate in the study .The questionnaires were distributed among 190 frontline employees in TRNC.

In the study, a total number of 190 questionnaires were distributed in eight hotels which all were five star hotels across North Cyprus country. All the respondents were

full-time frontline employees with direct interaction with customers and they were given assurance of confidentiality of the data. Questionnaires were distributed by the research team and collected in the very same day directly from employees themselves. The number of 65 questionnaires were excluded from analysis process due to the incomplete answers. The analysis was conducted by totally 125 valid questionnaires.

5.8 Measurement and Data Analysis

This study tends to use Likert scales because they are much easier for respondent to fill in and they are simple and easy to be assessed and analyzed. According to Schiffman (2008), in contradiction with semantic differential scales that consumer place their evaluation on assumption of what each number in the scale means, Likert scales give some information for each of numbers in the scales, as the result consumers are exactly aware of what they are selecting.

In this study five-point Likert scales are used in questionnaires, from (1) Strongly disagree to (5) Strongly agree and (1) Never to (5) always and (1) Strongly dissatisfied to (5) Strongly satisfied, these scales are applied to all the questions in the questionnaire.

Based on the structure of the questionnaire, the extent that employees are satisfied with their job in job satisfaction is measured by using five-point from strongly satisfied to strongly dissatisfied. Furthermore, the degree that employee consider the employer provided training useful is measured by five-point Likert scale from (1) strongly disagree to (5) strongly agree. A neutral or undecided choice (Not Sure) is added to the choices in consistency with researcher's recommendation, so the respondents do not feel they are under obligation to agree or disagree. Nevertheless, to measure the extent that employees consider staying in the organization or leaving their job, study

uses five-point from always to never. Finally, single selection scales is applied to demographic questions where the participants can fill each of the boxes that fits them.

The process of data analysis comes after data collection procedure; to examine quantitative collected data this study uses SPSS (Statistical Package for the Social Science).

5.9 Validity and reliability

To conduct a valuable quantitative research it is fundamental to have good measurement therefore in measuring the construct, test and assessment must be reliable and valid. Considering reliability and validity in the procedure helps to reduce (hopefully avoid) the probability of getting the wrong answer (Saunders & Thornhill, 2003).

5.9.1 Validity

Validity shows that if the instruments of the study were able to measure what they meant to measure and perform as they were designed to perform. Validity is usually measured in degrees since it is impossible for an instrument to be hundred percent valid. Validation is the process of collecting and analyzing data to evaluate the certainty of the instruments. Among abundant number of statistical analysis to assume questionnaire's validity, pilot test is recognized as one of the most efficient way that is used in this study (Saunders and Thornhill, 2003).

There are two types of validation namely external validity and content validity. External validity is the degree of generalizability of the sample to the population or in other words, it shows that to what extent the sample is representative of the population. A questionnaire or any other kind of instruments that is externally valid helps the

researcher to achieve population generalizability (Guion, 2002). In order to achieve this, this study tried to collect data from credible respondents who are familiar with the hotel operation and conducted pilot test with full-time employees in two boutique hotels in Famagusta, who were chosen before starting the survey to ensure the validity of the instruments.

The second type of validation is Content validity that refers to the extent that the instrument is appropriate or in other words, “do instruments really are capable of measuring what the study wants to measure?” (Guion, 2002), In order to achieve this, the study attempts to use questionnaire that are provide in previous studies with valid references.

5.9.2 Reliability

Reliability is the extent that instruments of the study consistently measure what it intends to measure. The reliability of an instrument can be expressed by numerical data such as a coefficient; a high coefficient shows a high degree of reliability. A high coefficient ensures minimum error variance (Guion, 2002). Several steps are taken in order to ensure the reliability of this study:

- Questionnaire of this study was divided into four different sections to ensure that respondents can answer the questions easily.
- Valid and clear explanations are provided for each theory used in this study.
- Use of SPSS 19 in this study, which provides the researcher with “Reliability Analysis Statistics.”

Furthermore, reliability is used in previous study to check the consistency of the results. The procedure tries to point out whether measures are repeatedly used and if

they have caused extra dimensions or scales to be created (Carmines and Zeller, 1979). To check the reliability of the scale for a model, the method has been used widely in previous studies such as Parasuraman et al., (1991) and Cronin & Taylor, (1992). The study uses the test for testing instrument reliability in the pre-test phase and for the full sample, other techniques such as factor analysis are used.

The tool to test the internal consistency of a study is called Cronbach's Alpha. The interval of the coefficient changes from 0 to 1. If the coefficient is greater or equal to 0.7, the sample is considered to have internal consistency among measures (Nunnally, 1978). When the coefficient is acceptable, the scale considered to not suffer from random error (Churchill, 1979). The current study is utilized IBM SPSS 19 to run the test. Results are shown in the following table. Since the coefficient is greater than 0.7 (0.901) the value suggests that the scale and items chosen for the research have high internal consistency. It could be said that the scale does not suffer from random error and has internal consistency.

Table 5.1. Reliability Test

Cronbach's Alpha	No of Items
0.901	30

5.10 Regression Analysis Model

Regression analysis is a procedure in which researcher can evaluate the relationship between constructs (Armstrong, 2011).

Multiple regression analysis is used in this study to define the relation between different dependable and independent variables and to explain the relation between each independent and independent construct.

Chapter 6

RESULTS

During the previous chapters, the study tried to describe different methods and techniques used by the study. Design of the questionnaire and scale were discussed. This chapter, however, focuses on the empirical results obtained from the collected data.

6.1 Demographic Characteristics of the Sample

It is common in the statistical literature to use frequencies to describe different characteristics of respondents. To do so, the study is used IBM SPSS 19 to generate the needed frequencies.

According to the results in table 6.1, it is reported that the majority of respondents are males by sharing a percentage of 66.4 of the whole. In other hand the female respondents constitute almost one third of the whole population. The results on the age of participants show that a majority of them are young and have ages between 26 to 35 years old. The lowest frequency in this category goes to those who are aged more than 45 years with only 5 respondents. It is reported that almost half of the participants had a low level of academic background while the other half included either high school or undergraduate studies with undergraduate studies being the lowest frequency.

Table 6.1. Demographic Features of Respondents

Gender	Frequency	Percentage
Male	83	66.4
Female	42	33.6
Total	125	100
Age		
18-25	23	18.4
26-35	77	61.6
36-45	20	16
45<	5	4
Total	125	100
Academic Background		
primary school	66	52.8
high school	54	43.2
undergraduate	5	4.0
Total	125	100.0
Department		
front office	32	25.6
food and beverage	88	70.4
lobby staff	5	4.0
Total	125	100.0
Annual Income		
14000-25000	114	91.2
26000-30000	6	4.8
40000<	5	4.0
Total	125	100.0
Hotel Working Experience		
1-5 year	70	56.0
5-10 year	50	40.0
10-15 year	5	4.0
Total	125	100.0

The study has chosen the frontline employees within the categorization of front office, food and beverage and lobby staff. Most of the questionnaires were distributed among the second category of employees in the study with a percentage of 70.4 %. Among

the whole 125 respondents in the study, only 4% of them are being paid by annual income of more than 40000 TL. The majority of the respondents (91.2%) are paid between 14000TL up to 25000TL annually. Last but not least, respondents were asked about hotel working experience. The highest frequency in this category goes to 1 to 5 years of experience. On the other hand, 40% of the participants have been working in hotel industry for 5 up to 10 years and only 5 of them have more than 10 years in the field.

6.2 Descriptive Statistics

The term descriptive statistics is defined as tool, which illustrates the complete sample in a study with in the context of those descriptive coefficients from the collected data (Oja, 1983). The current study is used SPSS 19 to run the procedure and results are represented in table 6.2. The main features chosen for the study are maximum, minimum, mean and standard deviation. It is common in in studies with quantitative data to use the method to obtain general information on the extracted data. The current study categorizes the relative items in descriptive statistics according to the scales and questions chosen for each measure. As it is shown in table 6.2 and has been mentioned in previous chapters, the questions are weighted from 1 to 5. For the first item, training, the mean for the question of “I have the opportunity to discuss my training and development requirements with my employer” is the highest with the value of 3.4.

The second item, which is intrinsic job satisfaction, consists of 10 different questions and in this item, the question of “I get the chance to do things for other people” has the highest mean. “My supervisor is competent in making decisions” and “I am thinking about leaving this organization” has the highest mean in extrinsic job satisfaction and turnover intention, respectively.

Table 6.2 Descriptive Statistics

Training	Range	Minimum	Maximum	Mean	Std. Dev
This organization has provided me with training opportunities enabling me to extend my range of skills and abilities	4.00	1.00	5.00	3.3600	1.18730
I get the opportunity to discuss my training and development requirements with my employer	4.00	1.00	5.00	3.4000	1.19812
my work pays for any work-related training and or development i want to undertake	4.00	1.00	5.00	3.3280	1.27492
this organization is committed to the training and development of its employees	4.00	1.00	5.00	3.2720	1.18032
Intrinsic Job Satisfaction	Range	Minimum	Maximum	Mean	Std. Dev
this job gives me the chance to do different things from time to time	4.00	1.00	5.00	2.1920	1.07535
this job gives me the chance to be somebody in the community	4.00	1.00	5.00	2.4720	1.13291
i am able to do things that do not go against my conscience in my job	4.00	1.00	5.00	2.2160	1.18855
the way my job provides for steady employment	4.00	1.00	5.00	2.2240	1.17682
i get the chance to do things for other people	4.00	1.00	5.00	2.4480	1.19445
i get the chance to tell people what to do	4.00	1.00	5.00	2.3600	1.01123
i have the chance to do something that makes use of my abilities	4.00	1.00	5.00	2.3480	1.13205
i have freedom to use my own judgment	4.00	1.00	5.00	2.1440	1.05268
i get the chance to try my own methods of doing the job	4.00	1.00	5.00	2.3920	1.09173
this job gives me the feelings of accomplishment	4.00	1.00	5.00	2.2400	1.11731
Extrinsic Job Satisfaction	Range	Minimum	Maximum	Mean	Std. Dev
i get praised for doing a good job	4.00	1.00	5.00	3.3440	1.19882
i have chances for advancement on this job	4.00	1.00	5.00	3.4000	1.17088
my pay and the amount of work i do are matched together	4.00	1.00	5.00	3.4080	1.19202

the way company policies are put into practice	4.00	1.00	5.00	3.2800	1.23524
my supervisor is competent in making decisions	4.00	1.00	5.00	3.4880	1.19553
my supervisor can handle his/her workers	4.00	1.00	5.00	3.3920	1.09909
Turn over Intention	Range	Minimum	Maximum	Mean	Std. Dev
i am thinking about leaving this organization	4.00	1.00	5.00	3.1040	1.05360
i am planning to look for a new job	4.00	1.00	5.00	2.9200	1.08211
i intend to ask people about new job opportunities	4.00	1.00	5.00	2.9040	1.13893
i do not plan to be in this organization much longer	4.00	1.00	5.00	3.0720	1.07895

6.3 Factor Analysis

Factor analysis is defined as a method, which could describe the variability among, observed and those correlated variables in terms of a lower number of unobserved variables, which are usually, called factors (Ledesma & Valero-Mora, 2007). The current study has applied explanatory factor analysis via SPSS 19. The rotation chosen for the study is varimax rotation with the latent root criterion of 1. The factor loading of 0.4 is chosen as the benchmark. The results of the analysis are represented in table 6.3. The extracted factors according to principal component method are training (F1), turnover intention (F2), intrinsic job satisfaction (F3) and extrinsic job satisfaction (F4).

Table 6.3. Factor Analysis

Factors	Total	F1 Training	F2 Turnover	F3 Intrinsic	F4 Extrinsic
Variance explained %	55.23	25.21	12.36	9.781	7.572
Eigenvalue		6.125	2.968	2.347	1.817
Cronbach's alpha	0.901				
Composite Mean		3.73	3.01	2.31	3.38
Variables and communalities					
provided me with training opportunities	.812	.898			
opportunity to discuss my training	.800	.890			
pays for any work-related training	.606	.754			
organization is committed to the training	.711	.827			
thinking about leaving	.649		.789		
do not plan to be in this organization	.603		.760		
planning to look for a new job	.567		.710		
ask people about new job opportunities	.536		.683		
freedom to use my own judgment	.664			.813	
do things for other people	.546			.713	
gives me the chance to be somebody	.522			.707	
try my own methods	.488			.686	
able to do things that do not go against my conscience	.565			.679	
job gives me the chance to do different things	.495			.669	
steady employment	.504			.642	
feelings of accomplishment	.426			.629	
make use of my abilities	.488			.625	
tell people what to do	.441			.611	
chances for advancement	.560				.725
supervisor is competent in making decisions	.506				.682
pay and the amount of work I do are matched	.474				.651
get praised	.497				.641
supervisor can handle his/her workers	.389				.599
policies are put into practice	.408				.571
Notes: Training, intrinsic and extrinsic job satisfaction are measured on a five point likert scale (1= strongly disagree, 5= strongly agree). Turnover intention is measured on a five point likert scale (1=extremely dissatisfied, 5 = extremely satisfied					
Kaiser-Meyer-Olkin measure of sampling adequacy is 0.769. Bartlett's test of Sphericity p< 0.000.					

6.4 Regression and Correlation

6.4.1 Correlation

It is common that before running the regression, a correlation matrix is conducted to observe the correlation between variables and if these correlations are statistically significant (Croxtan & Cowden, 1939). The reason behind running a correlation before regression is that, through this procedure, the interdependency of the variables is tested (Croxtan & Cowden, 1939). The results of the matrix are illustrated in the following table. The table consists of three important items, mean, standard deviation and correlations between variables.

Table 6.4. Correlation, Mean and Std. Deviation of Variables

Variables	training	intrinsic	extrinsic	turnover
Training	1			
Intrinsic	-.445	1		
Extrinsic	.735**	.376**	1	
Turnover	-.277**	-.084	-.332**	1
Mean	3.34	2.315	3.3853	3
Std. Deviation	0.95377	0.70864	0.86432	0.83037

Significant Results are shown by "*" character.
For each critic value one "*" character is added.

The correlation between training and turnover intention is reported to be statistically significant. The coefficient of the correlation is negative hence, the first hypothesis is supported.

As it is shown in table 6.4, the correlation between training and intrinsic job satisfaction is not statistically significant. According to the second hypothesis, training is positively related to intrinsic job satisfaction; however, since the coefficient is not significant in the current study, hypothesis 2 is rejected. Hence, there is no correlation

between training and intrinsic job satisfaction. On the other hand, the correlation between training and extrinsic job satisfaction is statistically significant with $r=.735$ at both 1% and %5 levels. According to hypothesis 3, it is expected that these two variables have positive significant correlation which is strongly supported by the findings of the current study. According to the hypothesis four, it is expected that a negative relation between intrinsic job satisfaction and turnover intention to be existed. Although, results obtained from correlation matrix shows the coefficient is negative and hence the two variables are negatively correlated, the correlation is not statistically significant which results in the rejection of the fourth hypothesis. The coefficient between extrinsic job satisfaction and turnover intention is reported to be statistically and negatively significant. Hence, hypothesis 5 is supported.

According to Baron-and-Kenny's approach (1986) in order to test for a mediation effect, the relation must be significant among them. Since the relation between training and intrinsic job satisfaction and job satisfaction and turnover is not significant, hence hypothesis 6 is automatically rejected. On the other hand, the mediation role of extrinsic job satisfaction is exactly in accordance with Baron-and-Kenny's approach (1986). Hence, the regression is possible.

6.4.2 Hierarchical Regression Results

As it known, regression tries to explain the dependency of a dependent variable to a number of independent variables (Bryk et al. 2002). To test the relation between variables and regression them, the study has chosen the hierarchical regression. In this type of regression, variables are put in to order due to the priority that the researcher determines. The approach gives enhances the researcher to check the relation of a control variable to another or a group of variables (Bryk et al. 2002).

The regression results on the mediatory effect of extrinsic job satisfaction on turnover intention through training are reported in table 6.4. As it is shown in the following table, training is statistically significant. In fact the relation between training and turnover intention is reported to be negative ($\beta_1 = -.277$, $t = 3.195$) which could be interpreted as an increase in training, turnover intention will decrease by 0.277.

Table 6.5 Regression Results

Independent Variables	Dependent Variable	
	Turnover Intention	
	β_1 Step1	β_2 Step 2
Training	-.277** (3.195)	-.071 (.567)
Extrinsic	- -	-.280* (2.221)
F	10.209	7.734
R^2	.077	.113
ΔR^2	-	0.36

**, * indicates that coefficients are statistically significant at $\alpha = 1\%$ and 5% respectively

When the extrinsic job satisfaction is entered to the equation as a mediator, training is not significant anymore which shows the mediatory effect of extrinsic job satisfaction. The results show that the coefficient of the second step of the hierarchical regression is $\beta_2 = -.280$. Since the coefficient ($\beta_2 = .280$) is greater than the model without

mediator ($\beta_1 = .277$), the mediator is a full mediator. Hence, extrinsic job satisfaction is a full mediator of the relation between training and turnover intention. As it shown in the table 6.5, the R Squared is increased from 0.077 to .113, which shows that, by the mediator enters the model; it could explain and predict the changes in the dependent variables better.

According to hypothesis 7, Extrinsic Job satisfaction mediates the effect of participation in employer-provided job training on employees' turnover intentions and the results of regression supports the hypothesis.

Chapter 7

DISCUSON

The purpose of this thesis is to determine the effect of employer provided training on frontline employee's turnover based on theory by Becker (1962) and investigating the role of job satisfaction as a mediator based on Herzberg two-factor theory (1968) by dividing it into intrinsic and extrinsic satisfaction.

The Human Capital theory of Becker (1962) proposes that employees who have received training will tend to search for more job opportunities in other firms and are even poached by competing firms. Therefore, it is expected that these employees will engage in turnover intention. The result of the study confirms this relation.

Accordingly, in this chapter a discussion of previous researches and findings is provided. Furthermore, implication are provided for hotel managers and strategists to get a deeper understanding of the factors lead to job satisfaction and turnover intention among employees. Finally, the limitations of present study and directions for further studies are provided.

7.1 Discussion and Conclusion

This study examines the relationship between training, intrinsic satisfaction, extrinsic satisfaction and turnover intention. This study addresses a gap in literature and enriches the training literature by thoroughly analyzing its correlation with turnover intention and intrinsic satisfaction and extrinsic satisfaction as the mediators in this

relation. The conduct of multiple regressions generated interesting results, not all of them were consistent with relevant literature presented in chapter 3.

The first hypothesis “There is a direct negative effect between training and turnover intentions.” Was supported. Based on the relevant literature proposed by Katz and Zidemann (1990), Bishop (1994), Loewenstein (1999) it was expected that there would be a negative relation between training and turnover intention. The results of the present study are in consistency with relevant literature.

The second hypothesis “Hypothesis 2: Training program is positively related to intrinsic job satisfaction.” Was not supported. According to literature review, intrinsic job satisfaction is derived from intrinsic factors such as work itself, the feeling of self-development in work environment (Dual Factor Theory, Herzberg, 1968). Although the finding of this study is inconsistent with previous studies such as Groot et al. (1999); Porter et al. (1974) that contends “job itself” has a significant role in satisfaction with the job; it is consistent with Karatepe and Avci (2008) research in North Cyprus. Karatepe (2008), states that work itself is an important factor in producing job satisfaction but surprisingly it did not have any significant effect on satisfaction among frontline employees in North Cyprus hotels.

“Hypothesis 3: Training program is positively related to extrinsic job satisfaction.” This hypothesis is supported. According to what was discussed in literature review, extrinsic satisfaction is derived from extrinsic factors in job environment such as pay, supervision and physical environment. Based on discussion by Karatepe and Avci (2008), supervision and pay have significant effect on job satisfaction while physical environment does not show any significant relationship. The findings of this study are

also consistent with Eriguc et al. (2001) and Lam et al. (2001), and Mok et al. (1986). According to human capital theory of Becker, any difference in wage structure in a company is due to having higher ability and skills. Accordingly, those who attended the training programs expected higher level of remuneration or some rewards such as higher job positions by the employer. Those who had participated in training programs had the chance to discuss their problems with their supervisor therefore were more satisfied with their supervisor and developed a more close relation with their supervisor. This result is obvious in the significant positive correlation between “the opportunity to discuss training and development requirement” in training and “The competency of the supervisor in decision making and handling workers” in extrinsic satisfaction. Frontline employees consider supervision as a very important aspect of job satisfaction (Karatepe & Avci, 2008). In consistency with Challagalla et al. (1996); Walker et al. (1975), supervision will lead to elevated level satisfaction. Employees, who are expected to conform to organizational display rules in service encounter, are in urgent need of close supervision and communication to reduce emotional dissonance, which can lead to job dissatisfaction in long run (cf. Morris & Feldman, 1996).

Hypothesis 4: There is a negative relation between intrinsic job satisfaction and turnover intention.

Hypothesis 5: There is a negative relation between extrinsic job satisfaction and turnover intention.

Hypothesis 4 is not supported while hypothesis 5 is accepted. Previous studies which asserted a significant reverse relation between satisfaction and turnover (see Jang et al., 2012; Yang, 2010), did not divide satisfaction with the job into two construct as intrinsic satisfaction and extrinsic satisfaction. This study measures both intrinsic

satisfaction and extrinsic satisfaction. In islands such as North Cyprus, which is dealing with seasonality, dependency on foreign labor, absence of career development opportunities, part-time jobs and enormous rate of turnover, intrinsic motivations are compensated with extrinsic factors that have a significant role in predicting both job satisfaction and turnover intentions (Zopaitis, 2014). Findings of this study show a significant negative relation between extrinsic satisfaction and turnover intention while no association was found between intrinsic satisfaction and turnover neither negative nor positive. Therefore, it can be said that while existence of intrinsic factors does not have any effect on turnover, the absence of extrinsic factors can increase the turnover intention. This relation can be explained by the unique characteristics of North Cyprus as a tourism destination. According to Adler et al., (2004) ; Conlinet al., (2003); Shakeela et al.,(2009), Tourism industry suffers from seasonality accompanied by reduction in core and relies heavily on part-time extra staff who are obviously less loyal. On the other hand, employer companies are obsessed with cost reduction and do not will to invest in their short-term or even core staff by training and development. Adhocism in tourism industry's human resource management (Baum's, 2012) can also explain this discourse. This approach to human resource management can end up with waste of human capital especially when economic is highly dependent on tourism sector (Zopiatis, 2014). Hospitality organizations bribe employees (Pfeffer, 1998) in case the bribe is not adequate; employees tend to search for an alternative employer who offers a higher "bribe" (Zapiatis, 2014). Considering the global crisis economic which has made the competition among hospitality firms even more than past; employees are less motivated by intrinsic factors and it has a less highlighted role in employee's decision. On the other hand, many scholars have stated that employee's turnover intention is a complicated phenomenon, which cannot be explained by the

existing theories fully (Zapiatis, 2014). Existing models to date which has generated contradictory results, are not capable to explain the essence of employee's turnover intention. There is an urgent need to conduct researches in future to grasp employee's motivation to engage in turnover intention in different cultural context (Namasivayam and Zhao, 2007).

Hypothesis 6: Intrinsic Job satisfaction mediates the effect of participation in employer-provided job training on employees' turnover intentions.

Hypothesis 7: Extrinsic Job satisfaction mediates the effect of participation in employer-provided job training on employees' turnover intentions.

According to the analysis, hypothesis 6 is rejected while hypothesis 7 is supported. Although previous studies have found that employee development practices result in higher level of job satisfaction and all facets of job satisfaction are inversely related to turnover (Edgar and Geare, 2005; Hollenbeck & Williams, 1987) but the result of regressions in this study does not provide support for this hypothesis. This result can be explained by the unique characteristics of Northern Cyprus Island as a tourist destination. The seasonality nature of tourism in this island forces hospitality managers to apply ad and hoc employment process in hotels. Furthermore, employees who are aware of part-time nature of their job, are less committed and loyal to the organization and in case of training program, they will be more satisfied with the physical rewards of the program rather than the intrinsic factors. In this regard, employees who have participated in training programs are likely to develop extrinsic satisfaction and therefore show less turnover intentions.

7.2 Implication

Findings of this study have some implications for hospitality sector, specifically for those who have highlighted roles in human resource management. A deeper understanding of factors that influence work environment attitude and behavior (Judge & Kameyer, 2012) which challenges existing theory about the specialty of working environments, will give individuals the opportunity to have an enhanced knowledge and actively engage in human resource practices. This study has implications in two level, macro, and micro.

7.2.1 Micro Level

Based on the unique characteristics of hospitality industry in North Cyprus, the findings suggest that the relation between extrinsic satisfaction and turnover intention implies the importance of managerial style and reward system in the organization, an opportunity, and challenge at the same time. Hoteliers should observe employee's attitude toward the way they are managed and they are rewarded simultaneously. The failure at this level will provoke turnover and subsequent costs.

Although this study does not support the relationship among training and intrinsic satisfaction, hotel managers should accompany training with freedom and discretion to frontline employees (Karatepe & Avci, 2008) which increases the sense of self-development and growth and strengthen the relation between employer and employee. It is of great importance to increase job satisfaction of frontline employees in order to achieve a competitive edge when considering the increasing competition between the hotels in TRNC and other neighbor regions.

7.2.2 Macro Level

Policy makers should motivate hotel managers to adapt to programs that are more educational in order to increase the knowledge level of their employees. This aim can be achieved by holding training programs and state-funded educations (Yavas et al., 2002). It is of great importance to train and retain knowledgeable employees in a country that more than of one-fifth of the Gross National Product is contributed by hospitality industry. According to George (1990) if a manager expects its employees to deliver high quality service to customers, then manager should provide employees with great opportunities. With this realization, hotels in North Cyprus can benefit from training programs that increases the communication with supervisor and also reward programs to retain their skilled employees. Employees who are satisfied with their job will deliver excellent service therefore customer satisfaction will increase.

7.3 Limitations and Future Research

This study has several limitations. First, this study does not differentiate the two kinds of training namely specific and general training, which has been applied in previous studies. Although previous researches show that in reality it is impossible to differentiate between these two kinds (Loewenstein and Spletzer, 1999; Green et al, 2000), investigating the effect of two category of training on turnover separately may generate results that are more favorable.

Second, According to Paauwe (2009), empirical research needs to investigate the relationship between performance in the past and practice of human resource and consequent performance. In this study, cross-sectional design is used and data was gathered at one point of time due to the limitation in the time; therefore, the extent that the results can be generalized is limited. Future researches with a time lag or

longitudinal design which investigates the relation between training, job satisfaction and turnover intention seems necessary.

Third, this study has been done in one single service industry so the findings may not be generalizable to the whole industry thus it is beneficial to reinvestigate the relations in other industries ; however, according to Hartline and Ferrell (1996), focusing on a single industry can diminish the problems rises from industry differences.

Fourth, according to Alexandrov et al. (2007) this study perceives each frontline employee as a unit of analysis consistent with previous researches. According to Wright and Nishii (2006), employee's reaction is a reflection of their perception of their manager's commitment to service quality. Employee's reaction is dependent on their individual differences. Based on this realization, it is suggested to include personal differences as a moderator for the relationship among constructs.

Fifth, this study uses TRNC as a case study and data was collected form hotels in this area, it will be beneficial to test hypothesizes presented in conceptual model with a cross-sectional sample in other countries (e.g. Iran, Nigeria and Turkey).

Finally, all the variables in this study are measured based on employees (frontline) perspective. Although measure assessment was based on strong criteria (Weiss, Davis, & England, 1967), it still can create a common method variance. The degree of job satisfaction of frontline employees can also be assessed from supervisor's point of view. In this study the dimension of job satisfaction are measured from frontline employee's perspective due to the nature of hypothesize.

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APPENDIX

Cover Letter of the Research Questionnaire

Dear Participant,

The main purpose of this study is to examine the effects of training on frontline employee's turnover intention and job satisfaction in North Cyprus. Since you have worked in the hotel industry, are completely familiar, and engaged with the problems affecting employee's behaviour, we invite you to participate in this research by completing this questionnaire. There is no right or wrong answer.

Participation is voluntary and it will require 10 minutes maximum to complete.

There is not any compensation for responding nor is any known risk. Your information will be kept confidential.

We thank you for your participation and time. For any additional information or questions, please contact us at the numbers and emails listed below.

Sincerely,

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Questionnaire

1) This organization has provided me with training opportunities enabling me to extend my range of skills and abilities

a) Strongly disagree b) Disagree c) Not sure d) Agree e)

Strongly agree

2) I get the opportunity to discuss my training and development requirements with my employer

a) Strongly disagree b) Disagree c) Not sure d) Agree e)

Strongly agree

3) My work pays for any work-related training and/or development I want to undertake

a) Strongly disagree b) Disagree c) Not sure d) Agree e)

Strongly agree

4) This organization is committed to the training and development of its employees

a) Strongly disagree b) Disagree c) Not sure d) Agree e)

Strongly agree

5) This job gives me the chance to do different things from time to time.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

6) This job gives me the chance to be somebody in the community.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

7) I am able to do things that do not go against my conscience in my job.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

8) The way my job provides for steady employment.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

9) I get the chance to do things for other people.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

10) I get the chance to tell people what to do.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

11) I have the chance to do something that makes use of my abilities.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

12) I have freedom to use my own judgment.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

13) I get the chance to try my own methods of doing the job.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

14) This job gives me the feelings of accomplishment.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

15) I get praised for doing a good job.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

16) I have chances for advancement on this job.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

17) My pay and the amount of work I do are matched together.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

18) The way company policies are put into practice.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

19) My supervisor is competent in making decisions.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e)

Extremely satisfied

20) My supervisor can handle his/her workers.

a) Extremely dissatisfied b) Dissatisfied c) Neutral d) Satisfied e) Extremely

satisfied

21) I am thinking about leaving this organization.

a) Never b) Rarely c) Sometimes d) Often e) Always

22) I am planning to look for a new job.

a) Never b) Rarely c) Sometimes d) Often e) Always

23) I intend to ask people about new job opportunities.

a) Never b) Rarely c) Sometimes d) Often e) Always

24) I do not plan to be in this organization much longer.

a) Never b) Rarely c) Sometimes d) Often e) Always

25-Sex

Male

Female

26- Age:

- 18-25 26-35 36-45 >45

27-Academic Background

- Primary School High school University undergraduate

Master or above

28-Department:

- Front Office Food and beverage- service Animation Group

Lobby Staff

29- Annual income:

- 14000-25000 tl 21000-30000 tl 31000-40000 tl 40000 tl-More

30. Hotel working Experience:

- 1-5year 5-10 year 10-15year 15-20year 20 and more
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