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CAUSES OF EMPLOYEE FLUCTUATION AND THE NEED FOR STABILIZATION IN SLOVAK HOTELS*

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Abstract. The issue of fluctuation and personnel stabilization is a subject of discussion and study by several domestic and foreign authors. A typical situation in the Slovak labour market is a combination of factors for increasing demand for labour and a lack of qualified employees forcing hotel managers to internally change the perception of employees in terms of stability. The aim of the paper is to specify the causes of fluctuation and propose options for stabilizing the rate of turnover in the hospitality industry. A prerequisite for meeting the stated goal is to conduct a sociological inquiry in selected chains and independent hotels in Slovakia. This was achieved through a survey of hotels in 2018 highlighting the respondents' views on solving the challenges caused by increased fluctuation and the need for stability. The results identify the main reasons for employment turnover and helped formulate general conclusions and recommendations for the improvement of employee turnover.

Keywords: retention, turnover, hotel, establishing employment, hospitality industry

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1. Introduction

The development of the hotel industry depends on the ability of managers to recruit competent employees and create the right working environment and methods of performance evaluation. Although it is possible to replace human resources with information and communication technologies in several sectors of the economy, the personal approach to customers is very important in hotel services. For this reason, human resources have a significant position in the management of each hotel. A satisfied and motivated employee provides quality services and is a prerequisite for a hotel competitiveness. If employees feel they are not living up to the expectations of managers in terms of work performance, their motivation decreases. As a result of job dissatisfaction, the parting employee can negatively affect the hotel's economy and the quality of its services.

Due to the specifics and risks of working in hotels, it is necessary to focus human resources management primarily on the process of stabilizing and reducing staff turnover, thus creating conditions for efficient service. Finding and keeping quality employees in the hotel industry is challenging. Work in hotels is associated with the constant movement and change of domestic and foreign customers, which increases the requirements on the quality of service, including effective communication, hygiene compliance and personalized customer service. Hotel employees who are in direct contact with customers are asked, in addition to the general expertise of the hotel, to deliver discipline customer contact, satisfaction, and ensure their safety. Quality staffing of all hotel activities is a prerequisite for customer satisfaction. Employment turnover is a negative burden on financial cost especially with loss of customers, business partners, knowledge of the operation, and the potential leak of sensitive information and business secrets (Kuria et al. 2012; Armstrong, Taylor 2017). Our intention is to identify the reasons that positively or negatively affect employees' expectations of working in hotels and solutions that can contribute to higher job satisfaction and reducing employee turnover.

2. Theoretical framework

Tourism, as one of the fastest growing and most promising sectors of the world economy, with high potential for long-term growth, is a highly fragmented industry, geographically dispersed with many small specialist businesses contributing to an overall product experience (Chkalova et al. 2019). The hospitality industry is a broad category of fields within the service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry (Chesser 2016). Chon et al. (2013) states the hospitality industry is perceived to be a part of a business sector that provides services, such as food, drink, and lodging to an individual or group of people outside of a private home. As an important part of hospitality industry, hotels can be a difficult and complex organism consisting of a whole range of activities and processes in which employees are the key to a hotel's existence and development. The process of providing service is quite labour intensive. Employees are expected to show hospitality and a personal approach to customers, making the customer a guest (Gúčík et al. 2016). Employees with the ability to anticipate, know and meet the needs of guests are the hotel's biggest asset. The result of providing the service depends not only on the employees but also on the guests. For the same service, guests can have diverse requirements in time and space. The task of hotel managers and employees is to create conditions for the guest to feel comfortable and pleased (Baker et al. 2000). Every hotel is special and specific, but for their employees, there is a common rule of success being proportional to the quality of performance (Davidson et al. 2011). Hotels have a high share of manual and unskilled labour, above average fluctuation and low possibility for mechanization of the labour process. As such, the product provided is a combination of partial performance by several employees. The characteristic features of employment in the hospitality industry include a high proportion of temporary employees, offering first-time job experience for many young people and more women than men. In the overall economy, women represent 46.1% of total employment. This figure rises to 53.7% for the hospitality industry (HOTREC, 2019). Working with human resources is challenging and depends in many ways on the prosperity, progress and success of the hotel (Chibili 2017). At the

same time, employees are willing to work if they know their work performance will be appreciated (Lorincová et al. 2019).

Hotels are demanding for human resources, called also the blood of the organization (Išoraitė 2013). Their success is proportional to the quality of employee performance that is influenced by corporate culture. Only the employees who directly contribute to the satisfaction of the customers can find personal satisfaction at work in a hotel (Lucas, Deery, 2004). The importance and the role of employees in the work process is being discussed in a variety of contexts, but clear evidence of their true value is the situation when the hotel lacks the right people. The situation becomes even more complicated, when the need for competent, loyal and efficient employees is more urgent. In any case, for hotel management, this is an impulse not only for reflection, but also for deepening and improving the system of working with people and examining each HRM process. The cause for employee incompetence may increase turnover and an underestimation of the recruitment process, and the acceptance of anyone interested in working at the hotel. Another cause is a non-transparent assessment and remuneration for work performance, lack of work motivation, career development and education, customer contact, work organization, poor working conditions, but also interpersonal relationships, management approach to employees and others. Examining employee satisfaction and identifying potential reasons for job change will not solve the problem, but hotel management will receive feedback on HRM, which is a prerequisite for managing the change in work with employees. Thomas et al., 2014 reviewed three decades of studies in the hospitality industry and identified four factors that impact job satisfaction: financial rewards, job training and career development, supervisor support and working conditions. The recruitment and stabilization of these core employees, not just senior managers, will become more sophisticated in the use of behavioural profiling and psychometric testing. Efficient managers understand that it is essential to support employment stabilization and performance (Matuson 2013).

Excessive fluctuation does not contribute to the growth of performance and the improvement of the quality of the provided services (Vasquez 2014; Holtom, Burch 2016; Saridakis, Cooper Cary 2016). Turnover of competent employees is a major problem that hotel managers face daily (Ferreira et al. 2017). Therefore, it is important, in every process of human resource management, to look for ways to increase employment stabilization and be willing to approach this task with constant self-improvement and development (Alonso, O'Neill 2009). Chalkiti (2012) adds that employee turnover is mainly instigated by factors that are beyond management control and departures of competent employees negatively affects service quality levels, costs and time related to staff recruiting and training. We are of the opinions as Riley (1996) and Su (2014) that it is far better and more cost effective to invest in current staff members rather than constantly hiring, adapting and training new people.

Several research studies are examining the causes (reasons) that positively or negatively affect the acquisition and retention of competent employees or the employee's decision to leave the enterprise. There are no fixed practices in the hotel industry that show how to retain employees and keep them committed because employers place different emphases on different variables, depending on the organizational fit (Mehta et al. 2014). An innovative approach to improving employability is presented by Maree (2017), it emphasizes the twin aims of enhancing a persons' career adaptability and helping them to become more employable, rather than linearly trying to find a job and remaining in one company for their entire career-lives. People need to acquire career resilience to achieve these aims, especially since the world of work no longer provides employees with lifelong careers for the duration of their lives.

An example of best practice to acquire and retain qualified employees is Kimpton Hotels in the US. The company maintains regular contact with customers and has created a corporate culture based on listening to its customers in order to create a guest-centric experience, which is seen in a level of customer satisfaction (Davidson et al. 2015). Customer incentives are becoming a motivating factor for employees to deliver a quality product and achieve performance that is adequately valued. The reputation of the hotel, its positive image in the eyes of the public and

its employees is also being developed by Marriott International, which helps off-season employees find work in another business.

Research of authors Yam et al. (2018) is focused on the factors that contribute to retention. Content analysis of in-depth interviews indicates that community attachment, a dimension not generally explored in turnover research, may play a significant role in explaining employee's intention to stay with an employer. Coetzee and Stoltz (2015) concluded that career development, training and balance between work and private life contribute to satisfaction and staff retention. Malek et al. (2018) analysed the direct relationship between training at the management level and how this affects turnover. It was found that management training and management style had a significant inverse relationship with employee turnover intentions. If hotels invest in management training, then there will be a reduction in employee turnover intention.

The most important factors that positively influence personal stabilization are mainly job security and wages, but also work/family balance and working time (Clark 2001). According to Clegg et al. (2016) retention consists of the methods and approaches used to keep talented people in the organization in some way such as with awards, promotions, and remuneration. It also includes methods for enhancing, transforming, and better utilizing staff knowledge, skills, and capabilities through training, mentoring, and education. The result of literature study in the field of employee retention by Deery and Jago (2015) proved that employee attitude such as job and pay satisfaction or work overload will affect work-life balance (WLB) as well as levels of stress and possible substance abuse. If these work and life elements are not addressed through a well-developed and relevant training programs, the provision of promotional opportunities, and genuine interest by managers in the well-being of employees' family and personal lives, then staff turnover will be much higher than acceptable. This is particularly true among those staff who are more talented and have other career opportunities.

Davis and Haltiwanger (2014) investigated the impact of age and educational diversification on employee retirement and found that higher fluctuation rates are found among young and low-skilled employees, while gender differences are not so pronounced. Their research followed the OECD study (2009) than found that the aggregated level of mobility is higher among women, young adults and low-skilled workers. Similarly, Park and Gursoy (2012) study found a generational effect on the relationship between work engagement, satisfaction and turnover intentions and that engaging employees is critically more important to millennials than older employees. Managers should incorporate Millennials' work preferences such as meaningful and fulfilling jobs as well as their work values into human resources policies to retain younger employees.

Employees' internal and external mobility significantly reflects the content of work, working conditions, business activity, economic situation, market position or durability (Burgess et al. 2001). Baumgarten (2010) has a similar opinion, which points to a lower rate of fluctuation in foreign capital enterprises compared to service enterprises, in which there is less possibility of replacing human labour with mechanization. The hospitality industry is a part of the service generally characterized by a high turnover rate. According to the U.S. Bureau of Labour Statistics, there is an annualized employee turnover rate of 73.8% in the hotel industry or more than 6 percent of staff departing every single month. Moreover, every time someone leaves, someone new must be hired and trained.

Attracting and retaining a skilled workforce, daily confronted with differentiated customer requirements is the responsibility of managers of the hospitality industry. The seasonal nature of the job, long work hours, and related pressures, the turnover rates for employees remain high in the hospitality industry (Chen, Wu 2017). Hotels are demanding for human resources, and their success is proportional to the quality of employee performance that is influenced by corporate culture, adequate remuneration, effective communication, and increasing job satisfaction (Anvari et al. 2014). Wilton (2016) points out that over-emphasis on financial reward can generate an undesirable recognition of achievement, positive feedback and the provision of opportunities for personal development, rather than simply financial gain. One of the preconditions for personal stabilization (Mohanty, Mohanty 2014; Dilbag,

Amandeep 2017) is to identify and meet the expectations of employees that are most important to them. According to Magnini and Simon (2016) guest satisfaction is the lifeblood of any hotel. Short-term profitability may not depend on guest satisfaction, but long-run hotel profitability and prosperity most certainly does. The positive word-of-mouth has long been a key determinant of success in the hospitality industry, and it carries even more influence today due to the proliferation of travel blogs. Keeping or losing the competent and talented employees can be critical to whether a hotel can maintain a competitive advantage and whether operations in the hotel run smoothly and efficiently (Carsen 2002). Employee retention is the ability of a hotel to retain its employees (Cardy, Lengnick-Hall 2011; Lee, Chihyung 2015). If the best employees are not retained, the hotel can be negatively affected from the operational to the strategic level.

3. Methodology

The tourism and hospitality industry are the world's largest generator of wealth and employment, which accounts for over 319 million jobs (10.4% of total employment in 2018) and over 10 per cent of global GDP (WTTC 2019). In 2018, the Tourism and Hospitality industry experienced a 3.9% growth, compared to the global economy (3.2%). The employment contribution of the hospitality sector is expected to rise at a rate of 2.4% for the next decade. While other industries are facing job cuts, the hospitality industry is set to keep offering more jobs.

The growth in the number of new jobs in the hospitality industry is accompanied by staff turnover and a lack of skilled labour. Based on prior scientific knowledge of foreign and domestic scientific studies, we confirm the negative consequences of fluctuation, which is reflected in a decrease in service quality, growth of employee recruitment costs, and increased customer dissatisfaction. We are of the opinion that recognizing the causes of fluctuation of skilled employees will help the managers find ways to retain a skilled labour force and at least partially prevent fluctuation. The verification of the axiom is the reason for conducting a survey of employee turnover and stabilization in the Slovak hospitality industry.

The aim of the research is to examine the current state of management and stabilization of employees in independent and chain hotels operating in Slovakia and to identify factors that significantly affect the decision of employees to stay at the hotel. The stated aim of the investigation is to verify the hypothesis that the current state of staff stabilization in hotels is not in line with the expectations of employees. Fulfilling the primary goal implies defining sub-goals that will contribute to exact results and recommendations:

G₁: Explore and compare the causes of employee turnover and reasons for job dissatisfaction in chain and independent hotels.

G₂: Identify factors that have the greatest impact on hotel staff stabilization.

G₃: Identify and assess the positives and negatives of currently used human resources stabilization tools in the hotels reviewed.

G₄: Suggest a personal stabilization system for hotels.

The stated goals were achieved by carrying out the following steps:

1. To find out the reasons for the voluntary departure of employees and work dissatisfaction in the surveyed hotels. The job fluctuation rate was compared in the survey results.
2. In determining the combination of factors that greatly affect personnel stabilization according to hotel representatives, we assumed that the heads of different hotel departments would provide an answer. Firstly, the top managers were surveyed about their perception of the processes that best meet the strategic goals of the hotel in terms of achieving job performance and quality of service. Secondly, after evaluating the survey

results, we identify the human resource management processes that have the most significant influence on stabilization of hotel staff.

3. Based on the assumption that human resource development and career development contribute to employees' job satisfaction and reduce the level of fluctuation, we verify the link between career development and employee stabilization.
4. Human resources management processes with the greatest impact on staff stabilization will also be evaluated by independent experts with work experience in human resources management and hotel management using a focus group.

Confirming or not confirming the research assumption is based on results of the primary survey. Structured questionnaires were addressed to the management of different hotel departments in chain and independent hotels. We evaluated the obtained results by selected mathematical and statistical methods using Excel and SPSS (Statistical Package for Social Science). The choice of statistical methods is dependent on the nature of the characters being investigated and, above all, on the purpose of their analysis. We relied on the various types of statistical tests to verify the truth of the hypothesis. The existence of dependence between characters were verified by the Spearman's coefficient of sequence correlation, and we also used the Mann-Whitney test and descriptive statistics.

4. Results and discussion

Slovakia is a country with a developed tourism and hospitality industry. In 2018 (Slovak Statistic office 2019) number of visitors (361,487) increased in comparison to the previous year by 3.5%. Development of foreign visitors was more dynamic (+5.3%). 4007 accommodation establishments with 170.7 thousand beds is available to domestic and foreign visitors. Foreigners accounted for 40.3% of all accommodated guests (5,596,407). According to statistics, Slovakia has 651 registered hotels. We included three to five-star hotels as well as 480 general hotels. Independent hotels dominate property ownership (342), chain hotels 39 (8.13%). We have sent out questionnaires to available hotel addresses of all hotels and personally to hotel managers who we work closely with. 128 hotels showed willingness to cooperate. Each hotel is presented by one respondent who is in the position of senior hotel manager or chief of the hotel department. In the structure of 128 respondents, there are 48 top managers and 80 chiefs of different hotel operations departments. The return of the questionnaires was 19.7%. The questionnaire was designed for two groups of hotels, independent and chain. The basic identification data of the respondent research sample are in Table 1.

Chain hotels have shown greater willingness to cooperate. Out of 39 chain hotels, 32 were involved in the survey, which is 82.05%. Independent hotels have shown less willingness to cooperate. 96 hotels (21.77%) participated in the survey. The sample of 128 hotels is 75% independent hotels and 25% chain hotels. Nearly half of the respondents (47.66%) work in conference, 18.75% in wellness hotels, 15.63% in hotels with a castle character, 14.84% in mountain hotels and 3% in boutique hotels. The survey was attended by 82% of four-star respondents and 18% of three- and five-star hotels. The largest respondents were from Banská Bystrica region (26.56%), Bratislava (24.22%) and Žilina region (22.66%).

Table 1. Research sample

Identification data		Absolute (count)			Relative (%)		
		Top managers	Chief of departments	Together	Top managers	Chief of departments	Together
Gender	Men	36	35	71	75	43.75	55.47
	Women	12	45	57	25	56.25	44.53
Age	18-25	0	15	15	0	18.75	11.72
	26-35	30	20	50	62.5	25.00	39.06
	36-45	6	25	31	12.5	31.25	24.22
	46-55	6	16	22	12.5	2.00	17.19
	56 <	6	4	10	12.5	5.00	7.81
Education	Lower secondary	0	5	5	0	6.25	3.91
	Upper secondary	0	50	50	0	62.5	39.06
	Bc.	4	15	19	8.33	18.75	14.84
	Mgr./Ing.	40	10	50	83.33	12.5	39.06
	PhD.	4	0	4	8.33	0	3.13
Salary (gross)	550-800	0	20	20	0	25.0	15.6
	801-1000	8	45	53	17.0	56.25	41.4
	1001-1300	6	15	21	13.0	18.75	16.4
	1301-1600	16	0	16	33.0	0	12.5
	1601 <	18	0	18	38.0	0	14.1

Source: own research

The subject of questioning were factors influencing the termination of employment, which we divided into four groups, namely working, personal (professional), organizational (managing) and family. Respondents evaluated the significance of individual factors using the Likert scale. We used centre measures for evaluation. One of the most important work factors (Table 2) influencing employment departures of top managers is the unfavorable distribution of working time and labour intensity. In addition to these factors, the operation staff also indicated unsatisfactory working conditions and dissatisfaction.

Table 2. The most important working factors affecting leaving employment

Top managers								
	Hard work	Boring work	Poor workplace equipment	Unsatisfactory work conditions	Working time planning	Overtime	Dissatisfaction	Overstaffed
Arithmetic mean	2,67	2,00	1,67	2,25	3,50	2,50	2,83	1,58
Median	3,00	2,00	1,00	2,00	3,00	2,00	2,50	2,00
Modus	4,00	1,00	1,00	2,00	3,00	2,00	2,00	2,00
Chiefs of hotel departments								
Arithmetic mean	2,81	2,94	2,50	2,94	2,94	2,38	3,06	1,94
Median	3,00	3,00	2,00	3,00	3,00	2,00	3,00	2,00
Modus	3,00	2,00	2,00	3,00	4,00	2,00	3,00	2,00

Source: own research

Of the personal (professional) factors (Table 3) that would have the greatest impact on the termination of employment, they provided a better offer from another company / hotel and the prospect of a better job abroad. On the other hand, employees of lower levels of management consider the most important personal factors to be preconditions for career development, the possibility of self-fulfillment, a better perspective abroad and a better offer from another hotel.

Table 3. The most significant professional factors affecting the leaving of employees from job

Top managers						
	Inability to use education	Impossibility of further education	Minimum career assumptions	Impossibility of self-realization	Perspective abroad	Better offer from another company
Arithmetic mean	2,17	2,25	2,75	2,58	3,33	4,00
Median	2,00	2,00	2,50	2,50	3,00	4,00
Modus	3,00	1,00	2,00	3,00	3,00	4,00
Chiefs of hotel departments						
Arithmetic mean	3,00	3,25	3,56	3,44	3,06	3,56
Median	3,00	3,00	4,00	3,00	3,00	3,50
Modus	3,00	2,00	2,00	3,00	4,00	3,00

Source: own research

Top hotels managers are most dissatisfied with wages and lack of the hotel owners' motivation. The important organizational factors that may influence their decision to change employment were also identified by poor interpersonal relationships, the way they manage and guide the owners, or the lack of feedback. Employees of lower organizational levels critically perceive non-transparent and unfair remuneration, low wages, lack of feedback on their performance and poor management by top managers (Table 4).

Table 4. The most important organizational (managing) factors affecting employment leaving

Top managers						
	Bad relationships	Bad management	Transparent remuneration	Job motivation	Low wages	Feedback
Arithmetic mean	2,92	2,92	2,75	3,00	3,08	2,75
Median	3,00	3,00	2,50	3,00	3,00	3,00
Modus	3,00	3,00	2,00	3,00	3,00	3,00
Heads of hotel departments						
Arithmetic mean	2,94	2,94	3,00	2,81	3,19	3,06
Median	3,00	3,00	3,00	3,00	3,00	3,00
Modus	2,00	4,00	2,00	3,00	3,00	2,00

Source: own research

According to top managers and employees of lower organizational levels, health problems are the main cause of termination of family employment relationships (Table 5). Imbalance between private and working life, following a partner are other important factors for potential leaving from employment. Employees also react sensitively to workplace uncertainty.

Table 5. The most important family factors affecting retirement

Top managers				
	Following partner	Employment uncertainty	Health problems	Imbalance between work and private life
Arithmetic mean	2,92	2,42	3,00	3,42
Median	3,00	2,00	3,00	3,00
Modus	3,00	2,00	4,00	3,00
Chiefs of hotel departments				
Arithmetic mean	2,88	2,94	3,38	2,88
Median	3,00	3,00	3,00	3,00
Modus	3,00	3,00	3,00	3,00

Source: own research

The results of this examination found significant fluctuation in factors on job satisfaction. The main causes of this fluctuation that could be affected by hotel management include insufficient salary, style of management, inappropriate working time distribution, strenuous work, and bad interpersonal relationships. Differences in the opinions of managers and employees of lower organizational levels are mainly in the group of personal (professional) factors. Better career development prospects, self-fulfillment opportunities and prospects abroad attract mainly employees, while better jobs and prospects abroad mainly affect top managers. We were wondering if there were differences in the causes of fluctuations in chain and independent hotels. We used the Mann-Whitney test to verify this assumption. The test showed a significance level of less than 0.05 in three cases - work, personal, and family reasons. Higher job dissatisfaction caused by limited opportunities for self-realization and career development, labour intensity, work-life imbalance is in independent hotels.

Stabilization of managers and other employees is a prerequisite for achieving certain job security and hotel performance. We realize that even the stabilization rate has its limitations. Not all managers and employees benefit the hotel and its customers. The factors that most support the stabilization of employees and managers are in Table 6.

Differences in the investigated factors of managers and employees of lower organizational levels are minimal. Managers prefer a sense of recognition as being valuable, while employees prefer to raise wages during their careers. The dependence between personal stabilization and career development was verified using the Spearman coefficient. Management turnover is stabilized if they are rewarded, have opportunities for self-realization and a well-set corporate culture. The dependence between career development and stabilization has not been confirmed, the reason being the simultaneous presence at the top of the hotel's organizational hierarchy. The Spearman's coefficient confirmed the dependence of employee stabilization on career development options and employee self-fulfillment. The significance level reached was less than 0.01.

Table 6. The most significant factors of employees' stabilization

Top managers												
	Transparent remuneration	Possibility of self-realization	Set business culture	More leaders than managers	Sense of recognition	Personal development and career	Wage increase during a career	Reassessment of the employee's job description	Engaging staff in management	Work on changing the organizational culture of the hotel	Measurement of employee satisfaction	Other
Arithmetic mean	4,17	3,33	4,25	3,75	4,33	3,92	3,92	2,83	3,00	2,83	3,33	0,42
Median	4,00	3,00	4,00	4,00	4,00	4,00	4,00	3,00	3,00	3,00	3,50	0,00
Modus	4,00	3,00	4,00	4,00	4,00	4,00	5,00	3,00	3,00	3,00	4,00	0,00
Chiefs of departments												
Arithmetic mean	4,19	3,63	3,88	3,38	4,38	4,19	4,63	3,50	3,44	3,00	3,44	0,00
Median	4,00	4,00	4,00	3,00	4,50	4,00	5,00	3,00	3,00	3,00	3,00	0,00
Modus	4,00	4,00	4,00	3,00	5,00	4,00	5,00	3,00	3,00	3,00	3,00	0,00

Source: own research

Experts expressed their agreement with the previously submitted claims in the Likert rating scale: 1 - I fully agree, 2 - agree, 3 - do not agree, 4 - totally disagree. We used the center, modus rates for the evaluation, the median value being decisive. From the calculated median it is clear, that the experts agree that the wage has the greatest impact on employee stabilization (median 1). The results of the investigation confirmed the initial assumption that the current situation of staff stabilization in hotels does not correspond to the expectations of employees (Table 7).

Table 7. Experts' opinions on the submitted statements

Experts	Mean	Median	Modus
If the employee can develop his / her career, he / she is a stable employee of the hotel.	1,92	2,00	2,00
Transparent remuneration of job results has the greatest impact on employee stabilization	1,50	1,00	1,00
Chain hotel staff are more satisfied with work than independent hotel staff.	2,00	2,00	2,00
The system of employee stabilization is more effective in chain hotels than in independent hotels.	1,50	1,50	1,00
Employees perceive the factors of their stabilization as processes that contribute to their development, job satisfaction and the decision to stay in the hotel.	1,67	2,00	2,00
Top managers perceive stabilization factors as processes that best meet the hotel's strategic goals in terms of achieving work performance and quality of service.	1,58	2,00	2,00

Source: own research

Conclusions

Research confirmed the initial claim that job satisfaction is closely linked to turnover and employee retention. Up to 75% of top hotel managers have said they are happy at work and do not consider changing work. A quarter of managers do not consider themselves stable and want to change jobs. Other employees of the examined hotels are considered less stabilized. Only 6% of employees are satisfied, 62% are almost satisfied and 30% would welcome a change in employment. The most stabilized professions include the positions of chef, sous-chef cook and all

managerial positions in the financial, business and management departments. The problematic jobs in terms of high turnover include waiter positions, kitchen auxiliary forces, and house cleaners.

Job satisfaction revolves around the creation of an environment where each person is valued and respected. Determining the significance of the factors that increase staff stabilization in hotels was one of the main reasons to conduct a survey in selected hotels in Slovakia. In evaluation of unfulfilled expectations and work discontent dominated the working reasons, mainly hard-working conditions, but also minimum career development opportunities in independent hotels, non-transparent remuneration, low wages and lack of feedback from managers about the results of their job. Managers consider as the most important factors of personal stabilization, the feeling of valuation and recognition, the right setting of corporate culture and fair remuneration. Other employees would welcome a regular wage increase during their job career, transparent and fair remuneration. Labour costs in Slovak hotel industry are often the highest cost item at a level of 40 - 50% of total costs. The survey showed that the gross monthly wage of employees ranges from 700 - 1000 EUR, the average wage of addressed managers is in the range of 1300 - 1600 EUR. It is imperative that employers communicate openly and transparently the wage possibilities during the entrance interview, and then motivate them according to the hotel's capabilities and staff performance. Ensuring transparent wage communication means that job descriptions need to be drawn up for each job in the hotels, and a wage scale is based on the range of staff assignments and competencies.

Employee stabilization is a major challenge for hotels that offer services 24 hours a day and are characterized by different employment patterns. Hotel managers, who want to solve the issue of fluctuation, should keep records of fluctuation, examine its causes, identify the expectations of an employee from the hotel industry, know the reasons for work dissatisfaction and do their best to stabilize people with development potential. The established system of stabilizing employees in network hotels, unlike the independent ones, is reflected in lower staff turnover. A high degree of stabilization can also include long-term low-performance employees. We agree with Branham's assertion (2005) that there is no universal guide or miraculous way to answer the question of keeping the right employees. We need to focus on the employees that the employer wants to keep the most. Stabilization practices follow the life cycle of employment: being an employer for whom people want to work (1), choosing the right people and giving them a good start (2), creating an optimal working environment (3), guiding them and rewarding them for their commitment. The conducted survey has shown that gradual improvement of the working environment and creating conditions that guarantee a sense of security and safety at the workplace; transparency in accepted procedures for managing human resources from employee recruitment to departure; linking job content and performance with remuneration can help to increase staff stabilization needed to achieve the hotel's fluent operation.

Hotel employee turnover is a global problem, not particular to Slovakia. The research results confirm the results of several scientific studies (Thomas et al. 2014; Coetzee, Stoltz 2015; Dilbag, Amandeep 2017 et al.). Quality employees are based on the hotel's precarious service to preserve their valuable employees, but due to the high turnover rates it offers, the challenging task for hotel managers is to attract and retain skilled workforce. Structured interviews with experts have shown that investing in employer branding is essential in human resource management. In the current industry, hotel offers a variety of jobs with employers in a position to find the right workforce. Hotel employers are in the labour market as competitors to attract and retain skilled and efficient employees. The choice and acceptance of the fittest is narrowing. A potential employee has many options, not just one employer. Building an employer brand means real upgrading of employee care (internal customers) to the level of external customer care. Part of building an employer brand is creating an employer value proposition that incorporates the hotel's values and philosophy, salaries and benefits, a working environment and accepted corporate culture, the possibility of personal development and career, active communication with employees but also with potential employees.

In the survey of the investigation of the causes of fluctuation and the possibility of increasing the stabilization of competent employees, we focused mainly on identifying the factors that contribute most to job dissatisfaction. The result of the research is the identification of processes that can mitigate employee turnover and increase hotel stabilization. We will focus further research on determining the impact of employee age and educational divergence on employee turnover. We assume that there are differences between the younger and older generation in the case of retirement. The second starting point of the research is to verify the impact of employee education and its use in the industry to change jobs. A possible problem with the solution is the willingness of the practice to cooperate in research and obtain the necessary information. For this reason, we will engage in the research of human resources managers of selected network and independent hotels who are interested in solving the negative consequences of fluctuation on the performance and quality of provided services.

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