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EMPLOYEE MOTIVATION, ORGANIZATION CLIMATE AND TURNOVER INTENTION IN THE UAE HOTEL INDUSTRY



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KHALED JASEM ALHOSANI

SULTAN IDRIS EDUCATION UNIVERSITY

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DISSERTATION PRESENTED TO QUALIFY FOR MASTER OF MANAGEMENT
(RESEARCH MODE)

FACULTY OF MANAGEMENT AND ECONOMICS
SULTAN IDRIS EDUCATION UNIVERSITY

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25/7/2024

Date

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ABSTRACT

The main purpose of this research is to investigate the relationships among employee motivation, organization climate, and turnover intention in the UAE hotel industry. In addition, this research also aims to investigate the role of employee motivation as a mediator in the relationship between organization climate and turnover intention in the UAE hotel industry. This research employed the quantitative research approach. The questionnaires were used for data collection. The respondents were selected by using a cluster random sampling technique, which included employees in the UAE hotel industry. Data analysis using multiple regression was performed on the 200 valid questionnaires by using multiple regression analysis technique and the Sobel test. The finding revealed that there is a significant relationship between organization climate and turnover intention ($\beta=0.735$, $p < 0.000$). The finding also revealed that a significant relationship exists between organization climate and employee motivation ($\beta=0.826$, $p < 0.000$). However, the finding revealed that there is no significant relationship between employee motivation and turnover intention ($\beta=0.75$, $p > 0.000$). For the mediation test, the finding revealed that there is partial mediation in the relationship between organization climate and turnover intention ($t = 0.727$, $p > 0.000$). The findings indicate that organization climate is a crucial indicator that can reduce employees' turnover intentions; employee motivation can also be used to improve the relationship between organizational climate and turnover intention. As an implication, this research is able to provide guidance to the top management in the hotel industry on the best strategies to retain employees in the organization.



MOTIVASI PEKERJA, IKLIM ORGANISASI DAN TEKAD PUSING GANTI DALAM INDUSTRI HOTEL DI UAE

ABSTRAK

Tujuan utama kajian ini dilaksanakan adalah untuk menentukan hubungan antara motivasi pekerja, iklim organisasi, dan tekad pusing ganti dalam industri hotel di UAE. Disamping itu, penyelidikan ini turut mengkaji peranan motivasi pekerja sebagai pengantara antara hubungan iklim organisasi dan tekad pusing ganti dalam industri hotel di UAE. Kajian ini mengaplikasi pendekatan kajian kuantitatif. Borang soal selidik digunakan untuk pengumpulan data. Responden dipilih dengan menggunakan teknik persampelan rawak kelompok yang terdiri daripada pekerja dalam industri hotel di UAE. Analisis data telah dilaksanakan terhadap 200 borang soal selidik yang sah dengan menggunakan teknik analisis regresi berganda dan ujian Sobel. Dapatan kajian menunjukkan terdapat hubungan yang signifikan antara iklim organisasi dan tekad pusing ganti ($\beta=0.735, p < 0.000$). Dapatan juga membuktikan bahawa wujud hubungan yang signifikan antara iklim organisasi dan motivasi pekerja ($\beta=0.826, p < 0.000$). Walau bagaimanapun, dapatan menunjukkan tidak terdapat hubungan yang signifikan antara motivasi pekerja dan niat pusing ganti ($\beta=0.75, p > 0.000$). Bagi ujian pengantara, dapatan menunjukkan bahawa tiada pengantara separa dalam hubungan antara iklim organisasi dan tekad pusing ganti ($t = 0.727, p > 0.000$). Penemuan kajian menunjukkan bahawa iklim organisasi adalah penunjuk penting yang boleh mengurangkan tekad pusing ganti pekerja; motivasi pekerja juba boleh digunakan untuk memperbaiki hubungan antara iklim organisasi dan pusing ganti. Implikasinya, kajian ini mampu memberi panduan kepada pihak pengurusan dalam industri perhotelan mengenai strategi terbaik untuk mengekalkan pekerja dalam organisasi.

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LIST OF ABBREVIATIONS

APPG	Arabian Peninsular on the Persian Gulf
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
ICT	Information Communications Technology
SPSS	Statistical Package for Social Science
UAE	United Arab Emirates
US	United States

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CHAPTER 1

INTRODUCTION

The hotel industry is one the world biggest and most significant industries. In the United States (US) alone it directly or indirectly generates the huge number of jobs for Americans with billions of US dollars in economic contributions which assistance huge sections of society as well as both federal and state governments (Pizam, & Shani, 2009; Shani et al., 2014; Ruel & Njoku, 2020; Shani, 2016; Casado Salguero, Fernandez Gamez, Aldeanueva Fernández, & Ruiz Palomo, 2019). Additional, International Labout Office (ILO) (2010) stressed that approximately 90% of the US labour force are employed in the service industries, a large number of whom work in different Hotel industries. As indicated by United Nations World Tourism Organization (UNWTO) (2011) estimate that Hotel industry contributes roughly 5% to the global GDP, while its



contribution to employment is pegged a little higher and is evaluated to be in 6-7% of the general number of works around the world.

The Hotel industry is currently among the most powerful industries in the global economy (Barrows & Powers, 2008; Khan, Hassan, Fahad & Naushad, 2020). Regardless of Hotel, natural disasters, economic and politic uncertainties, the international tourism industry-estimated both as the number of universal tourists and universal tourist receipt value- reports continues increment (Scarlat, Kasim & Ghița, 2008; Khan, Hassan, Fahad & Naushad, 2020).

Furthermore, it has become important for hotel industries to consider the insinuations of the worldwide context in which they respond and operate properly to address the change-induced difficulties (Jauhari, Rishi, Bharwani, & Butt, 2012; Baum & Hai, 2020). This should be possible by upgrading the quantity and quality of manpower employed through training and re-training (Jauhari, Rishi, Bharwani, & Butt 2012; Ezenwanne, 2020).

In the United Arab Emirates employee turnover has been regarded as primary factor for both private and public sectors. Employees working in private sectors faced some minor benefits which could not satisfy them. Other problems faced by the employees working in private sector related to wages, income level and fear of losing job are always appearing (Al-Hummadi, 2013; Khan, Hassan, Fahad & Naushad, 2020). Although, the turnover rates in the private sectors are higher than the public sectors (Bosomtwe & Obeng, 2018).





Meanwhile, the study investigates the reason behind the employee motivation in the UAE hotel and factors that encourage workers to continue in their job. The survey data collected online and total of 13,376 respondents participated. That survey results indicated that 11% of employees want to change their jobs, whereas 30% were looking for better opportunities and around 29% want to quit from their current job. Also, this study found that the lack of recognition and motivation are one of the most affective factors that causes of employee turnover in the UAE organizations. Part of the employees who have answered the survey indicated that, 41% of participants expressed lack of employee's recognition is main factors which lead to reduce the rate of productivity and feel unsatisfied with the present jobs (The Ministry of Cabinet Affairs, 2016). Moreover, 14% mentioned that an equal opportunity is important to keep them motivate and satisfy, whereas, 30% of respondents highlighted a lack of clear roles is assisted factors which lead them to leave the organization (Halkos & Bousinakis, 2010; Ali & Anwar, 2021).

Several scholars agreed that growing turnover rates will remain a key issue for both employees and organizations over the next few years (Guilding, Lamminmaki & McManus, 2014; Dusek, Ruppel, Yurova & Clarke, 2014; Habib, 2015; Gulfnews, 2017; Bosomtwe & Obeng, 2018). Furthermore, organizations regularly spend a lot of money on recruiting, training, and socializing their employees and as a result, turnover can result in big losses for companies (Phuong, 2016). For many organizations, both the direct (through recruitment, selection, training, etc.) and indirect (in the form of reduced productivity and lost knowledge) costs of employee turnover have been found to be particularly high (Biron & Boon, 2013; Chiat & Panatik, 2019).





1.2 Research Background

UAE is one of the Middle East nations situated in Western Asia in the Southeast forwards of the Arabian Peninsula on the Persian Gulf (APPG) and bordering Saudi Arabia in the south and Oman in the east. UAE likewise location the sea border with Qatar in the west and Iran in the North. The country was established on December 2, 1971, comprised of seven emirates namely: Ajman Dubai, Ras Al-Khaimah, Abu Dhabi, Umm Al-Quwain and Sharjah (Abdullah, 2020). The country is known as Islam country which is the main religion and this nation control by the president of the UAE selected from the Emirates. The indigenous inhabitants are called Emirati and comprised only 20% of the population. The rest of the populations are migrants from other countries and consist of South Asians Nazir, Alhaddad, Alenizi, Alenizi, Taqi,



The country population is about 9.771 million by 2019 which is constituted of both Emirati citizens and migrants (UN, 2019). The country is famous as a rich country in the natural resources particularly natural gas and oil. In order to maximize UAE growth, the government of UAE have invested the oil revenues into the development of the services sector such as education, healthcare and infrastructure development. In spite of the overwhelming dependency on the exploitation of natural resources, the government of UAE shift the natural resources in the direction of service orientation.

As announced by the UEA government (Government.ae, 2018; Abdullah, 2020), the overall contribution of the tourism and travel sector to the country was AED 159.1 billion equivalent (\$43.3 billion) which is 12.1% of Gross Domestic Product



(GDP). It is likewise estimated to ascend by 4.9% per annum to AED 264.5 billion (USD 72 billion) which would be 12.4% of GDP in 2027. (Al-hammadi, Al-shami, Al-Hammadi & Rashid, 2019).

Tourism alludes to the movement of an individual from one place location to another with the aims of involving in vacation and/ or business activities and the economic deal that accompany this. It is basically a service orientation and includes the progression of capital, goods, knowledge, finance and human (Mowforth & Munt, 2015; Britton, 1991; Abdullah, 2020). Tourism has both a consumption and production element. As a type of production, the tourism industry multifaceted and multisector, drawing upon the exercise of a wide scope of actors from the various economic sector (Pugliese, 2001; Masson & Petiot, 2009; Seraphim & Haq, 2020). Tourism in recent time has both local and international developed to become a leading sector of a national and global economic diver (Cornelissen, 2017; Seraphim & Haq, 2020). Tourism in modern times is emerging as an essential sector for any country's economy (Gretzel, Sigala, Xiang, & Koo, 2015; Seraphim & Haq, 2020). The tourism industry has been supported by the growth of the Hotel industry (Kusluvan, 2003; Abdullah, 2020).

Different factors such as globalization, the advancement of international transport, and the advancements made in the field of information communication technology (ICT) have increased the way people are move around the globe. The access to information they need about a region and people's ability to communicate globally (Gretzel et al., 2015; Alindayu Licnahan, Luzadas, Ignacio, & Onda, 2023). The Hotel industry on a worldwide scale is enormous. There is a high demand for economic activities going on inside the worldwide Hotel industry. Because of the development in



the tourism industry, recreational service and lodging as well as food chains and developing the number of restaurants, the worldwide space of hotel presents a tremendous economic avenue for all chances, be it an investment, financing or the factor which additionally drives the segment in the economy of the world.

Most importantly, employment opportunities additionally are enormous in the hotel on a worldwide scale. There is no uncertainty in such a manner since the hotel industry includes all highlights of the service sector (Essays, 2018). Hotel to be right there is a lot more extensive in scope. A few people do have misunderstanding about what is the Hotel industry. The general view of hotel implies the realms of restaurant and hotel. This is not incorrect or wrong to be exact, but Hotel industry and its scope is more extensive and incorporates all highlights of entertainment and other areas that amount towards serving visitor and reception of guests with freedom and positive attitude (Barrows & Powers, 2008).

According to scholars viewed, the universal Hotel industry is compelled for a significant and major boom because of increment internationalization of business and the universal presence of a diversity of services in the backdrop of globalization and its effect. An economic side that covers the scope of activities inside the hotel industry likewise is earning steam (Essays, 2018; Bi, Liu, Fan, & Zhang, 2020). In the present arrangement, it is said by authorities that the universal Hotel industry is on a development way. Demands in the industry as far as components incorporating hotel industry additionally is enormous, which is further to increase the growth element to point that meeting the demand seems to pose many issues when viewed from a business





viewpoint and to the extent operation goes (Ernst & Young, 2011; Boella, & Goss-Turner, 2019).

It is however ought to be comprehended that Hotel is the significant component of the service industry in any country national economy. Speaking of the hotel industry, it ought to be comprehended that the parts which feature the hotel industry can be classified and divided into two primary sectors, to be specific (i) entertainment areas (ii) accommodation and lodging (Essays, 2018). As indicated by reports, it expresses that the hotel in UAE is extremely competitive, specifically Trucial state Dubai. Dubai describes the landmark for all kinds of extravagances. Subsequently, when it comes to the area of the Hotel industry, it is not amazing to see that UAE in that area boast of an enormous avenue and growing scenario of the hotel. For instance, Dubai Mariana Hotel and Resorts are a joy worldwide travelers and regular traveler who is search of luxury (Essays, 2018).

Besides, many questions have been raised concerning sustainability and desirability of policy ideas that promote further tourism industry development (Wall & Mathieson, 2006; Zaidan, & Kovacs, 2017; Khan, Bibi, Lorenzo, Lyu, & Babar, 2020). The cultural and social effects of the tourism industry, specifically, are turning pressing concern along with more obvious environment. Up till date, researcher attention remains mostly focused on the economic influences of the tourism industry in spite of longstanding calls for more balanced research views that critically examine the tourism industry impacts (Zaidan, & Kovacs, 2017; Khan, Bibi, Lorenzo, Lyu, & Babar, 2020).





Also, the fast modernization and urbanization in some of the wealthier of Arab nations have been conveyed by amazing rapid growing tourism. This is certainly the case in UAE where tourism has been central role in ongoing economic and strategic advancement plans with the objective of assisting to expand economically and reduce the nation's reliance on fluctuating oil costs (Stephenson & Ali- Knight, 2010; Khan, Bibi, Lorenzo, Lyu, & Babar, 2020). The UAE is one of the least grew regions in the Middle East around four decades ago is today described by a scene of extravagance living arrangements, the greatest shopping complexes, most comfortable hotels ((Zaidan, 2015; Abdulkadhim, 2020). On the other hand, the Dubai government is seeking to extend the city's tourism industry even further as outlined in its recently approved strategic tourism vision (Dubai Vision 2020). This vision set forward observe Dubai welcoming 20 million tourists for every year by 2020, which speaks to a significant increasing economic contribution that tourism industry presently adds to the emirate's economy (Zaidan, & Kovacs, 2017).

Incidentally, the tourism industry in UAE is continually developing yearly and it provides a lot amount for country revenue generation to the government. Hotel industry in UAE seems to be encouraging business in this sector as the existence of tourism industry since tourists are considered as significant clients. Furthermore, the income of the hotel is mainly come from tourists by providing services and accommodation to them.

More so, different factors and issues affect the structure and operations of the tourism industry which define the climate of organizations in the Hotel industries (Conrady & Buck, 2007; Khalifa, 2020). The need to satisfy the customers and stay





ahead of the competition has pushed companies in the sector to adopt practices, procedures and systems that define organizational climates. The practices and routines are aimed at enhancing customer base management and growth of the market; they influence the attitudes, behaviours and the overall perception of the organization by the employees (Conrady & Buck, 2007; Khalifa, 2020). Such perceptions may influence how the employees feel about been appreciated in the workplace which in turn defines how much committed to the organization and productive they are (Kaufman & McCaughan, 2013; Khalifa, 2020).

Organisational climate is related to the motivation of employees; a factor that is attributed to employee commitment and productivity. Employees who are motivated have shown to have improved performance in the organization (Lee & Rashchke, 2016; Paaais & Pattiruhu, 2020). The working organizational climate provided by hotel organizations in the UAE by the defined length of working hours, working conditions, wages and salaries, rewards and recognition schemes, the organization's responsibility to the employees and the society and the organizational ethics have been associated with the increased employee turnover intentions (Farouk & Jabeen, 2018). An avalanche of works has been carried done by organizational behaviour researcher who has demonstrated interest in understanding employees' point of view of their workplace and how their influence their attitude and behaviours towards work objectives. Moreover, there exist early studies that have proposed that a theoretical connection exists between the social climate of work and the extent of employees' willingness and satisfactions to demonstrate the commitment to work tasks. This, in turn, was projected to have an association with overall productivity (Egori & Matiu, 2010; Al Halbusi, Williams, Ramayah, Aldieri & Vinci, 2021).





Besides, employee turnover endangers organizational profitability and performance because of its connected loss of significant company resources and corporate asset (Guilding, Lamminaki, & Mcmanus, 2014; Gautam, 2019). The organizational manager must comprehend those components that have an important potential to foresee turnover and influence the function of an organization (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). Hotel manager need methodologies and policies to maintain an adequate workforce and improve employee engagement, job satisfaction, motivation and workplace inside the industry (Marshall, Mottier & Lewis, 2016).

In an investigation by statisticians at the Bureau of labour statistics in 2014, the employee turnover cost an organization more than USD25 billion per year. Another finding resulted from a slight focus, overlooking an address of immediate and long-term consequences of employs attrition (Holston- Okae, 2018). Establishing the major reasons Hotel employees leave their position in such great numbers is troublesome, best-case scenarios. Studies offer essential reasons for Hotel employee turnover (Holston-Okae, 2018). Even though studies such as Cheng, Yang, Wan, and Chu (2013) investigated various aspects of workplace factors including co-workers and leaders as a Hotel professional, there is a proceeding with the requirement for extra investigation of different types of the relationship among the variables that contain turnover among Hotel employees in the employment premises. Hotel leaders may utilize these outcomes about employee turnover to apply approaches to decrease the high turnover rate inside the industry.





Decrease of the employee turnover rate can generally help the Hotel industry and the economy in the globalized world. Globalization has made business activities open doors opportunities for the people that are beneficial for the Hotel industry (Grobelna, 2015; Nawaz & Pangil, 2016; Ohunakin, Adenji & Oludayo, 2016). Tourism and travel contribute trillions of dollars to the international economy at a universal level, experts anticipate revenues and profits from the Hotel and tourism industry would continue to develop (Vasquez, 2014). Hotel and tourism industry employ around 7 million workers around the world (Grobelna, 2015; Nawaz & Pangil, 2016; Ohunakin, Adenji & Oludayo, 2016).

The Hotel and tourism industry have already outperformed other industries, for example, mining, agriculture and even retail in its contribution to the universal GDP and the number of individual working for the industry. Meanwhile, the climate of the organizations in the sector and the impact of climate has on the employees' turnover intentions have been neglected in the past. Organizational climate is a construct of the organization's climate that is experienced by the employees of the organization and defines how they behave (Gershon, Stone, Bakken & Larson, 2004; Daft, Murphy, & Willmott, 2010; Li & Mahadevan, 2017; Mehralian, Peikanpour, Rangchian & Aghakhani, 2020). The factors forming the organisational climate have been noted to influence the motivation of the employees and the growth opportunities and organization offers. Organizational climate is essential for the motivation of employees and the reduction of employee turnover rates (Ghavifekr & Pillai, 2016; Nencini, Romaioli & Meneghini, 2016). Abou Hashish (2017) support that organizational support and employee satisfaction to determine commitment and the intent of employees to turnover.





Ostroff, Kimcki and Tankins, (2007) emphasized that the concept of the climate of work has been widely examined as that which describes and capture contextual actions and that possible sharpen behaviour of those that undertake tasks or operates within the context. It reflects both informal and formal procedure, policies and practices in the organization (Dumka & Akpotu, 2015). As indicated by Lamre (2009) the climate of work typifies the complex expression of various level behaviours of organization actors that decides their psychological consensus and attachment to their positive or negative to desired organizational objectives. Also, the significance of shared perception as underpinning the concept of climate (Dumka & Akpotu, 2015; Ryu, Hyun, Jeung, Kim, & Chang, 2020). The essence of his position is that it represents commonalities of work while his position is apparently clear; there exist concept variance related to analytical levels of climate which some researchers have left at the degree of individual observation rather than organizational.



Another aspect is motivation; motivation is the key factor that influences organizational performance. An employee that is motivated is aware of the goals that people must accomplish and less motivated employees will not be able to use organizational facility effectively (Sabri, Mutalib & Hasan, 2019). Employee motivation can lead to an increase of products and permit an organization to accomplish higher levels to the output. Employee motivation can perform better and help the organization to turn more competitive, effective and efficient. In the aspect of the Hotel and tourism industry, employees are obligatory to work for long hours and remain concentrated on servicing their customers, therefore ensuring that the employees are kept motivated is considered essential.



In way to increase employee's motivation, it is essential for the organization to comprehend what the components that make employees remain motivate are (Sabri, Mutalib, & Hasan, 2019). Motivation likewise can improve the degree of adequacy in the workforce (Sabri, Mutalib and Hasan, 2019). Other than that motivation can carry employees closer to the organization which will increase the company and employee performance (Jesop, 2005; Paaïs & Pattiruhu, 2020). Therefore, the study focused on motivation, organizational climate employed and turnover intention of Hotel industry in the UAE.

1.3 Tourism Industry in the United Arab Emirate

Furthermore, the contribution of tourism and travel industry to the country economic is figured to ascend by 5% to AED 72.6 billion in the year 2018 and is estimated to reach 108.4 billion in ten years, reflecting the dynamic development potential the segment offers, projected by the World Travel and Tourism Council (WTTC). Also, the tourism and travel industry directly assisted 317,500 jobs in the country which is 5.4% total of employment. This is projected to rise by 2.4% per year to 410,00 jobs which would be 5.9% total of employment by 2027. Moreover, investment in the tourism and travel industry is AED 26.2 billion estimated \$7.1 billion which amounted 7% of the total investments made. It is expected to rise by 11% per year over the next ten year to \$20.3 billion equivalent AED 74.5 billion which would be 11.2% of the total investments (Al-maktoum, 2018; Higgins-Desbiolles, 2018; usuaebusiness.org, 2019).



The country becomes one of the highest tourist destinations around the globe. Also, its rapid growth in the last two decades which has been associated with the country push to diversify its economy (Schiliro, 2013; Sushil Jha & Tandon, 2019). The Emirates of Dubai and Abu Dhabi have been the focal point for the growth of tourism and the development of the Hotel industry in the country (Alfaris, Abu-Hijleh & Abdul-Ameer, 2016). This increase in tourism has also led to the growth of the country economy. The GDP contribution has seen a growth of 138% in the period of 2007 to 2017 with an employment growth rate at 119% in 2017 to estimates of 570,000 employees working across various hotels in the region (usuaebusiness.org, 2019). The country's Hotel industry led by Dubai has been the source of GDP growth for the Hotel industry and saw a growth of 8% every year (Khaleejtimes, 2018). Within the last year 2019, the tourism and travel industry rapid growth with occupancies at the hotels which are to increase by 35.5 million. Dubai has provided opportunities for the Hotel industry to further grow to provide services to millions of tourists from around the globe (Peters & Pikkemaat, 2012; usuaebusiness.org, 2019).

This study therefore, intends to investigate the employee motivation, organizational climate and turnover intention in the United Arab Emirates Hotel industry. In this case, the study looked at three variables as influencing employees in the UAE Hotel industry. In the first instance, the study considered the organization climate and investigate how they influence turnover intention among employees in the United Arab Emirates Hotel industry. The second is employee motivation and examine how it impacts on turnover intention among employees in the United Arab Emirates Hotel industry (Gautam, 2019). Third is employee motivation mediates the relationship





between organizational climates and investigates how it effect on turnover intention among employees in the United Arab Emirates Hotel industry.

1.4 Problem Statement

For more than a decade, the United Arab Emirates focused on becoming a touristic, economic and commercial capital for more than 2 billion tourist and investors worldwide and improving the business environmental of the country by emphasizing on attracting foreign investors (Alhashmi, Jabeen, Al- Nasser, & Papastathopoulos, 2017; The Ministry of Cabinet Affairs, 2016). It has been revealed by Amna Puri-Mirza (2020) from the statistics that the annual growth rate of the Hotel industry in the United Arab Emirates as 5.3% from 2018. Moreover, the Hotel industry in the UAE has established itself as a main amplifier of the economic divergence to the extent that it has been projected that hotel, travel and tourism sector contribute an estimated 312.4 billion UAE dirham to the GDP by year 2027. However, retaining loyal and valuable employees is a main concern of the increasingly competitive companies and labour market, making staffs in the company's most essential resources that supported sustainability in a dynamic environment (Yao, Qiu, & Wei, 2019).

In UAE hotel industries, conducive organizational climate for employees was lacking and not favorable. The conditions at which employee work was miserable. Employee often move from one place to another in searching for conducive organizational climate. BaniMelhem, Elanain and Hussain, (2018) opined that one of the major issues encountered by the hotel industries in the UAE is the high level of





employee turnover rates which increase on daily basis. Nair, (2017) pointed that the number of employees' turnover from current jobs in the UAE was at 38% in 2014 and currently at 56% which means it increase yearly. Shbail and Shbail (2020) expressed that lack of good organizational climate is the cause of employee turnover intention. Faz, (2017) was opinion that the report of TFG Asset Management published in 2017 showed that employee turnover rate was at 25% - 30% per year in the UAE's Hotel industry. This scenario calls for holistic investigation on what might cause increase in turnover in UAE.

More so, UAE Hotel industries are facing difficulties in retaining good employees and experiencing high employee turnover rate due to lack of motivation. This high employee turnover rate has been affecting the hotel industries negatively increasing the associated costs and reducing the overall organizational productivity. If crucial steps are not taking, it would create bad image to the mind of customers. This is why Khan, Khan and Zakir (2016) asserted that motivation plays a vital role in employee's performance. lack of employee motivation in an organization leads to absenteeism, lack of commitment, and an increase in turnover rate (Al-Ali, Ameen, Isaac, Khalifa & Shibami (2019). Employee job satisfaction was also found to be a good predictor of retention of a highly skilled and experienced labor force in an organization (Alexander, Lichtenstein, & Hellman, 1998; Al-Ali, Ameen, Isaac, Khalifa & Shibami (2019).

It is important for organizations to focus on developing and creating motivation techniques for employees to help improve employee performance in the most effective manner and achieve increased return. Therefore, this serve as a gap to be fill. Based on





this scenario, this prompt researcher to investigate employee motivation, organizational climate and employees' turnover intention.

1.5 Research Objectives

The main objective of this study was to investigate employee motivation, organization climate and turnover intention among employees in the United Arab Emirates Hotel industry. In order to achieve this aim, the following specific objectives are made:

RO1: To identify the relationship between organizational climate and turnover intention among the employees of United Arab Emirates Hotel industry.

RO2: To identify the relationship between organizational climate and employee motivation among the employees of United Arab Emirates Hotel industry.

RO3: To identify the relationship between employees motivation and turnover intention among the employees of United Arab Emirates Hotel industry.

RO4: To investigate the mediating effect of employees motivation on the relationship between organizational climate and turnover intention among the employees of United Arab Emirates Hotel industry.

1.6 Research Questions

Arising from the problem highlighted in the statement of the problem, the following research questions are posed:



- RQ1:** Is there any significant relationship between organizational climate and turnover intention among the employees of United Arab Emirates Hotel industry?
- RQ2:** Is there any significant relationship between organizational climate and employee motivation among the employees of United Arab Emirates Hotel industry?
- RQ3:** Is there any significant relationship between employees motivation and turnover intention among the employees of United Arab Emirates Hotel industry?
- RQ4:** To what extent the employee motivation mediates the relationship between organizational climate and turnover intention among the employees of United Arab Emirates Hotel industry?

Based on the research questions posed and the research objectives set, the following hypotheses are formulated for testing by this study:

- H1:** There is a significant relationship between organizational climate and turnover intention among the employees of United Arab Emirates Hotel industry.
- H2:** There is a significant relationship between organizational climate and employee motivation among the employees of United Arab Emirates Hotel industry.
- H3:** There is a significant relationship between employees motivation and turnover intention among the employees of United Arab Emirates Hotel industry.

H4: Employee motivation mediates the relationship between organizational climate and turnover intention among the employees of United Arab Emirates Hotel industry.

1.8 Research Framework

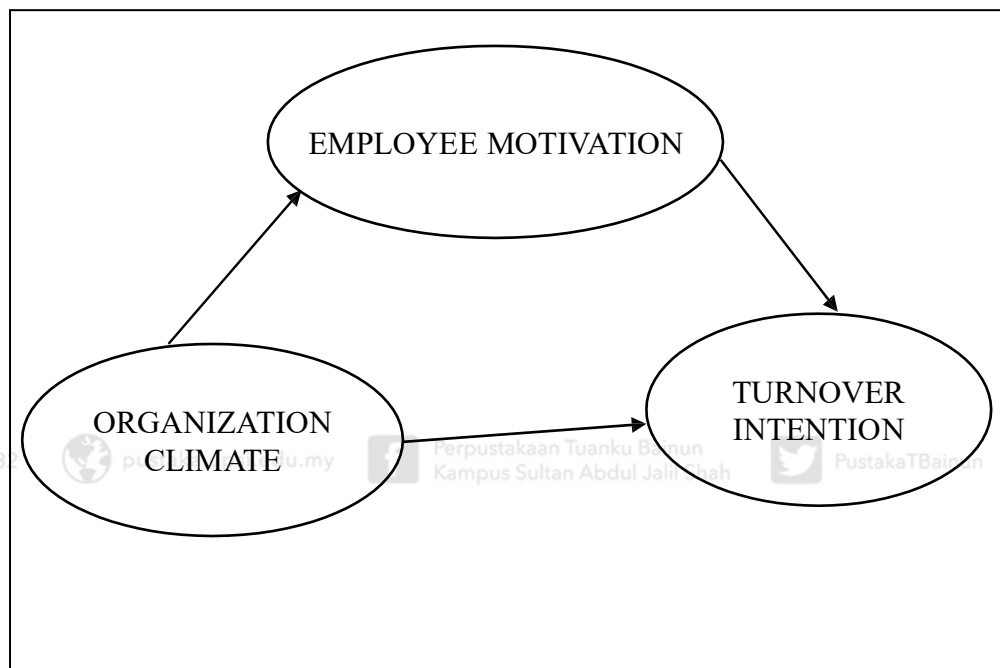
In this study, the relationship among employee motivation, organizational climate and turnover intentions was the focused of the study. Based on the way it influences motivation the organization promotes. Various researchers have linked organizational climate to employee turnover intentions. According to Carmeli (2005) the organization climate related to the type of work, communication between the leadership and the employees, and the social settings of the organization influenced the employees' behaviour and intentions of withdrawal from the job.

Sharoni, et al., (2012) relate organizational climate to organizational citizenship behaviour which is viewed as essential in the determination of the rate of employee turnover. Alkahtani (2015) drawing conclusions from a reviewed literature noted that the organizational climate was leading when it came to the determination of turnover intentions in organizations. Bosomtwe and Obeng (2018) noted that people identified with the factors of the organization such as norms, values and beliefs which if organization climate did not recognize threatened their turnover intentions. Priyowidodo (2019) also described organizational climate as a component of different factors that influenced the rate of employee turnover intentions. Based on the findings from the reviewed literature the following hypotheses have been developed. Figure 1.1

indicates the research framework of the study. The objective of this study is to investigate the employee motivation, organizational climate and turnover intention among the employee of United Arab Emirates Hotel industry.

Figure 1.1

The Conceptual Research Framework



Source: The Researcher

1.9 Significant of the Study

This significance of this study cannot be underestimated. In the first instance, the government would benefit greatly from it. Also, the outcomes of this study would contribute effectively to the knowledge of the researcher to enhance employees' performance in the Hotel and tourism industry. This study would benefit both tourists

and employees regarding approaches for increasing the Hotel industry and should further apply beyond the context.

1.9.1 Theoretical Significance

Theoretically, this study would contribute enormously to the Hotel and tourism industry to organizational climate, employee motivation and turnover intention literature. Firstly, the study would make observable contributions by offering to investigate employee motivation, organization climate and turnover intention among employees in the UAE Hotel industry.

1.9.2 Practical Significance

From the practical aspect, the study would be important to the Hotel industry and beyond, by providing a clear understanding about the impact of organizational climate, employee motivation and turnover intention forwards employees performance in Hotel industries. This can further lead to the achievement of a higher level of effectiveness and efficiency in service delivery in the Hotel industry and beyond.

Secondly, the outcomes of this study would provide a guideline, insides and directions to the policymakers, practitioners and management for the growth of human resource management policies and practices that can stimulate to improve employee performance and task.

Thirdly, it would improve organization management to design approaches to help the organizations improve on employee retention and avoid losing qualified, skilled and valuable staff members to the competitors. Also, the study would assist organizational leadership in developing practices and programs that motivate employees in the workplace and promote employee commitment and retention.

Fourthly, the study would also contribute to the literature. The study would have an impact on investigating the mediate of employee motivation between organization climate and turnover intention among employees in the UAE Hotel industry. The study would consequently significant by filling the gap created by the literature in this context.

1.10 Operational Definition

1.10.1 Employee Motivation

Employee motivation is the level of commitment, drive, and creativity that your team brings with them to work every day (George & Sabapathy, 2011, Al-Madi, Assal, Shrafat & Zeglat, 2017). In this study, employee motivation is an action that stimulates an employee to take a course of action which will lead to attain some goal or to satisfy certain psychological needs of employee.



1.10.2 Motivation

This study refers motivation as the process that initiates, guides, and maintains goal-oriented behaviors (Islam & Ismail, 2008; Paaïs & Pattiruhu, 2020).

1.10.3 Intrinsic Motivation

In this study, the stimulation that drives adopting or changing behavior for personal satisfaction or fulfillment.



1.10.4 Extrinsic Motivation



This is the behavior driven by external factors, such as a reward or avoidance of negative outcomes. (Ogunleye & Osekita, 2016).

1.10.5 Organizational Climate

This study refers to conditions that encourage or hampers employees' creative efforts (Madhukar & Sharma, 2017).





1.10.6 Turnover Intention

In this study, turnover intention is an employee's willingness or intention to voluntarily quit their job or leave a company.

1.11 Limitations and Scope of the Study

The scope and limitation of this study would only cover five hotels in the UAE to participate in this study. Data collection would be among 400 employees in these hotels to identify the employee motivation, organizational climate and turnover intention in the United Arab Emirates Hotel industry. All employees at these five hotels would include in this study to act as the population.

1.12 Summary

This study has explained extensively on mediating effect of employee motivation on the relationship between organization climate and turnover intention in the UAE Hotel industry. The chapter one discusses the introduction of the study, the background of the study, problem statement, research objectives, research questions, operational definition, and significance of the study, limitation of the study and summary of the study.

