

The Effects of Functional-Emotional Benefits on Organizational Attractiveness Perception and Intention to Quit: Istanbul Hotel Industry Survey

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Abstract

The present study relied on a theory that organizational attractiveness itself is an outcome of functional and emotional benefits for actual employees. And both the organizational attractiveness and actual employees intention to quit is effected by these benefits. Previous research on the attractiveness of organizations has mostly focused on prospective applicants and has typically investigated how they are attracted. The aim of this study is to reveal the determinants of organizational attractiveness and intention to quit for hotel industry employees by examining the functional and emotional benefit variables.

To his end, 834 employees from Hospitality Industry were examined with personal information questionnaire, organizational attractiveness scale (developed by Turban & Keon), intention to quit scale (developed by Singh et al.), functional and emotional benefits scale (established from related literature and research), those reliability and validity have been tested previously, used for data collection. The reliability and validity tests of the scales were repeated.

The results indicate that functional and emotional benefits have determining effects on organizational attractiveness and intention to quit. there is a significant high positive correlation between emotional and functional benefits ($r = 0.838$; $p = 0.000 < 0.05$), organizational attraction and functional benefits ($r = 0.778$; $p = 0.000 < 0.05$), organizational attraction and emotional benefits ($r = 0.821$; $p = 0.000 < 0.05$) and also a significant, medium negative correlation between “intention to quit” and “functional benefits” ($r = -0.551$; $p = 0.000 < 0.05$), “intention to quit” and “emotional benefits” ($r = -0.525$; $p = 0.000 < 0.05$).

Keywords: Hotel industry, Organizational Attractiveness, Intent to Quit, Benefits

1. Literature Review

Organizations are facing difficulties due to the shortage of qualified workers, in attracting qualified applicants (Rynes, 1991; Adams, 1998) but also for retention of actual workers. In the context of recruitment, potential applicants will be attracted to a firm based on the extent to which they believe that the firm possesses the desired employee related attributes and the relative importance they place on those attributes. The importance of organizational attractiveness concept derives from some significant factors that could probably effect the future performance and productivity of organizations. A major concern of entrepreneurs worldwide is how to identify and engage the services of workers that would stay for a reasonable period of time with minimal personnel turnover consequences on the organization. Understanding the worker's initial attraction to the organization provides a mitigating approach (Udofot et al.; 2015).

Previous studies have shown that (potential) employees' perceptions depend on job and organizational characteristics such as salary, (Cable & Judge, 1994; Judge & Bretz, 1992), reliability and product image, (Highhouse et al., 1999), career flexibilities and policies, (Honeycutt & Rosen, 1997) internationalization level, (Lievens et al. 2001) organizational size, (Turban & Keon, 1993) job security, location, , (Lievens & Highhouse, 2003) ecological rating, (Aiman et al. 2001) and the firm's corporate social performance (Turban & Greening, 1997) on organizational attraction.

Organizational Attractiveness is a “targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm (Buttenberg, 2013; 116). The strategy can be tuned to drive recruitment, retention, and productivity management efforts.” (Sullivan J., 2004) It is a relatively new approach toward recruiting and retaining the best possible human talent within a recruiting environment that is becoming increasingly competitive. The term is often used to describe how

organisations market their offerings to potential and existing employees, communicate with them and maintain their loyalty “promoting both within and outside the firm, a clear view of what makes a firm different and desirable as an employer” (Backaus & Tikoo, 2004; 120)

Simon Barrow and Tim Ambler (1996) defined the organizational attractiveness (as employer brand) as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company".

In the employment context, benefits usually mean financial perks like a pension or a private health scheme. What the study mean in the organizational attractiveness context is the wider range of functional and emotional benefits that people derive from their experience of work. Many of these, such as career opportunities and personal growth, we have already touched on in terms of the proposition statement. While the proposition statement should try to capture the most compelling advantage offered by the employer, the overall positioning statement should also list some of the other supporting benefits that characterise the complete employment offer.

1.1 Functional Benefits

Employer brands are also founded on a number of basic functional benefits and performance guarantees, such as payment for services rendered, a safe working environment, the provision of the equipment necessary to carry out your roles and responsibilities. Cable and Judge (1994) found that personality attributes such as materialism and self-efficacy significantly predicted individuals' preferences for organizations with pay systems characterized by high pay levels and individual-based pay. These benefits may be implicitly taken for granted, or they may be important elements within your employer brand proposition – top quartile pay, a highly attractive working environment and cutting edge technology. According to Gray & Balmer (1998); Functional benefits of the employer brand describe elements of employment with the firm that are desirable in objective terms, like salaries, benefits, leave allowances.

1.2 Emotional Benefits

A powerful method of retention is simply to ensure that people feel they are valued. Therefore, all the above factors adds up to an employee value proposition which, as a means of attracting and retaining high potential employees, recognizes that they will be looking for strong values and expecting to be well managed, to have freedom and autonomy, high job challenge and career opportunities (Sokro , 2012).

Each of these statements encapsulates a promise to deliver a positive employee experience in relation to such key elements of people management as induction, flexible working, learning and development, internal communication, recognition, reward and knowledge sharing. Employee satisfaction is indicating how content an employee is with his/ her current position. Research on Employee Satisfaction comes from Organizational Psychology. The term is based on various sociological terms and is often connected towards motivational theory. Classic Theories like the Maslow-pyramid (1954), the Motivation-Hygiene model of Herzberg (1959) or the ERG-Theory (Existence-Relatedness- Growth-Theory) of Alderfer (1972) are the underlying theories for employee satisfaction that is closely connected to leadership behaviour, organizational communication, organizational structures and how employees are incentivized.

Social identity theory provides additional support for the link between employer brand image and attraction. Social identity theory posits that people derive their self-concept from their membership in certain social groups (Tajfel, 1982). The reputation of the group with which we identify contributes to our self-concept (Underwood et al., 2001).

1.3 Organizational Attractiveness

Organizational culture research provides further support for the assertion that employer brand messages can convey important pre-employment information. Organization culture is important to applicants in making a job choice. Their beliefs about the firm's culture affect the validity of self-selection decisions (Cable and Judge, 1996) and affect their post-entry performance (Schein, 1985). Employees, who base their job choice on unbalanced information, are more likely to become dissatisfied as a result of unmet expectations and are more likely to quit (Cable and Judge, 1996; Wanous et al., 1992). So, while employer branding can be valuable in the recruiting process.

1.4 Intend to Leave Job

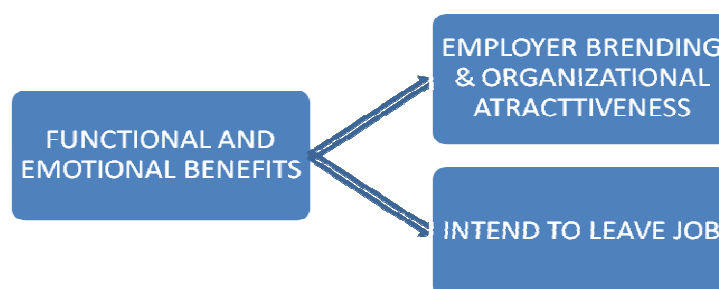
Intention to leave is defined as an employee's plan of intention to quit the present job and look forward to find another job in the near future (Purani & Sahadev, 2007). Employees who are satisfied and committed are more likely to attend work, stay with the organisation, be punctual to work, perform better than employees who are not

satisfied (Koslowsky, et al, 1997; LePine, et al, 2002) If the employer brand provides an incomplete picture of organizational culture, employees may be more likely to seek to leave the organization. There is a significant negative association between turnover intention and job satisfaction (Chan and Morrison, 2000; Ghiselli et al., 2001; McBey and Karakowsky, 2001).

2. RESEARCH AND FINDINGS

The research design used here is the relational screening model that shows the present situation. “Relational screening models are research models that aim to determine the existence and/or the degree of covariance between two or more variables” (Karasar, 2012, s.81)

Figure 1



Model of the study is designed to determine the effects of “Satisfaction level of functional and emotional benefits of hotel employees” on organizational attractiveness, employer branding perception and intend to leave job.

2.1 Data Collection

Personal information questionnaire with organizational attractiveness scale, intention to quit scale, functional and emotional benefits scale those reliability and validity have been tested previously, used for data collection. The reliability and validity tests of the scales were repeated.

Emotional and functional benefits scale have been established from Unal’s (2010) research and related literature. The wording of the scale was adapted for hotel employees to identify emotional and functional benefit preferences. Reliability and validity of the scale was made and the reliability of the 22 items on the scale of the internal consistency coefficient "Cronbach's alpha" are calculated. The overall reliability of the scale was very high (alpha = 0.963). Descriptive (exploratory) factor analysis was applied to demonstrate the construct validity. Bartlett test ($p = 0.000 < 0.05$) determined the relation between the variables in the factor analysis. It was determined that the sample size is sufficient for applying factor analysis ($KMO = 0.963 > 0.60$). Varimax method was selected for preservation of the structure of the relation between the factors. The total explained variance of the variables 62.118 % are grouped under 2 factors as a result of factor analysis.

Table 1. Scales Used

Scale	Item	Cronbach's alpha	KMO	Explained Variance %
Emotional and functional benefits scale	22	0.963	0.963> 0.60	62.118
Organisational Attraction	5	0.920	0.887>0,60	75.797
Intention to leave	4	0.821	0.871>0,60	60.276

Table 2. Factorial Structure of Emotional and Functional Benefits

Dimensions	Item	Factor Load	Described Variance	Cronbach's Alpha
Emotional Benefits (eigenvalue=12.513)	Q21	0,763	32,153	0,944
	Q20	0,750		
	Q18	0,747		
	Q17	0,719		
	Q19	0,708		
	Q13	0,671		
	Q16	0,670		
	Q22	0,668		
	Q14	0,664		
	Q11	0,636		
	Q12	0,611		
Q15	0,610			
Functional Benefits (eigenvalue=1.153)	Q6	0,802	29,965	0,930
	Q9	0,757		
	Q8	0,744		
	Q7	0,718		
	Q5	0,672		
	Q3	0,672		
	Q4	0,665		
	Q2	0,660		
	Q10	0,602		
Q1	0,593			
Total Variance %62.118				

5-item scale developed by Turban & Keon (1993) was used to determine the organizational attraction level of the hotel on employees. The overall reliability of the scale was very high in $\alpha = 0.920$. Bartlett test ($p = 0.000 < 0.05$) determined the relationship between the variables in the factor analysis. ($KMO = 0.887 > 0.60$), it was determined that the sample size is sufficient for applying factor analysis. The total explained variance 75.797% in the factor analysis of the variables are grouped under a single factor

2.2 Findings

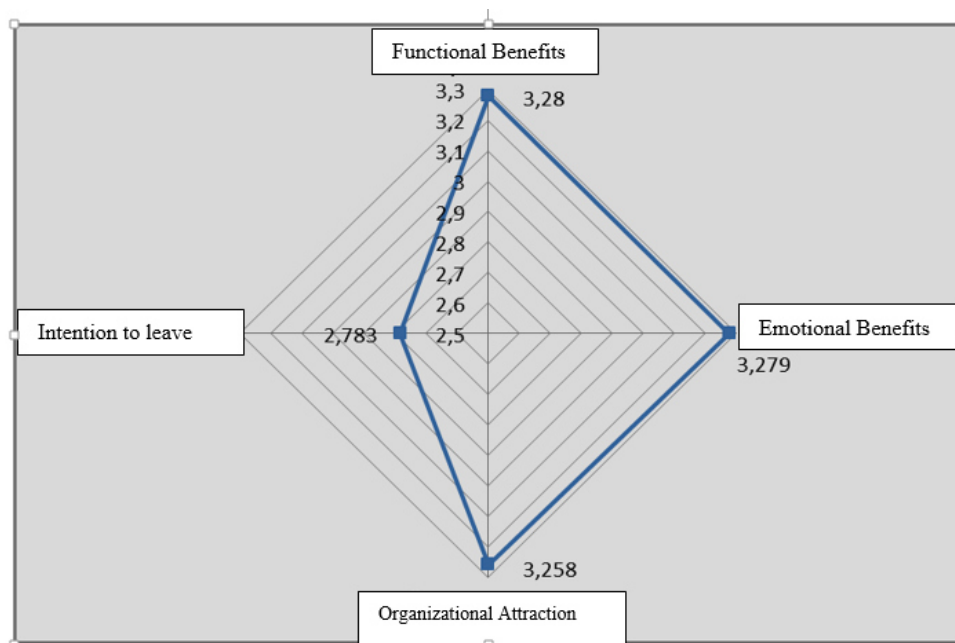
The gathered data has been analyzed with SPSS (Statistical Package for Social Sciences) for Windows 21.0. To evaluate the data descriptive statistical methods (Number, Percentage, Average, Standard deviation) were used. The correlation between dependent and independent variables of the study is tested with Pearson correlation analysis, and the effect was tested with regression analysis. Findings are calculated in 95% confidence interval, and 5% significance level.

Table 2 presents the demographic characteristics of respondents. The respondents of the study consisted of 60.4% male and 39.6% female. From the 834 completed questionnaires, a high proportion (83.7%) of the respondents was in the age range of 18 to 40. Most of the respondents have education of high school or lower (76 percent), and the average years of job experience were high with nearly three-fourth of respondents having less than ten years of experience. Table 2 shows the profile of the respondents.

Table 3. Respondent Characteristics

Demographic Variables	Description	Frequency (n)	Percentage (%)
Gender	Female	330	39,6
	Male	504	60,4
	Total	834	100,0
Respondent age	18-30	370	44,4
	31-40	328	39,3
	40 or above	136	16,3
	Total	834	100,0
Marital Status	Single	424	50,8
	Married	410	49,2
	Total	834	100,0
Educational background	Mid-School	422	50,6
	High School	212	25,4
	Bachelor	164	19,7
	Higher Education	36	4,3
	Total	834	100,0
Job Experience	1-5 Years	334	40,0
	6-10 Years	268	32,1
	11-15 Years	140	16,8
	16 Years or Above	92	11,0
	Total	834	100,0
Experience in this firm	1-5 Years	498	59,7
	6-10 Years	240	28,8
	11-15 Years	70	8,4
	16 Years or Above	26	3,1
	Total	834	100,0
Stars of Hotel	4 Stars	504	60,4
	5 Stars	330	39,6
	Total	834	100,0

Figure 2. Diagram of functional and emotional benefits, organizational attractiveness, intention to quit points



As a result; it has been found that points of "functional benefits" medium level (3.280 ± 0.980); "Emotional benefits" medium level (3.279 ± 0.999); "Organizational attraction" medium level (3.258 ± 1.117); "Intention to quit" medium level (2.783 ± 1.046), through the employees surveyed.

Table 4. Correlation between functional and emotional benefits, organizational attractiveness, intention to quit points

		Functional Benefits	Emotional Benefits	Organizational Attraction	Intention to Leave the Job
Functional Benefits	r	1,000			
	p	0,000			
Emotional Benefits	r	0,838**	1,000		
	p	0,000	0,000		
Organizational Attraction	r	0,778**	0,821**	1,000	
	p	0,000	0,000	0,000	
Intention to Leave the Job	r	-0,551**	-0,525**	-0,562**	1,000
	p	0,000	0,000	0,000	0,000

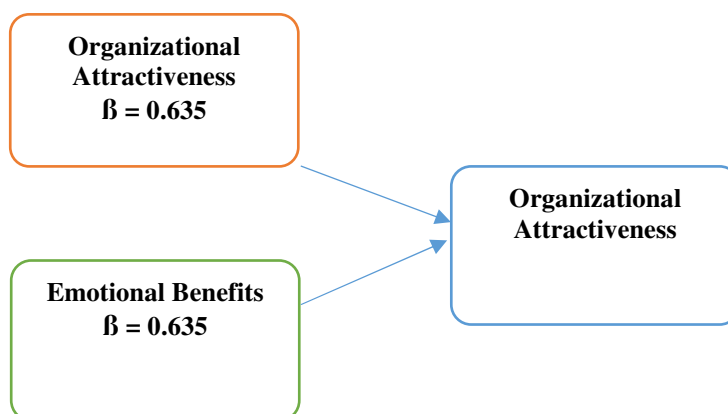
According to table 3; there is a significant high positive correlation between emotional and functional benefits ($r = 0.838$; $p = 0.000 < 0.05$), organizational attraction and functional benefits ($r = 0.778$; $p = 0.000 < 0.05$), organizational attraction and emotional benefits ($r = 0.821$; $p = 0.000 < 0.05$). There is also a significant, medium negative correlation between "intention to quit" and "functional benefits" ($r = -0.551$; $p = 0.000 < 0.05$), "intention to quit" and "emotional benefits" ($r = -0.525$; $p = 0.000 < 0.05$), "intention to quit" and "organizational attraction" ($r = -0.562$; $p = 0.000 < 0.05$).

Table 5. Effect of emotional and functional benefits on organizational attraction

Dependent Variable	Independent Variable	β	t	p	F	Model (p)	R ²
Organizational Attraction	Constant	0,047	0,621	0,535	974,447	0,000	0,700
	Functional Benefits	0,344	8,690	0,000			
	Emotional Benefits	0,635	16,347	0,000			

Regression analysis was performed to determine the relation between “organizational attractiveness” and “Functional-emotional benefits”. The results were statistically significant ($F = 974.447$, $p = 0.000 < 0.05$). The relation level between variables of functional and emotional benefits as determinants of organizational attractiveness (the explanatory power) has been very strong ($R^2 = 0.700$). Functional benefit level profiles of employees increase the organizational attractiveness level ($\beta = 0.344$). Emotional benefit level of the workers increase the organizational attractiveness level ($\beta = 0.635$).

Figure 3. Result model of emotional and functional benefits effects on organizational attraction



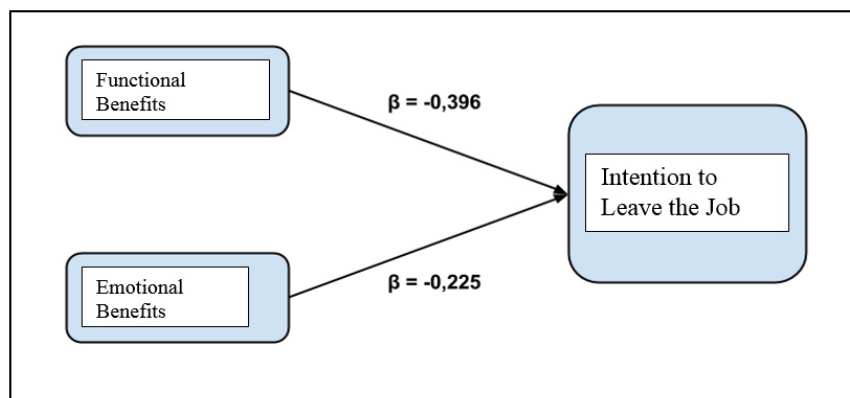
As a conclusion; 70% percent of the total change in the organizational attractiveness level can be described by the functional and emotional benefit level of the hotel employees.

Table 6. The effects of “Functional-Emotional benefits” on “Intention to leave job”

Dependent Variable	Independent Variable	β	t	p	F	Model (p)	R ²
Intent to Leave Job	Constant	4,819	44,602	0,000	192,719	0,000	0,315
	Functional Benefits	-0,396	-7,055	0,000			
	Emotional Benefits	-0,225	-4,091	0,000			

Applied regression analyses to determine the relation between “Functional-emotional benefits” and “Intent to leave job” was also statistically significant ($F = 192.719$, $p = 0.000 < 0.05$). As a predictor of the level “Intention to leave” of functional profiles, preferences and the relationship between emotional variables (the explanatory power) has been strong ($R^2 = 0.315$). The functional benefits level reduces the level of employees intention to quit ($\beta = -0.396$). The level of emotional benefits reduces the level of employees intention to quit ($\beta = -0.225$).

Figure 4. Result Model for Effects of “Functional-emotional benefits” on “Intention to Leave Job”



In the model, 31.5% percent of the total change in the organizational attractiveness level can be described by the functional and emotional benefit level of the hotel employees, satisfaction level of functional and emotional benefits reduce the level of intention to quit.

CONCLUSION

In this research, we have searched the determinants of organizational attractiveness and intention to quit for hotel industry employees by examining the functional and emotional benefit variables.

The target population comprises of employees from 4 and 5 starred hotel companies operating in İstanbul, hosting more than 12 million tourists during the year 2015. Total enumeration technique was used to cover the study population of 834 respondents working in 23 selected hotels. Demographic information, emotional and functional benefits and Intention to quit questionnaire scale was used in the study for data collection. Organizational attractiveness scale (developed by Turban & Keon) with reliability coefficient of 0.920, intention to quit scale (developed by Singh et al.) with reliability coefficient of 0.821 functional and emotional benefits scale (established from related literature and research) with reliability coefficient of 0.963 using cronbach-alpha method were used for data collection.

The majority of respondents of the study consisted of (60.4%) male employees. From the and a high proportion (83.7%) of the respondents was in the age range of 18 to 40. Most of the respondents have education of high school or lower (76%), and the average years of job experience were high with nearly three-fourth of respondents having less than ten years of experience. 60.4 % of the employees are working for 4 starred hotels, while 39.6% of them give work for 5 starred.

As a result; it has been found that points of "functional benefits" medium level (3.280 ± 0.980); "Emotional benefits" medium level (3.279 ± 0.999); "Organizational attraction" medium level (3.258 ± 1.117); "Intention to quit" medium level (2.783 ± 1.046), through the employees surveyed.

There is a significant high positive correlation between emotional and functional benefits ($r = 0.838$), and it makes sense to move beyond functional benefits and consider emotional benefits as a basis for the value proposition, meaning that people weigh up the emotional benefits they can receive from their work, with the functional benefits. Transitioning into the modern, connection based economy Jobs of today require more emotionally intelligent skills – such as empathising, collaborating and creating. According Colvin, people want to work with other people in solving problems, share stories with them and create new ideas making this kind of jobs popular. As another result, organizational attraction and functional benefits ($r = 0.778$) and organizational attraction- emotional benefits ($r = 0.821$) also correlates due to the change in the profile of workforce. As a conclusion; 70% percent of the total change in the organizational attractiveness level can be described by the functional and emotional benefits that describes the satisfaction level of the hotel employees.

Parallel with the Herzberg's motivator-hygiene theory that suggests "Job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts. 'Motivating' factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work" there is significant negative correlation between "intention to quit" and "functional benefits" ($r = -0.551$), "intention to quit" and "emotional benefits" ($r = -0.525$), "intention to quit" and "organizational attraction" ($r = -0.562$).

Regression analysis was performed to determine the relation between “organizational attractiveness” and “Functional-emotional benefits”. The results were statistically significant ($F = 974.447$, $p = 0.000 < 0.05$). The relation level between variables of functional and emotional benefits as determinants of organizational attractiveness (the explanatory power) has been very strong ($R^2 = 0.700$). These benefits influences how attracted, they are to careers with an employer (see for example Berthon et al. 2005; Lievens and Highhouse 2003; Slaughter et al. 2004; Lievens et al. 2005). Functional benefit level profiles of employees increase the organizational attractiveness level ($\beta = 0.344$). Emotional benefit level of the workers increase the organizational attractiveness level ($\beta = 0.635$) supported by ‘hygiene’ factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction

It has been observed that, Applied regression analyses to determine the relation between “Functional-emotional benefits” and “Intent to leave job” was also statistically significant ($F = 192.719$, $p = 0.000 < 0.05$). As a predictor of the level “Intention to leave” of functional profiles, preferences and the relationship between emotional variables (the explanatory power) has been strong ($R^2 = 0.315$). The functional benefits level reduces the level of employees intention to quit ($\beta = -0.396$). The level of emotional benefits reduces the level of employees intention to quit ($\beta = -0.225$). Prior research has shown that job satisfaction is strongly and inversely associated with employee’s intention to leave an organization (Egan, Yang & Bartlett, 2004; Lambert, Hogan & Barton, 2001; MacIntosh & Doherty, 2010; Schwepker, 2001; Silverthorne, 2004). In other words, more satisfied employees are less likely to seek a new job, with a new employer. For this reason, studying the factors associated with job satisfaction is practical and valuable. Arnold & Feldman, 1982; Bluedom, 1982; HoUenbeck & Williams, 1986), and positively correlated with one another (e.g., Bluedom, 1982; Clegg, 1983; Dougherty, Bluedom, & Keon, 1984).

We have also seen that, 31.5% percent of the total change in the organizational attractiveness level can be described by the functional and emotional benefit level of the hotel employees, satisfaction level of functional and emotional benefits reduce the level of intention to quit. According to (Brayfield and Crockett, 1955; Vroom, 1964) job satisfaction has direct association with the turnover intention. According to Mobley (1977) Job satisfaction is negatively related with the turnover intention of employees. Employees often think to leave their job; they often make comparison of their current job with the others and evaluate the alternatives which they can get by leaving their recent job. According to (Susskind et al, 2000) job satisfaction has a significantly negative association with turnover intention on consistent basis. According to Blau, (1987) researchers have proven that job satisfaction has direct influence over the turnover intention

As seen from the results, organizational attractiveness forges greater commitment level resulting in increased retention of talents. Among the benefits, a strong employer brand attracts better applicants (Collins & Stevens, 2002; Slaughter et al, 2004) and shapes their expectations about their employment (Livens & Highhouse, 2003).

The intentional focus of this research was to determine the effects of functional and emotional benefits on organizational attractiveness and intention to quit, through the employees of hotels in Istanbul only. The researchers acknowledges that the respondents are all from Turkey, a developing country with low average economic income when compared with developed countries and may not be representative of the hotel employee population as a whole. It is certain that, satisfaction of the employee is an outcome of satisfaction of vital desires, vary from country to country and from culture to culture according to hierarchy of needs. Future survey work in this area might include comparison of countries from different economic conditions. Additionally, there may have been some self-selection bias among respondents. Since the survey has sufficient number of respondents (834) those with positive attitude towards the hotel management might have been more motivated to respond.

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