

Investigating the Relationship between Organization Climate and Turnover Intention Using Employee Motivation as a Mediator in the UAE Hotel Industry

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Abstract

The research objective of this study is to investigate investigating the relationship between organization climate and turnover intention using employee motivation as a mediator in the UAE hotel industry. A quantitative research design was applied in the study. A total of 200 employees were chosen as a research sample through a cluster random sampling technique. Data analysis using multiple regression was performed to determine the mediating effect of employee motivation on the relationship between organization climate and turnover intention. The findings showed that organization climate has relationship with turnover intention with beta value of .735 and significant at $p < .000$. The organization climate has significant relationship with employee motivation beta value of = .826 where $p < .000$. The employee motivation and turnover intention showed an insignificant relationship with beta value of .075 where $p > 0.05$. Further, it was found that employee motivation showed no mediation in the relationship between organization climate and turnover intention this is because, the path b are not significant. When the path a and path c significant, then the value of path c may be greater than both, in that case, there is no mediation. In conclusion, organization climate serve as the major determinant of turnover intention. The implication of this study suggested that organizational climate of hotels in UAE should be improve so that it would accommodate the employees in order to stay long in the hotels industry.

Keywords: organization climate, turnover intention, employee motivation, hotel industry

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I. Introduction

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). Although, the turnover rates in the private sectors are higher than the public sectors (Bosomtwe & Obeng, 2018). Several scholars agree that growing turnover rates will remain a key issue for both employees and organisations over the next few years (Guilding, Lamminmaki & McManus, 2014; Dusek, Ruppel, Yurova & Clarke, 2014; Habib, 2015; Gulfnews, 2017; Bosomtwe & Obeng, 2018). Furthermore, organisations regularly spend a lot of money on recruiting, training, and socialising their employees and as a result, turnover can result in big losses for companies (Phuong, 2016). For many organisations, 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 (Abu Elanain, 2014; Biron & Boon, 2013).

Additionally, employee turnover endangers organizational profitability and performance because of its connected loss of significant company resources and corporate asset (Guilding, Lamminaki, & Mcmanus, 2014). 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). It is important for hoteliers in UAE to create conductive organizational climate that would be favourable for

employees. This conducive environment would make them to stay long in the organization which turn improve productivity.

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 will contribute an estimated 312.4 billion UAE dirham to the GDP by year 2027.

Evidence from the researchers have revealed that employee's turnover is a continuous issues for various companies in the UAE (Jabeen et al., 2017; Phuong, 2016). One of the factors that are very critical to the turnover intention is the stress undergone of the employees in the hotel industries. Researchers such as Harhara, Singh & Hussain, 2015; BaniMelhem, Elanain & Hussain, 2018; Alkhateri, Abuelhassan, Khalifa, Nusari & Ameen, 2018 pointed that high turnover rates is the major issues encountered by the companies in the UAE. Further stressed that high employee turnover rates cost the company whopping amount of about USD2.7billion yearly in the UAE.

The Ministry of Labour, observed that employee turnover rate stands at a very high rate of 21% with the estimated average length of time for an employees to hold an employment in the UAE at around 4.7years (Gulf News, 2008; The Ministry of Cabinet Affairs, 2016). As reported by MetLife, they stated that the number of employees who intended to turnover from current jobs in the UAE is at 38% in 2014 and currently at 56% which is much higher than the previous year in the country (Nair, 2017). Another survey by Hays name the "The Hays GCC 2016 Salary and Employment Report" showed that the rate of people in the UAE intending to look for work from different employers is at 31% in 2015, and which is increased to 57% in 2016 with the number expected to rise in 2017 (Khalife, 2016). Furthermore, a report by TFG Asset Management published in 2017 showed that employee turnover rate was at 25% - 30% per year in the UAE's Hotel industry (Faz, 2017). In view of this scenario, the organizational climate plays important role in organizations and has impacts on employees' perceptions which impacts on their attitudes and behaviours. . 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 (Yun, Hwang, & Lynch, 2015; Yao, Qiu, & Wei, 2019).

Conceptual Framework

The relationship between organizational climate and employee turnover intentions is the focus of this study. There are three variables in the study, one independent variable, one mediator and one dependent variable. The independent variable is organization climate, the mediator is employee motivation and dependent variable is turnover intention. The prime reason for using mediator in the study is to increase the relationship between independent and dependent variable. Figure 1 depicted the relationship.

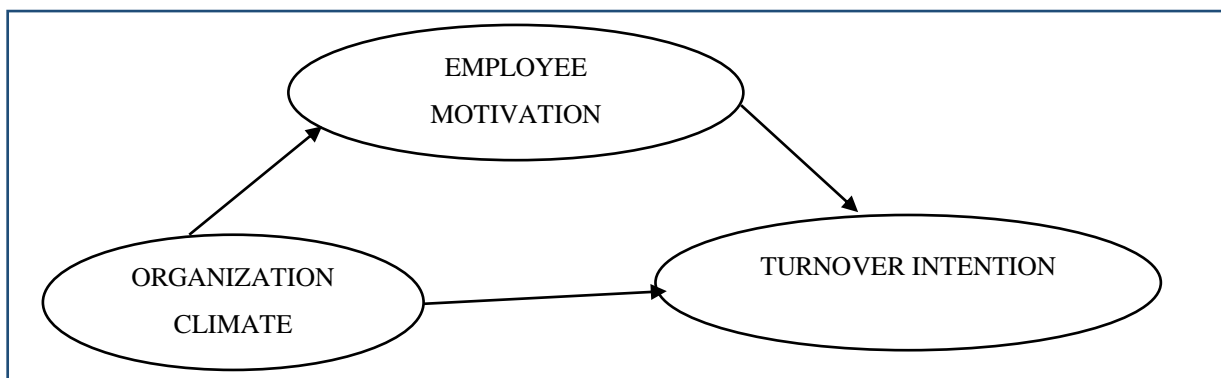


Figure 1.1: The Conceptual Research Framework Source: developed by Researcher

Research Hypotheses

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.

Conceptualizing Organizational Climate

The concept of climate can be traced back to the early 1900s, with the work of Lewin Lippitt and White (1939) and Lewin (1951) who proposed that climate is a characterisation of the salient environment improvement and is a significant determinant of behaviour and motivation. This has led to the organizational climate being the direct or indirect subject of much organizational emerging and behaviour as a construct with numerous behavioural significances. The subject increased to momentum with the work of Litwin and Stringer (1968) who conceptualized climate in accordance with its impact on behaviour and motivation. They expressed that organizational climate is a set of measurable properties of the work environment, perceived directly or indirectly by people who live and work in this environment and assumed to influence their motivation and behaviour” (Litwin & Stringer, 1968).

Similarly, Organizational climate is a concept of employees’ feelings and attitude towards their organization which has an extraordinary impact towards working ways and commitments; in result organizational climate cause organization operation since this relates straight forwardly agreeable to employees’ commitment and satisfaction towards the organization (Jeswani & Dave, 2012). The organizational climate as an element of individual and his interaction with the organizational environment. Argyris expressed that mature employees get frustrated by the formal organizational rigid managerial controls and directive leadership. It is fundamental for organization climate to be conducive for employees. When employees’ environment is conducive, they would be able to contribute their quota to the growth and development of the organization. Organization climate is an essential concept that determine whether employees will stay longer or eave the organization.

Defining Turnover Intention

Turnover is an intention of somebody’s withdrawal from their working place (Pradifa and welly, 2014; Mendis, 2017). Salary, promotion, career development significantly lead to turnover intention (Musa, Ahmed & Bala (2014). Ngamkroekjoti, Ounprechavanit and Kijboonchoo (2012) stated that people will leave or change their organization if it is not comfortable for them. Chawinga and Chipeta (2017) explained that employee turnover can be reduced through various approaches that the organization’s management can adapt and implement in the business. Dusek, Ruppel, Yurova and Clarke (2014) emphasized it is imperative for manager to devise means of avoid employee turnover. Furthermore, some of the common factors contributing to employee turnover cost general related to the dissatisfaction, social support, job motivation and burnout.

In line with above explanation, Pilbeam and Corbridge (2006) expressed that rewards can reduce the turnover intention so that organizational performance can be attainable. Cao, Chen, and Song (2013) brought out that the reward has a significant and negative effect on turnover. Numerous researchers such as Bothma, & Roodt, (2013); Anjum, and Muazzam, (2018) observed turnover intention is the final step in the decision-making process before a person leave a workplace. Shamsuzzoha and Shumon (2013) stressed that turnover has been the costliest and seemingly intractable human resource challenges facing by numerous organizations. Jha (2009) opined that turnover force in the organization acquire a massive cost relating to recruitment and selection, induction and personal process, training of new personnel and loss of information gained by the employee while on work.

The Concept of Employee Motivation

Employee motivation is a broadly practised exercise across every single corporate segment (Al-Madi, Assal, Shrafat and Zeglat (2017). The concept of motivation is derived from a Latin word “movere” which means “to move” and motivation is what moves the employee from weariness to attention. Robbins and Judge (2008) defined that motivation as the processes that account for an individual’s direction, intensity and persistence of effort towards achieving the objective. Barrick, Mount, & Li (2013) viewed employee motivation as the force within an individual that account for the persistence, direction and level of effort used at work. Awolusi (2013) characterize motivation as a power that empowers behaviour, provide guidance to behaviour and underlies the inclination to persevere.

Greenberg and Baron (2008) pointed that the definition of motivation could be divided into three (3) Main parts. The first part looks at arousal that deal with drive or energy behind the individual(s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their

behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals. DeCenzo, Robbins and Verhulst (2016) emphasized that people who are motivated utilize a more effort to perform a job than those who are not motivated. Employees who have high work motivations continue attempting to get more promotion and since they are continually searching better approaches to do their responsibilities and duties. With this explanation, it is important for hoteliers to motivate their employees so that they can perform effectively on the job.

The Relationship between Organizational Climate and Turnover Intention

Organizational climate is a crucial concept which hoteliers must understand as well as to study vividly. Nevertheless, since numerous decades different framework of organizational climate has been developed both conceptual as well as operational under various arrangements of circumstance and their research outcome are highly diverse and frequently contradictory in nature (Jeswani & Dave, 2012). There are many studies that have examined the relationship between organizational climate on turnover intention. All the studies found significant relationship results between two variables.

Therefore, study conducted by Jyoti (2013) on the effect of organizational climate on the turnover intention. The findings of the study revealed the organizational climate correlates significantly with turnover intention. Also, study done by Subramanian and Shin (2013) on the relationship between organizational climate and turnover intention. Multiple regression analysis was used. The result of the multiple regression showed that organizational climate significantly predicts turnover intention. The analysis further demonstrated that reward dimension of organizational climate had the highest variance on the turnover intention at 86.8 percent.

In another study investigated by Thatcher, et al. (2003) on the impact of organizational climate on turnover intention. The findings showed that because of poor climate make to leave the organization. I another study investigated on the relationship between OC and TI. Iljins, Skvarciany and Gaile-Sarkane (2015) looked into the impact of organizational climate factors on job satisfaction through a case study of two medium-sized Latvian companies. The study noted the impact and emphasized on the importance of organizational climate as the major instrument that influence employees to stay.

Additionally, a study by Saungweme and Gwandure (2011) on the organizational climate and turnover intention in South Africa's recruitment industry declared that a poor organizational climate was related to high turnover intention. In line with this, Purvis, Zagenczyk and Mccray (2015) in their study, made it clear that employees respond to poor organizational climate with higher levels of withdrawal from the work; this is, in the long run, translate into intention to leave. Furthermore, a cross-sectional study examined by Liou and Cheng (2010) on organizational climate and nurse intention to leave in Taiwan hospitals the study ended that organizational climate has around 69 per cent variance on an intention to leave. The study likewise noticed that it is crucial to create a good organizational climate to diminish the intention to leave among workers.

In South Africa, an investigation led by Munyaka, Boshoff, Pietersen and Snelgar (2017) on organizational climate and turnover intention is South African showed that organizational climate is insignificant predictor on the intention to leave employees in the organization. Saleem, Ji Liang and Perveen (2018) outcome of their empirical study revealed that the organizational climate has a significant effect on the turnover intentions of banking employees and the study showed that commitment, staff satisfaction and climate are the three antecedent of organizational climate. Similarly, Rubel, Kee, Quah and Rimi, (2016) revealed in their study conducted in the garment industry in Bangladesh concluded that organizational climate has an impact on employee's intention to leave. It demonstrated that that ethical climate of an organization increases the employee's intention to leave. Upon all this study conducted on the relationship between organizational climate and turnover intention. It is deduce that organizational climate serve as indispensable factor that could bring productivity on the part of employees in hotel industries of UAE.

II. Methodology

Under methodology, these following are discussed which include population and sampling, instrumentation, and reliability.

Population and Sampling

The population for this current study were the employee of five selected hospitality in UAE. The population is the entire set of units for which the study data are being utilized to make inferences (Cox, 2008). Thus, the population of the study are the total number of employees from five selected hotels in UAE. Table show detail about the population of the study. The study selected its sample size in a logical manner by following the recommendations of authorities. Krejcie and Morgan (1970) gave a table for the selection of sample size for a different population. As indicated in Table 1, the sample correlates with a population of 400 is 196 but the researcher make it be 200 by adding 4 respondents so as to cater for lost, tear and blank that may occur. This study drawn a sample size of 200 employees across five hotels in the UAE. Each employee will be

provided with a structured questionnaire with questions specific to the study subject. Having done this, a cluster random sampling technique was used to select number of subjects in sample from number of elements in quota. For example, the Danat hotel has population of 87 with quota percentage of 22, 44 respondents selected, Dhafra Hotel has the population of 63 with the quota of 16, 32 respondents selected, Remal Hotel has the population of 56 with quota of 14. More so, Anantara Hotel has population of 132 with quota of 33, 65 respondents selected and western Hotel has population of 62 with quota of 15, 31 respondents selected. See Table 2.

Table 2. *Sampling procedure used in the Study*

No	Region	Name of Hotel	Population per cluster	Cluster Percentage (%)	Cluster Sample
1	Jabel Dhanna	Danat Hotel.	87	22	44
2	Jabel Dhanna	Dhafra hotel	63	16	32
3	Ruwais	Remal Hotel	56	14	28
4	Sir Baniyas	Anantara Hotel	132	33	65
5	Ghayathi	Western Hotel	62	15	31
Total			400	100	200

Source: Naukrigulf, 2021

Instrumentation

For the purpose of having dependable and reliable results. The questionnaire was developed based on the literature on employee turnover and organizational climate. This instruments was adapted from the previous studies such as: organizational climate was adapted from Suliman and Obaidli (2011), Shanker (2014) with 12 items. Turnover intention with 9 items adapted from Dress & Shaw (2001) and Jeffrey (2007); Al-Hummadi, (2013); Shanker (2014); organisational climated with 12 items adapted from (Ekvall, 1996; Suliman, & Al Obaidli, 2011; Shanker, 2014); and employees motivation with 10 items adapted from Ali, & Mohamad (2017). All are measured on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement. Table 3.4 summarised the details of the instruments adapted for the variables.

Findings

Result of Reliability

Prior to using regression analysis to explore relationships among variables. All the variables with items were subjected to reliability test. Hence, this study employed Cronbach’s alpha coefficient to test the internal consistency of the instruments (Sekaran & Bougie, 2010). Table 3.5 shows the detail results for reliability obtained from the pilot study after running the data with SPSS version 22. All the cronbach alpha met the acceptable values of greater than .6 (Hair et al., 2010, Sekaran & Bougie, 2010).

Table 3. *Reliability Test Cronbach’s Alpha*

Construct	Number of Item	Cronbach’s Alpha
Turnover Intention	9	0.87
Organizational Climate	12	0.90
Employee Motivation	10	0.89

Direct Relationship between Organizational Culture on Turnover intention

Table 5, display the unstandardized and standardized regression coefficient, standard errors, the t and p-values and the 95% confidence interval for each analysis. Table 5 shows that the relationship between independent variable (OC) and dependent variable (TI) ($t = .7920$, $p < .000$). In other words, “c” (unstandardized coefficient = .735) is a statistically significant.

Table 4. *Coefficient result on the organizational culture on turnover intention*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.796	.163		4.886	.000
	total_OC	.735	.093	.771	7.920	.000

a. Dependent Variable: total TI

Indirect Relationship between Organization Climate to Employee Motivation

Table 5, displayed the spss regression output. It display the unstandardized and standardized regression coefficient, standard errors, the t and p values and the 95% confidence interval for each analysis. Table 4.9 shows that the relationship between independent variable (OC) and mediating variable (EM) ($t = 32.222$, $p < .000$). In other words, “c” (unstandardized coefficient = .826) is a statistically significant.

Table 5. Indirect relationship OC to EM

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.731	.100		7.319	.000
	total_OC	.826	.026	.916	32.222	.000

a. Dependent Variable: total_EM

Indirect Relationship between Employee Motivation and Turnover Intention

Table 6, showed the spss regression output. The table display the unstandardized and standardized regression coefficient, standard errors, the t and p values and the 95% confidence interval for each analysis. Table 6 shows that the relationship between mediating variable (EM) and dependent variable (TI) ($t = .733$, $p < .465$). In other words, “c” (unstandardized coefficient =.075) is a statistically insignificant.

Table 6. Coefficient result on the relationship between employee motivation and turnover intention

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.796	.163		4.886	.000
	total_EM	.075	.103	.071	.733	.465

a. Dependent Variable: total TI

Mediation Effect of EM between Organizational Climate and Turnover Intention

In order to perform the mediation using Sobel test. One need to determine both “a” and “b” unstandardized regression coefficient and their standard errors (S_a and S_b respectively). These values have found in Table 4, Table 5 and Table 6. The hypothesis was tested in accordance with aforementioned statistical tools. Mediation effect of EM correlated test was used in order to test to relationship between, OC and TI result indicates that T-value need be greater than 1.96 and p value lower than 0.05. Based on the table of coefficient result total OC $t=7.920$, $p=.000$, towards TI showed a significant relationship. However total EM $t=.733$, $p=.465$ towards was not significant. Moreover, this study justified that the situation of effect mediation of this study not supported with DV. While, Hengkov, (2015) pointed that stated that if the path b are not significant. When the path a and path c significant, then the value of path c may be greater than both, so obviously there is no mediation. The result according to Sobel test shows that there is no mediation effect of EM between OC towards TI (test statistics =0.727, $p=0.466$). The significant at the $p<0.05$ for one tailed. But, there significant relationship between IV and MV. Also, there influence significant relationship between IV and DV.

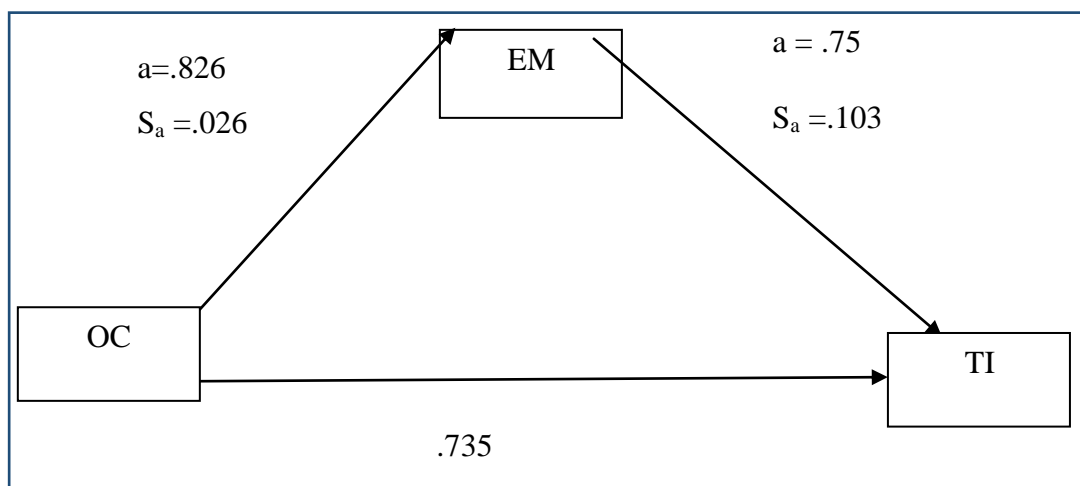


Figure 2: Unstandardized Regression Coefficient and Standard Errors

To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the a , b , s_a , and s_b into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:		Test statistic:	Std. Error:	p-value:
a	0.826	Sobel test: 0.72796415	0.08510034	0.46663553
b	0.075	Aroian test: 0.72760398	0.08514247	0.46685604
s_a	0.026	Goodman test: 0.72832487	0.0850582	0.46641474
s_b	0.103	Reset all	Calculate	

TI = Turnover Intention; EM = Employee Motivation; OC = Organizational Climate

III. Discussions

First, this study tested the direct relationship between organizational climate and employee motivation using multiple regression. The regression weight for indirect effect between organizational climate and employee motivation was explained at of 7.920. This proved that organizational climate has positive relationship with turnover intention. This relationship showed that effective organization climate determine turnover intention in hotel industry of UAE. The employees of the five hotel industry investigated strongly agreed that a good organizational climate would reduce turnover intention. The positive result found on the relationship between organizational climate and turnover intention in hotel industry in UAE is consistent with findings of the the reseachers such as Warshawsky & Havens, 2014; Mamewe, 2015; Ainan & Listyorini, 2017; Arnanta & Utama, 2017; Arsih, Sumadi.& Susubiyani, 2018; Hidayat, 2018; Ningsih & Putra, 2019 that when organization is well structure can enhance and reduce turnover intention. As the previous studies supported this result, employee of hotels industry believed that organizational climate is the chief factor that determine whether to stay long in the organization. Pranata and Utama (2019) pointed that if organizational climate is conducive to employees, it might reduce their movement from one place to another. Kustianto and Iskhak (2015) noted that organization's climate is the one that determine whether employee will stay in the organization or vice versa. Arya and Sainy (2017) opined that improving organizational climate would make turnover intention to be reduce.

Second, this study has also tested the indirect relationship between organizational climate and employee motivation. The regression weight for indirect effect of organizational climate and employee motivation was at Beta of .727. This finding was in line with the point made by Niculita (2015) that organizational climate plays a major role in enhancing the moral and functional behaviour of individuals working in terms of shaping, modifying and changing values, customs, attitudes and behaviour which in turn increase employee morale. Bahrami, Barati, Ghoroghchian, Montazer-alfaraj and Ezzatabadi (2016) affirmed that organizational climate and employee motivation has been noted as impetus that facilitates the staying of employee in an organization. Haseeb, Ali, Shaharyar and Butt (2016) argued that it is essential for organization like hotel industry to improve on organizational climate so as to accommodate employee to stay long. Based on this, Tadampali et al. (2016) and Sapulette (2017) argued that a good organizational climate in an organization brings effective motivation in employee. Organizational climate shapes employees attitudes in which both the individuals and the organization would benefits from it (Phua, 2018).

Third, the study has used multiple regression to test the indirect relationship between employee motivation and turnover intention. The result of regression weight for indirect effect explained at Beta of 733. This demonstrated that employee motivation and turnover intention has insignificant relationship. This finding is inconsistent with positive relationship discovered by Wangare, 2017; Louzeiro, 2019; Mustafa & Ali, 2019 in their study. This is because employee motivation reduce turnover intention in an organization. Based on this, Wangare (2017) argued that motivation is a tool use to eliminate the negative impacts of employees' turnover for any organization and it is usually the backbone of human resource management but as far as current study is concern it negate some of previous results. Employee motivation should be a priority to UAE hotels industry.

Fourth, the use employee motivation for mediation on the relationship between organizational climate and turnover intention is rare in UAE hotel industry. Therefore, the current study has tested mediating effect of organizational climate and turnover intention. The mediator testing explained that employee motivation played no mediation on the relationship between organizational climate and turnover intention because the total indirect effect of 0.53 is less than the direct effect of 7.920 and direct effect is still significant. Based on this result, employee motivation has nothing to do with the relationship between organizational climate and turnover intention in UAE hotels industries. This finding contradict the study of Bellois (2003) that motivation plays an important role in the productivity and professionalism of employees. Organization must see employees as valued one, part and parcel of the organization. The finding of the study also negate the finding of Kaye and

Jordan-Evans (2001) that employee satisfaction and commitment have become more recognized as important in recent years for organizational success. Van Zyl, Deacon and Rothmann (2010) noted that motivation is the dynamic force that activates an employee to perform their job.

IV. Recommendations

Employee motivation has been found to have positive relationship with turnover intention. This current study recommend that:

1. Motivation for employees in Hotel should be increase and double for the purpose of quality services to be render. The top management and manager of the Hotel should know that employees is an indispensable resource in the organization.
2. The study still recommend that not only the Hotel employees need motivation, other sectors can still motivate their employee so as reduce turnover intention rate. By doing this, employees would be able to make use of their skills they have in providing quality services to customers.
3. This study recommended that the Hotel should make organizational climate more conducive for employees so that they can stay long and decrease turnover intention rate. Apart from this, remuneration, incentive and rewards can also play monumental role in enhance employee performance.

V. Conclusion

This study has investigated the mediating effect of employee motivation on the relationship between organization climate and turnover intention in United Arab Emirates Hotel industry. This study concludes that organizational climate is determinant of employee turnover intention. Organizational climate is a useful method at decreasing turnover intention in nay organizational setting. When organizational climate is conducive couple with employee motivation, employee would stay longer in the organization thereby attach their interest to the task of the organization for the provision of quality services to be provided.

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