

**A COMPARATIVE STUDY ON
HUMAN RESOURCE PRACTICES AND EMPLOYEE RETENTION
IN STAR HOTELS OF PUNE REGION**

**A Thesis submitted to
TILAK MAHARASHTRA VIDYAPEETH, PUNE
FOR THE DEGREE OF
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Under the Board of Management Studies



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Form 'C'

CERTIFICATE OF THE GUIDE

This is to certify that the thesis entitled "**A COMPARATIVE STUDY ON HUMAN RESOURCE PRACTICES AND EMPLOYEE RETENTION IN STAR HOTELS OF PUNE REGION**" which is being submitted herewith for the award of the Degree of Vidyavachaspati (Ph.D.) in Faculty of Management of Tilak Maharashtra Vidyapeeth, Pune is the result of original research work completed by Shri Kiran Shende under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any Degree or similar title or any other university or examining body upon him.

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CHAPTER – I

INTRODUCTION

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INTRODUCTION

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1. Title

A Study of Human Resource Practices Adopted by Star Hotels in Pune Region and Its Impact on Employee Retention

2. Overview of the Study

Globalization has transcended the borders with the help of various technological developments. The world is getting closer as technology is playing a very important role in bringing through various means of communication and interaction, also traveling across countries has become easier, faster and convenient. Distance is not a barrier anymore and the world has become a smaller place to access. Commuting to various destinations has thus become possible and comfortable as a routine activity unlike the past where it used to be over a period of time with due planning. This has led to an increased demand for the Travel and Tourism industry which is expected to effectively and efficiently cater the need of the time. It has thus experienced a sudden boom in the near past and is a key player for this paradigm shift.

Since ages, India has been a preferred tourist attraction as well as a set market place for foreign goods and business entrepreneurs. India being a developing nation provides plenty of opportunities for industry collaborations and emerging industries. The impact of globalization has opened diverse opportunities for market growth throughout India. The Travel & Tourism industry of India is providing an extra ordinary contribution towards this increasing demand. In line with the metro cities throughout India, Pune is an emerging business hub. Moreover it is also known as the ‘Oxford of the East’. It thus provides a shelter to number of research scholars, fellows, students who come to Pune and conduct their studies. They further intend to settle in this city pertaining to its homely comfort and beautiful climate. It is also considered as one of the safest cities to live.

This has led to an industrial growth in the areas of Manufacturing, Information Technology, Biotechnology, Service Industries and many more. A number of international industries are setting up their units in Pune which has now become an emerging IT and manufacturing hub. This has resulted to an increase in the number of travelers in Pune. These business personnel need to visit for their business deals and conferences quiet often. To cater to their needs, the city provides good number of hotels

that facilitate support and comfort. The increasing demand has impacted on the growth of the hospitality industry and it is growing like never before. The hotels underwent an expansion especially to suffice this increasing demand. As new rooms were being increased in the hotel, the industry started facing a severe human resource crunch. Around an approx. 53,000 hotel rooms affiliated to various brands were in the different stages of development and were anticipated to enter into the market in near future in a phased manner as per the statistics available during the year 2011. The hotel industry has expanded to meet the increasing market demand of traveling businessmen and corporate employees as any business development is incomplete without the support of the Hospitality Industry.

A tremendous growth is seen in the Hotel Industry due to this market expansion and business growth. A few years back, there were a handful of hotels in the city but now international hotel chains have started expanding their business by opening their hotel chains in Pune city. This has resulted to an aggressive competition in the hospitality sector. This competition is basically seen in the various services offered by hotels to their guests towards an effort in building customer loyalty. “Service par Excellence” is the mantra of hotels irrespective of their business size and multiple geographical locations. Hence, the demand for skilled hospitality professionals is increasing to a larger extent.

The hospitality industry being a service sector industry requires a lot of customer centric actions as a pleased guest will get good business for the hotel both in a long run and short run. Hence, for carrying out a satisfactory guest service, motivated and satisfied employee personnel is the key for the success of any hotel. Stew Leonard in his observation made in 2009, says ***“If you look after your staff, they will look after the customers who in turn will look after your business”***. Keeping this in sight the human resource department in hotels of Pune region is adopting assorted practices for effective employee retention; under employee retention hotels undertake several activities like Monetary benefits, Work-life balance, Good work culture etc. These activities lead to garnering of employee loyalty leading to their withholding with the hotel to some extent. These practices will also enhance the employee efficiency and provision of excellent service to their guests which will keep the guest happy and satisfied. Also on the other

hand the human resource department of the hotel is really working hard upon strategies like “Turnover Management”, “Retention Management”, “Talent Management”, “Succession Planning”, “Compensation Management”, “Motivation Management” etc. to overcome the issue with regard to employee retention.

The city of Pune being one of the fastest growing cities in India is developing in many sectors like, information technology, manufacturing etc. This extraordinary growth has resulted in a corresponding growth of hotels all over the region and has also increased the competition amongst each other. There are hotels available in all the primmest locations in the region be it in the main city or in the suburb there is an availability of a good hotel accommodation. The hotels are catering to all types of tourists’ demands ranging from the basic lodging to star facility. This growth in the demand for hotels has created a great demand for the hospitality skilled personnel, but unlike any other corporate firm the attrition rate for the hotel industry has also substantially gone up in recent years. The workforce has a lot of expectations from employers; as a result the employers are always struggling with the retention of employees.

As there are several opportunities available because of this boom, hotels have also experienced a tremendous rise in the attrition rate. The human resource department is working strenuously to come up with stratagems to ensure employee satisfaction and have a good retention. The human resource department is making a conscious effort to keep their employees engaged on the job by adopting various employee retention practices. Thus, the conception of Associate Rendezvous at the workplace has been perceived gaining popularity in many hotels. As a matter of fact employees who are not getting a thought-provoking work can be one of the major reasons as to why an employee decides to quit the organization. An employee should be delegated responsibilities as per his specialization and background for him to perform up to the mark. An employee delivers hundred percent when the work interests him or her. Many problems have assembled up when an employee gets nothing creative and challenging. The employee always prophesy a bright future and better growth prospects in the organization to stay back for a lengthier tenure. On the other hand a well handled employee always stays

motivated in the current assigned work and does not look for opportunities in some other organization.

In the current situation, a major challenge for any hotel is to retain talented and valuable employees. It is practically impossible for any hotel to completely control the problem of an employee leaving the organization but can restrict it to a certain extent by implementing an effective practice of employee retention management system because the hotel may face a lot of problem in its day to day operations if the top performer quits. Hence, it becomes the definitive obligation of the human resource department to retain the talented crew of employees. The hotel always needs employees who are loyal and work hard with full dedication to achieve the aims and objectives of the organization. It is essential for the management to retain the treasured employees also who think about the organization and contribute their level best towards the triumph of the organization. An employee who spends a longer duration at any particular organization is also well aware about the rules, regulations, guidelines and policies of the organization and can perform in a better way.

2.1 Hotel Industry in Pune

The hospitality growth in Pune is worth talking about, the journey from a sleepy town to a city which is full of life. The entire region has seen a sudden burst in hotel development over the past few years, and it is multiplying at a greater pace. The geographical spread of the city is mushrooming to the core, it has expanded its wings to the surrounding townships i.e. Pimpri - Chinchwad, Baner, Hinjewadi, Nagar road etc. Almost many of the branded domestic and international hotels are present in these locations. The city has seen a tremendous growth in various sectors like medical tourism, information technology, automobile manufacturing, education etc. and has a status of a cosmopolitan city. This substantial growth is responsible in making Pune, the hospitality hub. There are more than sixteen 5 star and 5 star deluxe hotels, with a total room inventory of more than 5000 rooms which includes hotels in various classifications. This inventory is further expected to multiply and go up to 7000 rooms by the year 2016. This has generated a room: employee ratio of approximately 1:2, the hotel industry only has to create job opportunities to about 15,000 people in the next three to four years.

There are also more than 3500 rooms expected. The country saw a growth in rooms, with a CAGR of 5 per cent, hence Pune was no exception. Moreover, being close to Mumbai where real estate prices are on the top most peak investors found Pune a more affordable destination. *Source: Food & Hospitality World November 1-15, 2014*

A lot of multinational hotel companies that includes Starwood, Marriott, Oakwood, Hyatt, Holiday Inn, Ibis and Accor have a minimum of 2 hotel brands each in the city. Hilton, Conrad and Ritz Carlton are expected to open the properties by 2016 - 17. Apart from these multinational hotel chains, domestic hotel chains that have dominated the hospitality scenario in the city are the Taj group, Best Western Pride Hotel, Le Meridian, Sun and Sand etc. Moreover other than these there are numerous solitary properties which are into reality frame quite a while furthermore have their settled cliental.

This tremendous growth has generated great shortage of manpower in the hotels of the region. While getting business is important, the hotels are more concerned about who is going to serve the guest, in this imbalance of demand and supply has resulted in a higher attrition rate in the industry and the industry is now exploring all avenues to ensure the retention of its employees.

As per the latest statistics, the city has about 6,000 hotel rooms and the Compounded Average growth of 39.9 per cent registered in Pune hotel room supply which is the highest in India for any city. The demand for quality hotel room's supply was necessitated by the changing profile of the city over the years. The overall boom in all the sectors has necessitated quality accommodation space in the city. Ongoing factors such as rising number of multinational companies investing in the city, domestic companies relocating to the region, rising frequency of International and domestic airlines arriving in the city, a better infrastructure and government support in hotel developments, etc., is increasing the investments in Hospitality sector. "Pune is now the second IT capital of Maharashtra after Mumbai, and is a rapidly developing business hub". *Source: <http://www.hospitalitybizindia.com/detailNews.aspx?aid=18828&sid=51>*

2.2 Classification of the Hotels

Every hotel is unique according to the features associated with it that can be its location, number of rooms, special services, specialty restaurants, banquets, etc. the variety in facilities and services provided by each hotel makes it different from each other. Therefore it is quite difficult to have an exact classification of hotels. The Standard classification of hotels which is given by the government authorities and committees are the star ratings which are awarded depending upon several criterions.

Star Rating: The Indian hotel industry follows the star rating system which indicates the standard of facilities offered by the hotel. The classification of hotels is done by a central government committee called the Hotel Restaurant Approval and Classification Committee (HRACC) which inspects and assesses the hotels based on the facilities and services offered.

- **One Star Hotel:** These are generally small and independently owned properties with a family atmosphere.
- **Two Star Hotel:** These hotels are typically small to medium sized and offer more extensive facilities than one star hotels.
- **Three Star Hotels:** These hotels will usually have a comparatively big size to support higher staff and significantly higher quality and range of facilities to offer.
- **Four Star Hotels:** These hotels will have luxury as well as quality in décor, furnishings and facilities offered and also the variety in cuisine.
- **Five Star Hotels:** These hotels offer luxurious and spacious accommodation according to the standards also will offer a wide range of facilities compared with other star categories.

3. Need of the study

The boom in the Hotel Industry has led to the opening of many Hotels in Pune regions and in turn provides extensive job opportunities to the professionals of the Industry. Further, on the other hand availability of skilled, semi-skilled and un-skilled but possessing basic work knowledge of the work culture are the assorted options available for the employers to choose their employees. This is a scenario where both the sides of the Industry, the employers and the employees have varied opportunities and options for creating their stand in the market. This is a major reason for the instability of recruitment as well as retention balance. However, hotels would always prefer skilled and trained employees to be retained in the organization than to recruit a fresher and spend time and money on their development. They would rather prefer more on raising their employees work standards by providing them with the new trends and technique training and development opportunities.

In the current market situation retaining the best employees is one of the paramount concerns in the hotel industry. A limited puddle of top potential job candidates, conventionally short starting salaries, less-than-desirable evening, weekend shifts and intense competition has contributed many challenges in employee retention. The hotels therefore are recruiting a young bunch of freshers as far as possible as they are young and have new and fresh ideas for the development of the organization.

The guests also being knowledgeable and demanding; like to have a good personalized and professional treatment with proper attention. To meet this demand, quality staff that is well aware of the job and is capable of handling the guests correctly is required. The increasing demand of customers requires experienced and a mature professional. However, the increasing market opportunities are a threat to the employers as the employees are changing their job at a quicker pace. This is affecting the standard of the organization. The work values and anticipations of employees today are very different as it was in the olden times. The guest's expectations are varied and different each time they walk in the hotel and so is the expectation of the employees towards their employers. Employees today are keener towards learning, personal development, growth and more importantly a better treatment in the organization. The Human Resource department of hotels is on a vantage point of developing employee centric practices to hold them for a

longer tenure in the organization. Employees will remain with the organization as long as they are satisfied with the human resource practices pertaining to significant areas of their anxiety.

These employees are livelier towards learning, growth and development, and more importantly desire job satisfaction and respect in the organization. The Human resource department of hotels is always on a lookout for developing employee centric practices that will satisfy the employees while working with the organization. Pertaining to the options available in the market the employees will remain in the organization only as long as they are satisfied with the practices of their concern. Hence the need of analyzing the effectiveness of various practices followed by hotels and also analyzing the impact of human resource practices followed by star hotels in Pune region for retention of their employees is understood.

4. Statement of Problem

According to the current scenario retaining employees is a major concern of worry in the hospitality industry, as there is a tremendous expansion in the service sector the expectations of the customers have increased. Many hotels are making an effort to satisfy the needs and expectations of the customers by developing their staff members and making them ready to handle the guests. The workforce development on the other hand involves a lot of cost, which adds up to the losses if an employee quits the organization. According to the past research turnover is a big problem within the hotel industry as this industry has a higher number of turnover compared to other industries (Hoque, 2000).

Employees serving as human resources play vital roles for any industry. The hospitality industry depends greatly on the services of employees. Again, the hospitality industries, especially hotels, are extremely varied with multi-cultural work atmosphere. Therefore, it is a problem as organizations and managers look for ways to manage multiplicity as well as to curtail turnover. It is not only important to have a diverse workforce but it is also necessary to know how to retain them. Collings and Mellahi (2009) argue that companies that fail to retain their employees' loose investment relatively; there has been a lot of research on diversity management and employee retention which had been done separately.

5. Role of HR in Employee Retention

The Human Resource team plays a vital and important role in the success of any organization. The survival of an organization will largely depend upon the talented employees so they should be identified and retained. The employees who spend a more extended term at a specific organization know better about the standards, rules and strategies of the organization and hence can conform better.

- **Discover the reasons:** At whatever point in time if an employee leaves the organization, it is the duty of the HR department to discover the reasons which provoked the employee to leave because nobody leaves the organization without a genuine reason.
- **Examine the issues:** It is the responsibility of the HR to sit with the employee and examine the different issues personally. The issues should be listened carefully and should never be focused on conducting exit interviews, rather more emphasis should be given on retaining the employees.
- **Provide a solution:** The HR should always try and provide a better solution to the problem. The HR should check the reputation of the employee who wishes to leave. It is vital for the top management to hold those employees who have the potential and are truly indispensable for the hotel.
- **Correct Recruitment:** The HR must ensure that a right employee should be placed for the job as a mismatch will look for a change very soon. Each individual has been assigned responsibilities as per his or her specialization also it must be justified with a good salary acceptable to the other person the hike should be on the present salary and must match with payment offered by the competitors.
- **Motivation and Training:** The human resource department must conduct motivational activities and training programs on a regular basis. The HR should organize sessions which help the employees to learn something extra apart from the routine work. The employees should be engaged in extracurricular activities

which are important for their overall development and also encourage them to interact with each other further increasing their comfort level.

- **Incentives:** There should be a provision of various incentive schemes for the top performers to motivate them, as a result of which the employees will feel that they are important for the organization and endeavor hard to perform far better next time. Incentives like cash prizes, lucrative perks and certificates etc. could be provided.
- **Monitoring Performance:** The performance of the talented employees should be monitored on a regular basis as to make sure that it is consistent. There should be a performance based appraisal system in place for competitive performance in the future. The employee job rotation technique can be one of the effective ways to retain employees.

The HR department must attempt their level best to inspire the employees and make them feel unique in the organization with the goal that they don't search for a change.

5.1 Characteristics of Motivation in Retention of Employee

Employee retention involves various strides taken towards retaining an employee who wishes to proceed to another organization for his betterment. An employee should find his work challenging, motivating and matching his expectations from the existing job at hand. The job satisfaction derived this way would enable him not only to work, but excel in his job for a longer period of timeframe. In case this is not achieved, an employee would leave the existing organization in search of better salary structure, employee friendly atmosphere, more incentive and many other aspects. To avoid this, HR management should ensure that they have employee centric policies which benefit the employees; looks after their betterment and cares for their expectations. The management here plays a significant role in retaining the employees who are satisfied and are aware about the job culture very well. This in turn motivates them to perform their best, to work up to the expectations of the organization. Inspiration assumes an imperative part in representative fulfillment and in the end worker maintenance.

This inspiration is a result of motivation at work as nothing works better than motivation. Motivation acts as a catalyst to an individual's success. A motivated worker ensures that his potentials are utilized towards the goal attainment. He works enthusiastically, responsibly to meet the errands given to him. The passion continues when his work is recognized by his coworkers, supervisors, leaders or the managers. The recognition could be as simple as a small praise, applaud or a reward system. Realizing this, the team leaders should constantly motivate the employees to extract the best out of them. If an employee has performed exceptionally well, do appreciate him. The top performers must be in the limelight. The employees must feel indispensable for the organization. It is essential for the employees to be loyal towards their organization to deliver their level best.

Every employee in an organization is responsible for his own job tasks. The one who performs better gets recognition and the one who commits mistakes might get a penalty. The worker, who has performed below the level of expectation, would get demotivated for his unrecognized tasks. The sense of ownership is lost and the employee feels neglected. The managers in such cases should take an extra step forward to encourage

these workers to perform better and to realize their mistakes. They should be given another chance to improve on their job performance and the colleagues should buck up, so that they perform well every time and avoid committing mistakes.

There are various other ways to inspire the employees:

- The superiors should send motivational emails to their team once in a week depending on their overall performance for the week. This way their work can be supervised and recommendations could be given from time to time.
- Displaying inspirational posters, photographs on the notice board for the employees who have excelled for them to read and stay motivated. This could be as simple as the pictures clicked during the operations of the department or the best moments of the event during that week. HR policies which include incentives, perks, and cash prizes are another way to encourage and motivate the employees.
- The employees who have performed reliably consistent should be felicitated before the entire staff members as well as the management. This can be done during the meetings or annual events.
- Rewards in the form of trophies or badges to flaunt could be another way of inspiration. Request the gathering for applause to the employees who have performed well. This is a fine yet simple way to motivate the employees for them to remain happy and work with dedication for a longer duration.
- Others who have not performed up to the mark also gear up for future. The names of the top performers must be put on the company's main notice board or bulletin board for anyone passing by to have a look at it.
- Formal appraisals also act as a key to inspire the workers. Appraisals could be in the form of formal letters or increments in the salary, based on their performance. This acts as a motivation for an employee to perform up to the desired expectations.

- Monetary benefits are another reason for an employee to sustain in that organization. Career growth is an important way to retain the talented employees. Give them power to take some decisions on their own but the management must have a close watch on them so that they do not misuse their power.
- Without motivation, it is not fair to expect the best out of the employees. No individual would leave an association where he is being treated in a good manner.

It is natural for an individual to feel low sometimes due to certain circumstances, but the superiors must ensure that they recognize the moods of their subordinates. Help them by counseling and guiding from time to time in their personal as well as professional life. This will assist to boost their morale, gain their confidence back and bring them back on track. No individual ought to be dismissed or reprimanded. This de-spurs them on the off chance that they neglect to perform once, rouse them and give them another open door.

To keep the internal environment within the organization, active and cheerful, the management should organize various activities and events at the workplace. These developmental activities will act as a bonding exercise and will break the monotony of the work. Certain principles and values can also be added with the help of these actions. The employees would not only take part and show interest, but will also take up ore responsibilities during these events. Engage the employees in productive tasks necessary for their overall development. This would be a good step towards developing the personality of the worker. The management must show its care and concern for all the staff members. The representatives must feel secure at the workplace for them to stay spurred.

During the formal decisions like formulating or modifying a company policy, the employees at every level should be taken into consideration. These young talented minds can come up with great ideas to benefit the company. The decision could be finalized after taking approval from the higher authority. This can be achieved by inviting them on a common platform, having formal discussions, meetings and forums. Employee policies are ultimately meant for them, which eventually should benefit them, but definitely should consider the company's mission statement. The only reason for resisting any rules in the organization is if the employee does not find it of any worth to him.

5.2 Role of Team Leaders and Supervisors in Effective Employees Retention

Employee retention always incorporates different strides taken to fulfill the workers so that they remain with the organization. However the organization must take solid measures to hold the high potential employees who have invested an amount of time in the organization and know the operations in and out. That is why it is very essential for an organization to retain the talented employees who are loyal and can contribute effectively.

Pointers to be observed by the team leaders and supervisors for better employee retention:

Contentment: An employee leaves the job when he or she is not happy with the kind of work offered. As per the new trend the work must be challenging enough so that employees should be able to determine something new consistently. This will make them stick to the organization for a longer tenure.

Expertise: The job which had been offered must be assigned responsibilities as per their qualification, specialization, interests and experience. The employees must find their job interesting for them to enjoy and work hard to achieve the organization goals.

Overburdening: An overburdened worker would never find the job interesting and will always be eager to look for a change. Therefore it is the prime responsibility of the team leader to distribute the work equally among all the employees. The manager should not be partial to anyone and treat all his members as one and must have a control on their subordinates to make sure that there are no disputes.

Approachability: A team leader should be a role model and a problem solver for his subordinates. The manager should let all the team members participate in the decision making process. Employees will feel de-motivated when their queries remain unsolved and there is no body to listen to them. A good team leader will always make sure that he is with the team whenever required.

Communication: The superior must be a good communicator, he has to make sure that the information is passed on to the subordinates regularly. He has to make sure that the hard work of the subordinates should never go unnoticed and the top performers must be given an exceptional treatment to promote and expect the same from them unfailingly.

Bonding: It is the prime duty of the team leader to hold his group together. A good team leader must promote healthy competition at the workplace and should mentor the team well, also should carryout different activities which will create a better bonding within the staff members.

5.3 Employee / Associate Engagement and Employee Retention

Associate Engagement today has become one of the most effective motivational tool as far as the hotel industry is concerned as many hotels in the region are keeping their employees engaged when they are on the job by adopting effective engagement practices. Other than the high employee turnover it has serious repercussions on the quality of guest service. In today's situation where the opposition is extreme, hotels are quicker in selecting and holding quality workers. Employee Engagement is accordingly no more drawn out an operational instrument, yet a need for survival. Keeping this in view hotels in Pune region are adopting Associate Engagement practices for effective employee retention, under Associate Engagement, hotels undertake activities like Fun at work, Rewards and recognition, job satisfaction etc. These activities prompt to accumulating of employee devotion prompting to their maintenance, proficiency and arrangement of superb support of their guests which thus, will keep them cheerful and fulfilled.

The human resource division needs to work additional time to think of procedures to guarantee employee fulfillment and retention. To keep the employees engaged the HR department of the hotel is racking their brains out to come up with the strategies pertaining to Associate engagement. Therefore, the concept of Associate Engagement is gaining popularity in most of the hotels.

6. Challenges in Employee Retention

In the present situation, a noteworthy test for any organization is to hold its significant and talented employees. The management can control the issue of employees quitting the organization to a certain extent but cannot stop it completely. Listed below are several challenges to it.

Monetary Dissatisfaction: It is one of the major reasons behind an employee to search for a change. Each organization has a compensation spending plan for each employee who can be raised to some degree however not past a specific level. Employee retention turns into an issue when an employee quotes an incredibly higher amount past the financial plan of the association and is simply not willing to trade off. The salaries of the people working at a similar level should be more or less similar to avoid major disputes.

Available Opportunities: In the present situation, where there is no lack of chances, ceasing individuals to search for a change is a major test. Each organization tries its level best to contract workers from the contenders and subsequently give lucrative chances to draw in them. Employee's gets insatiable for cash and position and along these lines anticipate changing the present occupation and join the contenders. No measure of advising aides in such cases and retaining employees turns into a nightmare.

Proficient Recruitment: People talk all sorts of lies during selection to land a position and would basically say a yes to impress the recruiter and grab the job. It is just later do individuals understand that there has been a wrong selection and thus search for a change. Issues emerge when an opportune individual is into a wrong profile. The human resource department ought to be extremely watchful while enrolling new employees. It is truly critical to complete the reference check for better unwavering quality and stay away from perplexities later. A few people tend to get exhausted in a short span of time. They may find the job truly intriguing at the outset however soon think that it's tedious and search for a change. The management thinks that it is hard to persuade the workers in such cases.

Unrealistic Expectations: Employees who have unrealistic expectations from the job also lead to employees looking for a change. An individual must be developed enough to comprehend that one can't get all solaces at the work environment simply like his home. People from various backgrounds meet in an organization and minor false impressions may emerge however one should not to make an issue out of it. An individual must not search for a change because of little issues. One needs time to make his importance felt in the organization and must attempt his level best to stick to it for a decent measure of time and also disregard frivolous issues.

6.1 Changes in the Workforce

There are enormous marked changes in the composition of the typical workforce that have been experienced in the recent years, these changes have been apparently observed in the age, race, family background and career targets of the employee. These changes have had a knock-on effect on the operational models in place at many organisations (G. Ferris, Hochwarter, Buckley, Harrell-Cook, & Frink, 1999; Kemske, 1998) and have engendered changes to the human resource, recruitment and training activities in place. Allan and Sienko (1997), Fierman (1994), Kitay and Lansbury (1997), and Korman and Kraut (1999) have assessed changes in organizations, in terms of both organizational structure and employer and employee relationships. There are changes observed in the economic environment and the current market trend that have affected both formal and informal contracts of employment. These in turn, had affected employee motivation and commitment towards the organization. Adjusting successfully to relationship changes has had 'enormous implications in terms of sustained competitive advantage based on the ability to access and retain a committed skilled workforce' (Kissler, 1994, p. 335).

In the present business environment, employees appear to be less committed to their respective organizations. Since an employer cannot guarantee the stability or longevity of their employees corporate career paths or the job security. The old system of employee loyalty in exchange for job security and fair work has been dissolved. The current generation seems geared toward having a 'career portfolio to the topmost priority, as employees realize that they have to take the initiative in job resiliency, developing the skills and flexibility needed to respond quickly to shifting employer requirements. Due to

the unstable market that has emerged, overpowering non-market institutions, there has been a decrease in the stability of jobs; and long-term employment is rapidly becoming less common in the hotel industry. This has led to greater job insecurity and a decrease in the overall commitment levels of many employees. In addition to that, the lack of stability in the employment market has created inequalities in the income levels of the employment.

An extremely talented personnel understands that the greatest opportunities can be achieved by moving from one company to another. Because of this, organizations have to compete for retaining their best talent. This also has a significant impact on the nature of recruitment and selection, training and development, performance management and retrenchment programs. As a result of these thought-shifts in the new generation it has become the need of the hour for the hotel industry to tackle this problem and have a better retention strategy.

7. Importance of Employee Retention in the Hotel Industry

The hospitality workforce is a great challenge as far as hotel industry in today's scenario is concerned; the attrition rate is very high as compared with the other industries. Now-a-days employees are looking for learning opportunities, personal growth and development also with job security. The fresh recruit in today's era will stay with the organization as long as the length of the aptitudes are creating and meeting or surpassing their foresight for abilities improvement and development openings.

The hotel industry is changing rapidly on a daily basis the customers are well travelled and expect a service according to global standards. This makes it imperious that the employees are outfitted to convey according to the desires of the guests. The human resource division of any association is the most vital resource and it is the wellspring of accomplishing aggressive advantage. Keeping in mind the end goal to meet this test of achieving focused edge the hotel industry need to make such a situation, to the point that bolster the acts of maintenance in which employees are supported at all times. Once the staff is happy with the occupations, it will lead them towards affirmation of their work as well as the organization and their aim to remain within the organization will be amplified.

The purpose behind a successful human asset practice is to enhance employee performance which will build their efficiency and enhance quality and also guarantee that the work culture inside the organization is maintained. It is a way with which the organization can guarantee that the employees are all around arranged for the future needs of the organization because of extension and disparity. It will likewise set up the employees for emergency administration and security purposes.

The employees should be prepared to manage the continually evolving innovation, to stay aware of the pace of the change. A productive HR practice won't just help the confidence of the employee additionally keep them roused. This realizes a fancied change in the state of mind of the employees. The feeling of occupation fulfillment among the workers is higher, and they recognize the administration as a strong administration that will contribute for their improvement. Sessions are conducted for learning and abilities improvement, adjustment to mechanization, stretch administration, well-being and emergency administration, correspondence and interpersonal aptitudes and general work approach. In house preparing, particularly for the operational staff is the acknowledged standard.

The recent upcoming trend of Employee Retention in the hospitality industry:

- **Employee Stock Ownership Plan (ESOP)**

ESOP is a withholding device furthermore helps in getting the right talent in the organization as there has been prime example move in the hospitality business. As per industry sources the attrition rate in the hospitality business is high. As indicated by overview, hotels will require more than double the quantity of employees soon for the smooth operation.

As per the present situation Lemon Tree hotels claims to be the primary hotel company in India which gives Employee Stock Ownership Plan (ESOP) to its staff. Employee Stock ownership scheme is developing as an incredible retention tool for the hospitality segment and then again it can possibly shake out another phase in the advance of the hospitality segment.

Employee Stock Option (ESOP) has come to facing as its very own conservator kind and is being seen to assume an incredible HR part in times to come in the Indian hospitality industry. When the business is flourishing, ESOP serves as cash turning motivating force

for employees to push them towards augmenting their assurance towards the organization. It is unquestionably an incredible mode to recognize employees' diligent work and taking the organization to the right course furthermore will fill in as a decent retention instrument in the present situation where individuals are taking a gander at long haul paybacks.

The hotel organizations giving ESOP an entrepreneurial approach, the fundamental goal is to make approaching business visionaries and accomplish it by expanding capital creation. The model of ESOP is intended to make flourishing, which is ordinarily unrealistic by pay rates and wedges. The hotels then again are likewise ensuring that the plan is planned painstakingly to guard the fundamental destinations for which it is being executed. Some key focuses considered are: sort of necessity, profile of staff, organization's movement cycle, and approaching to make esteem and so on. The component that is guaranteed that planned plan best fits the hotel. The model is clear side effect that hospitality industry is hailing the best approach to bring the area ahead with twofold goal, i.e. riches creation and imparting goal about how the hotel is allotting its wealth.

8. The Impact of Human Resource Practices on Employee Retention

The HR department of an organization has a great responsibility of managing human capital, which possesses different capabilities and talents required to perform their roles in the company. They are in fact trained by the human resource management to polish those abilities which suit the standards of that organization. The set of skills which an employee acquires on the job, through training and experience, increases the employee's value in the marketplace. It takes immense efforts on the part of the HR management to mould the workforce in a way to achieve the organizational goals. This further reflects in the tasks performed by the employees and the output generated in the form of guest satisfaction.

However, this entire process is always accompanied by the technical support in the form of latest technology which meets the demands of the customer. The innovation in the hospitality industry is the result of this technological advancement in the form of advanced machinery, software and other tools available in the market. It is thus, simple

for the contenders to duplicate these assets possessed by any other organization. However the tact of implementing these techniques and bringing in the difference in the hotel is done by the employees themselves. They would associate their personal skills to make full use of these technologies so that their customer is satisfied with the service provided by the hotel. These personal competencies are hard to be copied by any other entrant and their duplication is not possible either. This most valuable corporate resource enables employees to set the benchmarks as the skilled employee workforce is a standout amongst the most essential variables that give springiness and versatility to the organizations. It is true that with conventional employees the business can do well, yet with professionally trained representatives a business thrives at a supreme stride. Contrary to the same, workers with dreadful qualities can make a business fall moving to destruction.

Hospitality Industry which is also referred as people's industry is always thriving for skilful employees who are passionate in performing their roles and demonstrating their flair in the best possible way. Subsequently to have a puddle of such employees and building up their steadfastness turns out to be critical and a persisting test for any hotel management. As for any management it is difficult to maintain the same spirit of motivation within their employees throughout their tenure. The culture of the company and the internal environment of the workplace are also responsible for the change in the attitude of an employee. A steady and orderly way to deal with determination, enlistment, preparing and improvement thus decreases during the status of that employee within the organization. It also changes with an employee moving from one occupation onto the next occupation. To maintain this stability in the chain, a little appreciation given to work of an employee would guarantee a long haul business. The profitability connected compensation framework would transform an employee an extra dedicated worker towards the company. It is conclusive for the cordiality commercial enterprise that the company tries to keep organization's high-quality capacity and the staff to keep up their confirmation toward the hotel employer with an extremely specific end goal to pull in more exceptional employees.

9. Challenges in Hospitality Industry

There are various challenges faced by the Indian hospitality industry which are:

- Lack of good professional staff according to the industry requirement.
- Lack of available infrastructural facilities.
- Insufficient financial support by the management.
- Lack of synchronization amongst the State and Central Government.

The expanding competition in the hotel business is the most difficult variable for engaging with employee and actualizing employee attrition practices. With the expanding number of hotels, broad openings for work and mindfulness among the developing patterns in the hotels, it has turned out to be to a great degree testing to hold the employees for a more extended length at work and increment their unwaveringness.

The request of the employees working in the hotel business as to the nature of work norms is expanding. The hotel business which focused on the clients to a great extent and disregarded its employees has confronted enormous retention in the most recent decade. Henceforth the pattern to powerful HR practices has begun to beat this misfortune of employee retention. It has turned into a need of the hotel business which is developing similarly with the customer attraction.

The hospitality business needs to one next to the other extend its business and hold their associates to have an astounding handle over the two essential wheels of the development cycle. This test is not specialized or money related but rather generally mental. It is an investigation of the human personality and a procedure of keenly managing its work compel and getting the best out of them by giving them the best, it is an absolutely give and take bargain.

10. Scope of the Study

This study deals with the challenges the hotel Industry is facing with specific focus on the Star Hotels in Pune region towards retention of its employees and the impact that the HR practices have on the Employee Retention.

Hence the scope of study is limited to the star hotels in Pune region. A comprehensive analysis of the star hotels in Pune, the challenges faced by them and the HR practices which are followed for retention of employees is covered to understand the problem and the gap between recruitment and retention. There is no job in the market in current scenario which provides complete job security. The hotel industry is also not an exception for that. There is no hotel that gives a confidence of retaining employees for a lifetime. Similarly, there is no employee whose guaranteed continuation of service could be confirmed. Hence, the next best deal that could be offered is an effective employee retention practice. An appropriate employee centric human resource practices has become one of the most effective motivational tools in the hotel industry for effective retention. Moreover, irrespective of the practices framed and implemented there is a need to check the effectiveness of these practices on satisfaction levels of the employees. This would ultimately result in their decision of retaining themselves in the organization.

The Hospitality Industry at present provides several opportunities to the existing professionals for employability. The increasing number of hotels has given tremendous scope for the hospitality profession growth; every hotel is trying to attract skilled and professional labor and executive staff to provide excellent services to its customers. To suffice this need they are offering excellent packages, which include monetary as well as other benefits in order to attract and retain the employee loyalty.

However, there are many factors which lead to an increase in the attrition rate. The professionals switch over to new opportunities in order to explore the possibilities of career enhancement and employability. The hospitality professionals have become aware of their capabilities, market requirements and the increasing demand for skilled work force. The human resource department in turn has become vigilant of this paradigm shift in employee behavioral pattern. They are trying and exploring all possibilities to engage professionals so as to create loyalty towards their existing employment. The Human

Resource is formulating and exercising various methods and strategies to ensure employee satisfaction and in turn avail employee retention.

Employee Retention Practice, in recent times is important aspect and has become the most effective motivational factor in the industry for engaging and retaining employee loyalty. There is no hotel which can give a lifetime work security and job confirmation hence, the next best thing which a hotel can offer is an effective engagement practice for retaining its employees. Also, a high employee turnover has severe repercussions on the guest service as a new employee will take time to adapt to an existing hotel culture. In today's scenario where the competition is tough, hotels are keener in retaining a recruited qualified employee; therefore, the concept of Associate Engagement is no longer an operational tool but a necessity for retention of employee loyalty.

“Recognition, flexible work arrangements, work-life balance, employee engagement, personal health and safety, safety at work, communication, workplace diversity, formal wellness programs and employee development are some examples of approaches that can become a part of the mix when developing retention strategies.”

Thus, this study targets at providing the human resource department a solution to all their queries for successful retention of Employee Loyalty. Every hotel with the help of its Human Resource department is trying to make a conscious effort to keep their employees engaged on the job by adopting various retention practices. Thus the concept is gaining popularity and importance in many hotels in the Pune region.

This study thus aims at identifying the various practices adopted by hotels and analyzes their benefits and impact on employee retention. The scope of study is limited to the star hotels in Pune region only.

11. Limitations of the study

A study could be successful only if the Researcher is able to have access of the employees in a hotel frequently, continuously and also regularly. Considering the extensive working hours, heavy work load and departmental pressures, there were instances when this access was more that difficult to grasp. The support required from the management of the hotels is limited due to various reasons. There is sometimes a hesitance and lag in sharing of information with clarity and detail. Information could be sought only through references or with immense follow up procedures and becomes a time consuming process. Hence a lot of time is utilized during data collection and getting appointments of the hotels.

Further, referring to the other inputs received on the basis of the questionnaire cannot be always applied to the target audience due to diversity of thoughts, different work processes of hotels, employees though working in Pune region but belonging to varied geographical locations. This dilutes the impact of feedback received as the samples are diverse.

12. Significance of the study

The hotel industry growing in leaps and bounds, there is a huge requirement of skilled personnel to operate the business the demand far exceeds the supply. The need for implementation of effective human resource practices was seen as soon as the Hotel Industry started facing a spurt in the responses received from Pune market for hospitality industry. During this time the hotels wanted to retain the trained and familiar employees to meet the increasing market demand. The current employees who have invested a sensible energy in the hotel were exceptionally well acquainted with the culture and barely required supervision and direction towards achievement of everyday activities. These employees very well understand the rapport the hotel aspires to maintain in the market to attract and retain customers. A dedicated worker can help in making faithful guests which is the prime motto of every hotel.

Employee retention refers to the ability of the organization to retain its employees. It is the efforts by employers in maintaining such an environment that supports staff to remain within the organization for this purpose organization attempts to make policies that are

aimed to meet the needs of the employees, enhance their job satisfaction, encourage and keep them motivated. Therefore, the organizations want their employees to be more committed towards their work, performance and likely to retain in the organization. Although for any organization hiring of competent employees is crucial, yet it is more important and challenging to retain those employees.

Thus, the topic of this thesis is based on the above foundation. The objective of this study was to find out the general awareness amongst employees about the importance of employee retention and various practices followed by the hotels to retain them. The researcher also wanted to find out the effectiveness of the adopted practices and also measure the impact on retention of employees.

CHAPTER – II
LITERATURE
REVIEW

CHAPTER – II
LITERATURE REVIEW

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2.1 Introduction

This chapter is dedicated to all the literature that was reviewed with regards to the research topic. Review of literature was a crucial part of the secondary data collected for the research. Literature related to the core subject of Human Resource Practices adopted in Hotels, with emphasis on its importance in the industry, employee engagement, employee satisfaction and motivation, and its effect on employee retention was reviewed. Articles, Books, PhD Thesis, Research Papers and Websites pertaining to the hospitality scenario were reviewed to get an overview in the scope of the research.

Table 2.1 Summary of Literature Reviews:

| Sr. No. | Particulars | Total |
|----------------|--------------------|--------------|
| 1 | Articles | 14 |
| 2 | Books | 24 |
| 3 | PhD Thesis | 07 |
| 4 | Research Papers | 57 |
| 5 | Websites | 44 |
| Total | | 146 |

2.2 Definitions

Human resources

Human resources are the set of individuals who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with human resources, although human capital typically refers to a more narrow view (i.e., the knowledge, the individuals embody and the economic growth). Likewise, other terms sometimes used include "manpower", "talent", "labour", or simply "people".

Human resource management

Human resource management (HRM or simply HR) is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments and units in organizations typically undertake a number of activities, including employee benefits design, employee recruitment, "training and development", performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

Human Resources Development

Human resources play an important part of developing and making a company or organization at the beginning or making a success at the end, due to the labour provided by employees. Human resource developing is to build a better understanding on how to have a better employment relations or relationship in the workforce, which in turn is human resources. Also, to bring out the best work ethic of the employees and therefore making a move to a better working environment

Human Resources Planning

Administration and operations used to be the two role areas of HR. The strategic planning component came into play as a result of companies recognizing the need to consider HR needs in goals and strategies. HR directors commonly sit on company executive teams because of the HR planning function. Numbers and types of employees and the evolution of compensation systems are among elements in the planning role. Various factors affecting Human Resource planning Organizational Structure, Growth, Business Location, Demographic changes, environmental uncertainties, expansion etc. Additionally, this area encompasses the realm of talent management.

Human resource Practices

Human resource practices are part conceptual, part implementation of an HR strategy, comprised of systems that follow the normal or customary way of doing business. The term "best practices" refers to the HR systems that have the greatest impact on the workforce and the organization.

Retention

It is the most important purpose of retention is to look for ways to prevent the capable workers from quitting the organization as this could have negative effect on productivity and profitability. Samuel and Chipunza (2009)

Retention Management

The workforce planning for Wisconsin State Government (2005) defines retention management as “a systematic effort by employers to create and foster an environment that encourages current employees to remain at the same employer having policies and practices in place that address their diverse needs”.

Employee Retention

It is an effort by a business to maintain a working environment which supports current staff to remain with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

Service Quality: An assessment of how well a delivered service confirms to the client’s expectations, www.Businessdictionary.com. In the hospitality business the administration quality gave to the guests is evaluated with a specific end goal to enhance the service, to rapidly recognize issues and to better survey consumer loyalty. The nature of service can be measured through client criticism.

Customer Satisfaction: Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation www.wikipedia.org. Consumer satisfaction prompts to rehash business and creates client steadfastness. Consumer satisfaction is to a great extent dictated by nature of administration and is

measured through feedback from the guests. Now a days guests post their criticisms on websites like tripadvisor.com, which go about as a perspective to potential clients. A decent criticism, as an aftereffect of consumer loyalty is in this way basic to the business.

Employee Satisfaction: Employee satisfaction is the extent to which employees are happy or content with their jobs and work environment www.custominsight.com. The variables that influence worker fulfillment are remuneration, workload, and view of administration; additionally significantly it incorporates learning openings given to the employees and guaranteeing their readiness to convey according to the desires of the management by method for preparing. Preparing and advancement of representatives is a decent resolve supporter and will at last contribute generously to worker fulfillment.

Employee Attrition: The reduction in staff and employees in a company through normal means such as retirement and resignation is known as employee attrition www.wisegeek.com. One of the greatest stresses of the hospitality business is the abnormal state of whittling down among the workers. The explanations behind high attrition rate are remuneration, work weights, workplace and low representative confidence.

Retention of employees: Employee retention refers to the ability of the organization to retain its employees, www.guides.wsj.com. Employee retention saves money on cost of preparing and advancement, enrollment costs, loss of ability and authoritative learning. A learning association apparently is affecting the worker consistency standard and cutting it down.

2.3 Importance of Human Resource Practices in the Hotel Industry

The purpose of human resource generally is to improve employee performance which will increase productivity, employee retention and to improve the quality. Effective HR practices will maintain the work culture of the organisation. It also contributes in the personal growth of the employees. Also the pace with which technology is changing, the requirement for employee retention is increasing in order to keep up with the changing market conditions and competitions. Effective HR practices adopted by an organisation will bring about a desired change in the attitude of the employees; It helps to increase the morale and motivational levels of the employees; It increases their sense of job satisfaction and the employees appreciate the fact that the organisation is willing to spend on developing their skill sets and knowledge, even if it is ultimately for the benefit of the organisation.

The hotel industry is a changing industry that has new challenges. With the world growing smaller and people travelling regularly across continents, their expectations from the hotel industry are growing. The hotel industry is also expanding in leaps and bounds and the employment opportunities abound. The work values and expectations of the employees has seen a massive change. Where job security was considered as the single most important factor in the career a few decades ago, today, the employees are not reluctant from frequent job shifts. This is evident from the current attrition rate in the hotel industry. Employees today are concerned with the growth opportunities that they can tap in the organisation. They are willing to learn in order to prepare for future roles that they will play. They are keen on honing their skills and developing their knowledge and believe that education is what will help them grow in the organisation. They are interested in developing their portable job skills which will ensure that they are well sought after in the industry.

Therefore, looking at the current market scenario it is the need of an hour for the hotel industry to retain their talented bunch of employees by practicing various retention techniques.

2.4 Literature Review - Articles

Articles pertaining to the Parameter – Benefits of Talent Retention

The Challenges of Talent Retention (2015)

Kahini Chakraborty, mentions that, attaining the right talent at the right time will always be a key focus in the hospitality industry. As there are new hotels and brands entering the Indian market, the human resource departments are adopting strategies to attract and retain the best talent i.e. both fresh and lateral hires.

Gurmeet Singh, Area Director of Human Resource, India Subcontinent, Marriott International Inc.: believes that once people have understood the needs and demands of their particular job, their cultural learning and intellectual stimulation comes to an end, causing people to lose interest in their jobs and start looking elsewhere. Hence retaining the right talent has always been an issue in the hospitality sector. The investment that goes into recruiting, training and honing on-the-job skills leads to both tangible and intangible loss when a productive resource leaves the organisation.

Geeta A. Sundrani, Director Oasis Human Resources: in the current scenario the hospitality professionals have had multiple career options i.e. multiplexes, retails chains, BPOs, multi-national companies, banks and other financial organisations. Preference for hospitality professionals is on an increase as grooming and etiquette become their second nature. According to the current status hotels want more number of female employees compared to male employees.

Ashwin Shirali, Regional Director, Human Resources, Accor Hotels India: states that carefully formulated long-term strategies need to be worked out to prevent these losses and retain people, who hold the key to business survival and growth in the services-focused industry.

Employee attrition to a certain extent is healthy and even desirable as it allows an organisation to let go the old and recruit fresh talent in terms of skills, energy, enthusiasm and passion. The challenge is when the level of attrition crosses acceptable levels not only in terms of numbers but also when it is high quality talent that walks out of the door making attrition highly dysfunctional impacting organisational business results.

Ritu S Verma, Regional Director, Human Resources, South Asia – Starwood Hotels & Resorts India: says that the hotel has multi-pronged strategy for retention which is a part of overall human resource strategy of Attract, Develop and Retain.

Adding to this, the author comments that the hotel also has one strategy called as ‘Starwood Careers Month’. It is set to be a refreshed extension of the successful Starwood Careers Day where the hotel celebrates and focus on Starwood’s distinctiveness that sets the hotel apart – passionate people, the compelling lifestyle brands, belonging to something bigger through our involvement in the communities in which the hotel operate and embracing what’s new through the culture of innovation. Starwood Careers Month will not only focus on recruitment, but will also comprise of activities revolved around talent diversity and internal talent career growth and development.

Zubin Ghiara, Vice President- Human Resources and Development, Sarovar Hotels & Resorts: highlights that the retention strategy begins with the recruitment process. The hotel ensures that they hire employees who believe in long term commitment and have a desire to grow. The company then invests in their learning and growth through continuous training and education schemes. The team of human resource professionals ensures continuous employee engagement initiatives, creating a fun work environment by involving employees in sports, CSR and other talent based activities. The hotel also follows a clearly defined appraisal system linked to a variety of reward and recognition programmes. Employees at all levels benefit from being a progressive, growing organisation.

Druce, Chris (2005), presents information on potential careers for a hotel employee involved with staff training and selection of employees in human resources departments. The organizations that provide information about the qualifications for teaching and training role at an institution level

Articles pertaining to the Parameter – Employee Retention

David McMillin, Staff Writer (2013), as per the author, employees may join and leave in many sectors, but it is happening at a much faster stride in the hospitality industry. The turnover rate of hospitality employees is approximately 20 times higher. According to a new research improving employee retention in the hospitality industry starts with one simple leadership trait i.e. authenticity. As per the survey there is a strong correlation between authentic leadership and an employee's organizational commitment. This connection ultimately interprets to potential increase employee turnover retention.

<http://www.pcma.org/news/news-landing/2013/04/29/the-secret-to-improving-employee-retention-in-the-hospitality-industry>

Lee Chang, Way Kelly (2010), the article talks about variation of individual employment characteristics may influence how employees feel about their work environment. The study intended to identify employment characteristics that influenced employee satisfaction with work environments related to employment retention. According to the author there are many factors which play different roles in measuring job satisfaction and employee retention according to individual employment characteristics, while factors related to the work environment, location, communication; accomplishment and department should be addressed regardless of employment characteristics. It is recommended that hoteliers provide a customized improvement agenda directed to and focused on individual groups according to that group's employment characteristics.

Paul Heney (2009), has stated in his article in *Hotel and Motel Management* that companies must understand that having a certain amount of flexibility to the staff members gives a feeling of a sense of ownership in satisfying customers and that it is only service that will keep your best customers coming back to the hotel.

Aishwarya Mudaliar (2008) has stated her opinion on *expresshospitality.com* that since the hospitality industry is contended with high attrition rates, a trainer can assist the human resource purpose in retaining employees

Yashodhan Jadhav (2008) in his article, in *Hospitality biz*, titled “Empowering the Commons”, has opined that employee empowerment within the hotel sector results in increasing levels of customer satisfaction and superior service to add to the customer experience. There is also better co-operation amongst the staff, since managers and employees will work together as a team.

Vishakha Talreja (2007), the article ‘*Hospitality spices up menu to retain talent*’, talks about good food and guest comforts remain on top of the menu of the hospitality industry, the hotels are also adding pampered employees to the list. Lacks of availability of good talent, staff shortages and rampant poaching have forced the hotel industry to look at innovative ways to retain people.

Articles pertaining to the Parameter – HR Practices and Employee Retention

Goswami Brijesh Kishor, Sushmita Jha (2012), the study is about various issues and causes related to attrition of employees and the major challenge faced by an organization is to retain their talented bunch of employees. According to the author employee attrition is a very serious problem and an annoyance of every industry. The survey explains that just obtaining the skilled employees is not enough but to retain them is also a very stimulating issue. The research also states that any organization for that matter has to prepare and implement plans and policies in such a way that the skilled workforce should be retained, if the company does not do so it will lose a knowledgeable, trained and skill employee, which not only has direct impact but also can cause serious damage to the company’s growth. The survey reveals that not only Indian but foreign companies are also facing problems in controlling attrition especially voluntary individual turnover. The turnover of employees has negative effects on the performance and production. An employee who leaves the organization also leaves a gap in the execution competence and human resource functioning it results in a decrease in productivity, loss of team work, harmony and social goodwill. The companies are engaged in preparing innovative business models for effective retention of talent. According to the survey there are many factors which cause attrition and organizations are consciously trying to make such plans which can preserve an employee committed towards the organisation. Furthermore the

survey suggests that organizations should take a good care of the attrition problem, and should not be ignored because ignoring an attrition problem is ignoring the greatest assets of an organization that are the employees. Workforce of any organisation has feelings, hopes, dreams, creativity and innovation hence the management should take attrition problem seriously and take suitable actions to curb it. It is very important to take care of the employees for the success and stability in the domestic as well as the international market. A good retaining plan reduces the attrition, cost of hiring and developing and at the same time it increases stability, productivity and engages employees emotionally. It also helps in the smooth running of business operations.

KPMG – ESOP (2011), the first ESOP survey by Knylveld Peat Marwick Goerdeler (KPMG) was conducted in 2010-11. This survey was carried taking into account the changing regulatory environment; further this survey was re-launched to understand the current trends. The survey report provides information on ESOPs based on the data gathered from respondents. The highlights of the survey state that, ESOPs can be a vital tool for attracting and retaining employees. This tool gives a feeling of ownership and also encourages employees to boast long-term career aspirations in the organisation. While it is significant to ensure that the ESOP is attractive for employees, simple to understand and administer, compliant with various tax and regulatory requirements, it is also required to convey the fundamental message of the employer i.e. retention. This includes preparing an appropriate plan, ensuring that it is accommodating all the current provisions of listing requirements, foreign exchange regulations, corporate law, income-tax, etc. In recent times, accounting of financial implications relating to ESOPs is also undergoing substantial change and is an important factor in the decision making process of any Hotel.

Findings: The ESOP space is continued to be dominated by the information, communication and entertainment sector, followed by financial services, and manufacturing and consumer goods sector; Private companies are gradually considering ESOPs as a kind of compensation mechanism to meet their objectives; Allotment of equity shares under an ESOP is adopted to be the most popular incentive plan in India; Employee retention still continues to be one of the main drivers for companies preferring

to incentivise its employees by implementing ESOPs; Companies have a preference to source the plan by way of issuing new shares under the plan instead of dilution by promoters and market purchasers; Companies prefer to have a uniform plan for all employees rather than having different types of plans for different employees; Companies usually review their plan annually to assess impact vis-à-vis objectives. Companies tend to prefer granting options at fair market value; they follow the fair value method of accounting for ESOPs; and prefer an annual vesting period of three to four years under the plan; they also do not interpose a lock-in period (post allotment) for shares allotted under the plan.

Employee Stock Ownership Plan – ESOP (2007): Paving hospitality growth Express Hospitality

Sanjeev Bhar – the hotel companies have boarded on the task to keep the top officials attached to their existing positions within the organisation. Stock option as effective human resource tool recently with lot of focus turning towards ESOP,

The Confederation of Indian Industry (CII) has organised a meet in New Delhi on "Employee Benefits and Long Term Incentives: Employee, Employer and Cost Perspective." It was understood that ESOP is not only a reward for employees but also a Total Employee Value Proposition as the key to retain the employees. This suggests ESOP has a larger perspective to it. Hospitality sector in many ways controverts conventional industry rules on whether ESOP would work as a retention tool in the hospitality sector or not.

Rahul Pandit - Vice President (Operations & People), Lemon Tree Hotels – says "ESOPs should be seen as new HR tool for sure but not limited to retention needs. As a matter of fact the company has made many millionaires in least time ever imagined as the hotel company believes in making employees empowered. At a time when the industry is flourishing, ESOP model serves as a lucrative incentive for employees to push them towards maximizing their efforts towards the growth. The company operates in the budget and no-frill hotel segment, has four tiers of employees each at hotel and corporate level. Only the entry level tier in hotel i.e. the associates / employees are not covered

under the stock options, which comprises merely 30 per cent of total manpower. This drives growth for the large talent pool the hotel is practicing ESOP as a remuneration tool.

Arif Khan - Director, Corporate HR for Berggruen Holdings, India's Keys hotel chain reckons the first hotel will open in the next year but the company has already allocated eleven per cent of its equity for ESOP. The viewpoint of ESOP is to promote start-up ventures. It is a mode to recognize the hard work of employees for taking the company in the right direction. It definitely works as a beautiful retention tool in the current scenario where people are looking at long term benefits.

Patu Keswani - CMD of Lemon Tree Hotels, then, had remarked that the move to bring ESOPs is a tool where the company passes on the benefit to employees and offers them an opportunity to become entrepreneurs.

Tarun Gulati - Vice President, ESOP says, the model will work in every sector so long as value for the same is created. It would be interesting to note that ESOPs are now being used extensively in many sectors like construction / real estate companies, corporate companies, MNC's etc. which are figuratively, as well as literally, brick and mortar companies. The basic principle of stock options is to share value and remains the same irrespective of the sector. ESOP value is the amount for which the option can be exchanged between knowledgeable and willing parties in an arm length transaction. Also the fair value increases with the increase of market price, volatility, expected term and risk free rate. The 'fair value' decreases with the increase of dividend, yield income and exercise price.

The gains from ESOP are taxed as capital gains in the hands of the employee. Post Fringe Benefits Tax (FBT) on ESOP, the management may also pass the FBT burden to the employee ever since the profits are made by the employee. As per the opinion the companies are bullish about stock options despite FBT for a simple reason: the value that can be created out of stock options is huge so despite taxation, there is a lot of money to be made, and at growth stage paying out a huge cash bonus is also difficult and might jeopardize growth itself. Like there are innumerable numbers of unlisted companies are

also line up with ESOPs for employees as the potential value on listing is what attracts talent and also creates a target for people to drive the company to a certain stage from the current state.

The high-ranking management today is shifting to growing unlisted companies with stock options as a significant portion of their compensation because they are confident that in the next three to four years, these options are going to turn their fortunes good." Hence, the companies are putting a blocking period on shares being allocated and planning a smooth transition.

News track - ESOP blues strike hotels Express hospitality (2007)

Sanjeev Bhar - Employee stock option (ESOP) in the hotel industry is uncommon, but its scope has been dissatisfied by this year's annual budget by imposing fringe benefit tax (FBT) on it. The only hotel company with a designated stock option plan for its employees is Lemon Tree Hotels, which has strongly begrudged this move.

Patu Keswani - CMD of Lemon Tree Hotels, remarks the move to bring ESOPs under FBT is unspeakable. ESOP is a tool where the company passes on the benefit to employees and offers them an opportunity to become entrepreneurs. The hotel group has already distributed half of its stocks to employees from its designated share of ESOP. A number of confusions already coating up for identifying FBT would be applicable for stock issued long time ago. The company believes ownership is the best way to retain employees. Many employees have gained benefit with stock option hence it works out as a retention tool.

Articles pertaining to the Parameter – Monetary Benefits

Rao Sabita (2007), the study reveals that right salary is essential to attract and retain talent, but contends that there is need for self-examination on how human resource department is hiring, inducting, engaging employees and building employer brand. The survey says that as the inflation is going up the salary should also go up. It is widely reported that salary hikes in India are amongst the highest in the world around 14% to 15% increase in salary has been witnessed in the last two years. The survey indicates that

salary still does not control attrition problem. It is seen that the employees who are best performers are also switching their jobs. It is also seen that there is high employee turnover in many departments. Attrition is strongly associated with growth hence organizations are constantly in procurement mode rather than a development mode. In the current scenario ready and highly qualified people are available in the market but then also they need to be trained because the educational institutes are unable to provide adequate knowledge to them which is required for the industry. The study reveals that proper care must be taken at the time of performance appraisal and the employees should be informed and properly explained how it is linked with the compensation system. The research describes that attrition rates are reasonably higher among the junior employee because they are always in a comparison mode such employees should be motivated by communication and training. The survey also states that the size of an organization matters a lot in attrition and retention that is why one size or one policy does not fit all the organizations.

Articles pertaining to the Parameter –HR Practices and Training and Development

Tom Newcombe, (2013), mentions in his article about the hospitality and tourism industry needs to focus their attention on retaining staff and provide tailored training to reduce skill gaps. Also adding on to the statement it increase productivity, according to a report from the sector skills council for hospitality, travel, tourism and leisure industries, the hotels should make sure that the staff should be skilled to meet the customer expectations and adopt to change in the near future.

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2.5 Literature Review – Books:

Books pertaining to the Parameter – Research Methodology, HRM and HR Practices.

A reference book of research methodology by C. R Kothari published in (2004), by New age international publishers (Second revised edition) has given detailed information on research idea making basic research concepts clear for the preparation of research proposal.

Andresen Maike and Nowak Christian “Human Resource Management Practices” Assessing Added Value (2015): This book is designed to help practitioners and academics to assess the added value of HR practices. It provides hands-on recommendations for choosing effective means to manage HR and specific suggestions aimed at facilitating the measurement of HR practices’ impact on value creation. Evidence-based recommendations are made by drawing on thorough empirical research from various research traditions and academic disciplines. It covers a wide variety of tasks faced by the HR function and specifically addresses new challenges such as assessing the added value of work-life balance practices.

A Handbook of Human Resource Management Practice - Michael Armstrong Stephen Taylor (2014) - Business & Economics: This ninth edition of the best-selling Handbook of Human Resource Management Practice has been fully updated to take account of the latest developments in HRM. Entailing every aspect of the human resource function, this highly comprehensive handbook considers the function in relation to the needs of the business as a whole. Recognizing HRM as a strategic process, Michael Armstrong offers clear practical advice on how companies can maximize the effectiveness of the HRM function and ensure that it makes a major contribution to organizational success. Covering a wide range of topics, this new edition is packed with all the essential information on HRM theory and best practice. In the light of new concepts of good practice and the outcomes of fresh research, the following areas have been either wholly replaced or substantially revised: HRM - characteristics, impact and

context; HRM - development and issues role of the HR function; role of the HR practitioner; strategic human resource management; competency-based HRM; how people learn; the delivery of learning and training; reward management fundamentals; job evaluation; grade and pay structures; involvement and participation. This Handbook is an essential guide for both students taking a Master's degree in HRM as well as CIPD students. In this edition, there are new additional chapters on: talent management; e-learning; facilitating change.

Keld Laursen, Nicolai Jull Foss ‘Human Resource Management Practices and Innovation’ distributed in (2014): This surveys, organizes, and critically discusses the literature on the role of human resource practices for explaining innovation outcomes. We specifically put an emphasis on what is often called ‘new’ or ‘modern’ HRM practices—practices that imply high levels of delegation of decisions, extensive lateral and vertical communication channels, and the use of reward systems. We discuss how individual practices influence innovation, and how the clustering of specific practices matters for innovation, while drawing attention to the notion of complementarities between practices. Moreover, we discuss various possible moderators and mediators of the HRM/innovation link, such as the type of knowledge involved (tacit/codified), knowledge sharing, social capital, and network effects. We argue—despite substantial progress made in the pertinent literature—that the precise causal mechanisms underlying the HRM/innovation links remain poorly understood. Against this backdrop we suggest avenues for future research.

Human Resource Management for Hospitality and Tourism Industries (2013) By Dennis Nickson Published by Routledge: This book stems from a long standing interest in tourism and hospitality organisation and managers seek to manage their employees. As the highly labour intensive industry tourism and hospitality organisation are often heard to talk of how their people are their greatest asset. However, even the cursory understanding of the nature of the work, employment and people management in the tourism and the hospitality points to the many paradoxes and contradiction that is apparent in studying human resource management in the section. This book seeks to explore some of these paradoxes and contradiction in seeking to submit the clinch of ‘our

people are our greatest assets'. The book is in much respect for standard human resource management text for the tourism and hospitality sectors. Recognizably following the traditional concern of the organisation has to how they best attract, maintain and develop an effective work force. The book is also aware of many debates about the hospitality sector. There are many common attributes that are associated with the industry. The book acknowledges some debates also at times rather fudging the distinction between tourism and hospitality. The book understands the importance of contexts to explain human resource management practices. The book also aims to be international in its focus and its use of sources and example. This book is designed to provoke thought and debate about aesthetic labour and a myriad of other issues and encourages the readership to challenge its conclusions and stimulate further reading and research. This book is the culmination of a long standing interest in the area of tourism and hospitality employment.

John Walton, Claire Valentin Human Resource Development Practices and Orthodoxies distributed in (2013): Human Resource Development brings together an internationally recognized group of contributors to provide a critical overview of contemporary concepts, practices and orthodoxies in human resource development (HRD). The book focuses on four key areas of HRD thinking and practice; formative concepts; training and development interventions; career development practices; and team development practices. Each chapter will identify the theoretical and empirical starting points, and outline the context, history, and current utilization. Theoretical critique is enhanced by practical examples, providing a critical, but highly accessible examination of contemporary HRD practice.

Subba Rao (2012): writes the meaning and definition of employee turnover as external mobility means shifting of employees into and out of an organization. It is defined “as the rate of change in the employees of an organization during a definite period.” The author writes that employees who are happy and satisfied remain for a longer period in an organization whereas employees who are dissatisfied in their career in the present organization try to find a job in new organizations. At the same time when an organization cannot find any suitable employee from an internal source it prefers to get

one from an external source. There are many effects of employee turnover, some are positive and some are negative but the negative effects are more as compared to the positive effects. The author describes that up to a certain limit employee turnover is a natural and unavoidable part of any organization which takes place due to death, retirement, layoff etc. and it helps to attract efficient employees into the organization. But employee turnover beyond a certain limit leads to many problems for the organization as well as for managers like increase in the cost of hiring, training and development induction and placement , lower or declining efficiency of employees and productivity . It also increases rate of accidents and wastages etc. It is the responsibility and duty of a human resource manager to look into the reasons of employee turnover.HR should try to find and analyze the reasons of employee turnover and provide solution for their problems so that the adverse effect of employee turnover on the organization can be reduced. There are various reasons of employee turnover such as better status in other organizations, dissatisfaction with the current job, getting better salary, starting own business, family problems, continuous ill health and many more. Globalization has created new job opportunities. Consequently, the employees resign from their current jobs in order to join new organizations for better prospects. The author describes that better status in other organizations, career development, dissatisfaction with the current job, getting better salary, starting own business, family problems, continuous ill health and globalization are the reasons of employee attrition.

R. S. Davar (2011), the author focuses on employee turnover and the need of finding out the reason behind the employee turnover explains that terminations are of two types, one is initiated by the employer and the other is initiated by the employee. The author describes that resignations are harmful for any organization it shows that there is something wrong with the organizational environment. It is the prime duty of manager from human resource or personnel department to take care of resignations and find out the reason behind resignation. Exit interviews can help a manager from the personal department to find out the real reason behind resignation. A human resource manager can study the exit interviews over a fixed period of time and find out the causes behind voluntary resignation and the manager can also make some improvements in some personal management functions such as the nature of supervision, salary structure,

personal policies, working climate of an organization and other factors. The author suggests that exit interviews can help a manager to find out the real reason behind resignation and can help in providing solutions for reducing voluntary resignations.

Dr. Ravindranath Bedi (2011), has focused on the importance of exit interview in detail he also describes certain precautions that should be taken while conducting an exit interview. According to author resignation is a voluntary separation initiated by the employee himself. Marriage, poor health, better career opportunities in other organizations etc. are some of the various reasons for voluntary turnover. Some resignations are good for an organization as the organization may correct the mistakes done at the time of recruitment and selection process of employees and for bringing new blood in to the organization. However excess turnover of employees are costly and not good for the organization because the expenses involved in recruitment, selection, training, development and growth is totally lost. The author further states that finding out the real causes of attrition by the personnel department is necessary, so that proper action can be taken to prevent avoidable resignations. The author points out the importance of exit interview and what precautions should be taken while conducting an exit interview. He mentions that exit interview can help an organization to find out the real causes of resignation. It should be conducted by a responsible person and before it the employee should be taken into confidence. Also convince and ensure the employee that whatever they say will be confidential and also make them aware that it is conducted to improve the organization. An interviewer should listen patiently to the employee's views and the reason of leaving the organization; try to find out the causes of employee turnover; pay him/her a final cheque and wish him all the best for his future.

L.M. Prasad (2011), the book reveals that employee turnover and overstaffing of employees are the biggest problems for any organization in the present time. The author describes that it is very surprising that employee turnover is significantly high even in those companies which are considered as best places to work with. The companies are taking serious efforts on preparing retention plans and policies to reduce attrition of employees. The book also describes the survey conducted by The Economic Times in partnership with the USA in 2009 for identifying India's best companies to work for. The

survey was conducted in 373 companies and it was found that the companies which were identified as best places to work have significant employee turnover. As far as the India market is concerned the attrition rate in the manufacturing sector was 10-12 per cent in 2005 and it increased to 12-20 per cent in 2006 according to Business Today, July 2007. There are various causes of employee attrition; some are employee related whereas some are organization related factors. Too much future expectation, habit of changing job frequently among young employees at the starting period of their career, better career opportunity in new organizations, lack of satisfaction from the present job, habit of staying at home, and tendency to start own business are the employee related factors whereas faulty human resource policies and practices particularly related to salary, poor organizational culture, conflict between the individuals and the organization, promotion, poor working condition, lack of training and development, poor leadership and supervision, unrealistic goals, expectation about high status and salary are the organization related factors which leads to employee turnover. The author further more describes that high employee turnover is a costly affair for both employees as well as the organization. It indicates that there is something wrong in the organization and it must be corrected, otherwise the organization cannot flourish. Having high employee attrition is a huge loss to an organization an organization has to bear various types of costs because of high employee turnover. It includes cost of hiring, cost of recruitment, selection, and placement of new employees, cost of training and development, Loss of production, adverse impact on the existing employees' morale, loss of goodwill and prestige of organization in human resource market, specialization cost of new employee, disturb teamwork and team spirit in the organization. According to the author attrition of employees can be reduced by conducting exit interviews, effective retention strategies, attractive package, stay interview, retention bonus, Intangible benefits, matching job and individuals and employee relationship management.

Ravindra Verma 'Inn Management and Tourism' distributed in (2010), concentrated on in inn industry, administration quality, as a greatly subjective class, is pivotal as per the general inclination of the customer. It is in this way basic for administrators in inn industry to apply the serviquial model for the estimation of administration quality in their own lodging organization, keeping in mind the end goal to fulfill the visitor's desires and

guarantee a position on the developing worldwide traveler market. The after effect of the quantitative utilization of servqual instrument demonstrate that this model can give administrators with valuable data to the appraisal of desires and impression of inn visitors, with the point of finding out about holes in individual administration quality measurements. To entirety up, this article tends to elucidate the servqual model as not just supplier to the directors with an unmistakable photo of the nature of administration, additionally helping in finding the needs, wishes and desires of the visitors. The same is examined by deciding the attributes of administration quality that are most critical for visitors. We can say that it helps directors in setting the guidelines for the procurement of administrations in the cordiality business.

Atul Srivastava 'Present day Hospitality and Tourism Management' distributed in (2010), endeavors have been made to monetary globalization, readily accessible markets, movement advancement and headways in data and different innovations have all brought on an increment in the quantity of visitor, business and different sorts of tips, in this way profoundly impacting the changes of inn business. A standout amongst the most vital normal for business dealings in inn ventures is incorporated into business mixes and associations and additionally regional development. High convergence of convenience limits in specific parts of the world (the USA, the Mediterranean and the Alps etc.) forces lodging networks to discover new destinations for their extension and regional development. That is the reason the end of the 20th and the start of the 21st century have been stamped with changes in spatial conveyance and more serious increment in convenience limits in the zones of previous communist nations, Asia, the Pacific and Africa.

I.S. Singh, 'Globalization and Human Resource Development' distributed in (2010), the author in his book has altered the information economy has come into sharp center and it is considerably more than what is high innovation and data innovation. It is about how any economy saddles and uses new and existing learning to enhance the efficiency, say, in farming, industry, administrations, and build general welfare. The procedure of globalization coupled with data and correspondence innovation, and which is likewise

determined by it, has made it workable for individuals to end up mindful of and educated about occasions and improvements in different parts of the world, and in this regards the procedure of globalization is interwoven with innovative changes.

Memoria C. B. and Gankar S.V, (2010), in their book has described that turnover is a problem not only for the employees but for organizations. Labour turnover is one of the outcomes of resignation. There could be various reasons for labour turnover such as unhappiness with working conditions, low wages, continued ill health, old age, and family problems. The author describes that some amount of labour turnover is due to retirement and recruitment of fresh talent is unavoidable, natural and welcome to some extent but when turnover arises due to resignations and dismissals it has adverse effect on the workers and the quality of production. The flow of production is also affects in a way. The book also discussed cases like The Bombay Textile Labour Committee which has pointed out that though a high rate of turnover exists in all organized industries in India, no reliable data on its extent is available. The Rege committee collected some data on labour turnover during the Second World War and found that in the engineering group the labour turnover rates are fairly high in Calcutta. The author describes that turnover is harmful to any organization. When labour turnover is the outcome of resignation it hampers quality and the flow of production. Resignation may be due to unhappiness with working conditions, low wages, continued ill health, old age and family problems.

Greer Charles R. (2009), the author suggests that organizations should have highly skilled and knowledgeable employees if they want sustain in the industry. The author also suggests that every organization must have a relatively stable workforce because employee attrition directly works against obtaining effective coordination and organizational learning that leads to productivity. As per the author there is a growing recognition of the relationship between company strategies and their human resource practices. Any company for that matter pursue strategies of innovation to reduce attrition, companies which rely on individual expertise and unrecorded knowledge tend to provide greater job security for some employees on the other hand companies which invest in their workforce on development programmes that increase retention. When the company fails to make such investment they incur a high cost of attrition of employees. There is a

great demand for specialists such as technology specialists, information specialists and other technical employees and companies are very innovative to retain these specialists. According to the author looking at the current status many companies have started career development institute and other institutes to develop employees which help them to retain skilled employees and reduce attrition in the company. An organisation that gives opportunities for training, new learning, growth, promotion and liberal transfer policies also have a positive impact on employee attrition. The author describes that lack of investment in the employee development plans; technological change and innovation are the reasons of employee turnover. The companies that are pursuing strategies of innovation have the potential to be affected because of reliance on individual expertise and unrecorded knowledge. Further the author describes that the demand for specialists and other highly skilled employees are so strong that companies have been very innovative in their retention efforts.

DeNisi Angelo S. Ricky W. Griffin (2009), the author states that a high rate of employee turnover can cause serious harm to any organizations. It can also harm the organization's image in the market, production and goodwill. The company has to focus on managing employee turnover because it is very essential and associated with high cost. It includes cost of hiring, cost of recruitment, training and employee replacement. It is very essential and important to find out the causes of turnover and it should be managed properly. The author describes that a major cause of turnover is job displeasure or being uncomfortable with the job. The responsibility lies with every human resource manager to look after the job satisfaction of every employee and should take efforts to retain skilled and valuable employees and reduce employee attrition. In an organisation every employee must be satisfied with his/her job and work environment. The author further suggests that if we increase job satisfaction, employee attrition will decrease, this solution is correct but again this process is very complex. The author also has suggested models of turnover process. The first model represents that when job dissatisfaction increases the employee starts thinking of leaving the job. The author searches for alternatives and when the dissatisfaction increases he compares alternatives and leaves the job. The second model begins with the shock and not with job dissatisfaction. The job dissatisfaction starts only when an employee thinks about the job in response to the shock. The shock includes

events such as missing a promotion or receiving an offer from other company, winning a lottery or losing a loved one. In this case the employee starts thinking that he is not fit for the company. This model shows how difficult it is to manage employee attrition. The book describes that job dissatisfaction is the major cause of employee attrition. The human resource manager has to play a major role in ensuring that employees are satisfied with their job. It is the role of human resource manager to keep the employees happy and satisfied which in turn reduces turnover and helps to retain valuable employees.

Dessler Garry, (2008), the author describes that job stress is the main reason for employee attrition in the current scenario. Hitches such as alcoholism and drug abuse sometimes are the outcome of job stress. The author describes that there are various external factors which cause stress. These include lack of job security, work schedule, pace of work, transportation problem, and workplace noise and the number and nature of customers or clients. According to the author no two people react the same way in the same situation in the same organization because their personalities and culture are different and personal factors also influence stress. The author here also quotes an example of people who are workaholic, complete their work in the given time. They fall under type - A personality, they normally have greater stress than the other type of employees. The author explained that job stress has serious impact on employees as well as on the organization. The employees suffer from many syndromes like headache, depression, anxiety, anger, cardiovascular disease, and accidents due to job stress. On the other hand there are many serious consequences of employee stress on the organization. These include decrease in performance, and increased absenteeism, turnover, grievances, conflicts and cost of health care. Hence according to the author job stress is also a cause for attrition of employees.

S. Seetharaman, B. Venkateshwara Prasad, Human Resource Management, (2007), the author has explained that labour turnover is a serious universal problem. When an employee moves, shifts or migrates from one organization to another organization it is called as employee turnover. Moving from one organization to another organization for a better and comfortable payment and a decent job is a natural tendency of every employee and this leads to employee turnover. The author describes that if the employee turnover to

a certain limit is tolerable but if it exceeds its limit it creates serious problems for an organization and it should be properly studied. Employee turnover is the indicator and warning about the health of an organization that something is wrong with it but it does not explain the reason behind it. It does not spot the disease of an organization, but just signposts about poor health and hence it must be correctly deliberate by the management. The book also explains reasons for high employee turnover like poor plans and policies, poor personal practices or poor supervision etc. The reasons are an indicator of low morale of an employee.

Saiyadain Mirza S., Tripti Pande Desai (2007), describes about the Indian perspective in retaining talented employees is a leadership issue. The authors also focus on Human resource strategies and suggest some measures to retain employees and reduce attrition. According to author Lack of clarity of the policies, discrimination, and lack of effective management are the major factors of employee attrition. Employee attrition can be reduced by a flexible approach of the management. There are various measures by which a management can retain its skilled employees such as attractive salary and benefit package, providing training and development programmes and providing opportunities for their growth so that employees can face the new challenges and feel value for them. These factors are very important for reducing attrition of skilled employees.

Dr. M. K. Patel 'HRD Practices in Service Industry' distributed in (2006), Endeavour's to centre and secured the territory of HRM (HRP, Enlistment, Placement, Employee Training, and Performance Evaluation) in tourism and also lodgings in India. The specialist has distinguishes inns and legislature of tourism workplaces for the study. The specialist has gathered and investigated an example of 100 respondents of inns from nine urban areas from everywhere India. The specialist has likewise gathered and investigated information of 50 ladies representatives of legislature of Indian Tourism from four urban communities of India. The all out respondents for the study are 150 lady representatives from the tourism furthermore, inn industry. On the premise of the infer that this industry needs legitimate HRP, the enlistment framework does not pull in extensive number of competitors, arrangement framework is not well, preparing

programmes function admirably then other framework, execution evaluation framework needs more significance.

Michael Armstrong 'A Handbook of Human Resource Management Practice' 10th edition distributed in (2006), Recognizing HRM as a strategic process, Michael Armstrong offers clear practical advice on how companies can maximize the effectiveness of the HRM function and ensure that it makes a major contribution to organizational success. Covering a wide range of topics, this new edition is packed with all the essential information on HRM theory and best practice. In the light of new concepts of good practice and the outcomes of fresh research, the following areas have been either wholly replaced or substantially revised: HRM - characteristics, impact and context; HRM - development and issues; role of the HR function; Role of the HR practitioner; Strategic human resource management; Competency-based HRM; How people learn; The delivery of learning and training; Reward management fundamentals; Job evaluation; grade and pay structures; involvement and participation. This Handbook is an essential guide for students taking a Master's degree in HRM. In this edition, there are new additional chapters on: talent management; e-learning; facilitating change.

V.P. Michael in his book 'HR Management and Human Connection' distributed in (1995), made study, HRM is shallow without human assets advancement, since both are connected with one another. Creating proper HR to suit the present and future needs of the association is a basic undertaking of HR administration. Association advancement and HR improvement are the two sides of the same coin. Administrative adequacy and hierarchical adequacy are interlinked with association improvement, while association advancement is unthinkable without improvement of individuals in the association. New innovations, systems, strategies and procedure are developing quick bringing about word related changes, prompting dynamic hierarchical requests. Authoritative improvement, fusing human improvement as per the authoritative requests, is the answer in such a circumstance.

T.V. Rao, 'Readings in Human Resource Development' distributed in (1991), in his book Today, Human Resource Development has come to remain as a separate field in the administration proficient itself. Around 15 years prior there was not really any branch of HRD or the part of HRD supervisor. Today every second modern association has a HRD director or a HRD division or if nothing else a HRD subsystem. Indeed, even non benefit associations understand the significance of HRD. Notwithstanding this HRD blast, its effect is not being completely felt. A portion of the reason is that not each one who talks of HRD on the other hand utilize HRD does as such with the right sort of comprehension. The National HRD Network has done an extraordinary level of administration to this field through its preparing projects and meetings and symposia. Lamentably the System's commitments are restricted to experience sharing. At the point when such an experience sharing is supplemented by calculated comprehension, the science on the other hand specialty of Human Resource Development can develop.

Dr. Jacob K.K. in his book 'Work force Management in India' distributed in (1987), made study, the first of its kind to cover the entire nation and vast number of work force officers to pick up an appropriate viewpoint of Personnel Administration in India. It bargains when all is said in done with the advancement and issues of work force administration in India. It looks to think about the diverse stages and points of interest in the advancement of work force administration in India, and arrangements with the rising circumstance and their suggestions for future. It likewise shows a relative photo of the states of administration and different parts of faculty administration in distinctive states, commercial ventures and areas of high or low level of modern advancement. It concentrates on all the essential parts of faculty administration as they are today, with a perspective to discover what these should be tomorrow.

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2.6 Literature Review – Thesis

Thesis pertaining to the Parameter – HR Practices and Employee Retention

Sophia Araba Twum (2015): The research talks about the hotel industry that is noted for high rate of turnover. According to the research diversity management practices have been found to be a good human resource tool that helps to manage and retain assorted workforce. A lot of studies have been done on employee retention and diversity management separately but the two concepts are related therefore there is the need to look at them together. The research aims to explore what diversity management practices do hotel managers and employees view as important in order to retain employees. The findings of the research revealed that top leadership commitment, diversity as part of an organization's strategic plan, succession planning, recruitment, employee involvement, empowering women employee involvement, fair promotion and career advancement, diversity training for employees, programmes aimed at increasing cultural awareness and flexible work time are viewed as important by both managers and employees in order to retain employees. The research also found that low salary, lack of growth and development of employees and the location of the hotels are major causes of high rate of turnover. The research is expected to add to the body of knowledge and research in the area of improving diversity management practices and workforce retention in the hotel industry.

Thesis pertaining to the Parameter – HR Practices and Employee Retention

Michael Joseph Martin (2011): The basic motto of the thesis is to understand how to reduce employee turnover through retention practices which is the area of great interest to employers who depend on a highly skilled workforce. The survey has found out that in current years, cooperative extension has experienced the loss of many employees due to resignation and also retirement incentives offered as a cost saving measure to manage reduced funding. It happens due to the type of work, the training needed, and the small pool of qualified applicants, it is important to pay attention to the retention of newly hired workers. The research strongly suggests about the linkage of factors that can predict the likelihood of new employees' intention to stay back or quit. The research on the other

hand also suggests about human resource practices including recruitment & hiring, compensation & benefits, training & development, and supervision & evaluation are items that can directly influence the level of job satisfaction of new employees as well as their level of commitment towards the organization. The level of job satisfaction and organizational commitment can, subsequently, predict an employee's level of intention to quit. The study targeted employees with less than six years of employment and investigated human resource practices that influence intention to quit. The research findings indicate a significant relationship between perceptions of human resource practices and intention to quit, mediated by organizational commitment and job satisfaction. Accordingly, the research has important implications for the management of cooperative extension and anyone working in or preparing to work in related fields.

Thesis pertaining to the Parameter – Effectiveness of ERMS and HR Practices

Agrawal, Vinitaa H., (2005): According to the survey a well groomed, updated and awarded employee in an organization is just like a close circuit hidden camera. The above sentence speaks a lot about the importance of human resource development and its increasing popularity and widely practiced character in industrial and business world. The commercial banking scenario in an Indian industry is not an exception to this as there are many challenging issues are being experienced in the process of HRD.

Thesis pertaining to the Parameter – Challenges and HR Practices

Vincent McKenna (2013): The research is all about retention of core workers in the hotel / hospitality sector which is a key challenge for human resource management, organisational strategies and operational effectiveness. The basic purpose of the research was to investigate and evaluate the impact of the introduction of knowledge sharing tools / techniques and change in work practice on the retention attitudes of knowledge workers in two context specific environments because the problems relating to the retention of knowledge workers are not confined to current market scenario but it is a global phenomenon. The basic aim of the research is to introduce knowledge sharing tools / techniques and change in work practice in hotels in order to measure the impact of those tools and techniques on the retention attitude of a sample of knowledge workers. The retention of staff is important as the cost of hiring and training new staff is significant.

There are also intangible costs related to staff turnover including lack of continuity in customer service, low staff morale and so forth.

As per the old industry trend knowledgeable workers have been considered to work in professional fields such as computer programming, medicine, engineering and so forth, however, the research argues that the tacit and explicit knowledge of knowledge workers within the hotel / hospitality industry are the core knowledge ‘assets’ of that industry and therefore the term ‘knowledge worker’ and its traditional highbrow connotations may be out dated and need to be replaced with a more world view that recognizes all worker types in all work environments as ‘knowledge assets’. The research discusses all the challenges facing knowledge management initiatives within the hotel industry. The research also presents a key model relating to tools and techniques for a knowledge management initiative.

This research is entirely based on a knowledge audit of core knowledge workers in two context specific environments and that knowledge audit allowed for the construction of a work / training rotational matrix, a new concept developed by the author. The work / training rotational matrix is simply used as a visualization for the recommendations flowing from the knowledge audit. The work / training rotational matrix is presented as a paper based prototype, however it is expected that the work / training rotational matrix will be developed to a stand-alone IT system that will be dedicated to reducing the cost of human resource filtration within the hotel / hospitality sector and improve knowledge worker retention. The key aim of the research is to leverage technology to assist in the implementation of the knowledge management initiative; technology usage will increase as the model matures.

The knowledge audit is based on a unique collective set factors relating to socio-metrics, knowledge sharing readiness, training audit, willingness to train, job rotation, team player, precarious work, motivation, job satisfaction, perception of management on career development, retention, loyalty, turnover intent, motivation and job design. The survey has also uncovered a number of interesting facts including the initial identification of the class of people and the replacement of the traditional model of worker ‘loyalty’ with a much more tenuous model.

Thesis pertaining to the Parameter – HR Practices and Training and Development

Sonal Kumar (2013): The basic background behind the research discusses about several studies conducted on organization's retention strategy for various sectors, however, few studies explore the link between employee benefit as retention strategy. The study explores employee benefits as retention strategy in the hotel and restaurant industry. The researcher has tried to find out the gap in the organization's retention strategy and the main reasons for the employee resignation against what was mentioned by them during their exit interview. After establishing an understanding of the employee and employer expectations by means of interview, research recommends retention and engagement surveys for the organization under research. The study also concludes the importance of employee retention strategy in organization. While drafting new strategies, organizations should analyze the impact it brings along. Consideration of employee development along with the organization's growth helps employees to align their goals with that of the organization. Recruitment and selection, employee engagement, organizational culture and benefits, training and induction if planned in advance, would save the organizational cost which is incurred with high employee turnover and lack of retention plans.

The survey indicates that the benefits as package to employees over and above their salary which is motivational factor to them which will increase their productivity and well-being. It is sometimes used for recruitment and retention issues, adding to employers cost in one hand and reducing their tax on the other hand. The research suggests about implementing a new retention strategy; employee benefits to reduce current turnover rates by proposing a new retention strategy. This would make the organizations ambitious expansion plan more realistic. The outcome is to improve the retention strategy by giving it a wider focus on the issues surrounding high employee turnover. The research reflects on weak HR competencies and skills which resulted in failure of introduced strategies. It would give possible recommendation which would help the organization to retain and engage employees.

Asma Mahmood (2012): The purpose of the research is to study how employee training effectively induces organizational commitment, retention and performance enhancement and also the relationship between training and development, organization commitment,

retention and performance. The basic research objectives that are visualized in the study are the influence of training on the organizational commitment towards the employee performance, on the employee retention towards the employee performance and lastly but predominantly the influence of training on the organizational commitment and employee retention towards the employee performance. The study was carried on convenience basis selected sample of employees belonging to service sector. The data was collected from employees belongs to the service sector. The analysis revealed that the worth of training on commitment, performance and retention and confirmed that perception of training regarding adequacy, satisfaction and a mode for career advancement has direct and significant effect on organizational commitment, work performance and retention. The estimation has exposed that training has a positive and significant influence on commitment, compensation, work life policies, career development, task and contextual performance. However, it showed insignificant relationship with intent to leave the organization. The study also recommends and extends the previous work on training commitment, retention and performance. As it examines and highlights the significant relationship between them, it proves that these four aspects complement and harmonize each other. It advocates a theoretical model which incorporates and integrates the above mentioned aspects of the study. It examines the favorable effect of training on commitment, retention and performance to have synergetic effect on the organization in the long –run in achieving the organizational productivity outcomes.

Thesis pertaining to the Parameter – Fringe Paybacks and HR Practices

Waleed Alnaqbi (2011): According to the research as with many organizations worldwide, staff retention problems affect organizational productivity and performance. Managers face the challenge of having to address retention problems in the context of increasing competition in the global marketplace. The research has looked into the problem of employee retention and has given it a twist of socio-economic context. The study brings out the focus to an extent to which human resource management (HRM) practices and organizational culture affect employee retention in public organizations. The basic purpose of the study was to identify HR practices and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee

retention with special emphasis on public organizations. The research has found out aspects likely affect job satisfaction and the likelihood of retention is (1) job security (2) job descriptions, and (3) job profiles. There is also special emphasis not only on the need for decentralization and reduced hierarchy in the workplace but also of empowerment and accountability in areas of work. The study also revealed that a workplace environment should place importance on the employee growth culture and on work conditions such as office space, it also make the point that most organisations lack compensation benefits like air ticket allowances, housing allowances, or telephone allowances, among many others, employees show greater satisfaction with their organisations' leadership practices.

In addition to that a significant difference is found in attitudes of employees towards leadership. The research also shows that national culture has a direct influence on organisational culture. The research also found that if the culture in the workplace is not satisfactory there is a lot of attrition problem and the company needs to improve the strategies to overcome the problem. The research also finds that lack of empowerment and management style are factors that influence the retention of employees. There were indications that employees did not like centralized leadership, and that this affected their intention to stay within an organization. There is a need to redesign jobs and provide employees with job descriptions, in order to let each of them understand what tasks they should do and how to achieve them. There is also a clear need for staff members to be informed on the difference between 'administration management' and 'human resource management', particularly with regard to the role the HR department plays in attracting and retaining qualified employees.

The findings of the research have implications for both theoretical and in practice significance. The main theoretical contribution that the research offers regards the connection between employee retention and leadership, job satisfaction, and organizational commitment. The secondary contribution is the study of employee turnover in the context of HR practices and the state of the labor market. The results also provide a practical guide to managers and policy makers, to enable them to recognize and initiate measures that will make the workplace experience a more pleasant one for workers, and so weaken employees' intent to leave the organization.

Prominent challenging issues include:

- (i) Whether the expenses incurred on HRD practices and measures are to be treated as revenue expenditure or capital expenditure;
- (ii) How to retain the human resources once they are developed in the organization, and
- (iii) How to overcome the resistance shown by the employees for undergoing HRD process.

In contradiction of these challenges, there is a certainty among employees that they extend full co-operation to the HRD efforts and are ready to accept the change the research also understands the perceptions of the employees in the same sector. The research reveals that all the commercial banks have introduced HRD for their employees and the employees did consider HRD predictable. The research have also viewed HRD practices and measures by the bank employees as essential for achieving organizational goals as also for developing the careers. The research have revealed familiarity of HRD philosophy, practices and measures and resolving the pertinent challenges with very high degree of the agreement amongst the employees but on the other hand the perceptions of the employee agreement did not show any genuine difference between the public sector and the private sector employees.

Thus, the levels of satisfaction between the public sector and the private sector employees differed significantly. Moreover, there has been no relationship of any kind (positive or negative) noticed between the levels of expectations and the levels of satisfaction from the HRD mechanisms. In other words, the levels of expectations and the levels of satisfaction were found independent of each other for almost all the HRD mechanisms except one, viz., stress management, for which both the categories of the employees assigned the lowest rank, though their levels of satisfaction differed substantially for this too. The research concludes that a well groomed, updated and awarded employee in an organization is just like a close circuit hidden camera; HRD is very good and useful if it is practised in right direction, and the desired results from HRD are possible when organization is sincere and employees co-operate.

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2.7 Literature Review – Research Papers:**Research Papers pertaining to the Parameter –HR Practices and Employee Retention**

Yaduveer Singh Chauhan and N. K. Patel (2014): The study disclosed the impact of various dimensions of HRM practices on job satisfaction. The study has considered three major factors which represented most of the HRM practices followed by different hotels. The study reveals that all HRM dimensions exercised in the hotels of Udaipur division does not satisfied to the employees equally. Employees are satisfied with recruitment and selection and working condition and dissatisfied with carrier growth. It is obvious that HRM practices in the hotel industry of Udaipur division has not been fully developed and there is the urgent need to employ the services of HRM professionals, consultants and researchers to help shape and develop new directional focus that will ensure an efficient and effective human resource practices. The survey has suggested the following recommendations for doing perfect HRM practices in the hotel industry: Proper working environment should be designed, Organizations should implement proper recruitment and selection process, Management should make a clear cut career advancement path, Organizations should provide unbiased promotion. That is promotion should be provided based on the qualification of employees and experience, Organization should design working procedure including hours work proper working environment should be designed.

Orla Byrnes (2014): In his research has identified and examined the current levels of employee engagement in the hotels, the differences in engagement levels between different categories of employees and to recommend ways of improvement which would increase the levels of employee retention in each organization. The research focused on assessing both managers and employees engagement levels. The study is an exploration of the experience of working life in a number of hotels aims to capture what peoples general feelings are about work, how well they think they perform, how satisfied they are at work and how they feel about interactions with their supervisors and their managers.

Sonali Jadhav & Santosh Bhawe (2013): Analysed the greatest issue about workforce retention in the hotel industry of Pune city. The research reveals that the workforce in the

hotel industry is changing very frequently because the work values and expectations of the employees today are very different then it was a decade ago. The survey says that the employees today are looking to learning opportunities and personal development in lieu of job security. An employee will remain in the organization as long as they are developing skills and meeting or exceeding their expectations for skills development and growth opportunities hence this research is based on the same foundation. The survey says that as there is a growth in many sectors in the city of Pune like IT, Engineering, Automobile etc. has created a great demand for the hotels, this growth in hotel has also created a great demand for the hospitality professionals in the city hence the attrition rate in the city has also gone up substantially. The hotels in the city are struggling for the workforce and also finding different ways to retain an employee.

Milind Peshave and Rajashree Gujarathi (2013): Analyzed the facts pertaining to the issue of snowballing attrition rate in the hotels of Pune city. The discoveries of the research put forward that long working hours and low salaries are the major factors that affect the attrition rate in hotels which has a great influence on customer satisfaction and reputation of the hotel. The investigation discovers that although the hotel industry is concerned with the increasing attrition rate and have designed various policies to curtail the same, they are not found to be sufficiently effective in dealing with the problem.

Ala`a Nimer AbuKhalifeh*, Ahmad Puad Mat Som and Ahmad Rasmi Al Battat (2013): The main role of this study was to survey the effect of human asset administration rehearses on hierarchical performance in lodging food and refreshment divisions in the Jordanian hotel industry. The study writing demonstrated that some of the human resource management practices had significant effects on the turnover rate of non-administrative workers. It can for the most part be challenged that there are a few things to clarify Cho`s HRM practices model. Firstly, the employee specifically picks up a level of food and drink performance from the HRM practices clarified with the following four things; turn overrate of non-administrative representatives, turnover rate of managerial employees, work profitability, and resource returns. When they perceive higher work performance, they eventually swing to representative satisfaction of specific HRM practices gave by the F&B division. Secondly, employees may have higher performance

levels. The application of this model by hotels can bring achievement for representatives of the food and beverage divisions with a specific end goal to accomplish higher occupation performance which has a direct effect on worker turnover rates. This paper is just reasonable, though; future studies may fuse observational information that will be collected from F&B departments in selected hotels.

Research Papers pertaining to the Parameter – HR Practices and Employee Retention

Chia-Ju Lu, Yi-Yu Shih & Yi-Lien Chen (2013): Employees in the service industry are increasing every year. However, even with the influx of service personnel, staff turnover rates remain high and unstable, indirectly affecting the service quality. The service industry has increasingly emphasized staff service quality for customers in the recent years. This study investigates the effects of hotel staffs' emotional labor and job satisfaction on organizational citizenship behaviors.

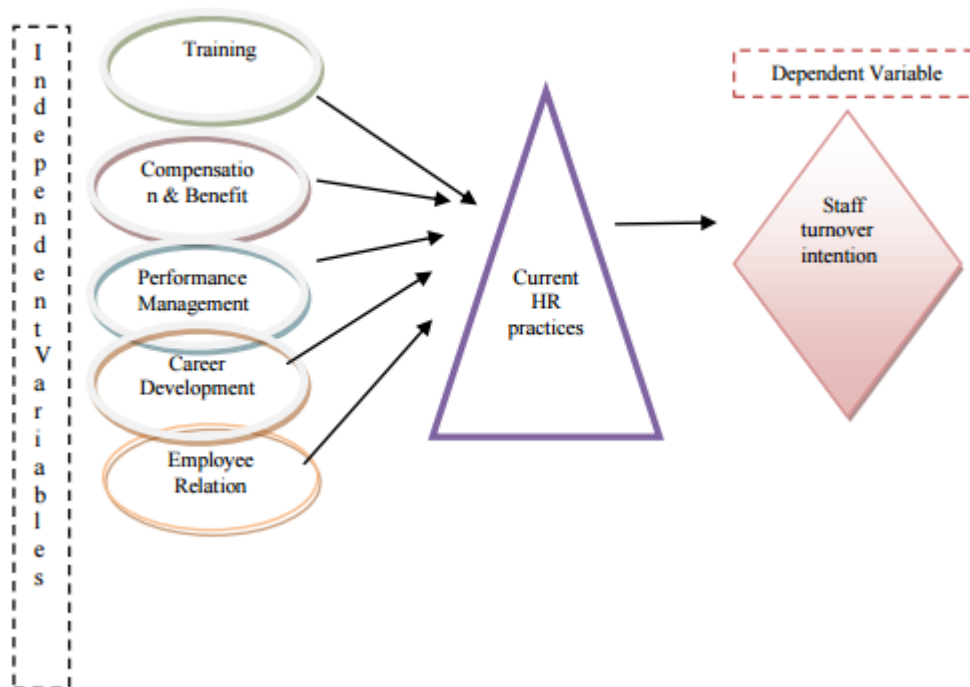
Kavitha. C (2013): The research was about the procedure a leader applies for employee retention. The intention of the survey was to know how retention management works in practice. The conclusion of the research was leaders and their skill in creating a culture of retention, has becoming a key factor that why employees leave and stay in the organization and also what usually drives them away from a company. It is the leader has become the main factor in what motivates people's decision to stay or leave the organization. The research has disclosed those characteristics of a good leader and how it plays a key role in retention management.

Choi Sang Long, Panniruky Perumal, Musibau Akintunde Ajagbe (2012): According to the research it is important for human resource (HR) managers to overcome employees' turnover intention. As per the survey there are various issues encountered in the areas of shrinking pool of entry-level workers, individual differences, use of temporary workers, productivity and competitiveness, retirement benefits and skills development. This research discusses extensively on the impact of human resource practices that can alter the negative effect on the organization due to high employees' turnover. There are numerous previous researches on the same issue which have also

been discussed in this paper to enable the authors to develop a conceptual framework and five propositions. The framework components outlined consist of the independent variables, which are the causal factors, the immediate effect which is the HRM practices and the final outcome which is staff turnover intentions.

Conceptual framework of impact of HRM practices on staff turnover intention

2.7.1 The Conceptual Model:



Yang, Jen-Te, Wan, Chin-Sheng & Fu, Yi-Jui (2012): The reason for this study was to investigate determinants of administration level representative turnover and to recognize existing practices in human asset maintenance methods. The study demonstrated that chiefs need to see all the more completely the needs of subordinates when giving profession counsel and significant preparing projects ought to be acquainted with upgrade vocation opportunities and to exceed expectations in the lodging business

Junghoon Lee (2012): Claimed that employee engagement is a new human resource practice that business organization can use in order to cope with the uncertainty of

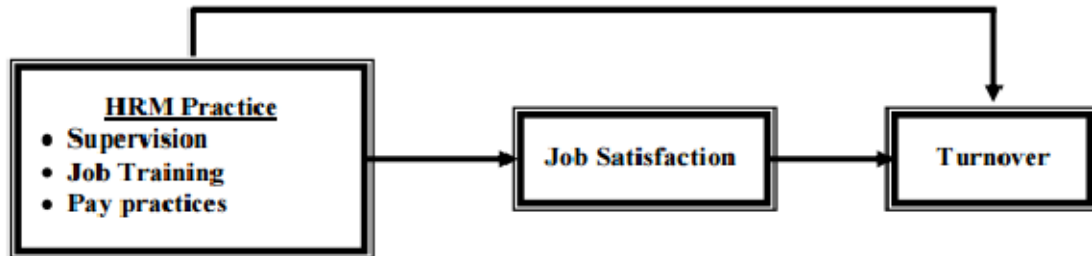
turbulent industry conditions. However, in the academic community, the concept remains new, and therefore, the concept require rigorous seminal studies to validate it. Given that practical interest in work engagement has outstripped the currently available research evidence, fundamental questions, like how it can be increased and how and why it benefits individuals and organizations. Therefore, this study empirically tested relationships among antecedents and consequences of employee engagement in the hotel. In particular, this study has provided theory-based empirical evidence regarding whether employee self-evaluations and perceptions of organizational environment affect employee engagement. The study also investigated how employee engagement directly and indirectly leads to intrinsic rewards, job satisfaction, organizational commitment and the leader-member exchange relationship.

Hamdia Mudor & Phadett Tooksoon (2011): The research attempted to propose a conceptual framework consisting of three basic human resources management practices such as - Supervision, Job training and Pay practices, job satisfaction, and turnover, and to explain the relationships among the variables. The research says that Job satisfaction played an important role to employees' turnover because it would lead to employee resignation when their job satisfaction is low. The results indicate HRM practice a positively and significantly correlated with job satisfaction. Similarly HRM practice and job satisfaction are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover.

Various propositions from the preceding discussion are as follows:

1. HRM practices (supervision, job training, and pay practices) as Perceived by the employees will positively affect job satisfaction.
2. HRM practices (supervision, job training and pay practices) as perceived by the employees will negatively affect turnover.
3. Job satisfaction as perceived by the employee will negatively affect turnover
4. The relationship between HRM practices (supervision, job training and pay practices) as perceived by the employee and turnover will be mediated by job satisfaction.

2.7.2 Conceptual Framework based on the literatures reviewed, the conceptual framework is as follows:



Lee, C. (2010): Intended to identify employment characteristics that influenced employee satisfaction with work environments related to retention. Several factors played different roles in measuring job satisfaction and employee retention according to individual employment characteristics, while factors related to the work environment i.e. location, communication, accomplishment, and department should be addressed regardless of employment characteristics. The study recommends that hoteliers provide a customized improvement agenda directed to and concentrated on individual groups according to their employment characteristics.

Mahajan Sugandha (2010): Analyzed the impact of attrition rates in hospitality industry. The study majorly focuses on the increasing employee turnover, its causes and impact. It looked at various methods to improve employee retention in an organization. Several human resource theories were used to analyze the employee behavior in an organization.

Ahmad Rozila, Solnet David & Scott Noel (2010): Their survey of the hotel business HR administration writing recommended some eminent lacks concerning comprehension the part, practice and impression of HRPSD. The few current models on offer neglect to show if and how HRPSD is connected to firm execution either straight forwardly or in a meandering way. The point of this study was to change this inadequacy by giving a clarification about how HRPSD is rehearsed in the hotel and lodging business and the way it may influence the HR in the middle of the road results (which connection to firm execution).

In light of an audit of the writing and the information gathered from a progression of meetings over six cases, a model of SHRM with HRPSD and its HR middle results was manufactured. The model gives the premise to hypothesis testing in future exploration. This article contends that HRPSD can be both advantageous and financially savvy at the point when a firm matches its HR refines framework with the vital estimation of diverse employment levels i.e. both administrative and non-administrative, associations can put proficiently in its human capital. Therefore, workers are prone to be more spurred, fulfilled, conferred and stay with the association. According to the survey this paper will give force to future examination to look at these issues in more remarkable points of interest so as to give analysts and scholastics more bits of knowledge into the routes in which human asset administration frameworks and structures can be organized to the regale of all industry partners.

Seonghee Cho (2009): Examined whether the predictors that decrease employee intention to leave will also increase employees intention to stay back in the organization. The outcomes suggest that perceived organizational support and organizational commitment decreases intent to leave while only perceived organizational support had a positive impact on intention to stay back. Insinuations detail ways that hospitality organizations can focus on increasing their employees' commitment through apparent organizational support as a critical component of turnover philosophy.

Tsai Cheng-Hua, Chen Shyh Jer & Fang Shih Chien (2009): Examined about high-performance working practices in the hospitality industry have different applications for internal full-time employees and external part-time, casual workers and different outcomes for organizational performance. High-performance work practices include empowering the employee with higher task autonomy, reducing job titles and layers of management, implementing various extensive training programs and high employee selectivity, encouraging information-sharing programs, using performance-based pay, and implementing gain-sharing programs. The study also found a significant optimistic relationship between modes of internal employment and productivity of employees.

Moncarz Elisa, Zhao Jinlin & Kay Christine (2009): Investigated lodging properties, organizational employee-retention initiatives and practices, and has examined the effect of those initiatives on employee turnover and retention.

Kovac 2008: The study described that, ‘Aptitude’ is the underlying characteristic of a person that results in an effective or superior performance. There is no single factor but a range of factors that differentiate successful from less successful performance including personal qualities, motives, experience and behavioral characteristics. The four core competencies required are: Knowledge / cognitive competence, Functional competence, Personal or behavioral competence & Values / ethical competence. A lot of researchers point out the importance of service quality in Hotel Industry. Service quality is largely dependent on the staff – customer interaction (Mattsson 1994). In fact the quality of service, particularly the personalized and flexible and individualized service makes the difference to the customer and determines whether he will return. (Baum 1998). High turnover results in compromised service standards, which eventually affects the overall success of the firm (Denvir & McMchon1992). Labor turnover impacts negatively on service quality. When a new employee is recruited, the productivity will be less compared to experienced employees. Since new staff is not familiar with the regular customers and service procedures in the organization they tend to provide less competent and less personalized service (Darmon 1990). High turnover is a barrier to customer retention in many ways. One of the main criteria for customer retention is the service quality.

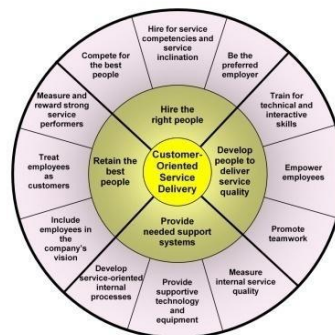


Figure 2.7.3 Human resource strategies for delivering service quality through people (Wilson et al 2008)

CIPD - Chartered Institute of Personnel and Development survey (2008): According to the survey the most frequent action taken by organizations to address retention is increasing pay (53%) followed by learning and development opportunities (46%) and improving selection techniques in the first place (46%). Employee turnover is rising sharply. Labor turnover rose to 53.4% in 2000, up from 27% in 1994 (Hotel and Catering Training Company 1994). Thus the cost of employee turnover is also high. Every incident of turnover and replacement involves time, money and even possible loss of business. (Ross 1999). In 2008 the figures have gone up to 80% compared to 78% in 2006. The hotel industry is becoming highly competitive. Every organization tries to keep consistency in service standards and service styles which is the key to customer retention. (Chiang et al 2005). Labor turnover damages this consistency. Apart from that tangible and intangible costs associated with turnover directly affects the profitability of the firm (Denvir & McMchon 1992). Low employee turnover gives an organization, a competitive advantage over the others. Hence a satisfied, motivated and stable workforce is a critical success factor.

Coston, Salazar & Antun (2006): The survey have linked employee job satisfaction to the organizational commitment and both are indicators of the employee's intention to stay back in the organization. The hotel and lodging industry has a turnover rate of 65% a year. (Mayers 2005) Research states that as the hourly turnover increases, so does the customer wait time, which impacts customer satisfaction. (Kaymar et al, 2006). Human resources development programs in particular have a direct sway on employee skills impacting both, their ability levels and their productivity, which could impact employee satisfaction to a great extent. Retention is the reduction of staff mobility, through a range of financial and motivational incentive so that the staff increases their length of service with any company (Denvir & McMahan 1992). The retention of competitive, talented and educated employee is a competitive advantage to any organization (Sigler 1999). Staff steadiness enables any organization to improve the service standards and to achieve uniformity in customer care (Rowley & Purcell 2001).

Hemdi and Nasuridin (2006): Indicated by their examination, universally, the turnover rate in the hotel business is assessed to extend from 60 percent to 300 percent on a yearly basis, for higher than the 34.7 percent reported in the assembling business. In particular, they avow that exorbitant worker turnover rate is negative to associations. Apparently it is identified with immediate and circuitous overheads besides it influences moral, profitability, notoriety and survival of associations. It is to say that turnover when it is high, frequently implies that representatives are troubled with the work or pay, it can likewise demonstrate dangerous or unfortunate conditions, or that excessively couple of workers give acceptable execution because of implausible desires or poor competitor screening. By difference, turnover, when it is low, shows that nothing unless there are other options is genuine workers are fulfilled, sound and safe, and their execution is agreeable to the head honcho.

Walker (2006): The study calls attention that staff turnover is not generally a terrible thing. The survey contended that some mellow turnover can be helpful in nimble of the fact that it permits staff to climb the stepping bench to more senior positions, giving them new open doors. In addition, it permits the business to acquire garden-fresh workforces, at the end of the day, new individuals, new thoughts, excitement and inspiration which is helpful for an organization to build efficiency. High and uncontrolled turnover is endemic in the business. As indicated by the survey, a few organizations can encounter 50-100% turnover consistently, route over the Best Run-through Forum's Benchmark Index of 26.5% precisely the same as the 26.7% worldwide inn work turnover benchmark distributed by Horwath Consulting. At a turnover of 26.5%, more than a quarter of staff changes their occupations consistently; at half, a business is supplanting a large portion of its staff consistently. A disturbing assumes that fortify the thought that the cordiality business has one of the most astounding rates of turnover, among all the administration commercial enterprises.

Boella and Turner (2005): Studied the factors affecting high cost of labor turnover, include leaving - personnel administration, payroll administration and exit interviews, cost of replacement - advertising, recruitment, administration of applications, short listing, interviewing, travel expenses, stationery, postage and agency commission, costs

associated with transition - relief cover & overtime payments, training costs, low productivity and possible waste age during training and induction time etc. cost of indirect nature - management and supervisory time dedicated for training, potential loss of customer satisfaction and repeat business and induction activities.

Mark A. Huselid (1995): Appraised the links between systems of High Performance Work Practices and firm performance. The outcome of the study indicated that the practices have an economically and statistically significant impact on intermediate employee outcomes, turnover and productivity and short- and long-term measures of corporate financial performance.

Jeffrey B. Arthur (1994): In his research had used an empirical taxonomy identifying two types of human resource systems, “control” and “commitment,” the study tested a strategic human resource proposition that specific combinations of policies and practices are useful in predicting differences in performance and turnover. In addition to that human resource system has also moderated the relationship between turnover and manufacturing performance.

Bartel (1994): The survey described that, career planning is a very crucial part in the developmental phase since it reconciles the needs of the employee with those of the organization. Human Resource Management can affect attitudes such as job satisfaction, morale and positive feelings about future prospects. This attitude would reduce the chances of the employee seeking alternative employment of the organization which involves organizationally planned efforts to boost desired compartments; also helps facilitate the distinctiveness of a firm’s human resource competence.

Research Papers pertaining to the Parameter – HR Practices and Benefits of Talent Retention

Dr. Kalyan Laghane, (2012): Studied retention management in Indian hospitality industry. The findings of the study suggested that “Talent management integrates traditional talent-related functions that were considered as "administrative" functions into routine business processes. By entrenching people management processes into standard business processes one can force line managers to think of recruiting, retention,

development, etc. as essential activities that make a significant contribution to any manager's business results and success.”

Paul A. Willier (2004): Proposed to identify the best approach management should embrace to successfully attract and retain high quality human resource talent within the hospitality industry. The paper suggests that the hospitality managers should understand the basics related to human resource management practices; know the fair market value for each position; foster relationships between colleges and universities to tap into student labor; encourage mature workers to apply for part time work and cultivate a good relationship with seasonal employees and educate them on the recompenses of a career within the hospitality industry.

Research Papers pertaining to the Parameter – Challenges and Talent Retention

Dinakaran Usha (2013): The essential reason for her study was to highlight the fundamental difficulties confronted by the Indian neighborliness industry, imagines a change and investigates answers for maintainability in the steadily changing business sector situation. Economic advancement, client relationship administration, gifted staff deficiency, occupation turnover and ability maintenance, security and computerized showcasing have developed as the real difficulties. It is critical for partners of accommodation industry to consider these difficulties in a dynamic business circumstance and counter them by embracing proper changes prescribed. The study has highlighted the main challenges faced by the Indian hospitality industry, foresee a change and explore solutions for sustaining in the ever-changing market scenario. The study also shows that sustainable development, employment turnover and talent retention, have emerged as the major challenges. The survey recommends that it is important for stakeholders of hospitality industry to consider the challenges in the market and counter them by adopting appropriate changes.

Druce (2007): The study described the accommodation segment as one of the world's quickest developing businesses. On the other hand, a tremendous issue still exist in pulling in and holding a talented workforce, confirms Mike Burton, Human Resources Director of Compass Group UK & Ireland. Besides, Nick Varney, CEO of relaxation

administrator Merlin Entertainment, concurred, saying that: "Two persisting things in this industry are: high staff turnover, which influences the capacity to convey a predictable brand experience, hurting business and the way that insufficient individuals see our developing industry as some place to assemble their professions".

Research Papers pertaining to the Parameter – Effectiveness of ERMS

Wan-Jing April Chang (2010): Examined the impact of human resource (HR) proficiencies on internal customer satisfaction and organizational effectiveness. The findings discovered the importance of internal customers in enhancing employee morale, organizational commitment, employee productivity, turnover rate and the organization's ability to attract and retain talent.

Torres and Adler (2010): Found that management development can lead to increased satisfaction among the managers and improve their intention to stay within the organization this could result in reduced turnover. An important finding of the researchers was the concept that management support had a pivotal role in achieving both the goals of satisfaction and increased intention to stay back in the organization. Companies should put emphasis on designing effective management development programs that ensure that throughout the process staff is given sufficient time, attention and support by the supervisors. A well curved approach to management development was found to be a significant way to improve satisfaction. Organizations should ensure that their development programme does not depend on too heavily on the technique but embrace a variety of ways to train their new managers. This is so because each manager is likely to learn best in a particular way and adding various measures helps appeal to various beginners. A great variety of techniques could reflect a greater organizational effort to develop managers.

James (2010): The study attempts to address the deficiency of research on HR practices and policies in retaining employees, by exploring the effect of employee turnover on different aspects of performance of the organization and also by reviewing how effective are the employee retention strategies followed in the hotel industry.

Hughes Julia Christensen & Rog Evelina (2008): The fundamental inspiration behind their article was to irradiate what is implied by ability administration and why it is vital especially as for its influence on representative enlistment, maintenance and engagement, and also to recognize components that are discriminating to its successful usage inside of the accommodation connotations. The study has clarified the meaning of talent management and its importance, particularly on recruitment and retention and also identifies factors that are critical to its effective implementation. The findings of the study were talent management is an adopted and passed guarantee to implementing an integrated, strategic and technology enabled approach to human resource management. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with upgraded operational and financial performance.

T. V. Rao (2007): Revealed that attrition affects both an individual and an organization hence it should be managed effectively. Also points out that people don't quit company but they quit their bosses. There are many factors responsible for an employee quitting one company to another. Managing attrition does not means reducing its magnitude but it means reducing the negative effects of attrition and increasing the positive effects of attrition. It can be done by preparing and implementing effective retention strategy, utilization of available human resource and by talent utilization strategies. There are many factors which lead to attrition such as personal factors, organizational factors, job related factors, professional factors, societal including peer pressure, socio economic and environment factors. Personal factors include career growth, family mobility, marriage and some people get bored and fatigued easily and frequently change their jobs. Job related factors which lead to attrition are characteristics of the job, lack of role clarity, independence, bad boss, unsupportive team members. Economic factors like low salary, lack of sufficient fringe benefits, lack of housing and travelling facility etc. are the reasons for leaving an organization. The author further describes that every organization must try to find out the source of attrition, reason of attrition, whether it is more in males or in females. The management should try to find out whether it is related to some functions/departments /sections or a people from a particular group.

The author has briefed the findings of some survey in this article : For example , an oil exploration company conducted a survey to find out why and in which department the employees attrition is high .Such an analysis revealed that attrition was more in the “drilling” and ‘Financial Service” divisions. In another survey conducted at an engineering service company, it was observed that people left because they did not like the working style of their manager , hence the working style of the manager was found the major reason for attrition in that company. According to this survey employee’s stay longer not because of task centered but developmental style of their manager. The effects of losing a manager creates many problems for an organization such as: loss of organization’s competitive position due to leadership vacuum which is very essential for every organization, loss of developmental and intellectual resources, disrupts and weakens customer relationship, employee turnover has a significant effect on the companies’ bottom line by reducing their ability to keep current customers, acquire new ones, increase productivity, and pursue growth opportunity. Many studies have proved that there is a correlation between job satisfaction and direct supervisors and managers. It is found that people don’t quit companies, they quit bosses. According to a new study, 41% of high value employees who intended to leave their jobs were dissatisfied with their managers or supervisors. Further the author describes that better and competitive compensation and incentive package, good organizational climate, employee satisfaction survey, celebrating 56 festivals, birthdays, and social and cultural network are the factors which keep the employees for a longer time. Learning there are many factors which lead to attrition such as individual factors, organizational factors, job related factors, professional factors, societal factors including peer pressure factor and socio economic environmental factor. In a survey it was found that the style of functioning of the manager was the major reason of employee attrition. Many studies have proved that there is a correlation between job satisfaction and direct supervisors and managers. People don’t quit companies but they quit bosses.

Moncarz Elisa, Zhao Jinlin, & Kay Christine (2008): Investigated organizational employee-retention initiatives and practices, and its impact on employee turnover and retention. The findings display that Corporate Culture, Hiring and Promotions and Training practices influence non-management employee retention, and also Hiring and

Promotion practices impacts retention management system. Also management components like Mission, Goals and Direction, Employee Recognition, Rewards and Compensation have a positive impact in reducing employee turnover and have a positive impact.

Mohinder Chand (2007): Indicated that hotel performance is positively associated with hotel category and type of hotel i.e. chain or individual. Additionally hotel performance is positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle and pay systems. The study has a twin purpose: to investigate whether some specific characteristics of hotels affect organizational performance in the hotel industry and to scrutinize whether some HRM systems affect organizational performance in the Indian hotel industry.

Susan E. Jackson, Mark A. Huselid and Randall S. Schuler (1997): In their research have evaluated the impact of human resource managers' capabilities on HR management effectiveness and its impact on corporate financial performance. The study also found relationships between HR management effectiveness and productivity, cash flow and market value and also the findings of the survey was found to be unswerving across market.

Research Papers pertaining to the Parameter – Monetary Benefits

Sunil Panwar, (2012): Examined the reasons, why the employees are not able to cope up with the industry environment. A survey was conducted of different hotel employees and observed that most of the employees want to be work in other Service oriented industries such as Airlines, Tourism, Retail and Financial services. Monetary Compensation and long working hours are the two areas of dissatisfaction for the hotel employees. This study recommends few points for the Hotel Industry to retain its employees.

Torres Edwin & Adler Howard (2012): Considered over the key human asset choices made by any association is the outline of its pay technique. At the point when picking a remuneration methodology, friendliness administrators must settle on a mixed bag of complex choices that will at last effect an organization's enlistment and maintenance endeavors, and the achievement of hierarchical objectives. Their exploratory study has

taken a glimpse at the choice making examples of hotel and lodging industry administrators regarding remuneration.

Chen Shyh Jer (2009): Indicated that job satisfaction for casual employees in the hotel industry might well be increased when employers offer flexible rewards such as bonuses paid according to performance. In keeping with other research, the study also found that hospitality organizations tend to have lower staff turnover if the organization employs more internal employees. The study also found a substantial positive relationship between internal employment modes and productivity.

Kuldeep Singh, (2004): Found out the relationship between the human resources management practices and firm level performance. The study was conducted on 82 Indian firms indicates that there is a noteworthy liaison between human resources practices like training and compensation, perceived organizational and market performance of the firm.

Dermody & Margot B. (2002): The management of employees in the hotel industry is a major challenge that operators must address as companies work to find the best employees in a shrinking labor market. An exploratory study of twenty restaurants ten independent and ten chain restaurants investigated similarities and differences in employee recruitment and retention practices.

Research Papers pertaining to the Parameter – Work Culture

Baltazar Amonda (2013): The article talks about why workers of eateries pick not to stay long and like to discover another employment. It depicts diverse huge reasons of workers for picking not to stay long in their occupation. The study also describes different significant reasons of employees for choosing not to stay on the job for a longer period of time. It discloses how to guarantee workers have a ton of fun, how to prepare them well and make them feel acknowledged to make them stay in their employment. It specifies that it is less demanding for representatives to cooperate on the off chance that they are altogether prepared. The study has discussed that why employees working in restaurants choose not to work for a longer period in the same outlet and prefer to switch. The study also explores how employees have fun at work, how to train them well and

make them feel appreciated to stay with the organization. The survey also mentions that a well-trained employee finds easier to work together in a team.

Kanimozhi. R (2013): Studied on the employee engagement activities and also the expectations of the associates to get entertained by their engagement activities. The study has found that most of the associates are highly engaged with the company both intellectually & emotionally. The survey also concludes that the associates are more pleased by entertainment programs carried out for staff recreation.

Karatepe & Osman M. (2013): Proposed and test a research model that examines whether job embeddedness mediates the effects of high-performance work practices and work social support on turnover intentions.

Lee Chang & Way Kelly (2010): Their study proposed to identify business attributes that affected representative fulfillment with workplaces identified with occupation maintenance variables assumed distinctive parts in measuring employment fulfilment and worker maintenance as indicated by individual livelihood qualities, while components identified with the workplace i.e. area, correspondence, achievement, and division ought to be tended to paying little respect to livelihood qualities. The study prescribes that hoteliers give a tweaked change motivation coordinated to and concentrated on individual gatherings as indicated by that bunch's livelihood attributes.

Pnakera & Wilson (2010): In their study found that there is a tremendous shortage of skilled staff in the hospitality industry in developing nations. In such cases, there is reliance on the casual workers and low skilled workers which compromises on the quality of delivery of service. Also the attrition rate is very high amongst these unskilled labours. In order to achieve sustainable growth in the industry, it is essential for businesses to invent in people skills and in doing so, build a strong and adaptable workforce. Individual businesses need to look to how they can through a combination of pay and work conditions, training and career development, attract and keep staff they value.

Hinkin & Tracey (2000): The study suggested that employees stick to organizations because of effective HR practices provide a supportive work environment that affords opportunities to grow and develop. The organization in return benefits from the service quality provided by the capable and the loyal employees.

Hensdill, Cherie (2000): Concentrated on the worker enlistment and maintenance techniques of hotel organizations in the United States furthermore evaluated representative turnover in the business the study additionally has underlined on leading representative instructional classes for fruitful maintenance.

Burke (1995): The Service Profit Chain, according to the study shows a relationship between probability, customer loyalty and employee satisfaction, loyalty and productivity. Profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction. Satisfaction is largely influenced by the value of service provided to the customer. Value is created by satisfied, loyal and productive employees. Employee satisfaction in turn results from high quality support services and policies that enable employees to deliver results to customers. The service profit chain points out that high employee retention is found to be linked closely to high employee satisfaction. Internal quality of working environment contributes most to employee satisfaction. Training and development is an important element of internal quality service and also an effective tool for employee retention.

Research Papers pertaining to the Parameter – HR Practices and Work-life Balance

Margaret Deery (2008): Examined the literature relating to retention of good employees and the role that work-life balance and also issues of an employee's decision to stay or leave the organization. The study provides an overview of the key employee turnover literature within the hospitality and tourism industry with specific attention given to the role of work life balance issues in the turnover decision-making process. The study also takes a brief overview of the seminal material in the more generic management literature and then tailors the discussion to the hospitality and tourism industry using literature from the hospitality and tourism journals. The key findings emerging from this literature focus on job satisfaction and commitment.

Hoffman, Michael (2007): In his article talked about the ramifications of powerful administration to representative maintenance in the hotel and lodging business. It is expressed that lodging proprietors ought to mean to be viable administrators on the grounds that they could help procure and hold the best workers. It is expressed that being an industry that works each hour of the day, it is vital to appoint and furnish representatives with vital devices to perform their occupations so that they could fill in for each other in the entire workplace. The study discusses the implications of effective leadership to employee retention in the hotel industry. It is stated that hotel owners should aim to be effective managers because they could help hire and retain the best employees. It is stated that being an industry that operates every hour of the day, it is essential to delegate and provide employees with necessary tools to perform their jobs so that they could fill in for one another in the whole work environment. The promotion from within the organization would encourage employees to stay with the organization especially if they understand from the start that there are advancement opportunities. The advancement from inside of the association would urge representatives to stay with the organization particularly on the off chance that they comprehend from begin that there are progression opportunities.

Research Papers pertaining to the Parameter – HR Practices and Training and Development

Chee W Chow, Kamal Haddad and Gangaram Singh (2007): Examined the usage of Human Resource Management practices among 46 hotels in San Diego. The results exhibited that the hotels use training and development to bring employees' upto an acceptable level of performance, and then trust on allowing an employee a voice to keep them engaged. Human Resource Management practices had a statistically significant relationship with job satisfaction, morale and sanguinity about the future of the hotel which were in turn related to turnover objectives. It is also been discovered during the study that one of the hotel had used a competency model to create managerial training and development programme thereby securing a channel of competent leaders. The results revealed that providing development programs results in improved employee morale. It also tends to increase the employee efficiency and people derive satisfaction

from the ability to perform their jobs in a more efficient and operational way in turn working with an able and motivated force can improve employee morale and retention.

Chun Fa Chiang (2005): Indicated that training and development has been found to link with improving job satisfaction and employee intention to stay back in the organization. Training is considered as a path to quality customer service, consistency in job performance and satisfaction as well as commitment to organization. The research investigated expectations and perceptions, of training quality between hotel managers and employees and to suggest implications for improving quality and increasing job satisfaction and intent to stay amongst employees in the hotel industry.

Baydoun, Rose & Emperado (2001): The study talks about most effective utilization of human resources in organizational context which is likely to give organizations a competitive advantage. Human Resource development is seen as the strategic management of training, learning and development so as to ultimately achieve the objectives of the organization and ensure the full utilization of the knowledge and skills of the individual employees. The survey concludes that in the hotel industry customer satisfaction has the potential to impact organizational profitability through repeat business or positive word of mouth advertising and increased revenue.

Sturman and Trevor (2001): The study has pointed out that job enrichment or job change and reward systems are key practices to retaining quality employees. The study has examined about the new Human Resource Management intervention, developed and implemented by a small non branded lodging company that enhanced employee satisfaction level and reduced turnover. The study showed that the development and implementation of quality management training and growth programs was the only significant intervention that steered to higher employee satisfaction and lower turnover rate. The study supported the value of creating rigorous management training programs and suggests authentic criteria to which hotel companies can pay attention when they would like to justify the investment in certain Human Resource Management practice.

2.8 Research Gaps identified:

- The Domestic literature available pertaining to the topic was very limited as compared to the other streams.
- There is no set or tried and tested method for measuring effectiveness of retention practices and consumer satisfaction.
- There is no comparison done between HR practices and Employee Retention.
- There is no comparison carried out between Effectiveness of Employee Retention Management System and the Star category of a hotel and similarly with the Gender of the employees.
- There is no comparison carried out between the Challenges in employee retention and employees working in various departments of the hotel.
- The tested parameters cannot be applied to all the hotels generically.
- The research being a time bound activity becomes ineffective as every day a new concept / trend is introduced.

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CHAPTER – III

RESEARCH

METHODOLOGY

CHAPTER – III
RESEARCH METHODOLOGY

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3.1 DESIGN OF STUDY

The blueprint of research is the design, in other words it could be compared with the plan which lays down the methods and procedures for collection of information with its measurement and analysis with a viewpoint of arriving at certain meaningful conclusions at the end of the anticipated study. Before selecting the research design the researcher had to take proper care to deal with issues like:

1. Appropriate answers for the research questions.
2. Generalization of the study outcomes.

In this study the researcher was interested in knowing various practices pertaining to effective employee retention for the employees working in various star hotels of Pune region and also to determine their likelihood toward staying back in the organization. Researcher was also interested in analyzing the impact of various human resource practices in effective retention of the employees. Keeping this in mind, the researcher had selected descriptive research as the research design.

3.1.1 Type of Research:

Descriptive research was used to study the various existing practices for employee retention and included surveys and expert opinion. For this study, hotel employees working at different levels were taken into consideration which was further bifurcated into two categories:

1. Managerial Level / Head of the Departments
2. Associate Level (Other Employees)

The samples were based on the number of employees working in different star hotels which involved samples from various classifications of star hotels, ranging from three star, four star and five star hotels.

3.1.2 Research Problems for the study:

- What is the awareness level of the employees towards the concept of employee retention?
- Is there any association between gender of managers and employee retention at star categories of hotels?
- How can retention practices help in increasing the motivational level of the employees?
- Do the adopted HRM practices have an association with retention of employees?

3.2 OBJECTIVES OF RESEARCH

- 3.2.1 To compare the Managerial Level Employees on the basis of their Star Category (5, 4 & 3 star hotels) for Effectiveness of Employee Retention Management System.
- 3.2.2 To compare the Associate Level Employees on the basis of their Gender for the Effectiveness of Employee Retention Management System.
- 3.2.3 To compare the Associate Level Employees on the basis of their Department for the Challenges' faced in Employee Retention.
- 3.2.4 To compare the Human Resource Practices and Employee Retention in Star Hotels.
- 3.2.5 To identify the Benefits of Talent Retention for the Managerial Level Employees.
- 3.2.6 To ascertain the Retention Percentage for the Managerial & Associate Level Employees in star hotels.

3.3 Pilot study:

For the pilot study, two different Questionnaires were prepared with about 31 questions for the managers and 27 questions for the employees, based on the objectives of the research and hypothesis of the study. Areas of interest related to the various factors relevant to the topic were identified. Multiple questions around the same interest area were drafted and linked to each hypothesis, to cross check and eliminate the unfairness. The questions were framed keeping in mind a grading of 1 to 5 which corresponded with the responses as below:

1. Strongly Agree
2. Agree
3. Neutral (Neither agree nor disagree)
4. Disagree
5. Strongly Disagree

The questionnaire was designed keeping in mind that each respondent would spend an average of 8 – 10 minutes to respond to all the questions satisfactorily. For the pilot study, questionnaires were filled by 60 employees from hotels mentioned below

Table 3.3: Hotel Sampling for pilot study

| Sr. No | Name of the Hotel | Level of the Respondent | | Total |
|--------------|-------------------|-------------------------|-----------|-----------|
| | | Manager | Associate | |
| 1 | J.W. Marriott | 6 | 7 | 13 |
| 2 | Hyatt Regency | 5 | 9 | 14 |
| 3 | O hotel | 6 | 9 | 15 |
| 4 | Radisson Blu | 6 | 9 | 15 |
| 5 | Westin | 3 | 0 | 3 |
| Total | | 26 | 34 | 60 |

3.4 DEVELOPMENT OF HYPOTHESIS

Based on literature review, expert interviews and pilot study conducted by the researcher, the following hypotheses have been formulated:

Hypothesis – 1

Null Hypothesis (H₀): There is no significant association between employee retention and Employee Retention Management System at the Managerial Level Employees, in star hotels.

Alternative Hypothesis (H₁): There is a significant association between employee retention and Employee Retention Management System at Managerial Level Employees, in star hotels.

Hypothesis – 2

Null Hypothesis (H₀): Gender wise, no association is there between employee retention and Employee Retention Management System at Associate Level employees.

Alternative Hypothesis (H₁): Gender wise, there is a significant association between employee retention and Employee Retention Management System at Associate Level employees.

Hypothesis – 3

Null Hypothesis (H₀): Department wise, no significant association is seen between problems faced by associate level employees and retention of associate level employees.

Alternative Hypothesis (H₁): Department wise, significant association is seen between problems faced by associate level employees and retention of associate level employees.

Hypothesis – 4

Null Hypothesis (H₀): There is no significant association between Human Resource Practices and retention of employees in the hotel industry.

Alternative Hypothesis (H₁): There is a significant association between Human Resource Practices and retention of employees in the hotel industry.

3.5 Research Methodology

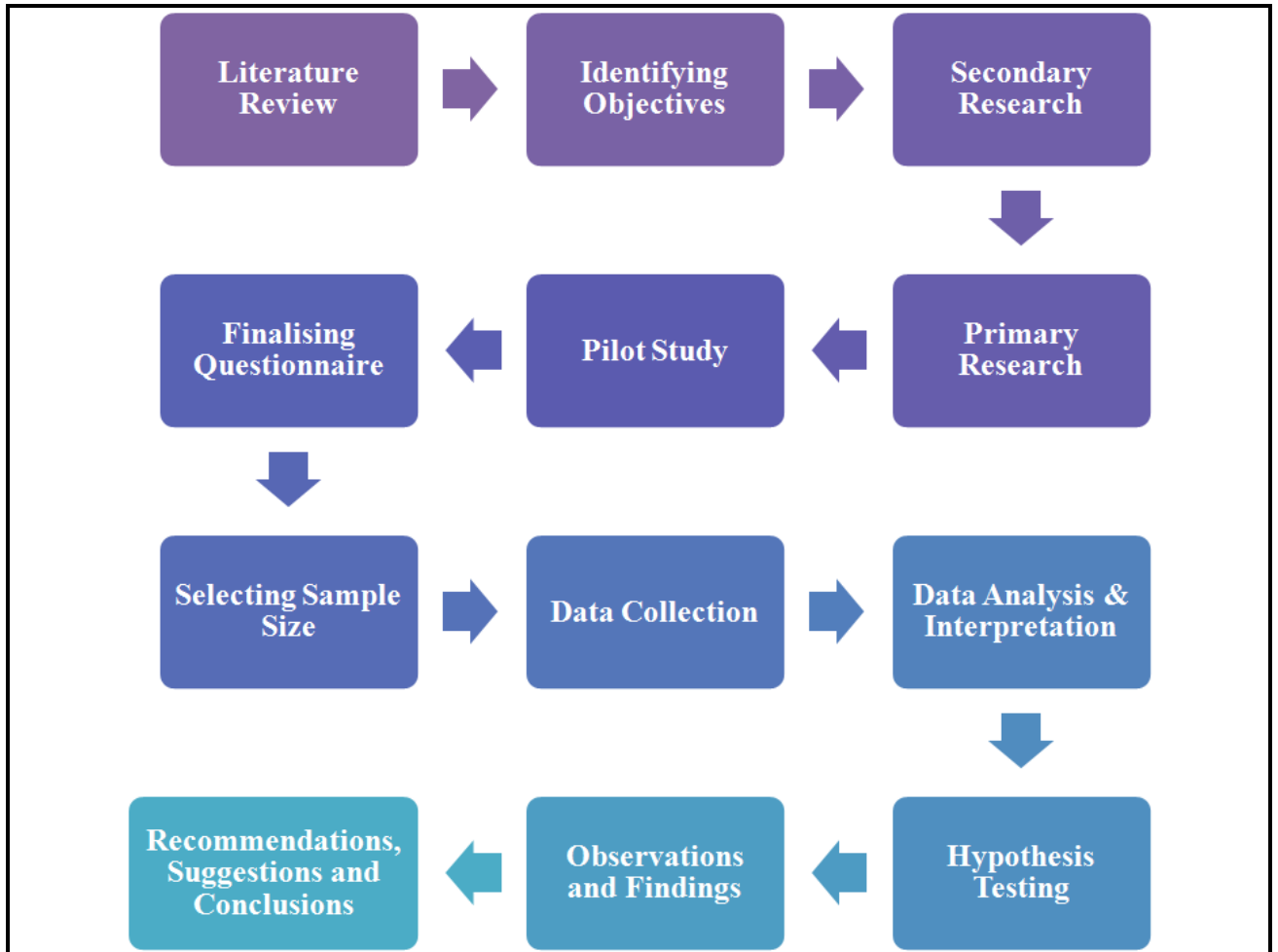


Figure 3.5: Flowchart of Research Methodology

3.6 SAMPLE TECHNIQUES

3.6.1 Sample Design:

1. Population:

- a. The population of hotels comprised of 129 hotels (List attached in Annexure) of various categories ranging from 5, 4 & 3 star hotels in Pune region.
- b. The population of employees comprised of 13,840 employees comprising of managerial and associate level from 5, 4 & 3 star hotels in Pune region.

| Star Category | Managerial Level Employees | Percentage | Associate Level Employees | Percentage |
|---------------|----------------------------|-------------|---------------------------|-------------|
| 5 star | 600 | 18.67 | 2400 | 6.21 |
| 4 Star | 1060 | 4.81 | 5300 | 1.49 |
| 3 Star | 560 | 6.96 | 3920 | 1.45 |
| Total | 2220 | 9.10 | 11620 | 2.45 |

2. Sampling:

2.1 **Sampling Criteria:** The hotel should be 5, 4 & 3 star and it should be in Pune region having Manager and Associate level employees.

2.2 **Sampling Technique:** A probability Sampling Technique is used in this study particularly a Multistage Sampling where all the 5, 4 & 3 star hotels are selected at first stage and at later stage the Manager and Associate level employees are selected randomly.

2.3 **Sampling Unit:** The sampling unit is 5, 4 & 3 star hotels.

2.4 **Sampling Element:** The sampling unit consists of sampling element which in this case are Manager and Associate level employees.

2.5 **Sampling Frame:** The sampling frame has been developed from hotel association directory of Pune.

2.6 **Sample Duration:** The time required to complete the survey was 3 months.

2.7 **Sample Size:** A total of 500 questionnaires were distributed out of which 487 responses were received.

Sample size justification – 1

EDUCATIONAL AND PSYCHOLOGICAL MEASUREMENT
1970, 30, 607-610.

DETERMINING SAMPLE SIZE FOR RESEARCH
ACTIVITIES

ROBERT V. KREJCIE
University of Minnesota, Duluth

DARYLE W. MORGAN
Texas A. & M. University

The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. In the article "Small Sample Techniques," the research division of the National Education Association has published a formula for determining sample size. Regrettably a table has not been available for ready, easy reference which could have been constructed using the following formula.

$$s = X^2 NP(1 - P) + d^2(N - 1) + X^2 P(1 - P).$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

No calculations are needed to use Table 1. For example, one may wish to know the sample size required to be representative of the opinions of 9000 high school teachers relative to merit pay increases. To obtain the required sample size enter Table 1 at $N = 9000$. The sample size representative of the teachers in this example is 368. Table 1 is applicable to any defined population.

The relationship between sample size and total population is illustrated in Figure 1. It should be noted that as the population increases the sample size increases at a diminishing rate and remains relatively constant at slightly more than 380 cases.

REFERENCE


Small-Sample Techniques. *The NEA Research Bulletin*, Vol. 38 (December, 1960), p. 99.

TABLE 1
Table for Determining Sample Size from a Given Population

| <i>N</i> | <i>S</i> | <i>N</i> | <i>S</i> | <i>N</i> | <i>S</i> |
|----------|----------|----------|----------|----------|----------|
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 100000 | 384 |

Note.—*N* is population size.
S is sample size.

Sample size justification – 2



Sample size calculator

What margin of error can you accept?
5% is a common choice

%

What confidence level do you need?
Typical choices are 90%, 95%, or 99%

%

What is the population size?
If you don't know, use 20000

What is the response distribution?
Leave this as 50%

%

Your recommended sample size is

459

The margin of error is the amount of error that you can tolerate. If 90% of respondents answer yes, while 10% answer no, you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55.

Lower margin of error requires a larger sample size.

The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer yes would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone.

Higher confidence level requires a larger sample size.

How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.

For each question, what do you expect the results will be? If the sample is skewed highly one way or the other, the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under **More information** if this is confusing.

This is the minimum recommended size of your survey. If you create a sample of this many people and get responses from everyone, you're more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey.

Online surveys with **Votici** have completion rates of 66%!

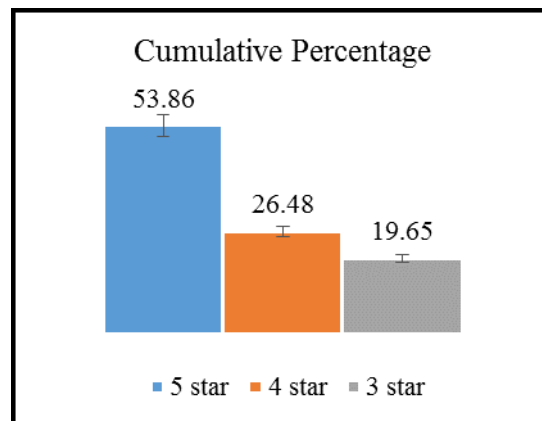
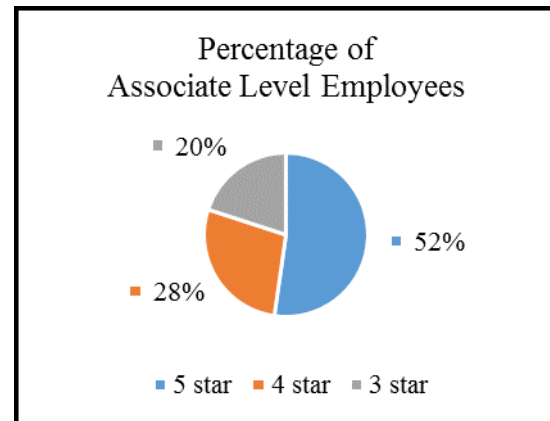
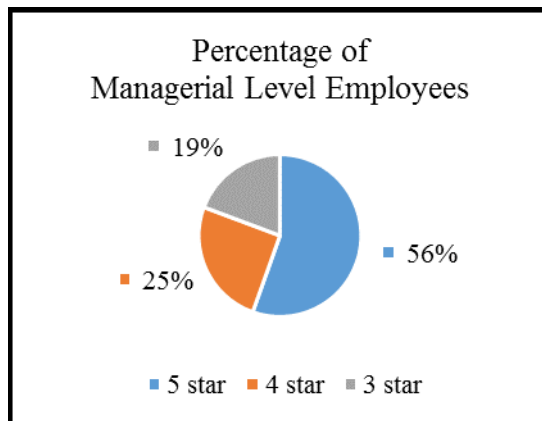
Alternate scenarios

| | | | | | | | |
|-------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------------|---------------------------------|---------------------------------|---------------------------------|
| With a sample size of | <input type="text" value="100"/> | <input type="text" value="200"/> | <input type="text" value="300"/> | With a confidence level of | <input type="text" value="90"/> | <input type="text" value="95"/> | <input type="text" value="99"/> |
| Your margin of error would be | 9.76% | 6.88% | 5.60% | Your sample size would need to be | 327 | 459 | 774 |

<http://www.raosoft.com/samplesize.html>

3.7 Sample Statistics:

| Star Category of the Hotel | Percentage of Hotels | No. of Respondents | |
|----------------------------|----------------------|----------------------------|---------------------------|
| | | Managerial Level Employees | Associate Level Employees |
| 5 star | 45 % | 112 | 149 |
| 4 Star | 13 % | 51 | 79 |
| 3 Star | 11 % | 39 | 57 |
| Total | 17 % | 202 | 285 |



Sample Demographics: All the responses had been collected from all the major star hotels in Pune region. A Sample size of **487** respondents was considered for the study with **380** males and **107** females. The Samples comprised of **202** Managerial level employees and **285** Associate level employees working in **22** Star hotels. All the respondents were classified into different categories based on Gender, Designation, Departments and Occupational level. The opinions of the respondents were used to find out the categorical difference between various other variables.

3.7.1 Sample Hotels

Table 3.7.1: List of Hotels sampled in Pune region and number of samples from each hotel with occupational level of the respondents:

| Sr. No | Name of the Hotel | Occupational Level of the Respondent | | Total |
|-----------------------------|--|--------------------------------------|------------|------------|
| | | Manager | Associate | |
| <u>5 Star Hotels</u> | | | | |
| 1 | Vivanta by Taj Blue Diamond – <i>Koregaon Park</i> | 10 | 15 | 25 |
| 2 | The Westin – <i>Koregaon Park</i> | 10 | 15 | 25 |
| 3 | Le Meridien (Now Sheraton Grand) – <i>Sangamwadi</i> | 10 | 15 | 25 |
| 4 | Holiday Inn – <i>Baner</i> | 10 | 16 | 26 |
| 5 | Novotel – <i>Nagar Road</i> | 13 | 15 | 28 |
| 6 | J.W. Marriott – <i>S. B Road</i> | 11 | 17 | 28 |
| 7 | Hyatt Regency – <i>Nagar Road</i> | 5 | 14 | 19 |
| 8 | The Gateway Hotel – <i>Hinjewadi</i> | 4 | 5 | 9 |
| 9 | Fariyas Resort – <i>Lonavla</i> | 13 | 3 | 16 |
| 10 | Four Points by Sheraton – <i>Viman Nagar</i> | 10 | 15 | 25 |
| 11 | Radisson Blu Hotel – <i>Kharadi</i> | 6 | 9 | 15 |
| 12 | The Pride Hotel – <i>Shivajinagar</i> | 10 | 10 | 20 |
| Total | | 112 | 149 | 261 |

| Sr. No. | Name of the Hotel | Occupational Level of the Respondent | | Total |
|-----------------------------|--|--------------------------------------|------------|------------|
| | | Manager | Associate | |
| <u>4 Star Hotels</u> | | | | |
| 1 | Courtyard Marriott – <i>Chakan</i> | 10 | 15 | 25 |
| 2 | Sun and Sand – <i>Bund Garden</i> | 10 | 15 | 25 |
| 3 | Sayaji Hotel – <i>Wakad</i> | 10 | 15 | 25 |
| 4 | Hotel Mercure – <i>Lavasa</i> | 6 | 10 | 16 |
| 5 | O Hotel – <i>Koregaon Park</i> | 6 | 9 | 15 |
| 6 | Oakwood Residence – <i>Naylor Road</i> | 9 | 15 | 24 |
| Total | | 51 | 79 | 130 |
| <u>3 Star Hotels</u> | | | | |
| 1 | Hyatt Place – <i>Hinjewadi</i> | 10 | 15 | 25 |
| 2 | Ibis Hotel – <i>Nagar Road</i> | 10 | 15 | 25 |
| 3 | Fortune Inn Exotica – <i>Hinjewadi</i> | 9 | 12 | 21 |
| 4 | Cacoon Hotel – <i>Magarpatta</i> | 10 | 15 | 25 |
| Total | | 39 | 57 | 96 |
| Grand Total | | 202 | 285 | 487 |

3.8 DATA COLLECTION

Data collection could be considered as the back bone of the research analysis as an improper data could lead to wrong analysis and ultimately lead to wrong conclusion. Hence data collection was done with proper planning, utmost care and involved extensive hard work and perseverance. Also, while data collection the target sample was suitably selected through which the data could be captured.

Sources of data

The following instruments had been used for data collection:

- **Primary data**

Primary data was collected with the help of structured questionnaires separately for the managers and for the employees.

a) Collection of Data through Questionnaires

This method of data collection was adopted by the researcher for collection of data. A Questionnaire was circulated to the respondents working with various star hotels of Pune region with a request to kindly fill and return. All the relevant questions was typed in a definite order with 31 questions for the managerial level employees and 27 questions for the associates level employees, based on the objectives of the research and hypothesis of the study. The questions were framed keeping in mind a grading of 1 to 5 Likert Scale.

b) Expert Interviews

The researcher had conducted structured interviews with 05 experts from the Human Resource Department. These included Directors / Managers who are the top authorities in framing policies and practices; specifically selected for the interviews, after taking into account their experience and tenure with the hotel. The researcher also ensured that Human Resource Directors interviewed were from all-star categories of hotels. The questions were drafted keeping in mind the objectives of the study. The hotel and their categories are as follows:

Table 3.8.1: Hotel personnel interviewed

| Sr. No | Name of the Hotel | Designation of the person interviewed |
|--------|---------------------------|---------------------------------------|
| 1 | Hotel Westin | Regional HR Director |
| 2 | Hotel Le Meridian | HR Manager |
| 3 | Hotel Hyatt Regency | HR Manager |
| 4 | Hotel Gateway | HR Manager |
| 5 | Hotel Fortune Inn Exotica | HR Manager |

The points that were covered in the interviews were:

- ✓ Reasons for a high attrition rate in the hotels.
- ✓ Strategies to reduce the attrition rate.
- ✓ Practices adopted for effective retention of employees.
- ✓ Benefits of talent retention in the industry.
- ✓ Linkages between appropriate practices for motivational and satisfaction level of employees.
- ✓ Effect of adopted practices on retention of employees.

Each point mentioned above was discussed in detail with the experts and their opinion has been given due weight-age in the final analysis.

Findings from the interviews:

- It was confirmed and shared by the experts that increasing Attrition rate is a challenge and methods for coping the same are studied by HR departments by implementing various practices for retention of employees
- These challenge are varied and include financial, where employees shift for monetary gains or fringe benefits; personal which relates to their family decisions or their expectations from their current job facilities; geographical, where employees shift due to location preferences or medical reasons which is rare though for Pune city

- The ultimate decision for changing a job is directly related to their monetary, personal benefits, work culture, work life and work facilities. It is difficult to freeze on a specific problem area or retention technique
- The employee retention practices have to be re-visited quarterly to check the new trend and employee feedbacks for effective implementation
- The Fresher's are continuously look forward for a better opportunity and change rather than waiting to achieve a place for recognition

- **Secondary data**

The secondary data was collected from different newspapers articles, journals, published papers on this particular topic, magazines and by searching relevant websites on the internet.

Internet, Newspapers, Magazines and Journals

The above instruments were used as per their suitability for different situations. Primary data had been collected from Managers and Associates working in various star hotels. This was the recent data relevant to the topic of the research. Secondary data was collected from various magazines, books, previously published interviews and other relevant records. As per the need of the research study, the data sources have been used.

3.9 TABULATION AND DATA ANALYSIS

After data feeding in Excel sheets, it was coded and then used for analysis using Statistical Package for Social Sciences (SPSS) software (Version 16.0). The relevant chi-square values for association of variables were calculated and placed below relevant tables.

The analysis of data was done in two stages:

1. Uni-variate analysis.
2. Bi-variate analysis.

First, the simple frequencies of all variables were taken in Excel format. The main purpose of the uni-variate analysis is to get clear data without inconsistencies. The frequency analysis is presented for the managers and employees separately to express the agreement and disagreement on different parameters regarding employee retention.

The rest of the parameters are presented in the bi-variate format. The chi-square values, degree of freedom and 'P' values arrived at by using SPSS software (Version 16.0) are also mentioned under each bivariate tables both for managers and for the employees. Relevant graphs are also presented to explain the profile of the employees and the managers and also for the combined frequency tables of each parameter.

3.9.1 Use of chi square test for hypothesis testing

The **Chi Square** statistic is commonly used for testing relationships between categorical variables. The null hypothesis of the Chi-Square test is that no relationship exists on the categorical variables in the population; and they are independent. The chi square test is used basically with cross-tabulation i.e. in bi-variate tables. Cross-tabulation presents the distributions of two categorical variables simultaneously. To make a conclusion about the hypothesis with 95% confidence, the value labeled Asymp. Sig. (which is the p -value of the Chi-Square statistic) should be less than 0.05 (which is the alpha level associated with a 95% confidence level). Where we get the p value less than 0.05, we can conclude that there is a statistical relationship between the two categorical variables.

CHAPTER – IV

DATA ANALYSIS &

INTERPRETATION

CHAPTER – IV

DATA ANALYSIS & INTERPRETATION

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4. Introduction

The collected data was analyzed using basic and advanced analytical tools. The chapter includes the detailed analysis of the data which was conducted with the purpose of attaining the objectives of the research and testing of hypothesis.

The analysis is also presented graphically and in tabulated form for better interpretation. The data was analyzed in accordance with the outline laid down for developing the research plan. Interpretations of the collected data were done by drawing inferences from the collected facts after the analysis of the study.

Data Analysis is the process of systematically applying statistical and / or logical techniques to describe and illustrate, condense and recap, and evaluate data.

Interpretation: After collecting and analyzing the data, the researcher has to accomplish the task of drawing inferences followed by report writing.

According to Shamo and Resnik (2003) various analytic procedures “provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data”.

An essential component of ensuring data integrity was the accurate and appropriate analysis of research findings. Improper statistical analysis distort scientific findings, mislead casual readers (Shepard, 2002), and may negatively influence the public perception of research. Integrity issues are just as relevant to analysis of non-statistical data as well.

4.1 Profile of the Managerial Level Employees

As stated earlier in the methodology two kinds of tools were used to collect the information related to employee retention in the hotels in Pune region. The first one is through the feedback from associate level employees and other is through the feedback from the managers. The data is entered, tabulated and analyzed separately for both the respondents. In the first section of the questionnaire the basic profile of the respondents, such as name, gender, qualification and their position in the hotel was gathered. The first section of this chapter is devoted to explain the profile of the managers.

The graph below shows the proportion of the manager respondents by the hotels. It can be observed from the graph that the proportion of managers responding to the questionnaire is 5 percent for most of the hotels. In hotels like Fariyas, Lonavala and Novotel, Pune this proportion is more than 6 percent. In 5 hotels this proportion is less than 4 percent.

Graph 4.1 Proportions of the Manager Respondents

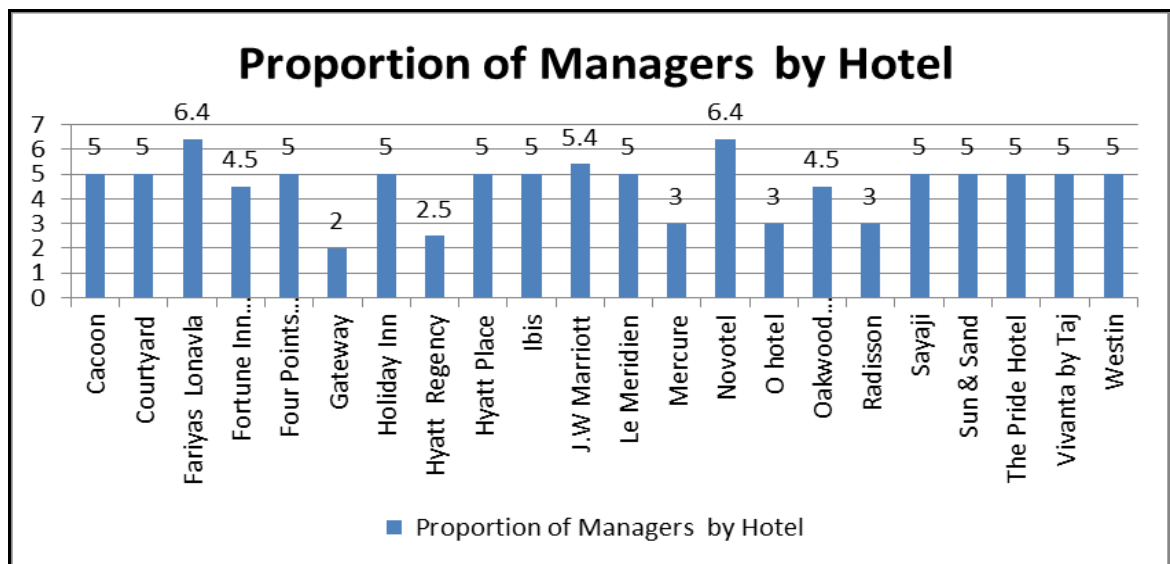
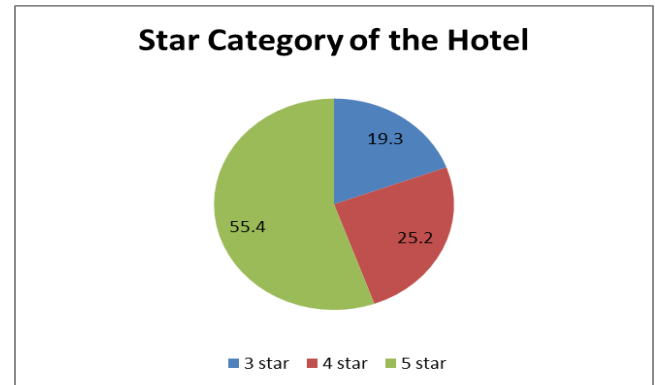


Table and Graph 4.2 Star Category of the Hotels included in the study

| Category | Frequency | Percent |
|--------------|------------|------------|
| 3 star | 39 | 19.3 |
| 4 star | 51 | 25.2 |
| 5 star | 112 | 55.4 |
| Total | 202 | 100 |



While taking the information about the profile of the hotels from respondents, the star category of hotel which they belonged to was also asked. Table and graph 4.2 shows the star category of the hotels included in the study. It can be observed from the table and graph that more than 55.4 percent of the hotels included in the study are five star whereas, this proportion is 25.2 percent for the 4 star hotels and 19.3 percent for three star hotels respectively.

Table and Graph 4.3 Gender of the Manager respondents included in the study

| Gender | Frequency | Percent |
|--------------|------------|------------|
| Male | 166 | 82.2 |
| Female | 36 | 17.8 |
| Total | 202 | 100 |

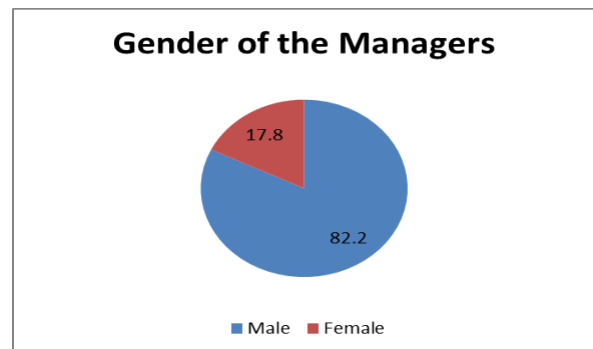
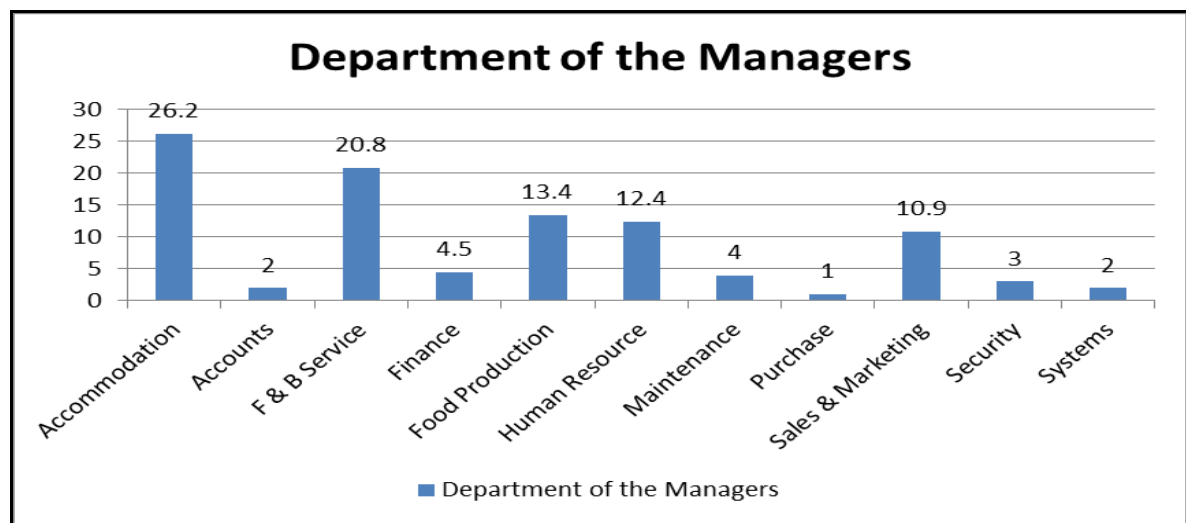


Table and graph 4.3 denotes the gender distribution of the managers included in the study sample. Among total 202 respondents the proportion of women is just 17.8 percent as against 82.2 percent of males.

Graph 4.4 Departments of the Managerial Level Employees

| Department | Frequency | Percentage |
|-------------------|------------|--------------|
| Accommodations | 53 | 26.2 |
| Accounts | 4 | 2.0 |
| F & B Service | 42 | 20.8 |
| Finance | 9 | 4.5 |
| Food Production | 27 | 13.4 |
| Human Resource | 25 | 12.4 |
| Maintenance | 8 | 4.0 |
| Purchase | 2 | 1.0 |
| Sales & Marketing | 22 | 10.9 |
| Security | 6 | 3.0 |
| Systems | 4 | 2.0 |
| Total | 202 | 100.0 |



The graph above shows the proportion of the managers working in different departments of the hotel. It can be observed from the above table that around one fourth of the total respondent managers i.e. 26.2 percent are from the accommodation department followed by Food and beverage services i.e. 20.8 percent. The lowest proportion of the respondents is from the purchase department which is very negligible among the all.

4.5 List of HR Practices considered for the study

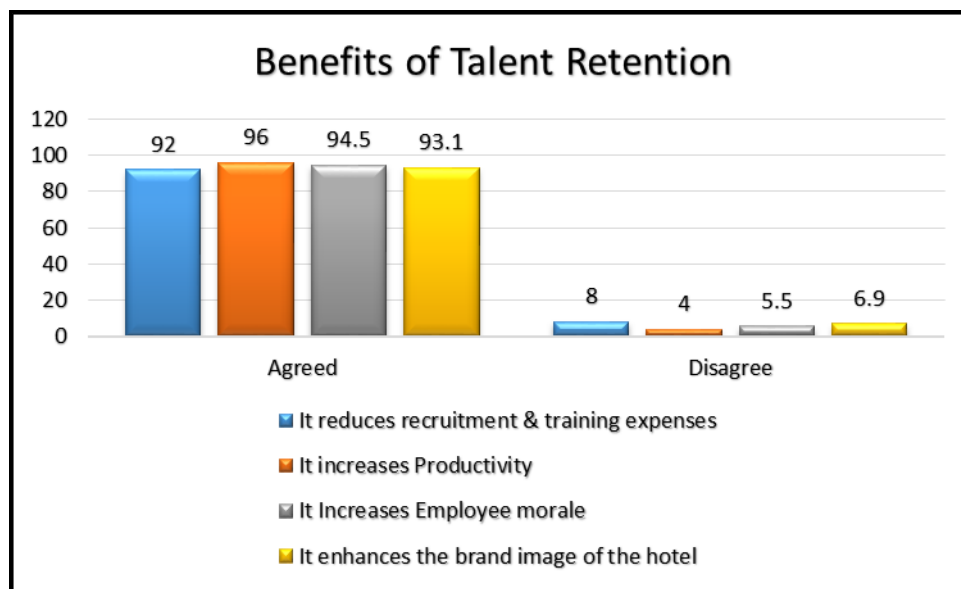
| | |
|----|---|
| 1 | Provision of 'Better salary and Wages' |
| 2 | Provision of 'Overtime Compensation' |
| 3 | Provision of 'Festival Bonus' |
| 4 | Provision of 'Accommodation & Transport Facilities' |
| 5 | Provision of 'On duty Meals' |
| 6 | Conduction of 'In-house activities / fun at work' |
| 7 | Practicing 'Fixed number of working hours per day' |
| 8 | Provision of 'Additional Leaves / Holidays / Weekly off etc' |
| 9 | Maintaining a 'Employee friendly work culture' |
| 10 | Implementation of an 'Effective employee grievance handling mechanism' |
| 11 | Provision of 'Opportunities to attend training / Personality Development programmes to enhance operational and soft skills' |
| 12 | Provision of 'Staff Insurance Schemes / Family health schemes' |
| 13 | Provision of 'Employee Rewards Schemes / Recognition' |

Section - A denotes the observation regarding the responses on the Benefits of Talent Retention for Hotel Industry

Table and Graph 4.6 Percentage of managerial level employees who agreed upon the benefits of talent retention for hotel industry

A. BENEFITS OF TALENT RETENTION FOR HOTEL INDUSTRY

| Benefits | Agreed | Disagreed |
|--|--------|-----------|
| It reduces recruitment & training expenses | 92 | 8 |
| It increases Productivity | 96 | 4 |
| It Increases Employee morale | 94.5 | 5.5 |
| It enhances the brand image of the hotel | 93.1 | 6.9 |



1. It reduces Recruitment and Training expenses

Description: As per the analysis of the result, it was found that among the total number of respondents 92 percent of respondents were agreeing that good human resource practices adopted will surely reduce recruitment & training expenses, 8 percent of respondents disagreed. Most of the respondents believe that the hotel industry will surely benefit by retaining good potential talent which in turn will act like an asset for the organization. Retention of efficient staff will reduce the training and recruitment expenses.

2. It increases Productivity

Description: As per the frequency analysis, it was observed that among the total number of respondents, 96 percent of respondents were agreeing that adoption of good human resource practices increases productivity, 04 percent of respondents had disagreed. Most of the respondents do believe that retention of good talent will not only benefit the organization but also increases the productivity of employees.

3. It increases Employee Morale

Description: In this case it was found that among the 202 managers, 94.5 percent of respondents were agreeing that a good retention practice adopted by the hotel will certainly increase employee morale, while 5.5 percent of respondents had disagreed. Most of the employees do believe that a good HR practice will always keep the employee morale high and it will also be an effective retention tool.

Most of the respondents do believe that an effective policy adopted by the hotel in retention of the talent will benefit the organization and on the other hand it will also increase employee morale.

4. It enhances the Brand Image of the hotel

Description: As per the analysis, it was observed that among the total number of respondents, 93.1 percent of respondents had agreed that an effective retention practice adopted by the hotel will enhance the Brand image of the hotel while 6.9 percent of respondents have disagreed. According to the above table it can be clearly stated that the best retention practices adopted by any hotel will not only increase the value addition but will also increase the brand image of the hotel and looking at the current scenario it can be said that the hotel which is having a very good brand image people will be wanting to work with the hotel for better career prospects. This can act as a very respectable and motivational retention tool.

Most of the respondents agreed about benefits of talent retention for hotel industry and adopting an effective retention practice will confidently enhance the Brand image of the hotel which is a very major requirement for any organization to sustain in the competition.

Observation 1: Benefits of employee Retention

- With respect to the parameters covered under the benefits of the employee retention, most of the employees agreed upon all the aspects.
- The retention of efficient staff will reduce the training and recruitment expenses incurred by the organization on fresh recruitments, which in turn will save the excess cost on manpower development.
- The retention of good and talented employees will certainly benefit the organization by increasing employee productivity.
- A good HR practice will always keep the employee morale high is an effective retention tool of the modern era.
- Adopting an effective retention practice also enhances the Brand image of the hotel as it is a facility provided over and above the standard salary and wages.

Inferences:

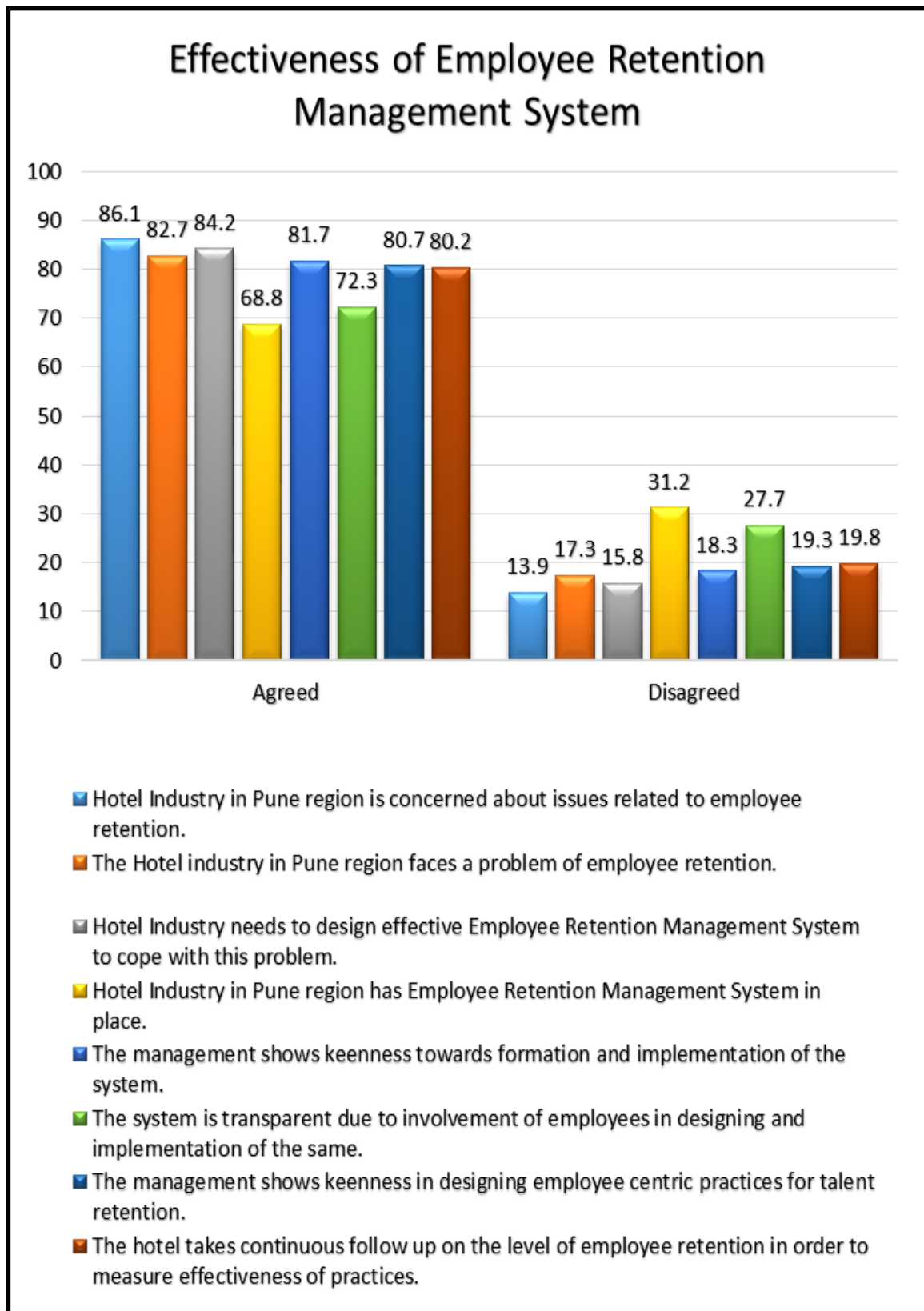
- From the above tables, it was clear that majority of respondents strongly agreed to the fact that, there should be a proper Talent retention practice in place for any hotel industry. Effective and innovative HR practices are required to retain the efficient and talented employees.
- On the other hand it also helps hotel industry to reduce recruitment & training expenses, because these two statements are inversely proportional to each other. A good retention practice will enable an employee to stay back in the organization; by doing this the hotel is not only holding the talent but also reducing the staff training expenses.
- The most important and vital benefit was that efficient practices adopted by hotels will increase productivity of the employees, as a happy and satisfied employee will work in with full dedication and always think positive and work for the betterment of the organization, hence will boost the productivity to a greater extent.
- Last, but not the least, having a good practice would increase the employee morale, in turn benefitting the organization and also enhancing the Brand image of the hotel.

Section - B denotes the observation regarding the responses on the parameters of Effectiveness of Employee Retention Management System

Table and Graph 4.7 Percentage of managerial level employees who agreed upon the Effectiveness of employee retention management system for hotel industry

B. EFFECTIVENESS OF EMPLOYEE RETENTION MANAGEMENT SYSTEM

| Effectiveness | Agreed | Disagreed |
|---|---------------|------------------|
| Hotel Industry in Pune region is concerned about issues related to employee retention. | 86.1 | 13.9 |
| The Hotel industry in Pune region faces a problem of employee retention. | 82.7 | 17.3 |
| Hotel Industry needs to design effective Employee Retention Management System to cope with this problem. | 84.2 | 15.8 |
| Hotel Industry in Pune region has Employee Retention Management System in place. | 68.8 | 31.2 |
| The management shows keenness towards formation and implementation of the system. | 81.7 | 18.3 |
| The system is transparent due to involvement of employees in designing and implementation of the same. | 72.3 | 27.7 |
| The management shows keenness in designing employee centric practices for talent retention. | 80.7 | 19.3 |
| The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices. | 80.2 | 19.8 |



5. Hotel Industry in Pune region is concerned about issues related to employee retention

Description: As per the frequencies in the section of effectiveness of employee retention, 86.1 percent of the respondents responded that they completely agreed that fact that the hotel industry in Pune region was very much concerned about the issues related to employee retention, 13.9 percent of respondents had disagreed for the same.

Most of the respondents had very strongly responded on this parameter which shows that - Hotel Industry in Pune region was very much concerned about issues pertaining to retention of their employees.

6. The Hotel industry in Pune region faces a problem of employee retention

Description: As per the analysis, it was found from the above table regarding measuring the effectiveness of the employee retention management system, majority of respondents i.e. 82.7 percent fully agreed on the fact that Pune region faces a problem of employee retention, 17.3 percent of respondents had disagreed for the same. The table also shows that the level of dissatisfaction amongst the employees strongly depends upon individual perception.

As per the feedback of most of the respondents about this parameter, portrays that in the current scenario the Hotel industry in Pune region faces a problem of employee retention and that it is a very serious issue.

7. Hotel Industry needs to design effective Employee Retention Management System to cope with this problem

Description: While analyzing the opinions of the respondents about the parameter that - hotel industry needs to design effective Employee Retention Management System, it was observed that more than 84.2 percent of the respondents had agreed and felt that the need for such system is of high priority, 15.8 percent of respondents had disagreed for the same. Employees aggressively feel the need that hotels should design an effective retention management system.

As per the feedback of most of the respondents about this parameter, they feel that effective ERMS is required to cope with the problem of employee retention. Especially the manager level employees were keener in designing such a system for smooth functioning of the departments.

8. Hotel Industry in Pune region has Employee Retention Management System in place.

Description: As per the analysis of the result, while measuring the effectiveness of the employee retention management system it was found that, 68.8 percent of respondents fully agreed that hotel industry in Pune region has Employee Retention Management System in place and which would substantially grow at a faster pace, 31.2 percent of respondents had disagreed for the same. Most of the hotels in the city were working towards implementation of the system because it can be a great motivation and retention tool for the employees.

Most of the respondents who gave a feedback this parameter, feel that the hotels of Pune city should have such a System in place. Hotels who lacked the ERMS are also working towards it for implementation.

9. The management shows keenness towards formation and implementation of the system

Description: While measuring the effectiveness of the employee retention management system, from the above table it was observed that 81.7 percent of the respondents had fully agreed about the fact that management shows great keenness towards formation and implementation of the employee retention management system, 18.3 percent of respondents had disagreed for the same. The level of disagreement was found very less amongst the responses for a simple reason that every hotel in the current situation was showing willingness towards creation and execution of such a system for well-organized employee retention.

As per the feedback of most of the respondents about this parameter feel that the management now-a-days was showing great keenness towards formation and implementation of the system for the betterment of their employees. Creation and execution of such a system will not only act as a motivation tool but also a retention tool.

10. The system is transparent due to involvement of employees in designing and implementation of the same

Description: Looking at the frequencies, it was observed that 72.3 percent of the respondents fully agreed for the system being transparent due to involvement of employees in designing and implementation of the system, 27.7 percent of respondents had disagreed for the same. The involvement of the staff members would enable the hotel to design the system according to the employees and which would work towards the betterment of the employees. The implementation will also be easy as it would be a system by the employee, of the employee and for the employee as they are involved during the designing process.

As per the feedback of most of the respondents about measuring the effectiveness of employee retention management system, felt that the system in most of the hotels in the city was transparent because they involve their employees in designing and implementation of the ERMS. This in turn enables the hotel in applying the system effectively and is easily be acceptable by the employees.

11. The management shows keenness in designing employee centric practices for talent retention

Description: In case of the above parameter of the effectiveness, the researcher had found that, 80.7 percent of the respondents fully agreed about the parameter that - management shows keenness in designing employee centric practices for talent retention, 19.3 percent of respondents had disagreed for the same. The level of disagreement was least because the employee wanted the management to consider them and design a system which would be employee centric and that works towards their betterment; following such an employee centric practices will help in talent retention.

As per the feedback of most of the respondents about this parameter showed that the managements of the entire hotels operating in the region does shows keenness in designing employee centric practices and application of the strategies was enabling the hotel in retaining potential talent.

12. The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices

Description: The results regarding the follow up practices had shown that 80.2 percent of respondents fully agreed that, the hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of adopted practices, 19.8 percent of respondents had disagreed for the same. The level of disagreement was low for the simple reason that if the hotel would invest in designing an implementation of the employee retention management system, it was understood that the hotel will look for the effectiveness and benefits for the employees too. The hotel would also measure the usefulness of the practices on a continual basis to check the acceptability of the system.

As per the feedback of most of the respondents about measuring the effectiveness of employee retention management system, they agreed that the hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices.

Observation 2: Effectiveness of Employee Retention Management System

As per the study most of the managers and employees had shared that Hotel Industry in Pune region was very much concerned about issues connected to employee retention and also that the industry is facing a problem of employee retention. The hotel industry is thus required to design effective Employee Retention Management System to cope with the problem of attrition. It had been also found that every hotel in the region had an Employee Retention Management System in place and the management also shows keenness towards formation and implementation of the system.

The system was made as transparent as possible by involving the employees in designing and implementation of the same. The management had always shows keenness in designing employee centric practices for talent retention. Further, the hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of the practices.

Inferences:

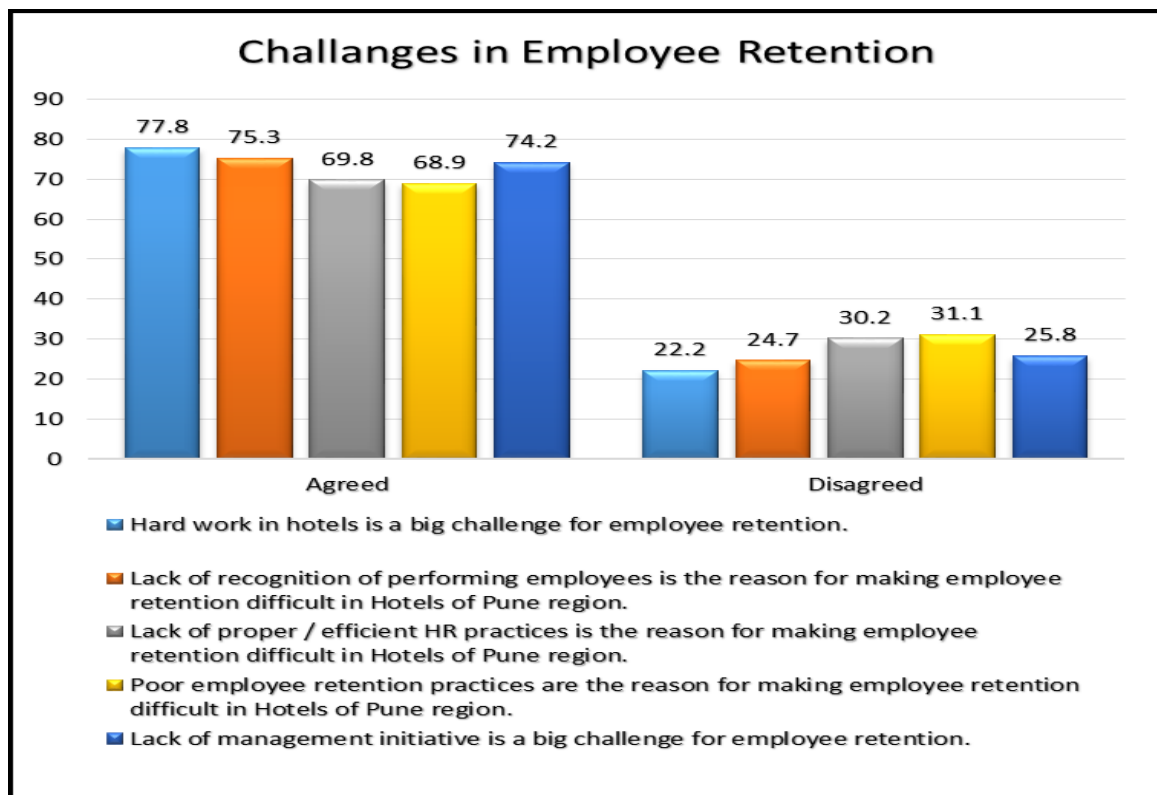
- From all the above tables it was observed that, effectiveness of employee retention system in hotel industry was required to be improved. It was found that majority of the respondents had indicated that the hotels in the city were largely concerned about issues related to employee retention as the industry was facing the problem of employee retention in the current scenario.
- Hence the hotel industry in the region required to have good retention system in place. In case the same was missing then the need to design effective Employee Retention Management System was necessary to cope with the problem.
- It was not only an employee concern but also the employers need to show the keenness towards formation and implementation of an effective ERMS. Further, the system had to be transparent which could be achieved by the involvement of employees in designing and implementation of the same.
- These ERMS practices were also essentially to be employee centric practices so that the potential talent was retained. Another aspect of the ERMS was to effectively monitor the effectiveness through continuous follow up on the level of employee retention.

Section – C of this chapter throws light on the responses on the challenges faced by the managers while working in the hotel and its effect on the employee retention.

Table and Graph 4.8 Percentage of Managerial level employees who agreed upon the challenges of employee retention in hotel industry

C. CHALLENGES IN EMPLOYEE RETENTION

| Challenges | Agreed | Disagreed |
|---|--------|-----------|
| Hard work in hotels is a big challenge for employee retention. | 77.8 | 22.2 |
| Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region. | 75.3 | 24.7 |
| Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels of Pune region. | 69.8 | 30.2 |
| Poor employee retention practices are the reason for making employee retention difficult in Hotels of Pune region. | 68.9 | 31.1 |
| Lack of management initiative is a big challenge for employee retention. | 74.2 | 25.8 |



13. Hard work in hotels is a big challenge for employee retention

Description: Hard Work is faced to a larger extent by the Operational departments like, Food Production, F & B Services and Accommodation. The challenge of Hard work faced by departments like HR, Accounts, maintenance and others are lower than the operational departments. The level of hard work though varies with star category as the no. of employees in star category 5 are more and decreases at 4 and 3 category hotels thus increasing their work load.

In case of the first challenge i.e. hard work in the hotels 77.8 percent of the respondents fully agreed positively on hard work as a challenge, 22.2 percent of respondents had disagreed for the same. Hard work is demanded by all the organizations, if it is taken positively and as a challenge that would enable an employee to improve their productivity and customer satisfaction. According to the above analysis it can be stated that the hotel industry demands for hard work which every individual is aware before joining the industry. Hard work should always be taken in a positive manner and should be accepted as a challenge.

14. Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region

Description: Among the 202 managers 75.3 percent of respondents had believed that lack of recognition of the performing employees was the reason for making employee retention difficult in Hotels of Pune region, 24.7 percent of respondents had disagreed for the same. The level of disagreement was less because every hotel was trying their level best to retain their staff; the HR department was working upon strategies which would allow them to retain the employees. Most of the hotels in the city were adopting a practice of recognizing the work performed by a specific employees, this in turn would enable the hotel to hold the employees for a longer tenure.

Most of the respondents believed that challenges in employee retention were, the lack of recognition from the management for their performing employees. This was the reason for making employee retention difficult in Hotels of Pune region. Every employee working for the organization desired to be recognized. This recognition would boost their motivation level.

15. Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels of Pune region”.

Description: Out of the total 202 managers almost 69.8 percent of respondents fully agreed about Lack of proper and efficient HR practices was the major reason for making employee retention difficult in Hotels of Pune region, 13.4 percent of respondents were neutral, 30.2 percent of respondents had disagreed for the same. The level of disagreement was for the simple reason that for better functioning of the hotel there should be no lacunas in the HR policies. The HR policies are the core requirement for making an employee happy and satisfied in the organization.

Most of the respondents believed that the challenges in employee retention were the major reason for employee retention. It was difficult in the hotel due to lack of proper / efficient HR practices. The hotels were adopting various strategies for coping up with the problem; also on the other hand the management was also tracking the efficiency of the system on a continual basis.

16. Poor employee retention practices are the reason for making employee retention difficult in Hotels of Pune region

Description: HR practices and benefits which do not relate to performance based promotions and also support referral selections are some of the poor HR practices, which would hamper the interests of those working on merit and hence result in poor retention of employees.

The data shows that 68.9 percent of the respondents fully agreed that Poor employee retention practices were the reasons for making employee retention difficult in Hotels of Pune region, 31.1 percent of respondents had disagreed for the same. Having an effective employee retention practice was an obvious need; practicing a poor retention practice was one of the major reasons for attrition in Hotels of Pune region.

Most of the respondents had believed that adopting poor employee retention practices, could be one of the major reason for increasing rate of attrition in Hotels of Pune region. According to the above analysis it can be stated that the hotel in Pune region would have to adopt efficient employee retention practices which would enable the employee retention in the organization.

17. Lack of management initiative is a big challenge for employee retention

Description: In response to the challenge of the lack of management initiatives, 74.2 percent of the respondents totally agreed that lack of management initiatives were a big challenge for employee retention, 25.8 percent of the respondents had disagreed for the same. The level of disagreement was less because the need and importance of management initiatives on all the procedures and policies of the hotel is seen. If there is a lacuna in the initiatives taken by the management then it would lead to an unsatisfied employee.

Most of the respondents believed that the challenges in employee retention were the lack of management initiative in designing employee centric practices and policies. This could be one of the biggest challenges as far as employee retention was concerned.

Observation 3: Challenges in Employee Retention

- Most of the managers had shared that improvements in general staff attitude and behavior over the years were the primary outcome of training and development.
- The young staff or the fresher's from hotel management schools sometimes might lack professionalism, discipline and being able to work as a team. Hotel operations on the other hand need a lot of team work. This is one of the major challenges.
- Employee behavior seemed to be an important element of managers' responsibilities; however, it was not clear whether employee behavior is a critical source of competitive advantage. The right behavior merely assists or supports the hotel's progress at the tactical level.
- Additional and long working hours in hotels was a big challenge for employee retention. Moreover, contributing employees always felt the need of being recognized, the lack of which ultimately resulted in attrition. The existence of inefficient and poor HR practices further adds towards making employee retention difficult in Hotels industry. Hence, management initiative becomes a big challenge to overcome all the barriers in employee retention. Some managers also

perceived that the education system was unable to adequately prepare young people to enter the hospitality sector.

Inferences:

- According to the above segment on challenges it can be stated that there are various challenges pertaining to employee retention and the hotel industry should address to all the discussed challenges effectively.
- There was a lot of agreement observed in challenges like hard work, recognition of performing employees. Hence, the need for efficient HR policy and retention practice to retain the performing and contributing employees for a longer tenure.
- Considering the above, more number of initiatives' should come from the management for the betterment of the employees. The hotel Industry has to take some corrective and effective steps for the improvement in the employee retention management system.

This is Section - D from which the actual association of the employee retention was measured.

In this section of the chapter the frequency proportion of the Managerial level employees responding on the impact parameters are presented. The cross-tabulation of these impact parameters with the results of the HR practices followed in the hotel will be presented in the next part of this chapter. While presenting the frequency tables the impact factors are categorized in five categories namely:

1. Monetary Remunerations,
2. Fringe Paybacks
3. Work life balance factors
4. Work Culture
5. Training and HR

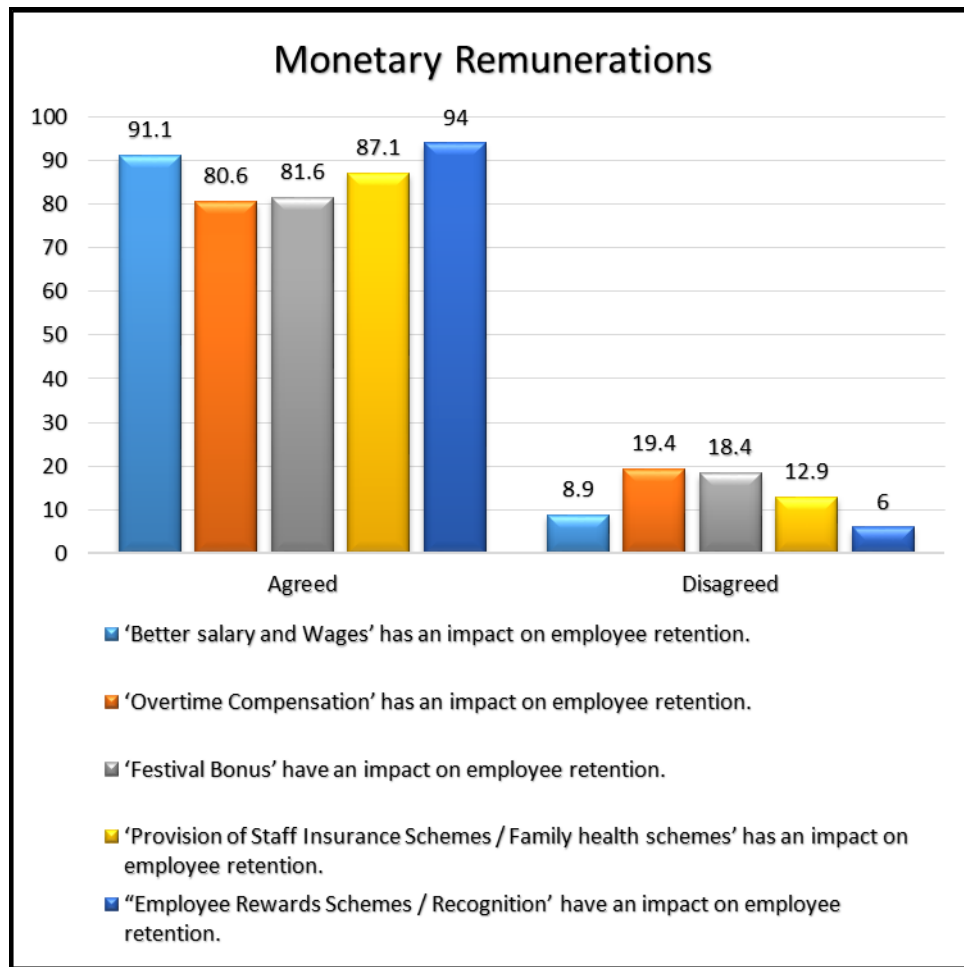
Which of the above had an impact on the employee retention in the hotel industry?

The tables are also supported with suitable bar graphs for better understanding.

4.9. D. IMPACT OF HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION

Table and Graph 4.9.1 Percentage of managers who agreed that Monetary Remunerations is an impact factor of employee retention in hotel industry

| Impact factors – Monetary Remunerations | Agreed | Disagreed |
|---|---------------|------------------|
| ‘Better salary and Wages’ has an impact on employee retention. | 91.1 | 8.9 |
| ‘Overtime Compensation’ has an impact on employee retention. | 80.6 | 19.4 |
| ‘Festival Bonus’ have an impact on employee retention. | 81.6 | 18.4 |
| ‘Provision of Staff Insurance Schemes / Family health schemes’ has an impact on employee retention. | 87.1 | 12.9 |
| “Employee Rewards Schemes / Recognition’ have an impact on employee retention. | 94 | 6 |



1. Better Salary and Wages has an impact on employee retention.

Description: From the above table it can be observed that 91.1 percent of the respondents had agreed about providing Better salary and Wages to the employees as it will have a great impact on employee retention, 8.9 percent of respondents had disagreed for the same. It can be stated from the above table that any employee for that matter will always want to be paid good for the amount of work they do. Provision of better remuneration would make them stay back with the organization for a longer period of time. It is a general tendency that if you work well you should get paid well.

As per the feedback of most of the respondents about impact of HR practices on employee retention, they feel that provision of better salary and wages had a great impact on retention of employee as it was the first criteria for a satisfied employee. According to the above analysis it can be clearly stated that if the hotel provides better salaries and wages it can have employees working for a longer tenure.

2. Overtime Compensation has an impact on employee retention

Description: It can also be observed from the above table that 80.6 percent of the respondents agree about Overtime Compensation provided by the hotel had a great impact on employee retention, 19.4 percent of respondents had disagreed for the same. It can be stated from the above table that working for more than your stipulated amount of time results in overtime, which was a very common phenomenon as far as hotel industry is concerned. The hotels should necessarily start paying for the extra number of hours an employee works in a day which will not only boost the morale of the employee but also make them put in more efforts in working.

As per the feedback of most of the respondents about impact of HR practices on employee retention, they feel that provision of Overtime Compensation had a great impact on retention of employee as it was one of the main criteria for a satisfied employee. According to the above analysis it can be clearly stated that if the hotel provides with Overtime Compensation, it will have a great impact on employee retention.

3. Festival Bonus have an impact on employee retention

Description: In response to the festival bonus having an impact on the employee retention 81.6 percent of the respondents agree on the provision of Festival Bonus will have an impact on employee retention, 18.4 percent of respondents had disagreed for the same. It can be stated from the above table that if a hotel starts paying festival bonus to their employees it will boost their morale high and also give them a feeling of concern. This will in turn have a great impact on employee retention.

As per the feedback of most of the respondents about impact of HR practices on employee retention, they feel that provision of Festival Bonus had a great impact on retention of employee as it was one of the criteria for a satisfied employee. According to the above analysis it can be clearly stated that if the hotel provides with Festival Bonus will have a great impact on employee retention.

4. Provision of Staff Insurance Schemes / Family health schemes' has an impact on employee retention

Description: Among the 202 managers 87.1 percent of the respondents agreed that Provision of Staff Insurance Schemes & Family health schemes will have a great impact on employee retention, 12.9 percent of respondents had disagreed for the same. According to the above table it can be clearly stated that the organization which are offering such insurance scheme to their staff members are helping them out in a difficult situation. Most of the hotels in the city are now-a-day giving these kinds of insurance schemes to their employees which is keeping them retained in the organization.

As per the feedback of most of the respondents about impact of HR practices on employee retention about the practice of giving the Provision of Staff Insurance Schemes & Family health schemes, it was found that it will have an impact on retention of employee as it can be an effective criterion for retention. By providing such facilities the hotel was making a genuine effort towards increasing the preservation of employees. According to the above analysis it can be clearly stated that the hotels which were giving the Provision of Staff Insurance Schemes and Family health schemes are having a great impact on employee retention.

5. Employee Rewards Schemes / Recognition' have an impact on employee retention.

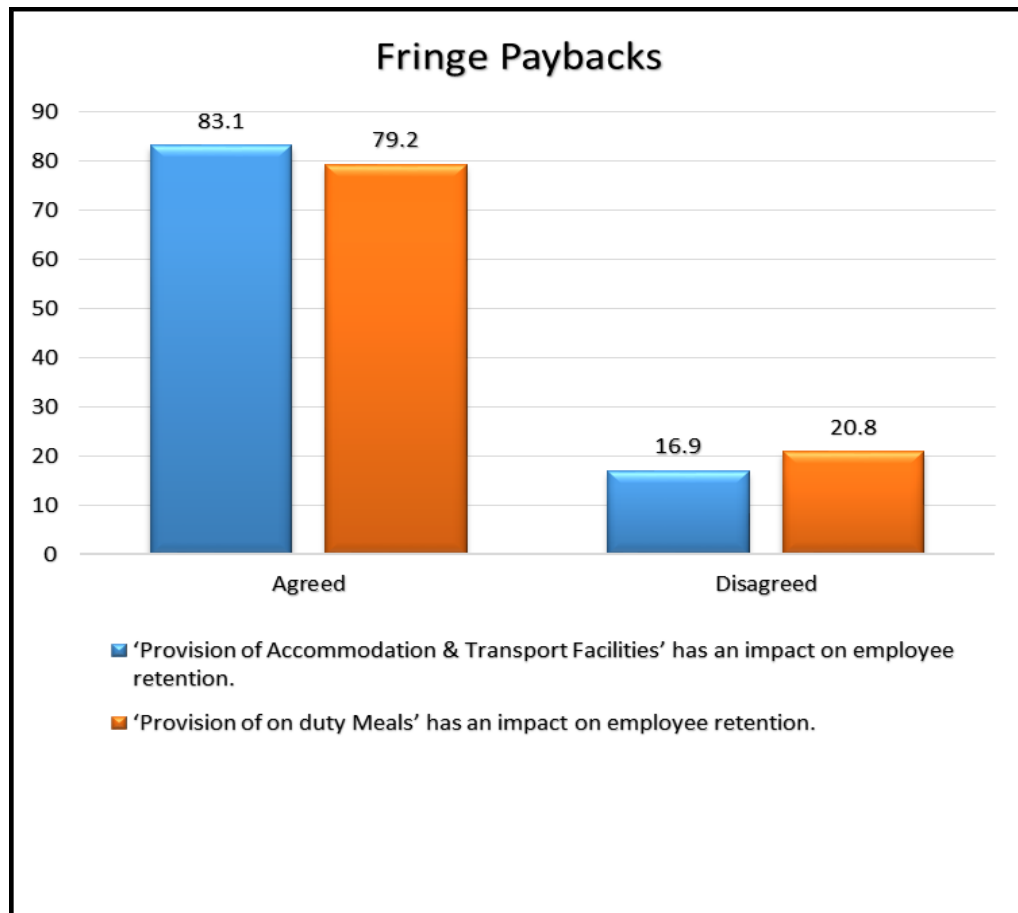
Description: Out of the total managers a major chunk of the managers i.e. 94 percent of the respondents had agreed for Employee Rewards and Recognition Schemes had an impact on employee retention, 6 percent of respondents had disagreed for the same. According to the above table it can be clearly stated that hotels that are following the system of recognizing the efforts of employee and rewarding for the same was making the employee feel special. This will in turn act as a great motivation tool and not make the employee leave the organization for a longer period of time.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that the practice of giving the Provision of Employee Rewards Schemes and Recognition will have an impact on retention of employee as it can be an effective criterion for retention. By providing such facilities the hotel was

making a conscious effort towards increasing the preservation of employees. According to the above analysis it can be clearly stated that the hotels which are recognizing the work of employees and rewarding them are having a great impact on employee retention.

Table and Graph 4.9.2 Percentage of managers who agreed that Fringe Paybacks is an impact factors of employee retention in hotel industry

| Impact factor – Fringe Paybacks | Agreed | Disagreed |
|--|--------|-----------|
| ‘Provision of Accommodation & Transport Facilities’ has an impact on employee retention. | 83.1 | 16.9 |
| ‘Provision of on duty Meals’ has an impact on employee retention. | 79.2 | 20.8 |



6. Provision of Accommodation & Transport Facilities has an impact on employee retention

Description: In case of the above impact parameter of Human Resource practices on Employee retention, 83.1 percent of the respondents agreed about the Provision of Accommodation & Transport Facilities will have a great impact on employee retention, 16.9 percent of respondents had disagreed for the same. It can be stated from the above table that if the hotel starts with the provision of transport and accommodation facilities for the staff members it will make them satisfied because that is one of the major concern especially for the staff member coming from distant places, this will have a great impact in retention of employees.

As per the feedback of most of the respondents about impact of HR practices on employee retention that provision of Accommodation & Transport Facilities, will have a great impact on retention of employee as it was one of the main criteria which an employee will look for and by providing such facilities the hotel was making an effort to ease the employees travelling stress. According to the above analysis it can be clearly stated that if the hotel provides with Accommodation & Transport Facilities will have a great impact on employee retention.

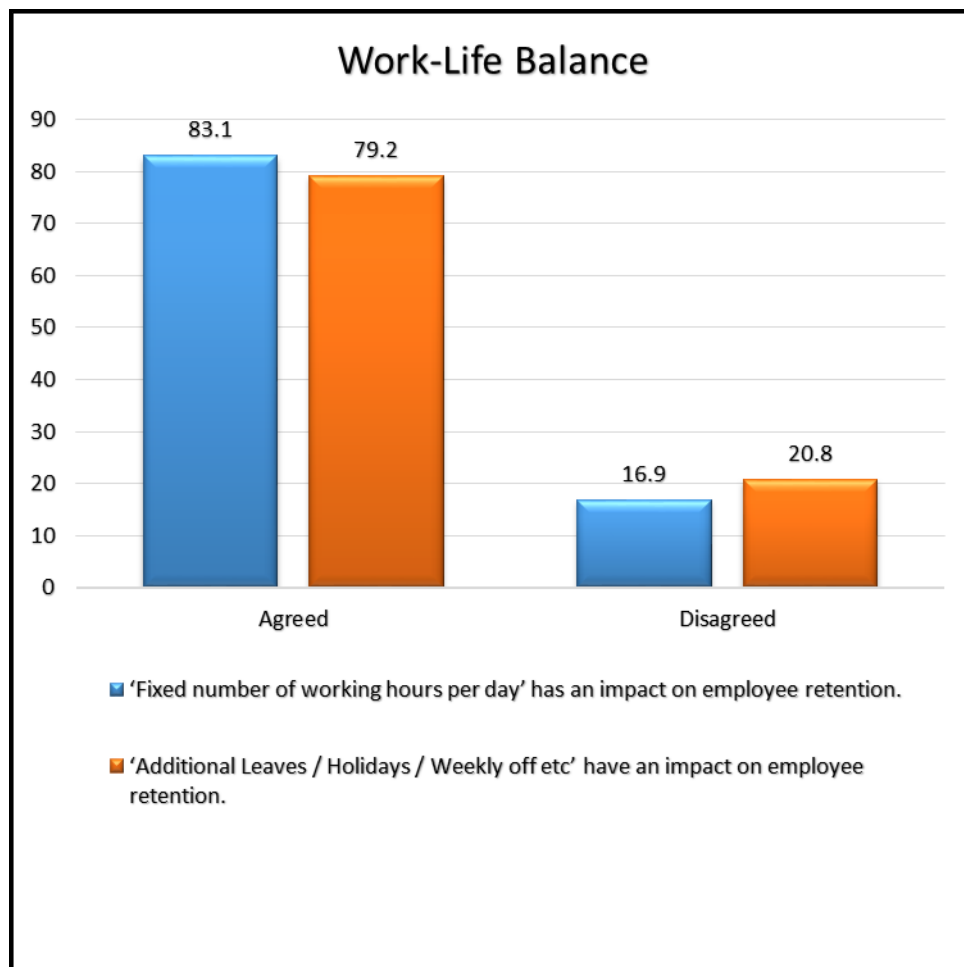
7. Provision of on duty Meals has an impact on employee retention

Description: Out of the 202 managers 79.2 percent of the respondents agreed that the Provision of on duty Meals will have a great impact on employee retention while 20.8 percent of respondents had disagreed for the same. It can be clearly stated from the above table that it can be a mandatory criteria for any hotel to provide the staff with regular meals and it is a very common phenomena in the hotel industry that they provide meals on duty for free; it can at least have some impact towards retention of employees.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that provision of on duty Meals will have a great impact on retention of employee as it was one of the most important criteria which any employee will look for and by providing such facilities the hotel was making an effort to have a satisfied employee. It can also be stated that if the employee is fed well he can perform well. According to the above analysis it can be clearly stated that if the hotel provides with on duty Meals it will have a great impact on employee retention.

Table and Graph 4.9.3 Percentage of managers who agreed that Work life Balance is an impact factor of employee retention in hotel industry

| Impact factors – Work life Balance | Agreed | Disagreed |
|---|---------------|------------------|
| ‘Fixed number of working hours per day’ has an impact on employee retention. | 83.1 | 16.9 |
| ‘Additional Leaves / Holidays / Weekly off etc’ have an impact on employee retention. | 79.2 | 20.8 |



8. Fixed number of working hours per day' has an impact on employee retention

Description: As per the analysis 83.1 percent of the managers had agreed for having fixed number of working hours per day has a great impact on employee retention, 16.9 percent of respondents had disagreed for the same. According to the above table it can be stated that the hotels which are following the system of having fixed number of working hours per day was making a great effort towards retention of employees, because that could be a very attractive offer for any employee working for any organization.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that practice of fixed number of working hours per day will have an impact on retention of employee as it can be an important criteria for most of the employees, by providing such facilities the hotel was making an effort towards providing a work-life balance to the employees. According to the above analysis it can be clearly stated that if the hotel practices to have fixed number of working hours per day it will have a great impact on employee retention.

9. Additional Leaves / Holidays / Weekly off etc' have an impact on employee retention

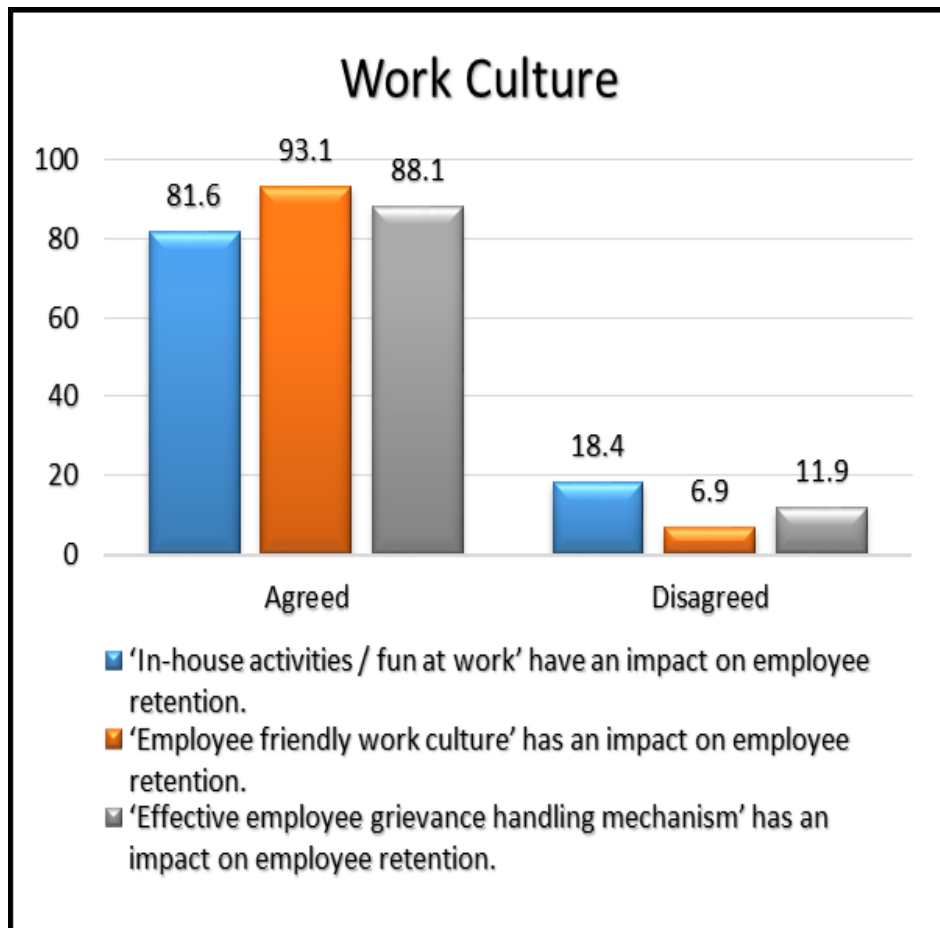
Description: Additional leaves, holidays and weekly off plays an important role in the employee retention, which was already reflected in the responses given by the managers. 79.2 percent of the respondents had agreed for the provision of additional leaves / holidays / weekly off etc. have an impact on employee retention, 20.8 percent of respondents had disagreed for the same. It can be clearly stated from the above table that if the hotel provides with such kind of additional leaves will make the employee more comfortable and satisfied to a certain extent because it is a general tendency to compare the amount of leaves from organization to organization. Provision of such leaves will have an impact on the retention of employees to a certain extent.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that provision of Additional Leaves / Holidays / Weekly off etc. will have an impact on retention of employee as it can be an important criteria for most of the employees, by providing such facilities the hotel was making an effort

towards providing some personal leisure. According to the above analysis it can be clearly stated that if the hotels are adopting these practices of Additional Leaves / Holidays / Weekly off etc. they are having a great impact on employee retention.

Table and Graph 4.9.4 Percentage of managers who agreed that Work Culture is an impact factor of employee retention in hotel industry

| Impact factors – Work Culture | Agreed | Disagreed |
|--|--------|-----------|
| ‘In-house activities / fun at work’ have an impact on employee retention. | 81.6 | 18.4 |
| ‘Employee friendly work culture’ has an impact on employee retention. | 93.1 | 6.9 |
| ‘Effective employee grievance handling mechanism’ has an impact on employee retention. | 88.1 | 11.9 |



10. In-house activities / fun at work have an impact on employee retention

Description: In case of the above impact parameter it can be stated that 81.6 percent of the respondents agreed about conducting in-house activities and fun at work will have an impact on employee retention while 18.4 percent of respondents had disagreed for the same. It can also be stated from the above table that hotels who are following some in house activities for staff members will add to the value, the staff will get to do something different than the routine, which can also be a good stress buster for the employee. By undertaking some of these activities the hotel was making an effort towards retention of employees not to a greater extent but to a certain extent.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that conduction of in-house activities / fun at work will have an impact on retention of employee as it can be an important criterion for some of the employees, by providing such facilities the hotel was making an effort to provide a change in the routine activities. It can also be stated that if employee gets something else to do apart from the regular routine, this would be a great stress buster. According to the above analysis it can be clearly stated that if the hotel conducts in-house activities and practices fun at work it will have a great impact on employee retention.

11. Employee friendly work culture' has an impact on employee retention.

Description: Employee friendly work culture also has a great impact on the employee retention. The proportion of managers had agreed is as high as 93.1 percent while 6.9 percent of respondents had disagreed for the same. It can be clearly stated from the above table that having an employee friendly work culture will not only benefit the organization in specific but also the employee. The organization which is having a good team and will have better employee retention than their competitors.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that the practice of having Employee friendly work culture will have an impact on retention of employee as it can be a significant criteria for almost every employee working in the organization, by providing such facilities the hotel was making an conscious effort towards growing the indulgence level of employees. According to the above analysis it can be clearly stated that if the hotels which are

adopting these practices of Employee friendly work culture they are having a great impact on employee retention.

12. Effective employee grievance handling mechanism' has an impact on employee retention

Description: As per the analysis 88.1 percent of the respondents had agreed about the hotel having an effective employee grievance handling mechanism which will in turn have a great impact on employee retention while 11.9 percent of respondents had disagreed for the same. It can be clearly stated from the above table that an organization that had an effective grievance handling system in place is far better-off than their competitors. If the grievances are handled correctly it will surely lead to a satisfied employee and will also have a good impact on retention of employees.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that the practice of having effective employee grievance handling mechanism will have an impact on retention of employee as it can be a significant criteria for almost every employee working in the organization, by providing such facilities the hotel is making an mindful effort towards growing the tolerance level of employees. According to the above analysis it can be clearly stated that the hotels which are having the practices of effective employee grievance handling mechanism are having a great impact on employee retention.

Table and Graph 4.9.5 Percentage of managers who agreed that Training and HR is an impact factor of employee retention in hotel industry

| Impact factors – Training and HR | Agreed | Disagreed |
|--|---------------|------------------|
| ‘Opportunities to attend Training & Personality Development programmes to enhance operational and soft skills’ impacts employee retention. | 89.1 | 10.9 |
| The HR practices followed by the hotel have a great impact on retention of its employees. | 90.1 | 9.9 |



13. Opportunities to attend Training & Personality Development programs to enhance operational and soft skills’ impacts employee retention

Description: The frequencies shows that 89.1 percent of the respondents as they strongly agree about the Opportunities to attend training and Personality Development programs to enhance operational and soft skills impacts employee retention while 10.9 percent of

respondents had disagreed for the same. According to the above table it can be clearly stated that hotels who are investing in their employees by giving them opportunities to attend training and personality development programs, are more happy and satisfied because indirectly they know that the hotel trusts them and that is why contributing towards their growth. This will keep the employee motivated at all times and will increase the chances of working for a longer career.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that the practice of giving the opportunities to attend training and Personality Development programs to enhance operational and soft skills would have an impact on retention of employee as it can be a substantial criteria for almost every employee working in the organization because every employee for that matter will want to grow in their careers, by providing such facilities the hotel was making an acquainted work atmosphere, towards growing the retention level employees. According to the above analysis it can be clearly stated that the hotels which are giving the opportunities to attend training and Personality Development programs to enhance operational and soft skills are having a great impact on employee retention.

14. The HR practices followed by the hotel have a great impact on retention of its employees

Description: The above table shows that 90.1 percent of the respondents had agreed for the HR practices followed by the hotel had a great impact on retention of its employees, while 9.9 percent of the respondents had disagreed for the same. It can be clearly stated from the above table that there had to be an efficient practice that has to be followed in the hotel which will in turn have a great impact on retention of its employees.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that that the HR practices followed by the hotel would have a great impact on retention of its employees. According to the above analysis it can be stated that hotels in the region had to follow efficient HR practice because that is the only criteria to have a great impact towards the retention of employees.

Observation 4: Impact of Human Resource practices on Employee retention

- Staff training and development in hotel industry had led to productivity enhancements. Hotel managers mentioned that through continuous training, they have been able to create a more efficient and effective workforce across departments. Some mentioned that in their departments, productivity has increased over the years. Employees are now very confident in their job, they are more productive and they have learnt the value of good team work within the organization. Their attitude to the job had changed and it is now easier for them to deliver a better service and to perform the job better than before. But for this purpose the HR practices followed by the hotel for better salary and wages system has to be designed and implemented along with overtime compensation. Festival Bonus should be offered every year. There should be a Provision of on duty meals, Accommodation & Transport facilities should be designed and implemented. The hotel should conduct In-house activities and fun at work for better day to day operation. Allowing an employee to work for fixed number of working hours per day should be a norm for the hotel industry. There should be a provision of availing additional leaves, holidays etc. Adopting an employee friendly work culture could be implemented for better working environment. Effective employee grievance handling mechanism could be designed and implemented. Employees could be given opportunities to attend training and personality development programs to enhance operational and soft skills. There could be a provision of staff insurance schemes and family insurance schemes along with employee rewards scheme & recognition system to be designed and implemented.

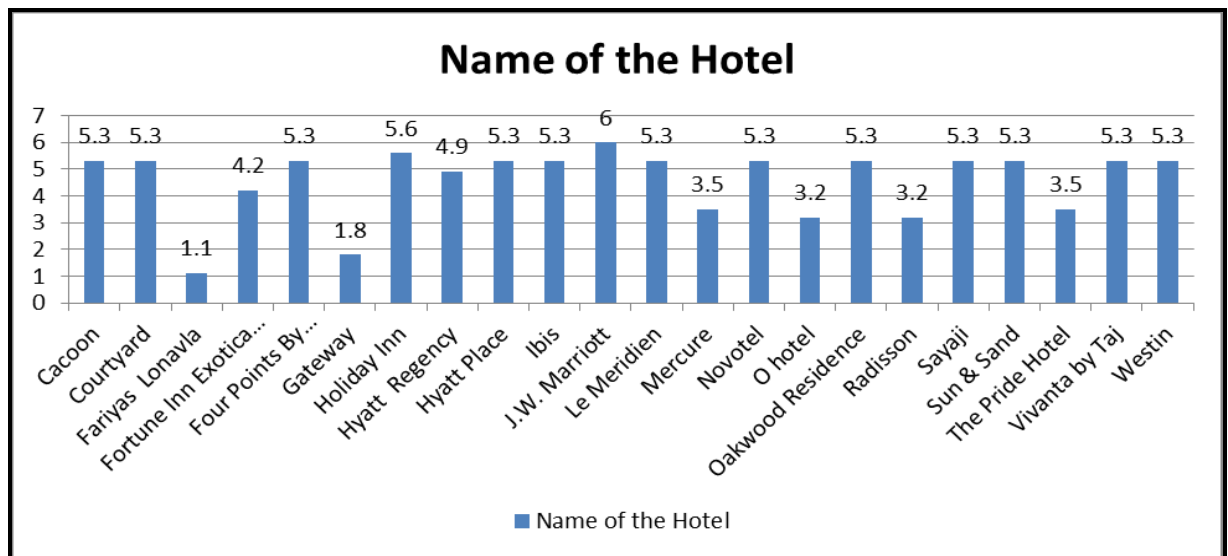
Inferences:

- From all the above tables it was observed that measuring the impact of human resource practices on employee retention in hotel industry is a necessity and it had to be improved.
- It had been found that majority of the respondents felt that the HR practices followed by the hotels in the region will have a great impact on retention of its employees.
- On the other hand hotels which are offering better salary packages are liked by most of the employees. Adding to the value of it hotels that are giving the compensation for working overtime was impacting employee retention. Moreover there was a great demand by the employees for having festival bonuses.
- Hotels were also thinking different like for any other corporate firm by providing Food, Shelter and Transport facilities for the employees which was a significant retention tool. It was also observed that hotels are conducting a lot of indoor activities for the employees so that they can have fun at work and get to do something different from the regular working pattern.
- Many of the hotels in the region were also offering additional leaves, holidays and weekly off along with fixed number of working hours for their employee which was a latest development in the hospitality sector. Adding to that most of the domestic and international chain of hotels was having an employee friendly work culture and a very efficient mechanism for grievance handling which was adding a great value in the industry.
- The concept of succession planning was also being observed in most of the hotels by allowing the staff to enhance the skills by undergoing professional training and personality development programs which would be a significant aspect for their personal growth and development in their careers. Insurance schemes were also one of the major retention tool adopted by many hotels. Last but not the least all the hotels for that matter were recognizing the work of an individual and also rewarding the same which were acting as a great motivation tool and also retaining the employees.

4.10 Profile of the Associate Level Employees

As stated earlier in the methodology two kinds of tools were used to collect the information on the employee retention in the hotels in Pune region, one was for the employees and other was for the managers. The data is entered, tabulated and analyzed separately for both the respondents. In the first section of the questionnaire the basic profile of the respondents, such as name, gender, qualification and their designation in the hotel was gathered. In the former section the profile of the managers was discussed. This section is devoted to explain the profile of the employees interviewed during the study. In all 285 employees were interviewed from 22 hotels which included 3, 4 and 5 star hotels.

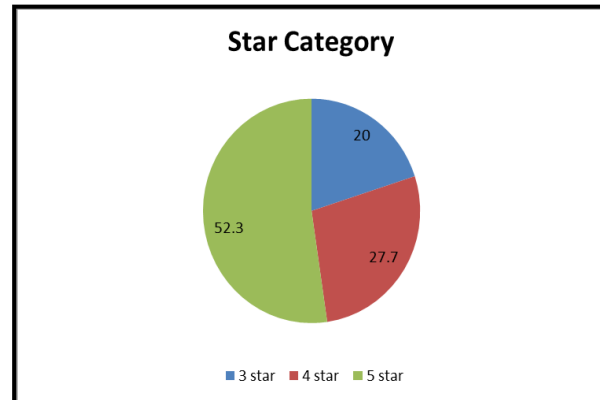
Graph 4.10 Proportions of the Associate level Respondents



The above graph shows the proportion of the employee respondents by the hotels. It can be observed from the graph that the proportion of employees responded to the questionnaire were 5 percent for most of the hotels. In hotels like JW Marriot this proportion was 6 percent and in 5 hotels this proportion was less than 4 percent respectively.

Table and Graph 4.11 Star Category of the Hotels from where the Associate Level Employees were selected

| Category | Frequency | Percentage |
|--------------|------------|--------------|
| 3 star | 57 | 20.0 |
| 4 star | 79 | 27.7 |
| 5 star | 149 | 52.3 |
| Total | 285 | 100.0 |



While taking the information about the profile of the hotels, star category of the hotel was also asked to the respondents, from which they belonged to. The Table and graph 4.2 shows the star category of the hotels included in the study, from where the employees were selected during data analysis. It can be observed from the table and graph that more than 52.3 percent of the hotels included in the study are 5 star whereas, this proportion is almost 27.7 percent for the 4 star hotels and 20 percent for 3 star hotels respectively.

Table and Graph 4.12 Gender of the Associate Level respondents included in the study

| Gender | Frequency | Percentage |
|--------------|------------|--------------|
| Female | 71 | 24.9 |
| Male | 214 | 75.1 |
| Total | 285 | 100.0 |

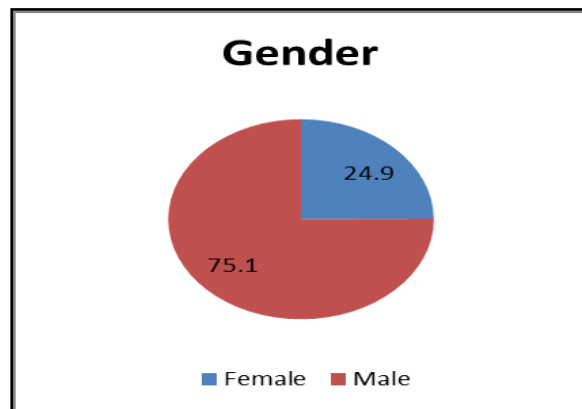
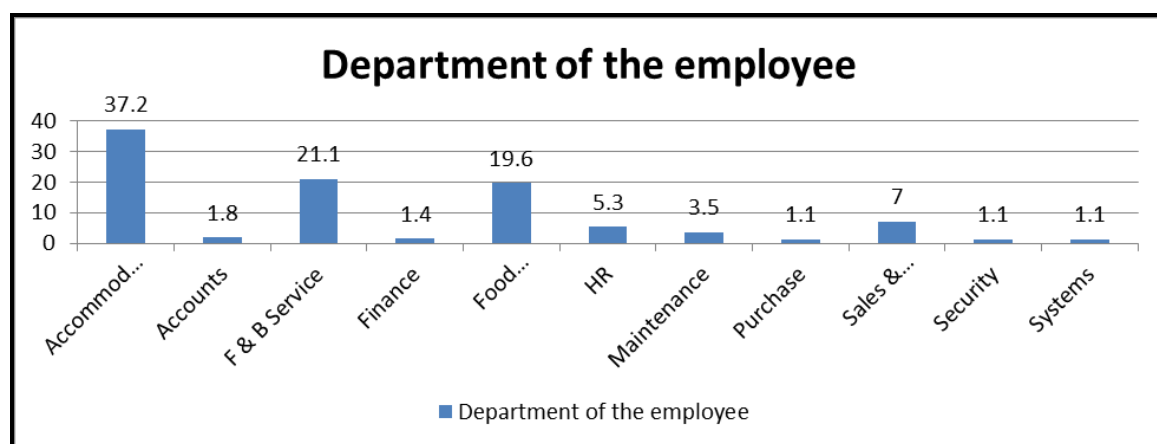


Table and graph 3 denotes the gender distribution of the employees included in the study sample. Among total 285 respondents the proportion of female employees was 24.9 percent whereas the percentage of male employees was 75.1 respectively.

Table and Graph 4.13 Departments of the Associate Level respondents included in the study

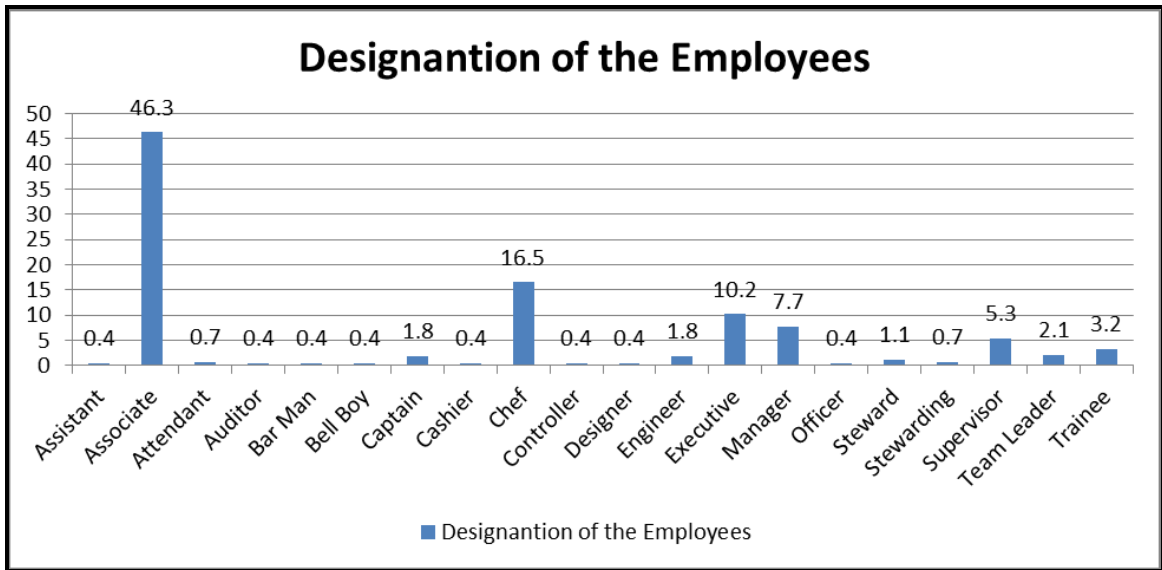
| Department | Frequency | Percentage |
|-------------------|------------|--------------|
| Accommodations | 106 | 37.2 |
| Accounts | 5 | 1.8 |
| F & B Service | 60 | 21.1 |
| Finance | 4 | 1.4 |
| Food Production | 56 | 19.6 |
| Human Resource | 15 | 5.3 |
| Maintenance | 10 | 3.5 |
| Purchase | 3 | 1.1 |
| Sales & Marketing | 20 | 7.0 |
| Security | 3 | 1.1 |
| Systems | 3 | 1.1 |
| Total | 285 | 100.0 |



The graph above shows the proportion of the employees working in different departments of the hotel. It can be observed from the above table that around more than 37 percent of the total employees were from the Accommodation department followed by Food and beverage services and Food production department. The proportion from these departments was 21 and 20 percent respectively. Out of the total employees 5 percent were from HR department. The lowest proportions of the respondents were from the Purchase, Security and System department which is very negligible among the all.

Graph 4.14 Designations of the Associate Level respondents included in the study

| Designation | Frequency | Percentage |
|--------------------|------------------|-------------------|
| Assistant | 1 | 0.4 |
| Associate | 132 | 46.3 |
| Attendant | 2 | 0.7 |
| Auditor | 1 | 0.4 |
| Bar Man | 1 | 0.4 |
| Bell Boy | 1 | 0.4 |
| Captain | 5 | 1.8 |
| Cashier | 1 | 0.4 |
| Chef | 47 | 16.5 |
| Controller | 1 | 0.4 |
| Designer | 1 | 0.4 |
| Engineer | 5 | 1.8 |
| Executive | 29 | 10.2 |
| Manager | 22 | 7.7 |
| Officer | 1 | 0.4 |
| Steward | 3 | 1.1 |
| Stewarding | 2 | 0.7 |
| Supervisor | 15 | 5.3 |
| Team Leader | 6 | 2.1 |
| Trainee | 9 | 3.2 |
| Total | 285 | 100.0 |



Graph 4.14 explains the designation of the employees. Among the total 285 employees more than 46 percent were associates. More than 16 percent were chefs whereas 10 percent were executives. The proportion of employees was almost 8 percent among the 285 employees.

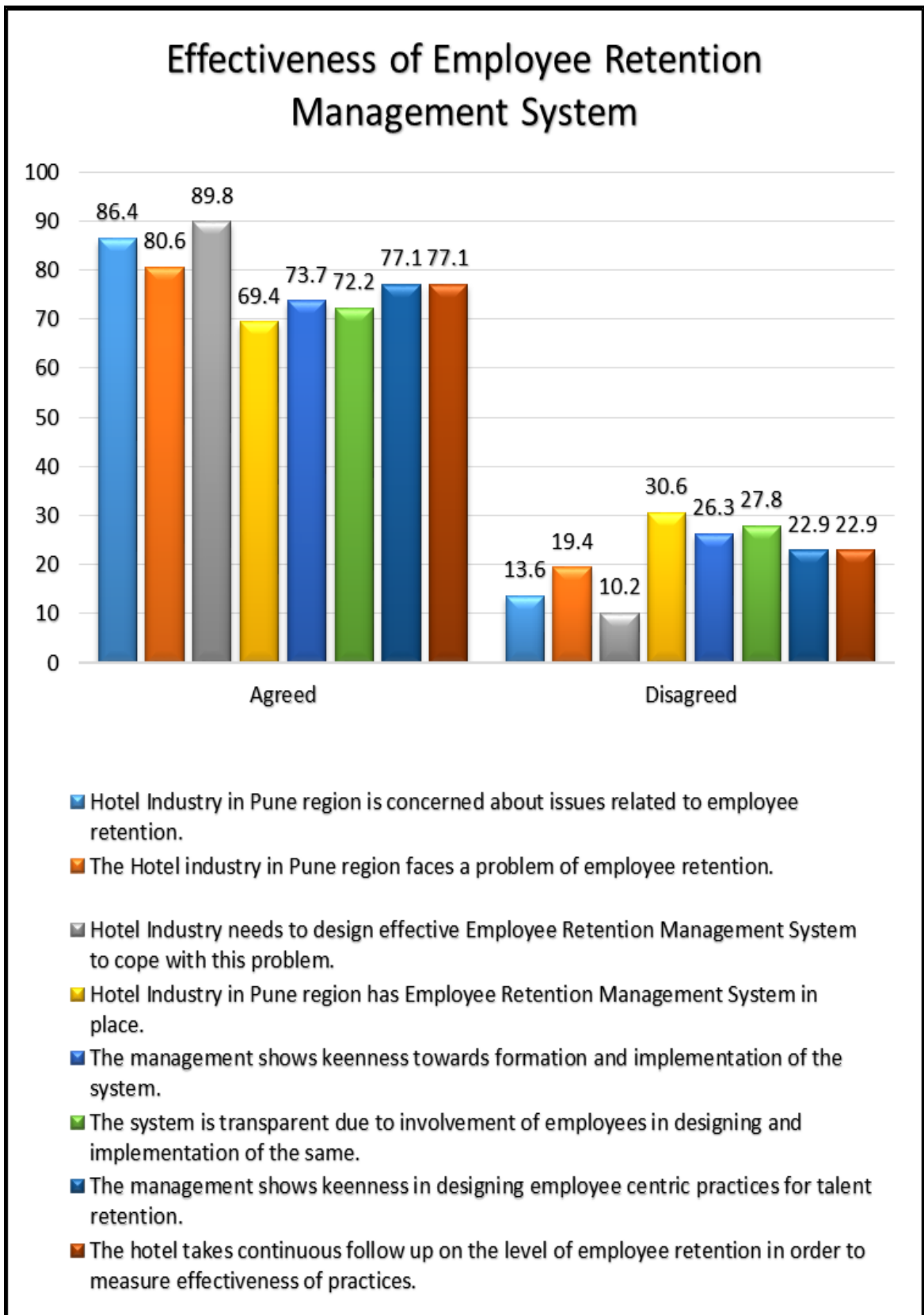
After explaining the profile of the employees the frequencies for all the sections such as Effectiveness, Challenges and Impact variables are presented in tabular form. Like in the managers section a combined table is presented for the frequencies and parameters in each section and accordingly the description and observations are presented. The table and graph below presents the observation form the responses given on the effectiveness of the Talent Retention for hotel industry.

Section - A denotes the observation regarding the responses on the parameters of Effectiveness of Employee Retention Management System

Table and Graph 4.15 Percentage of Associate Level Employees who agreed on the Effectiveness of employee retention management system parameters of hotel industry

1. EFFECTIVENESS OF EMPLOYEE RETENTION MANAGEMENT SYSTEM

| Effectiveness of Employee Retention Management System | Agreed | Disagreed |
|---|---------------|------------------|
| Hotel Industry in Pune region is concerned about issues related to employee retention. | 86.4 | 13.6 |
| The Hotel industry in Pune region faces a problem of employee retention. | 80.6 | 19.4 |
| Hotel Industry needs to design effective Employee Retention Management System to cope with this problem. | 89.8 | 10.2 |
| Hotel Industry in Pune region has Employee Retention Management System in place. | 69.4 | 30.6 |
| The management shows keenness towards formation and implementation of the system. | 73.7 | 26.3 |
| The system is transparent due to involvement of employees in designing and implementation of the same. | 72.2 | 27.8 |
| The management shows keenness in designing employee centric practices for talent retention. | 77.1 | 22.9 |
| The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices. | 77.1 | 22.9 |



1. Hotel Industry in Pune region is concerned about issues related to employee retention.

Description: As per the analysis of the result, it was found from the above table about measuring the effectiveness of the employee retention management system, the researcher had found that 86.4 percent of the total respondent had agreed upon that there are issues in employee retention in hotel industry while 13.6 percent of respondents had disagreed. It can be observed from the above table that the level of disagreement amongst the employees was very less. Most of the respondents had very strongly agreed about measuring the effectiveness of employee retention management system that the Hotel Industry in Pune region is very much concerned about issues pertaining to retention of their employees.

2. The Hotel industry in Pune region faces a problem of employee retention”.

Description: As per the analysis of the result, while measuring the effectiveness of the employee retention management system, it was found from the above table that majority of respondents i.e. almost 80.6 percent respondents had agreed as they found that the hotel industry faces a problem of employee retention while 19.4 percent of respondent said there is no employee retention in hotel industry means they had disagreed. The table also shows that the level of dissatisfaction amongst the employees strongly depends upon individual perception. As per the feedback of most of the respondents, about measuring effectiveness of employee retention management system is that the Hotel industry in Pune region was facing a problem of employee retention and was a very serious issue.

3. Hotel Industry needs to design effective Employee Retention Management System to cope with this problem.

Description: As per the analysis of the result, it was found from the above table about measuring the effectiveness of the employee retention management system, the researcher had found that, 89.8 percent of respondent strongly agreed as they found that hotel industry needs to design effective Employee Retention Management System to cope with the problem while 10.2 percent of respondent said there were no employee retention in hotel industry means they disagree. There was absolutely no level of disagreement being observed amongst the responses of the respondents. Employees very much wanted

the hotel to design an effective retention management system. Most of the respondents about measuring the effectiveness of employee retention management system and that the Hotel Industry in the city needs to design effective Employee Retention Management System to cope with the problem of employee retention. The Associate level employees were found to be keener on designing a system for smooth functioning of the department.

4. Hotel Industry in Pune region has Employee Retention Management System in place

Description: Looking at the table above it can be observed that while measuring the effectiveness of the employee retention management system, 69.4 percent of respondent strongly agreed as they found that Hotel Industry in Pune region had Employee Retention Management System in place while 30.6 percent of respondent said there was no employee retention in hotel industry means they have disagreed. The level of disagreement is very low in not having such a system in place. Most of the hotels in the city were working towards implementation of the system because it could have been a great motivation and retention tool for the employees. As per the feedback of most of the respondents about measuring the effectiveness of employee retention management system is that the Hotel Industry of Pune region had such a System in place and those hotels who did not have were working towards it for implementation.

5. The management shows keenness towards formation and implementation of the system.

Description: As per the analysis of the result, it was found from the above table about measuring the effectiveness of the employee retention management system, the researcher had found that, almost 73.7 percent of respondents agreed as they found that the management shows keenness towards formation and implementation of the system, while 26.3 percent of respondents had disagreed for the same. The level of disagreement was found very less amongst the responses for a simple reason that every hotel in the current situation was showing willingness towards creation and execution of such a system for well-organized employee retention. As per the feedback of most of the respondents about measuring the effectiveness of employee retention management system is that the management was showing great keenness towards formation and

implementation of the system for the betterment of their employees. Creation and execution of such a system would not only act as a motivation tool but also a retention tool.

6. The system is transparent due to involvement of employees in designing and implementation of the same.

Description: As per the analysis of the result, it was found from the above table that while measuring the effectiveness of the employee retention management system, the researcher had found that, 72.2 percent of respondent agreed as they found that the system was transparent due to involvement of employees in designing and implementation of the same, 27.8 percent of respondents had disagreed for the same. The involvement of the staff members would enable the hotel to design the system according to the employees and which would work towards the betterment of the employees. The implementation would also be easy if there was a staff involved during the designing process. As per the feedback of most of the respondents about measuring the effectiveness of employee retention management system is that the system in most of the hotels in the city was transparent because they involved their employees in designing and implementation of the system. This would enable the hotel in applying the system effectively and would easily be acceptable by the staff members.

7. The management shows keenness in designing employee centric practices for talent retention.

Description: As per the analysis of the result, it was found from the above table about measuring the effectiveness of the employee retention management system, the researcher had found that, 77.1 percent of respondent strongly agreed as they found that the management shows keenness in designing employee centric practices for talent retention, 22.9 percent of respondents had disagreed for the same. The level of disagreement was least because the employee wanted the management to think about them and design a system which would be employee centric which works towards their betterment, following such an employee centric practices would help in talent retention to a larger extent. As per the feedback of most of the respondents about measuring the effectiveness of employee retention management system is that the management of the

entire hotel operating in the city showed keenness in designing employee centric practices and application of these strategies is enabling the hotel in retaining potential talent.

8. The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices.

Description: As per the analysis of the result, it was found from the above table about measuring the effectiveness of the employee retention management system, the researcher had found that, 71.1 percent of respondents strongly agreed as they found that the management shows keenness towards formation and implementation of the system, 22.9 percent of respondents had disagreed for the same. The level of disagreement was low for the simple reason that if the hotel would invest in designing an implementation of the employee retention management system it was understood that the hotel would look for the effectiveness and benefits for the employees. The hotel would also measure the usefulness of the practices on a continual basis to check the acceptability of the system. As per the feedback of most of the respondents about measuring the effectiveness of employee retention management system is that the hotel undertook continuous follow up on the level of employee retention in order to measure effectiveness of practices.

Observation – 1

- From all the above tables it was observed that effectiveness of employee retention system in hotel industry was the need of the hour and it had to be improved.
- It had also been found that majority of the respondents had opined that the hotels in the region are largely concerned about issues related to employee retention.
- It had also observed that the industry was facing the problem of employee retention and hence the hotel industry in the region needs to have good retention system in place.
- The hotels where the system is not there then they need to design effective Employee Retention Management System to cope with the problems.
- It was not only an employee's concern but the employer also has to show keenness towards formation and implementation of the system, and the system

should be made transparent by involvement of employees in designing and implementation of the same.

- The management had also shown keenness in designing employee centric practices so that the potential talent is retained and most importantly the hotel had to take continuous follow up on the level of employee retention so as to measure effectiveness of the adopted practices.

Inferences:

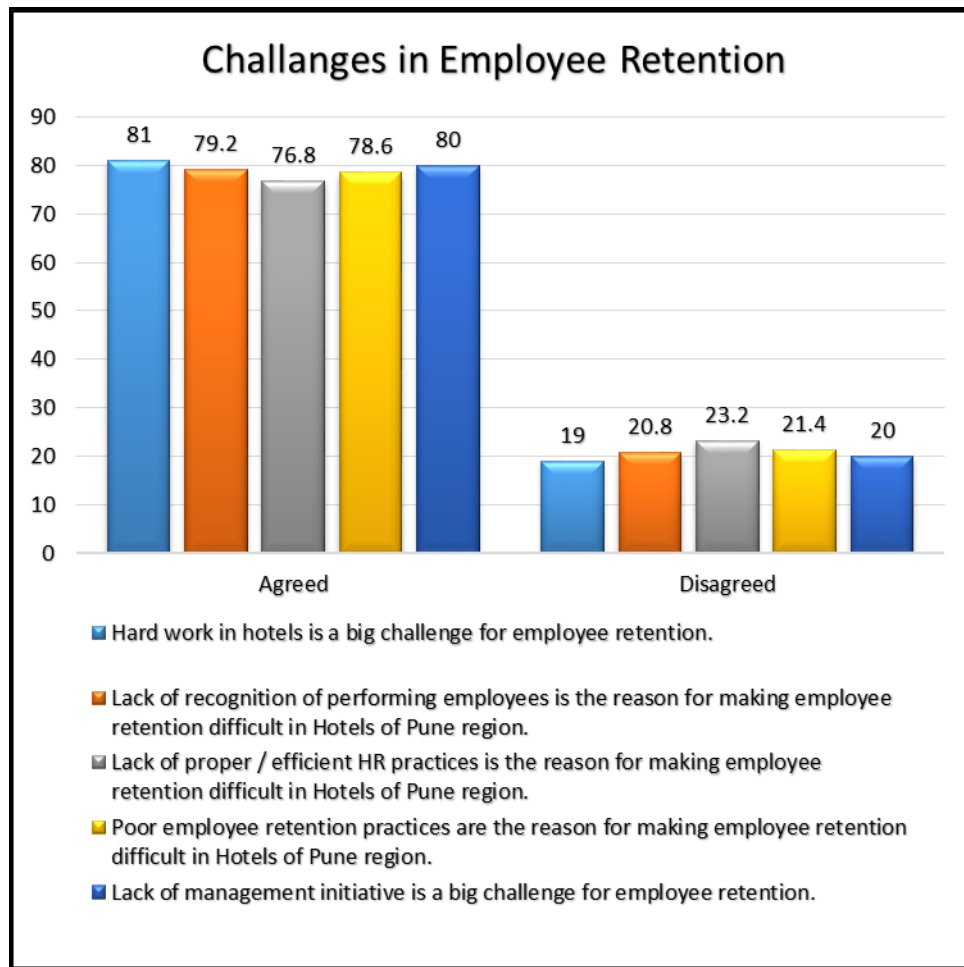
- From all the above tables it was observed that effectiveness of employee retention system in hotel industry is necessary and it has to be improved. It had been found that majority of the respondents that the hotels in the city are largely concerned about issues related to employee retention, because the industry is facing the problem of employee retention in the current scenario.
- Hence the hotel industry in the city needs to have good retention system in place if it is not there then they are required to design effective Employee Retention Management System to cope with the problem.
- It was not only an employee concern but the employer also had to show keenness towards formation and implementation of the system, and the system should be made transparent by involvement of employees in designing and implementation of the same.
- The management had to also show keenness in designing employee centric practices so that the potential talent was retained and more importantly the hotel had to take continuous follow up on the level of employee retention so as to measure effectiveness of the adopted practices.

Section – B of this chapter throws light on the responses on the challenges faced by the Associates while working in the hotel and its effect on the employee retention.

Table and Graph 4.16 Percentage of Associate Level Employees who agreed on the challenges of employee retention in hotel industry

2. CHALLENGES IN EMPLOYEE RETENTION

| Challenges in Employee Retention | Agree | Disagree |
|---|-------|----------|
| Hard work in hotels is a big challenge for employee retention. | 81 | 19 |
| Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region. | 79.2 | 20.8 |
| Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels of Pune region. | 76.8 | 23.2 |
| Poor employee retention practices are the reason for making employee retention difficult in Hotels of Pune region. | 78.6 | 21.4 |
| Lack of management initiative is a big challenge for employee retention. | 80 | 20 |



9. Hard work in hotels is a big challenge for employee retention.

Description: Hard Work is faced to a larger extent by the Operational departments like, Food Production, F & B Services and Accommodation. The challenge of Hard work faced by departments like HR, Accounts, maintenance and others are lower than the operational departments. The level of hard work though varies with star category as the no. of employees in star category 5 are more and decreases at 4 and 3 category hotels thus increasing their work load.

As per the analysis of the result, it was found about challenges which a hotel faces for effective employee retention, the researcher according to the above table had found that, 81 percent of respondents strongly agreed positively as they found that hard work in hotels was a big challenge for employee retention, 19 percent of respondents had disagreed for the same. Hard work is demanded by all the organizations, if it is taken positively and as a challenge that would enable an employee to improve their

productivity and customer satisfaction. According to the above analysis it can be stated that the hotel industry demands for hard work which every individual is well aware about before joining the industry. Hard work should always be taken in a positive manner and should be accepted as a challenge.

10. Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region.

Description: As per the analysis of the result, it was found about challenges which a hotel faces for effective employee retention, the researcher according to the above table had found that, 79.2 percent of respondent strongly agreed as they found that lack of recognition of performing employees was the reason for making employee retention difficult in Hotels of Pune region, 20.8 percent of respondents had disagreed for the same. The level of disagreement was less because every hotel was trying their level best to retain their staff; the HR department was working upon strategies which would have allowed them to retain an employee. Most of the hotels in the city were adopting the practice of recognizing the work performed by a specific employee which would have enabled the hotel to hold the employee for a longer tenure.

Most of the respondents had believed about challenges in employee retention was the lack of recognition from the management for their performing employees and was the reason for making employee retention difficult in Hotels of Pune region. Every employee working for the organization wanted themselves to be recognized which would boost their motivation level.

11. Respondents' opinion on the statement that, Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels of Pune region.

Description: As per the analysis of the result, it was studied about challenges which a hotel faces for effective employee retention, the researcher according to the above table had found that, 76.8 percent of respondents strongly agreed as they found that Lack of proper / efficient HR practices was the reason for making employee retention difficult in Hotels of Pune region while 23.2 percent of respondents had disagreed for the same. The level of disagreement was for the simple reason that, for a better functioning of the hotel

there should not have been any lacuna in the HR policies because that is the core for making an employee happy and somewhat satisfied in the organization.

Most of the respondents had believed about the challenges in employee retention was the major reason as to why employee retention was difficult in the hotel and that is because of lack of proper / efficient HR practices. The hotels are adopting various strategies for coping up with the problem; also on the other hand the management was also checking the efficiency of the system on a continual basis.

12. Poor employee retention practices are the reason for making employee retention difficult in Hotels of Pune region.

Description: HR practices and benefits which do not relate to performance based promotions and also support referral selections are some of the poor HR practices, which would hamper the interests of those working on merit and hence result in poor retention of employees.

As per the analysis of the result, it was found about challenges which a hotel faces for effective employee retention, the researcher according to the above table had found that, 78.6 percent of respondents strongly agreed as they found that poor employee retention practices were the reason for making employee retention difficult in Hotels of Pune region while 21.4 percent of respondents had disagreed for the same. Having an effective employee retention practice was important as far as a hotel in Pune region was concerned; practicing a poor retention practice was one of the major reasons for making employee retention difficult in Hotels of Pune region. Most of the respondents had believed about the challenges in employee retention was the major reason and also practicing or adopting poor employee retention practices, and that could have been one of the major reasons for making employee retention difficult in Hotels of Pune region. According to the above analysis it could be stated that the hotel in Pune region would have to adopt an efficient employee retention practice which would make an employee stay back in the organization.

13. Lack of management initiative is a big challenge for employee retention.

Description: As per the analysis of the result, it was found about challenges which a hotel faces for effective employee retention, the researcher according to the above table had found that, 80 percent of respondents strongly agreed as they found that lack of management initiative was a big challenge for employee retention while 20 percent of respondents had disagreed for the same. The level of disagreement was less because there was a need of management initiatives on all the procedures and policies of the hotel. If there is a lacuna in the initiatives taken by the management it would lead to an unsatisfied employee. Most of the respondents had believed about the challenges in employee retention was the lack of management initiative in designing employee centric practices and policies. This could have been one of the biggest challenges as far as employee retention is concerned.

Observation – 2

- From the above segment on challenges' in employee retention it can be observed that there was a big bunch of challenges pertaining to employee retention which the hotel industry had to keep in the forefront.
- An agreement was observed in challenges like recognition of performing employees.
- There had to be an efficient HR policy and retention practice for making an employee work for the organization for a longer tenure. At the same point of time more number of initiatives' could come from the management for the betterment of the employees.
- The hotel Industry had to takes some more innovative steps for the improvement in the employee retention management system.

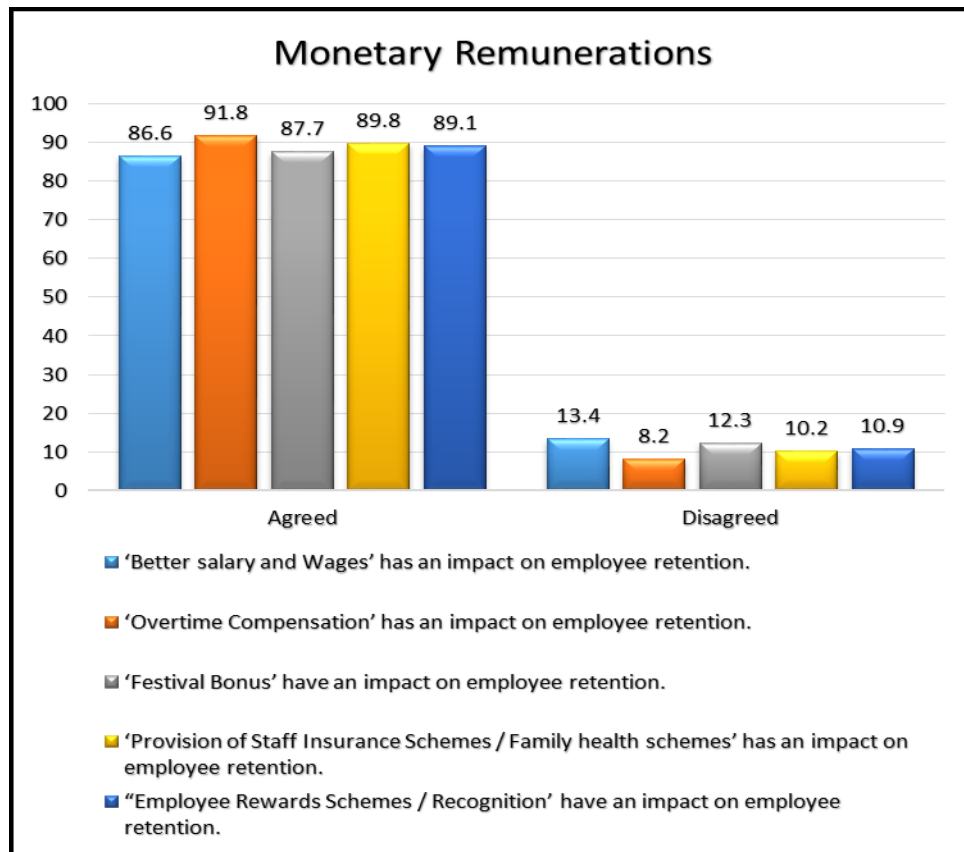
Inferences:

- According to the above segment on challenges in employee retention it could be stated that there was a big bunch of challenges pertaining to retention of their employees in the forefront of hotel industry in Pune region.
- There were a lot of agreements observed in challenges like hard work, recognition of performing employees. The need for an efficient HR policy and retention practice for making an employee work for the organization for a longer tenure seemed prominent.
- At the same point of time the requirement for more number of initiatives' and implementation of the same through the management for the betterment of the employees was seen.
- The hotel Industry is required to take some more innovative and calculative steps for the improvement in the employee retention management system.

Table and Graph 4.17.1 Percentage of Associates level employees who agreed that Monetary Remunerations as an impact factor of employee retention in hotel industry

3. IMPACT OF HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION

| Impact factors – Monetary Remunerations | Agreed | Disagreed |
|---|---------------|------------------|
| ‘Better salary and Wages’ has an impact on employee retention. | 86.6 | 13.4 |
| ‘Overtime Compensation’ has an impact on employee retention. | 91.8 | 8.2 |
| ‘Festival Bonus’ have an impact on employee retention. | 87.7 | 12.3 |
| ‘Provision of Staff Insurance Schemes / Family health schemes’ has an impact on employee retention. | 89.8 | 10.2 |
| “Employee Rewards Schemes / Recognition’ have an impact on employee retention. | 89.1 | 10.9 |



14. Better salary and Wages has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 86.6 percent of the respondents strongly agreed as they found that better salary and wages had an impact on employee retention while 13.4 percent of respondents had disagreed for the same. It could be stated from the above table that any employee for that matter would always want to receive a reasonably good salary for the amount of work they have contributed. Provision of better remuneration would have made them stay back with the organization for a longer period of time. It was a general tendency, if you have worked well you should get paid well. Most of the respondents felt about impact of HR practices on employee retention and that the provision of better salary and wages had a great impact on retention of employee and it could be the first criteria for a satisfied employee. According to the above analysis it could be clearly stated that if the hotel provides with better salaries and wages it could have had employees working for a longer tenure.

15. Overtime Compensation has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 91.8 percent of the respondents strongly agreed as they found that overtime compensation had an impact on employee retention while 8.2 percent of respondents had disagreed for the same. It could be stated from the above table that working for more than stipulated amount of time resulted in overtime, which was a very common phenomenon as far as hotel industry is concerned. The hotels should have also started paying for the extra number of hours an employee worked in a day which would not only boost the morale of the employee but would have also made them put in more efforts in their work. Most of the respondents felt about impact of HR practices on employee retention and that the provision of Overtime Compensation had a great impact on retention of employee as it is one of the main criteria for a satisfied employee. According to the above analysis it could be clearly stated that if the hotel provides with Overtime Compensation it would have a great impact on employee retention.

16. Festival Bonus has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 87.7 percent of the respondents agreed as they found that festival bonus had an impact on employee retention while 12.3 percent of respondents had disagreed for the same. It could be stated from the above table that if a hotel would have started paying festival bonus to their employees it would have made their morale high and also would have given them a feeling of concern. This would in turn have had a great impact on employee retention. As per the feedback of most of the respondents about impact of HR practices on employee retention and that the provision of Festival Bonus had a great impact on retention of employee as it is one of the criteria for a satisfied employee. According to the above analysis it could be clearly stated that if the hotel provided with Festival Bonus it would have had a great impact on employee retention.

17. Provision of Staff Insurance Schemes / Family health schemes has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 89.8 percent of the respondents had strongly agreed as they had found that provision of staff insurance schemes and family health schemes had an impact on employee retention while 10.2 percent of respondents had disagreed for the same. According to the above table it can be clearly stated that the organization which were offering such insurance schemes to their staff members were helping them out in a difficult situation. Most of the hotels in the city are now-a-days giving these kinds of insurance schemes for their employees which is keeping their motivation level high. As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that the practice of giving the Provision of Staff Insurance Schemes & Family health schemes will have an impact on retention of employee as it can be an effective criteria for retention by providing such facilities the hotel is making an conscious effort towards preservation of employees. According to the above analysis it can be clearly stated that the hotels which were giving the Provision of Staff Insurance Schemes and Family health schemes were having a great impact on employee retention.

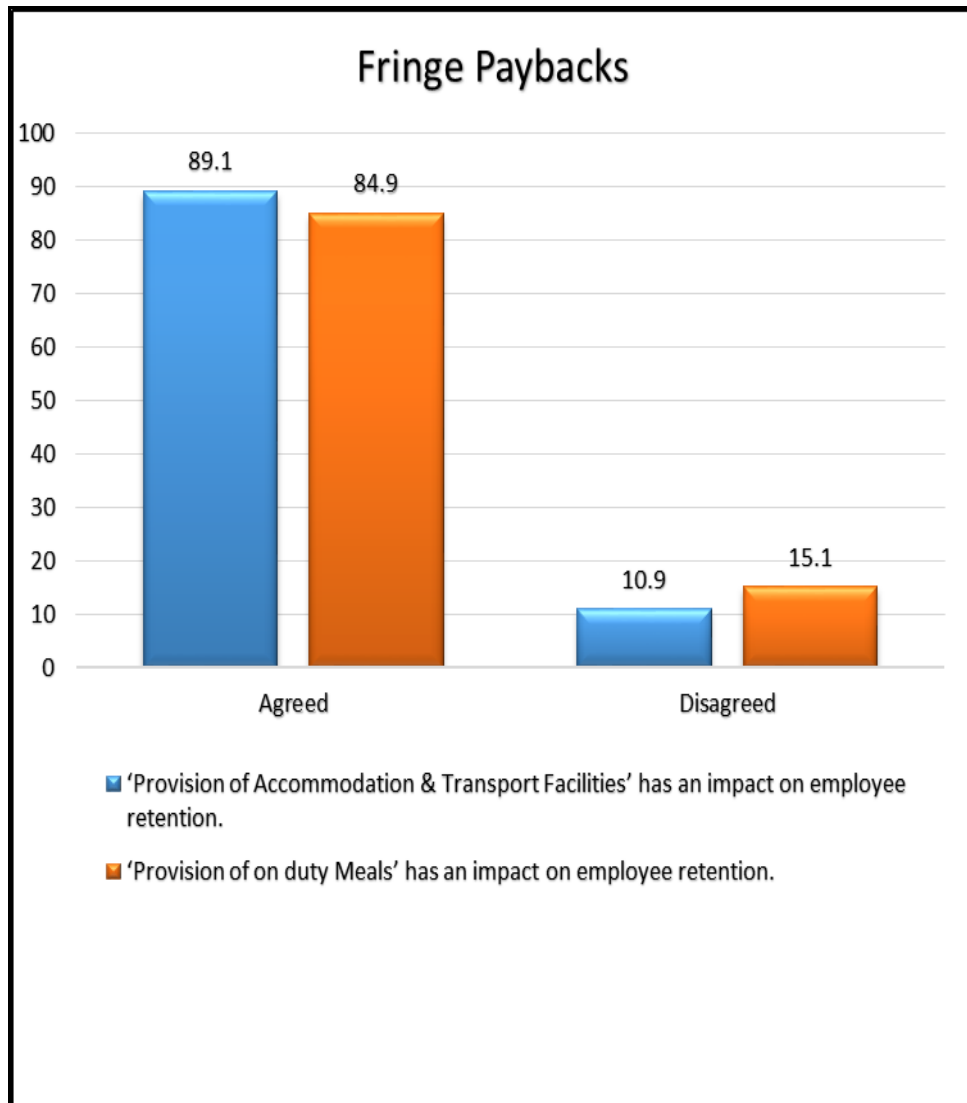
18. Employee Rewards Schemes / Recognition have an impact on employee retention.

Description: As per the analysis of the result, it was found that the impact of Human Resource practices on Employee retention amongst the respondents, 89.1 percent of the respondents had strongly agreed and found that employee rewards schemes and recognition had an impact on employee retention while 10.9 percent of respondents had disagreed for the same. According to the above table it could be clearly stated that hotels that are following the system of recognizing the efforts of an employee and rewarding for the same are making their employees feel special. This would in turn act as a great motivation tool and is a good attempt to make the employee stay in the organization for a longer period of time.

As per the feedback of most of the respondents about the impact of HR practices on employee retention and the practice of giving the Provision of Employee Rewards Schemes and Recognition it was found that, an impact on retention of employee as it could have been an effective criteria for retention by providing such facilities the hotel would be making an effort towards growing the preservation level of employees. According to the above analysis it could be clearly stated that the hotels which were recognizing the work of employees and rewarding them at the same point of time were having a great impact on employee retention.

Table and Graph 4.17.2 Percentage of Associate Level Employees who agreed that fringe paybacks as an impact factor of employee retention in hotel industry

| Impact Factor – Fringe Paybacks | Agreed | Disagreed |
|--|---------------|------------------|
| ‘Provision of Accommodation & Transport Facilities’ has an impact on employee retention. | 89.1 | 10.9 |
| ‘Provision of on duty Meals’ has an impact on employee retention. | 84.9 | 15.1 |



19. Provision of Accommodation & Transport Facilities’ has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 89.1 percent of the respondents had strongly agreed as they had found that provision of accommodation & transport facilities had an impact on employee retention while 10.9 percent of respondents had disagreed for the same. It could be stated from the above table that if the hotel starts with the provision of transport and accommodation facilities for the staff members it will make them satisfied because that could be one of the major concern especially for the staff members coming from distant places. This would have a great impact in retention of employees. As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that provision of Accommodation & Transport Facilities would have had a great impact on retention of employee as it is one of the main criteria which an employee will look for and by providing such facilities the hotel is making an effort to have a satisfied employee. According to the above analysis it can be clearly stated that if the hotel provides with Accommodation & Transport Facilities will have a great impact on employee retention.

20. Provision of on duty Meals has an impact on employee retention.

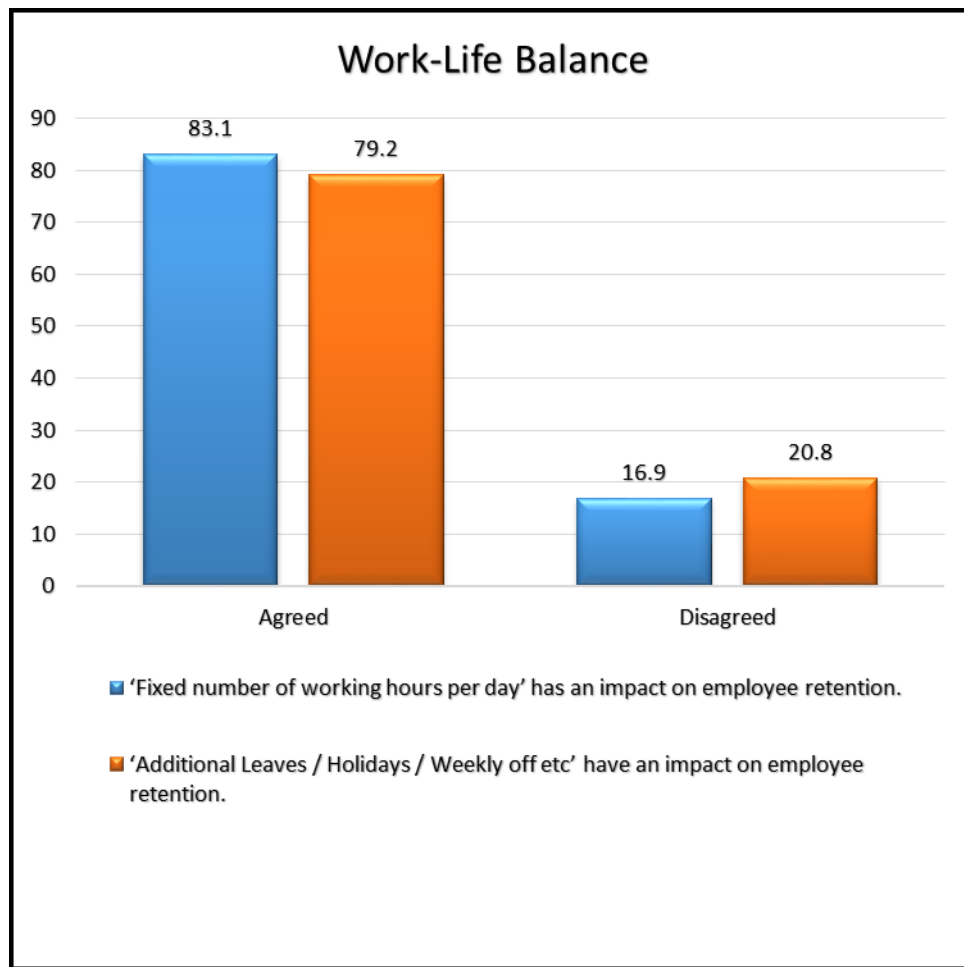
Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 84.9 percent of the respondents had strongly agreed as they found that provision of on duty meals would have an impact on employee retention while 15.1 percent of respondents had disagreed for the same. It can be clearly stated from the above table that it can be a mandatory criteria for any hotel to provide the staff with regular meals and it is a very common phenomena in the hotel industry that they provide meals on duty for free; it can at least have some impact towards retention of employees.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that provision of on duty Meals would have a great impact on retention of employee as it is one of the most important criteria which any employee will look for and by providing such facilities the hotel is making an effort to have a satisfied employee. It could also be stated that if the employee is fed well can

perform well. According to the above analysis it can be clearly stated that if the hotel provides with on duty Meals it would have a great impact on employee retention.

Table and Graph 4.17.3 Percentage of Associate Level Employees who agreed that work life balance as an impact factor of employee retention in hotel industry

| Impact factors – Work life Balance | Agreed | Disagreed |
|---|---------------|------------------|
| ‘Fixed number of working hours per day’ has an impact on employee retention. | 83.1 | 16.9 |
| ‘Additional Leaves / Holidays / Weekly off etc’ have an impact on employee retention. | 79.2 | 20.8 |



21. Fixed number of working hours per day has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 87.1 percent of the respondents strongly agreed as they found that fixed number of working hours per day had an impact on employee retention while 16.9 percent of respondents had disagreed for the same. According to the above table it could be stated that the hotels which are following the system of having fixed number of working hours per day were making a great effort towards retention of employees, because that could be the first thing any employee will look for when working for any organization.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that practice of fixed number of working hours per day would have an impact on retention of employee as it could be an important criteria for most of the employees, by providing such facilities the hotels are making an effort towards increasing the satisfaction level of employees. According to the above analysis it could be clearly stated that if the hotel practices to have fixed number of working hours per day would have a great impact on employee retention.

22. Additional Leaves / Holidays / Weekly off etc.’ have an impact on employee retention.

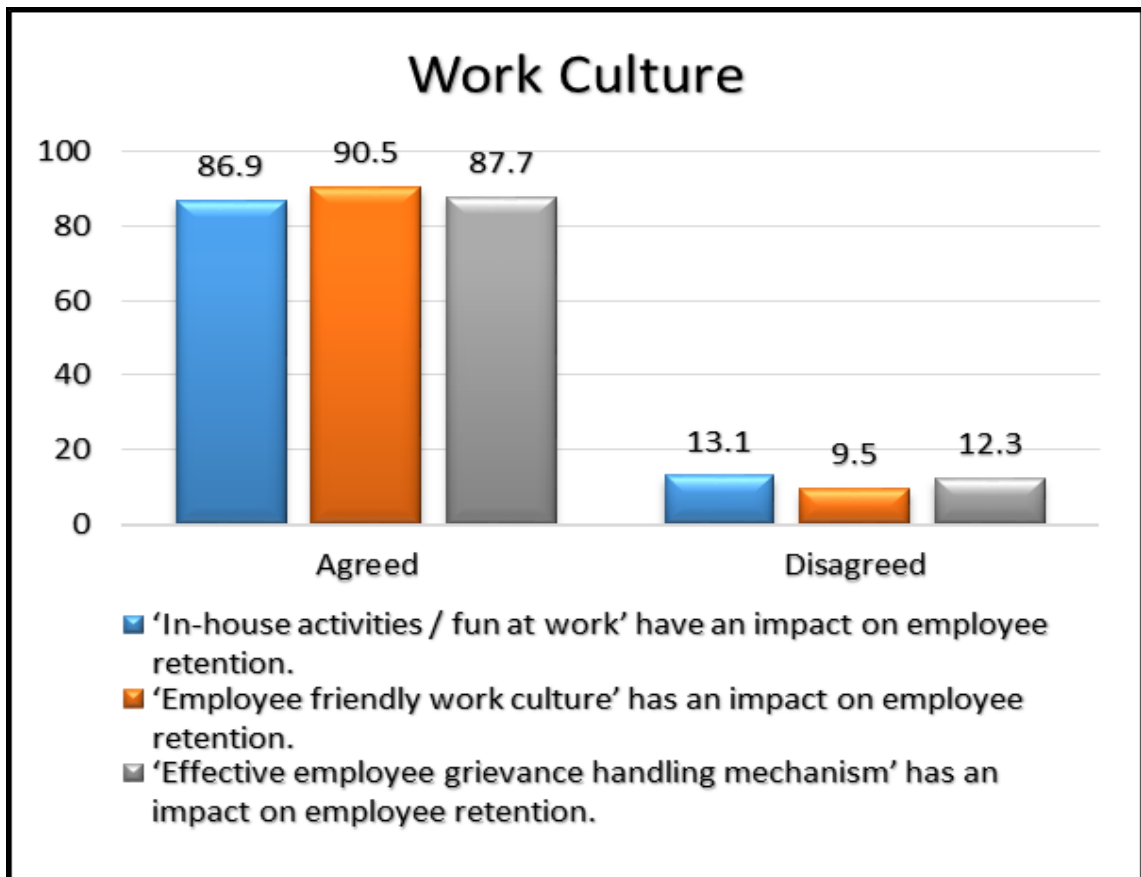
Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 79.2 percent of the respondents strongly agreed as they found that additional leaves / holidays / weekly off etc. had an impact on employee retention while 20.8 percent of respondents had disagreed for the same. It can be clearly stated from the above table that if the hotel provides with such kind of additional leaves would make the employee more comfortable and satisfied to some extent because it is a general tendency to compare the amount of leaves from organization to organization. Provision of such leaves would impact the retention of employees.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that provision of Additional Leaves / Holidays / Weekly off etc. would have an impact on retention of employee as it could be an important

criteria for most of the employees, by providing such facilities the hotels are making an effort towards increasing the satisfaction level of employees. According to the above analysis it could be clearly stated that the hotels which were adopting these practices of Additional Leaves / Holidays / Weekly off etc. were having a great impact on employee retention.

Table and Graph 4.17.4 Percentage of Associate Level Employees who agreed that Work Culture as an impact factor of employee retention in hotel industry

| Impact factors – Work Culture | Agreed | Disagreed |
|--|--------|-----------|
| ‘In-house activities / fun at work’ have an impact on employee retention. | 86.9 | 13.1 |
| ‘Employee friendly work culture’ has an impact on employee retention. | 90.5 | 9.5 |
| ‘Effective employee grievance handling mechanism’ has an impact on employee retention. | 87.7 | 12.3 |



23. In-house activities / fun at work have an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 86.9 percent of the respondents strongly agreed as they found that conducting in-house activities and fun at work had an impact on employee retention and 13.1 percent of respondents had disagreed for the same. It could be stated from the above table that hotels who were conducting some in house activities for staff members will add to the value, the staff will get to do something different from the regular work pattern, which could be a good stress buster for the employee. By undertaking such activities the hotels are making an effort towards retention of employees not to a greater extent but to a smaller extent.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that conducting in-house activities and fun at work would have an impact on retention of employee as it could be an important criterion for some of the employees, by providing such facilities the hotels are making an effort to have a satisfied employee. It could also be stated that if the employees get something else to do apart from the regular routine work, they would be relieved of their routine stress. According to the above analysis it could be clearly stated that if the hotel conducts in-house activities and practices fun at work it would have a great impact on employee retention.

24. Employee friendly work culture has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 90.5 percent of the respondents had strongly agreed as they found that employee friendly work culture had an impact on employee retention while 9.5 percent of respondents had disagreed for the same. It could be clearly stated from the above table that having an employee friendly work culture would not only benefit the organization in specific but also the employee to a larger extent. The organizations that were having a good team work were retaining employees better than their competitors.

As per the feedback of most of the respondents about the impact of HR practices on employee retention of those having an Employee friendly work culture would have an impact on retention of employees as it could be a significant criteria for almost every

employee working in the organization, by providing such facilities the hotels were making a conscious effort towards growing the indulgence level of employees. According to the above analysis it could be clearly stated that the hotels which were adopting practices of Employee friendly work culture were having a great impact on employee retention.

25. Effective employee grievance handling mechanism has an impact on employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 87.7 percent of the respondents had strongly agreed as they found that effective employee grievance handling mechanism had an impact on employee retention while 12.3 percent of respondents had disagreed for the same. It could be clearly stated from the above table that an organization which had an effective grievance handling system in place was far better-off than its competitors. If the grievances are handled correctly they would surely lead to a satisfied employee and would also have had a good impact on retention of employees.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that the practice of having effective employee grievance handling mechanism would have had an impact on retention of employee as it could be a significant criteria for almost every employee working in the organization, by providing such facilities the hotel was making a sensible effort towards growing the tolerance level of employees. According to the above analysis it could be clearly stated that the hotels which were having the practices of effective employee grievance handling mechanism were having a great impact on employee retention.

Table and Graph 4.17.5 Percentage of Associate Level Employees who agreed that Training and HR as an impact factor of employee retention in hotel industry

| Impact factors – Training & HR | Agreed | Disagreed |
|--|--------|-----------|
| ‘Opportunities to attend training / Personality Development programmes to enhance operational and soft skills’ impacts employee retention. | 89.8 | 10.2 |
| The HR practices followed by the hotel have a great impact on retention of its employees. | 86.7 | 13.3 |



26. Opportunities to attend Training / Personality Development programs to enhance operational and soft skills impacts employee retention.

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 89.8 percent of the respondents had strongly agreed as they found that hotels which were giving opportunities to attend training and personality Development programs to enhance operational and soft skills have an impacts on employee retention while 10.2 percent of respondents had disagreed for the same. According to the above table it could be clearly stated that hotels who were investing in their employees by giving them opportunities to attend training and personality development programmes were more happy and satisfied because indirectly they know that the hotel trusts them and that's why contributing towards their growth. This would keep the employee motivated at all times and will increase the chances of working for a longer career.

As per the feedback of most of the respondents about impact of HR practices on employee retention, it was found that the practice of giving the opportunities to attend Training and Personality Development programmes to enhance operational and soft skills would have an impact on retention of employee as it could be an important criteria for almost every employee working in the organization because every employee for that matter would want to grow in their careers, by providing such facilities the hotels were making an acquainted work towards growing the retention level of employees. According to the above analysis it could be clearly stated that the hotels which were giving the opportunities to attend Training and Personality Development programs to enhance operational and soft skills and were having a great impact on employee retention.

27. The HR practices followed by the hotel have a great impact on retention of its employees

Description: As per the analysis of the result, it was found about the impact of Human Resource practices on Employee retention amongst the respondents, 86.7 percent of the respondents had strongly agreed as they found that the HR practices followed by the hotel have a great impact on retention of its employees while 13.3 percent of respondents had disagreed for the same. It could be clearly stated from the above table that there had to be an efficient practice that has to be followed in the hotel which in turn would have a great impact on retention of its employees. As per the feedback of most of the respondents, it was found that impact of HR practices on employee retention and the HR practices followed by the hotel would have had a great impact on retention of its employees. According to the above analysis it could be stated that hotels in the region had to follow efficient HR practice because that would have a great impact towards the retention of employees.

Observation – 3

- From all the above tables it was observed that measuring the impact of human resource practices on employee retention in hotel industry would be beneficial for employee retention and has to be improved.
- It had also been observed that majority of the respondents agreed that the HR practices followed by the hotels in the region have a great impact on retention of its employees.
- On the other hand hotels which were offering better salary packages are liked by most of the employees. Adding to the value of it hotels which are giving the compensation for working overtime was impacting employee retention. Moreover there was a great demand by the employees for having festival bonuses.
- Hotels were also thinking different like for any other corporate firm by providing Food, Shelter and Transport facilities for the employees which was a significant retention tool. It was also been observed that hotels were conducting a lot of indoor activities for the employees so that they can have fun at work and get something different from the regular routine work.

- Most of the respondents had also agreed that some additional leaves, holidays and weekly off along with fixed number of working hours for their employee in the hospitality sector matters a lot in the process of employee retention. Adding to that, most of the domestic and international chain of hotels implemented an employee friendly work culture and a very efficient mechanism for grievance handling which adds a great value in the industry.
- The concept of succession planning also had a great impact factor as per the majority of the employees allowed the staff to enhance the skills by undergoing professional training and personality development programs. The concept definitely had a significant impact factor for their personal growth and development in their careers.
- The provision of Insurance schemes and family health insurances were also one of the major retention tools which were agreed by most of the hotels.
- Last but not the least all the hotels were recognizing the work of individuals and were also rewarding the same which was also a great motivation tool in the retention of the employees.

Inferences:

- From all the above tables it was observed that measuring the impact of human resource practices on employee retention in hotel industry is important for employee retention and it has to be improved.
- It was also found that majority of the respondents agreed that the HR practices followed by the hotels in the region would have a great impact on retention of its employees.
- On the other hand hotels which were offering better salary packages were liked by most of the employees. Adding to the value of it hotels which were giving the compensation for working overtime was impacting employee retention. Moreover there was a great demand by the employees for having festival bonuses.
- Hotels were also thinking different like for any other corporate firm by providing Food, Shelter and Transport facilities for the employees which was a significant retention tool. It was also been observed that hotels were conducting a lot of indoor activities for the employees so that they can have fun at work and gets something different from the regular working pattern.
- Many of the hotels in the region were also offering some additional leaves, holidays and weekly off along with fixed number of working hours for their employee which was a latest development in the hospitality sector. Adding to that most of the domestic and international chain of hotels was having an employee friendly work culture and a very efficient mechanism for grievance handling which was adding to a great value in the industry.
- The concept of succession planning was also being observed followed in most of the hotels by allowing the staff to enhance the skills by undergoing professional training and personality development programs which would be a significant aspect for their personal growth and development in their careers. Insurance schemes were also one of the major retention tool adopted by many hotels.
- Last but not the least all the hotels for that matter were recognizing the work of an individual and also rewarding the same which were acting as a great motivation tool and also retaining the employees.

4.18 Hypothesis Testing

The collected data was filled in Excel sheets and it was coded and then used for analysis using Statistical Package for Social Sciences (SPSS) software (Version 16.0). The relevant chi-square values for association of variables were calculated and placed below relevant tables.

The analysis of data was done in two stages:

1. Uni-variate analysis.
2. Bi-variate analysis.

The preliminary stage was simple frequencies of all the variables were taken in an Excel format. The main purpose of the uni-variate analysis was to get clear data without inconsistencies. The frequency analysis was presented for the managers and employees separately to express the agreement and disagreement on different parameters regarding employee retention. The rest of the parameters were presented in the bi-variate format. The chi-square values, degree of freedom and 'P' values arrived at by using SPSS software (Version 16.0) are also mentioned under each bivariate tables both for managers and for the employees. Relevant graphs are already presented in the above segment which explains the profile of the employees and the managers and also for the combined frequency tables of each parameter.

4.19 Cross-tabulation – Managerial Level Employees

As stated in the earlier section the frequency analysis is followed by cross tabulation among the parameters which are used to prove the hypothesis. The association between two or more categorical variables is checked by using the Chi-square test. Likewise in the frequencies in this section are categorized into 2 sections and the tables are presented accordingly.

In this section the data for the Managerial level employees was analyzed in order to see the Association between the Effectiveness of Employee Retention Management System and Star Category of the hotels. In this case for analysis purpose 3 categories of the agreement level are reduced to two categories i.e. agreed and disagreed.

4.19.1 Association between the Effectiveness of Employee Retention Management System and Star Category of the hotels

Table 4.19.1.1 Level of agreement between Effectiveness of ERMS No. 1 and star category of the hotels

| Level of Agreement between, Hotel Industry in Pune region is concerned about issues related to employee retention and Star category of Hotels | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 31 | 8 | 39 |
| | 79.5% | 20.5% | 100.0% |
| 4 star | 36 | 15 | 51 |
| | 70.6% | 29.4% | 100.0% |
| 5 star | 100 | 12 | 112 |
| | 89.3% | 10.7% | 100.0% |
| Total | 167 | 35 | 202 |
| | 82.7% | 17.3% | 100.0% |

Chi-Square -18.895 P = 0.000

The above table reflects the proportion of employees showing their agreement on the effectiveness parameter - that hotels industry in Pune region is concerned about issues related to employee retention and the star category of the hotel they belong to. In this

case it can be seen from the table that more than 82 percent had agreed that fact. The proportion of employees who have shown their disagreement is more than 17 percent. Among the three star categories a variation can also be seen, As well as the chi square value and p value shows an association between this particular effectiveness parameter and the star category of the hotel.

Table 4.19.1.2 Level of agreement between Effectiveness of ERMS No. 2 and star category of the hotels

| Level of Agreement between, The Hotel industry in Pune region faces a problem of employee retention and star category of hotels | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 37 | 2 | 39 |
| | 94.9% | 5.1% | 100.0% |
| 4 star | 36 | 15 | 51 |
| | 70.6% | 29.4% | 100.0% |
| 5 star | 97 | 15 | 112 |
| | 86.6% | 13.4% | 100.0% |
| Total | 170 | 32 | 202 |
| | 84.2% | 15.8% | 100.0% |

Chi-Square -17.906 P = 0.000

The above table shows the proportion of employees showing their agreement on the effectiveness such as hotel industry in Pune region faces a problem of employee retention and the star category of the hotel they belong to. In this case it can be seen from the table that more than 84 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 16 percent. A clear variation cannot be seen within the star category and also the agreement level as well as, the chi square value and p value shows an association between this parameter and the star category of the hotel. The problems faced by the employees in the employee retention changes as the star category of the hotel changes.

Table 4.19.1.3 Level of agreement between Effectiveness of ERMS No. 3 and star category of the hotels

| Level of Agreement between, Hotel Industry needs to design effective Employee Retention Management System to cope with this problem and star category of hotels | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 23 | 16 | 39 |
| | 59.0% | 41.0% | 100.0% |
| 4 star | 42 | 9 | 51 |
| | 82.4% | 17.6% | 100.0% |
| 5 star | 74 | 38 | 112 |
| | 66.1% | 33.9% | 100.0% |
| Total | 139 | 63 | 202 |
| | 68.8% | 31.2% | 100.0% |

Chi-Square -13.404 P = 0.003

The above table shows the proportion of employees showing their agreement of effectiveness parameter and the star category of the hotel they belong to. It is said that hotel Industry needs to design effective Employee Retention Management System to cope with this problem. In this case it can be seen from the table that almost 69 percent had agreed that fact, whereas 31 percent have shown their disagreement. A huge variation can be seen within the cells of the table, the chi square value and p value shows an association between this particular effectiveness parameter and the star category of the hotel.

Table 4.19.1.4 Level of agreement between Effectiveness of ERMS No. 4 and star category of the hotels

| Level of Agreement between Hotel Industry in Pune region has Employee Retention Management System in place and star category of hotels | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 28 | 11 | 39 |
| | 71.8% | 28.2% | 100.0% |
| 4 star | 44 | 7 | 51 |
| | 86.3% | 13.7% | 100.0% |
| 5 star | 93 | 19 | 112 |
| | 83.0% | 17.0% | 100.0% |
| Total | 165 | 37 | 202 |
| | 81.7% | 18.3% | 100.0% |

Chi-Square –3.404 P = 0.182

The above table shows the proportion of employees showing their agreement on the effectiveness that hotels industry in Pune has Employee Retention Management System in place and the star category of the hotel they belong to. In this case it can be seen from the table that more than 81 percent had agreed that fact. The proportion of employees who have shown their disagreement is more than 18 percent. Among the three star categories a variation can also be seen, As well as the chi square value and p value shows an association between this particular effectiveness parameter and the star category of the hotel.

Table 4.19.1.5 Level of agreement between Effectiveness of ERMS No. 5 and star category of the hotels

| Level of agreement between, The management shows keenness towards formation and implementation of the system and star category of hotels | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 29 | 10 | 39 |
| | 74.4% | 25.6% | 100.0% |
| 4 star | 39 | 12 | 51 |
| | 76.5% | 23.5% | 100.0% |
| 5 star | 78 | 34 | 112 |
| | 69.6% | 30.4% | 100.0% |
| Total | 146 | 56 | 202 |
| | 72.3% | 27.7% | 100.0% |

Chi-Square -0.920 P = 0.631

The above table shows the proportion of employees showing their agreement on the benefit of increasing employee morale and the star category of the hotel they belong to. In this case it can be seen from the table that more than 70 percent had agreed that fact. The proportion of employees who have shown their disagreement is more than 27 percent. Though a clear variation cannot be seen within the cells of the table, the chi square value and p value shows an association between this particular effectiveness parameter and the star category of the hotel.

Table 4.19.1.6 Level of agreement between Effectiveness of ERMS No. 6 and star category of the hotels

| Level of agreement between, The system is transparent due to involvement of employees in designing and implementation of the same | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 33 | 6 | 39 |
| | 84.6% | 15.4% | 100.0% |
| 4 star | 47 | 4 | 51 |
| | 92.2% | 7.8% | 100.0% |
| 5 star | 83 | 29 | 112 |
| | 74.1% | 25.9% | 100.0% |
| Total | 163 | 39 | 202 |
| | 80.7% | 19.3% | 100.0% |

Chi-Square -17.805 P = 0.000

The above table shows the proportion of employees showing their agreement on the effectiveness parameter of transparent system due to involvement of employees in designing and implementation and the star category of the hotel they belong to. In this case it can be seen from the table that almost 81 percent had agreed that fact. The proportion of employees who have shown their disagreement is more than 19 percent. A variation can also be seen within the categories as well as the chi square value and p value shows an association between this effectiveness and the star category of the hotel.

Table 4.19.1.7 Level of agreement between Effectiveness of ERMS No. 7 and star category of the hotels

| Level of Agreement between, The management shows keenness in designing employee centric practices for talent retention and star category of Hotels | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 32 | 7 | 39 |
| | 82.1% | 17.9% | 100.0% |
| 4 star | 47 | 4 | 51 |
| | 92.2% | 7.8% | 100.0% |
| 5 star | 83 | 29 | 112 |
| | 74.1% | 25.9% | 100.0% |
| Total | 162 | 40 | 202 |
| | 80.2% | 19.8% | 100.0% |

Chi-Square -17.294 P = 0.001

The above table shows the proportion of employees showing their agreement on the effectiveness parameter of management showing keenness in designing employee centric practices for talent retention and the star category of the hotel they belong to. In this case it can be seen from the table that more than 80 percent says that the management shows keenness in designing the employee centric practices for retention. The proportion of employees who have shown their disagreement is almost 20 percent. A huge variation can be seen within the categories and also the chi square value and p value shows an association between this particular benefit and the star category of the hotel. Hence it can be inferred that the keenness of the management changes as per the change in the star category of the hotel.

Table 4.19.1.8 Level of agreement between Effectiveness of ERMS No. 8 and star category of the hotels

| Level of Agreement between, The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices and star category of hotels | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 33 | 6 | 39 |
| | 84.6% | 15.4% | 100.0% |
| 4 star | 36 | 15 | 51 |
| | 70.6% | 29.4% | 100.0% |
| 5 star | 88 | 24 | 112 |
| | 78.6% | 21.4% | 100.0% |
| Total | 157 | 45 | 202 |
| | 77.7% | 22.3% | 100.0% |

Chi-Square -15.616 P = 0.002

The above table shows the proportion of employees showing their agreement on the effectiveness parameter of hotel taking continuous follow up on the level of employee retention and the star category of the hotel they belong to. In this case it can be seen from the table that more than 77 percent had agreed upon this. The proportion of employees who have shown their disagreement is 22 percent. In this case also a clear variation cannot be seen within the cells of the table, the chi square value and p value shows an association between this particular effectiveness parameter and the star category of the hotel.

Table 4.20 Chi square values for Hypothesis Testing - Managerial Level Employees
Variable tested

- Star Category wise, a significant association has been seen between Effectiveness of Employee Retention Management System and Employee Retention among the Managerial Level Employees.

| Sr. No | Name of the variable | Chi square value | P value |
|--------|---|------------------|---------|
| 1 | Hotel Industry in Pune region is concerned about issues related to employee retention. | 18.895 | 0.000 |
| 2 | The Hotel industry in Pune region faces a problem of employee retention. | 17.906 | 0.000 |
| 3 | Hotel Industry needs to design effective Employee Retention Management System to cope with this problem. | 13.404 | 0.003 |
| 4 | Hotel Industry in Pune region has Employee Retention Management System in place. | 3.404 | 0.182 |
| 5 | The management shows keenness towards formation and implementation of the system. | 0.920 | 0.631 |
| 6 | The system is transparent due to involvement of employees in designing and implementation of the same. | 17.805 | 0.000 |
| 7 | The management shows keenness in designing employee centric practices for talent retention. | 17.294 | 0.001 |
| 8 | The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices. | 15.616 | 0.002 |

Inferences:

- Looking at the above chi square table it can be inferred that hotel Industry in Pune region is not having Employee Retention Management System in place and the management keenness towards formation and implementation of such system is not associated with employee retention.
- The analysis describes that out of 8 attributes an association can be observed between 6 attributes and the star category of the hotel hence it can be inferred that there is an evidence for rejecting the null hypothesis and accepting the alternative hypothesis i.e. Star Category wise a significant association is seen between the Effectiveness of Employee Retention Management System and Employee Retention among the Managerial Level Employees.

4.21 Cross-tabulation – Associate Level Employees

As described in the earlier section along with the managerial level employees the data for the Associate level employees was analyzed separately in order to see the association between the Gender of the employee and the Effectiveness of ERMS parameters as well as the Department of the employees. The association between the Effectiveness of ERMS and Challenges with the department of the employees and the Effectiveness of ERMS parameter with the gender of the employees is seen and explained in the section below.

In this case also for analysis purpose 3 categories of the agreement level are reduced to two categories i.e. agreed and disagreed.

4.21.1 Association between the Effectiveness of ERMS and Gender of the employees.

Table 4.21.1.1 Level of agreement between Effectiveness of ERMS parameter No. 1 and Gender of employees

| Level of Agreement between, Hotel Industry in Pune region is concerned about issues related to employee retention and Gender of employees | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 189 | 25 | 214 |
| | 88.3% | 11.7% | 100.0% |
| Female | 57 | 14 | 71 |
| | 80.3% | 19.7% | 100.0% |
| Total | 246 | 39 | 285 |
| | 86.3% | 13.7% | 100.0% |

Chi-Square -12.915 P = 0.003

The above table shows the proportion of employees showing their agreement on the effectiveness that hotel industry in Pune region is concerned about issues related to employee retention and their gender. In this case it can be seen from the table that more than 86 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 14 percent. Among the male and female employees not much variation is observed but the chi square value and p value shows an association between this particular effectiveness parameter and gender of the employee.

Table 4.21.1.2 Level of agreement between Effectiveness of ERMS parameter No. 2 and Gender of employees

| Level of Agreement between The Hotel industry in Pune region faces a problem of employee retention and gender of employees | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 175 | 39 | 214 |
| | 81.8% | 18.2% | 100.0% |
| Female | 55 | 16 | 71 |
| | 77.5% | 22.5% | 100.0% |
| Total | 230 | 55 | 285 |
| | 80.7% | 19.3% | 100.0% |

Chi-Square -0.636 P = 0.425

The above table shows the proportion of employees showing their agreement on the effectiveness that hotel industry in Pune region faces problem related to employee retention and their gender. In this case it can be seen from the table that almost 81 percent had agreed that fact that employees faces problems related to employee retention. Small amount of variation is seen within these two categories as well as the chi square value also does not support the parameter. Hence it can be inferred that both the male and female employees faces the problem of employee retention and no gap is seen between these two.

Table 4.21.1.3 Level of agreement between Effectiveness of ERMS parameter No. 3 and Gender of employees

| Level of Agreement between Hotel Industry needs to design effective Employee Retention Management System to cope with this problem and gender of employees | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 195 | 19 | 214 |
| | 91.1% | 8.9% | 100.0% |
| Female | 61 | 10 | 71 |
| | 85.9% | 14.1% | 100.0% |
| Total | 256 | 29 | 285 |
| | 89.8% | 10.2% | 100.0% |

Chi-Square -12.581 P = 0.003

The above table shows the proportion of employees showing their agreement on the effectiveness that hotels industry needs to design effective Employee Retention Management System to cope with this problem and their gender. In this case it can be seen from the table that more than 89 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 10 percent. Among the male and female employees not much variation is observed but the chi square value and p value shows an association between this particular effectiveness parameter and gender of the employee.

Table 4.21.1.4 Level of agreement between Effectiveness of ERMS parameter No. 4 and Gender of employees

| Level of Agreement between Hotel Industry in Pune region has Employee Retention Management System in place and Gender of employees | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 159 | 55 | 214 |
| | 74.3% | 25.7% | 100.0% |
| Female | 39 | 32 | 71 |
| | 54.9% | 45.1% | 100.0% |
| Total | 198 | 87 | 285 |
| | 89.6% | 10.3% | 100.0% |

Chi-Square -12.581 P = 0.003

The above table shows the proportion of employees showing their agreement on the effectiveness that hotels industry has Employee Retention Management System in place and their gender. In this case it can be seen from the table that more than 89 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 10 percent. Among the male and female employees not much variation is observed but the chi square value and p value shows an association between this particular effectiveness parameter and gender of the employee.

Table 4.21.1.5 Level of agreement between Effectiveness of ERMS parameter No. 5 and Gender of employees

| Level of agreement of the Associate level employees towards Effectiveness of ERMS by Gender – the management shows keenness towards formation and implementation of the system | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 162 | 52 | 214 |
| | 75.7% | 24.3% | 100.0% |
| Female | 48 | 23 | 71 |
| | 67.6% | 32.4% | 100.0% |
| Total | 210 | 75 | 285 |
| | 73.7% | 26.3% | 100.0% |

Chi-Square –18.023 P = 0.000

The above table shows the proportion of employees showing their agreement on the effectiveness that the management shows keenness towards formation and implementation of the system and their gender. In this case it can be seen from the table that more than 73 percent had agreed upon that the management shows keenness towards formation and implementation of the system. The proportion of employees who have shown their disagreement is almost 26 percent. Among the male and female employees a small amount of variation is observed but the chi square value and p value shows an association between this particular effectiveness parameter and gender of the employee.

Table 4.21.1.6 Level of agreement between Effectiveness of ERMS parameter No. 6 and Gender of employees

| Level of agreement of the Associate level employees among the Effectiveness of ERMS by Gender – the system is transparent due to involvement of employees in designing and implementation of the same | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 162 | 52 | 214 |
| | 75.7% | 24.3% | 100.0% |
| Female | 44 | 27 | 71 |
| | 62% | 38% | 100.0% |
| Total | 206 | 79 | 285 |
| | 72.3% | 27.7% | 100.0% |

Chi-Square –15.015 P = 0.002

The above table shows the proportion of employees showing their agreement on the effectiveness that the system is transparent due to involvement of employees in designing and implementation of the same by the gender of the employee. In this case it can be seen from the table that more than 72 percent have shown their agreement. More male respondents have agreed the fact than the female respondents. The proportion of employees who have shown their disagreement is almost 28 percent. Among the male and female employees huge variation is observed and the chi square value and p value also shows an association between this particular effectiveness parameter and gender of the employee.

Table 4.21.1.7 Level of agreement between Effectiveness of ERMS parameter No. 7 and Gender of employees

| Level of agreement of the Associate level employees among the Effectiveness of ERMS by Gender – the management shows keenness in designing employee centric practices for talent retention | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 172 | 42 | 214 |
| | 80.4% | 19.6% | 100.0% |
| Female | 48 | 23 | 71 |
| | 67.6% | 32.4% | 100.0% |
| Total | 220 | 65 | 285 |
| | 77.2% | 22.8% | 100.0% |

Chi-Square -14.937 P = 0.002

The above table shows the proportion of employees showing their agreement on the effectiveness that the management shows keenness in designing employee centric practices for talent retention and their gender. In this case it can be seen from the table that more than 77 percent had agreed upon that the management shows keenness towards formation and implementation of the system. The proportion of employees who have shown their disagreement is almost 20 percent. Among the male and female employees not much variation is observed but the chi square value and p value shows an association between this particular effectiveness parameter and gender of the employee.

Table 4.21.1.8 Level of agreement between Effectiveness of ERMS parameter No. 8 and Gender of employees

| Level of agreement of the Associate level employees among the Effectiveness of ERMS by Gender – Hotel takes continuous follow-up on the level of employee retention in order to measure the effectiveness of the practices. | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Male | 164 | 50 | 214 |
| | 76.6% | 23.4% | 100.0% |
| Female | 43 | 28 | 71 |
| | 60.6% | 39.4% | 100.0% |
| Total | 207 | 78 | 285 |
| | 72.6% | 27.4% | 100.0% |

Chi-Square –16.928 P = 0.000

The above table shows the proportion of employees showing their agreement on the effectiveness that the hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices and their gender. It can be observed that that more than 72 percent had agreed upon this effectiveness parameter. More than 27 percent employees have reported their disagreement. Among the male and female employees a variation is observed and the chi square value and p value also shows an association between this particular effectiveness parameter and gender of the employee.

Table 4.22 Chi square values for Hypothesis Testing - Variables tested

- Gender wise, a significant association is seen between Employee Retention Management System and Employee Retention among Associate Level employees.

| Sr. No | Name of the variable | Chi square value | P value |
|--------|---|------------------|---------|
| 1. | Hotel Industry in Pune region is concerned about issues related to employee retention. | 12.915 | 0.003 |
| 2. | The Hotel industry in Pune region faces a problem of employee retention. | 0.636 | 0.425 |
| 3. | Hotel Industry needs to design effective Employee Retention Management System to cope with this problem. | 12.581 | 0.003 |
| 4. | Hotel Industry in Pune region has Employee Retention Management System in place. | 12.581 | 0.003 |
| 5. | The management shows keenness towards formation and implementation of the system. | 18.023 | 0.000 |
| 6. | The system is transparent due to involvement of employees in designing and implementation of the same. | 15.015 | 0.002 |
| 7. | The management shows keenness in designing employee centric practices for talent retention. | 14.937 | 0.002 |
| 8. | The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices. | 16.928 | 0.000 |

Inferences:

- Looking at the above chi square table it can be inferred that according to associate level employees there is no significant association between how hotel industry in Pune region faces problem in retaining employees due to gender.
- In this case also it can be observed that gender wise variation can be seen in case of the 7 parameters as far as the retention management system is concerned. According to the inference there is an evidence for rejecting the null hypothesis and accepting the alternative hypothesis i.e. Gender wise, a significant association is seen between Employee Retention Management System and Employee Retention among Associate Level employees.

4.23 Cross-tabulation – Associate Level Employees

Along with the association between the effectiveness parameters and gender of the employees, association between the challenges faced by the employees and their departments were also tested. The departments are categorized into the following three categories: Operational departments include F&B, Food Production, and House - Keeping and Front Office. HR and Accounts department included the HR and other department related to the financial operations and Maintenance and other department included Security, Marketing and other departments.

4.23.1 Association between Challenges and Department of the employees.

Table 4.23.1.1 Level of agreement between Challenge parameter No. 1 and Department of the employees

| Level of agreement between Challenges in employee retention and Department – Hard work | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Operational Departments | 181 | 41 | 222 |
| | 81.5% | 18.5% | 100.0% |
| HR and Accounts | 18 | 6 | 24 |
| | 75.0% | 25.0% | 100.0% |
| Maintenance and other | 32 | 7 | 39 |
| | 82.1% | 17.9% | 100.0% |
| Total | 231 | 54 | 285 |
| | 81.1% | 18.9% | 100.0% |

Chi-Square –13.030 P = 0.002

The above table shows the proportion of employees showing their agreement on the challenge of hard work in the hotel industry. It compares and shows the association between the departments of the employees and this particular challenge. It can be observed that more than 81 percent had agreed that they have to face the challenge of working hard while working in the hotels. It can be also seen that almost all the

departments face this problem. Almost 19 percent employees have reported their disagreement. Among the three departments a small amount of variation is observed but the chi square value and p value also shows an association between this challenge and the department of the employees.

Table 4.23.1.2 Level of agreement between Challenge parameter No. 2 and Department of the employees

| Level of agreement between Challenges in employee retention and Department – Lack of recognition of performing employees | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Operational Departments | 177 | 45 | 222 |
| | 79.7% | 20.3% | 100.0% |
| HR and Accounts | 16 | 8 | 24 |
| | 66.7% | 33.3% | 100.0% |
| Maintenance and other | 33 | 6 | 39 |
| | 84.6% | 15.4% | 100.0% |
| Total | 226 | 59 | 285 |
| | 79.3% | 20.7% | 100.0% |

Chi-Square -14.030 P = 0.002

The above table shows the proportion of employees showing their agreement on the challenge of lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region. The above table shows the association between the departments of the employees and this particular challenge. It can be observed that that more than 79 percent had agreed that they have to face the challenge of lack of recognition while working in the hotels. It can be also seen that maintenance and operation departments are more likely to face this challenge than the HR face this problem. More than 20 percent employees have reported their disagreement. Among the three departments a large amount of variation is observed and the chi square value and p value also shows an association between this challenge and the department of the employees.

Table 4.23.1.3 Level of agreement between Challenge parameter No. 3 and Department of the employees

| Level of agreement between Challenges in employee retention and Department – Lack of efficient HR practices | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Operational Departments | 174 | 48 | 222 |
| | 78.4% | 21.6% | 100.0% |
| HR and Accounts | 13 | 11 | 24 |
| | 54.2% | 45.8% | 100.0% |
| Maintenance and other | 32 | 7 | 39 |
| | 82.1% | 17.9% | 100.0% |
| Total | 219 | 66 | 285 |
| | 76.8% | 23.2% | 100.0% |

Chi-Square -17.824 P = 0.000

The above table shows the proportion of employees showing their agreement on the challenge of Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels. The above table shows the association between the departments of the employees and this particular challenge. It can be observed that that almost 77 percent had agreed that they have to face the challenge of lack of proper and efficient HR practices while working in the hotels. It can be also seen that maintenance and operation departments are more likely to face this challenge than the HR department. More than 23 percent employees have reported their disagreement. Among the three departments a large amount of variation is observed and the chi square value and p value also shows an association between this challenge and the department of the employees.

Table 4.23.1.4 Level of agreement between Challenge parameter No. 4 and Department of the employees

| Level of agreement between Challenges in employee retention and Department – Poor employee retention practices. | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Operational Departments | 180 | 42 | 222 |
| | 81.1% | 18.9% | 100.0% |
| HR and Accounts | 14 | 10 | 24 |
| | 58.3% | 41.7% | 100.0% |
| Maintenance and other | 30 | 9 | 39 |
| | 76.9% | 23.1% | 100.0% |
| Total | 224 | 61 | 285 |
| | 78.6% | 21.4% | 100.0% |

Chi-Square –16.737 P = 0.000

The above table shows the proportion of employees showing their agreement on the challenge of Poor employee retention practices are the reason for making employee retention difficult. The above table shows the association between the departments of the employees and this particular challenge. It can be observed that that almost 79 percent had agreed that they have to face the challenge of poor employee retention practices while working in the hotels. In this case it can be also seen that maintenance and operation departments are more likely to face this challenge than the HR department. More than 21 percent employees have reported their disagreement. Among the three departments a large amount of variation is observed and the chi square value and p value also shows an association between this challenge and the department of the employees.

Table 4.23.1.5 Level of agreement between Challenge parameter No. 5 and Department of the employees

| Level of agreement between Challenges in employee retention and Department – Lack of management initiatives | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Operational Departments | 185 | 37 | 222 |
| | 83.3% | 16.7% | 100.0% |
| HR and Accounts | 14 | 10 | 24 |
| | 58.3% | 41.7% | 100.0% |
| Maintenance and other | 29 | 10 | 39 |
| | 74.4% | 25.6% | 100.0% |
| Total | 228 | 57 | 285 |
| | 80.0% | 20.0% | 100.0% |

Chi-Square -19.359 P = 0.000

The above table shows the proportion of employees showing their agreement on the challenge of Lack of management initiative is a big challenge for employee retention. The above table shows the association between the departments of the employees and this particular challenge. It can be observed that that almost 80 percent had agreed that they have to face the challenge of lack of proper and efficient HR practices while working in the hotels. It can be also seen that maintenance and operation departments are more likely to face this challenge than the HR department. The proportion of employees who have reported their disagreement is 20 percent. Among the three departments a large amount of variation is observed and the chi square value and p value also shows an association between this challenge and the department of the employees.

Table 4.24 Chi square values for Hypothesis Testing**Variables tested**

- Department wise, significant association is seen between problems faced by associate level employees and retention of associate level employees.

| Sr. No | Name of the variable | Chi square value | P value |
|---------------|---|-------------------------|----------------|
| 1. | Hard work in hotels is a big challenge for employee retention | 13.030 | 0.002 |
| 2. | Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region. | 14.030 | 0.002 |
| 3. | Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels of Pune region. | 17.824 | 0.000 |
| 4. | Poor employee retention practices are the reason for making employee retention difficult in Hotels of Pune region. | 16.737 | 0.000 |
| 5. | Lack of management initiative is a big challenge for employee retention. | 19.359 | 0.000 |

Inferences:

- Looking at the above chi square table it can be inferred that an association is observed in all the variables and hence it is inferred that the Challenges varies as per the Department of employees.
- According to the inference there is an evidence for rejecting the null hypothesis and accepting the alternative hypothesis i.e. Department wise, significant association is seen between problems faced by associate level employees and retention of associate level employees.

4.25 Cross-tabulation – Managerial Level Employees

In this section the variables for the Benefits of Talent Retention are cross-tabulated with the Star Category. For analysis purpose 3 categories of the agreement level are reduced to two categories i.e. agreed and disagreed.

4.25.1 Association between the Benefits of Talent Retention and Star Category of the hotels

Table 4.25.1.1 Level of agreement between Benefit No. 1 and the Star Category of the hotels

| Level of agreement of the Managerial level employees among the Benefits of Talent Retention and Star Category – It reduces recruitment and training expenses | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 38 | 1 | 39 |
| | 97.4% | 2.6% | 100.0% |
| 4 star | 48 | 3 | 51 |
| | 94.1% | 5.9% | 100.0% |
| 5 star | 108 | 4 | 112 |
| | 96.4% | 3.6% | 100.0% |
| Total | 194 | 8 | 202 |
| | 96.0% | 4.0% | 100.0% |

Chi-Square -0.740 P = 0.691

The above table shows the proportion of employees showing their agreement on the benefit of reduction in the recruitment and training expenses as per the star category of the hotel they belong to. It can be seen from the table that almost 96 percent had agreed that fact where as 4.0 percent have disagreed. The chi square value and p value does not show any association between this particular benefit and the star category of the hotel.

Table 4.25.1.2 Level of agreement between Benefit No. 2 and the Star Category of the hotels

| Level of agreement of the Managerial level employees among the Benefits of Talent Retention and Star Category – It increases productivity | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 36 | 3 | 39 |
| | 92.3% | 7.7% | 100.0% |
| 4 star | 48 | 3 | 51 |
| | 94.1% | 5.9% | 100.0% |
| 5 star | 107 | 5 | 112 |
| | 95.5% | 4.5% | 100.0% |
| Total | 191 | 11 | 202 |
| | 94.6% | 5.4% | 100.0% |

Chi-Square -0.611 P = 0.737

The above table shows the proportion of employees showing their agreement on the benefit of increasing productivity according to the star category of the hotel they belong to. In this case also it can be seen from the table that almost 95 percent had agreed that fact. The proportion of employees who have shown their disagreement is only 5 percent. The chi square value and p value does not show any association between this particular benefit and the star category of the hotel.

Table 4.25.1.3 Level of agreement between Benefit No. 3 and the Star Category of the hotels

| Level of agreement of the Managerial level employees among the Benefits of Talent Retention and Star Category – It increases employee morale | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 34 | 5 | 39 |
| | 87.2% | 12.8% | 100.0% |
| 4 star | 45 | 6 | 51 |
| | 88.2% | 11.8% | 100.0% |
| 5 star | 109 | 3 | 112 |
| | 97.3% | 2.7% | 100.0% |
| Total | 188 | 14 | 202 |
| | 93.1% | 6.9% | 100.0% |

Chi-Square -7.084 P = 0.001

The above table shows the proportion of employees showing their agreement on the benefit of increasing employee morale and the star category of the hotel they belong to. In this case it can be seen from the table that more than 93 percent had agreed that fact. The proportion of employees who have shown their disagreement is 7 percent. Though a clear variation cannot be seen within the cells of the table, the chi square value and p value shows an association between this particular benefit and the star category of the hotel. Hence it can be inferred that increase in the employee morale can be seen as the star category of the hotel changes.

Table 4.25.1.4 Level of agreement between Benefit No. 4 and the Star Category of the hotels

| Level of agreement of the Managerial level employees among the Benefits of Talent Retention and Star Category – It enhances the brand image of the hotel | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| 3 star | 33 | 6 | 39 |
| | 84.6% | 15.4% | 100.0% |
| 4 star | 46 | 5 | 51 |
| | 90.2% | 9.8% | 100.0% |
| 5 star | 95 | 17 | 112 |
| | 84.8% | 15.2% | 100.0% |
| Total | 174 | 28 | 202 |
| | 86.1% | 13.9% | 100.0% |

Chi-Square -0.942 P = 0.624

The above table shows the proportion of employees showing their agreement on the benefit of enhancing the brand image of the hotel according to the star category of the hotel they belong to. In this case also it can be seen from the table that 86 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 14 percent. Irrespective of the variation, the chi square value and p value does not show any association between this particular benefit and the star category of the hotel.

4.26 Chi square values for Variables tested for the Benefits of talent retention

| Sr. No | Name of the variable | Chi square value | P value |
|---------------|---|-------------------------|----------------|
| 1 | It Reduces recruitment & training expenses. | 0.740 | 0.691 |
| 2 | It Increases productivity | 0.611 | 0.737 |
| 3 | It increases employee morale | 7.084 | 0.001 |
| 4 | It Enhances the Brand image of the hotel | 0.942 | 0.624 |

Inference: Star category of the hotels has an association with the benefits of the talent retention in the hotel industry. Looking at the above chi square table it can be inferred that except increasing morale of the employees, there is no association in the other benefits of talent retention and the star category of the hotel.

4.27 Cross-tabulation – Managerial Level Employees

As stated in the earlier section the frequency analysis is followed by the cross tabulation among the impact parameters and the great impact of the HR policies which is used to prove the hypothesis. The association between these factors is checked by using the Chi-square test. Likewise in the frequency section in this section also the factors are categorized into 2 sections and the tables are presented accordingly.

4.27.1 Association between the impact of HR Practices (Monetary Remunerations) and Employee Retention

The following tables are presented to explain the association between the level of agreement of the managers between impact factors and monetary remunerations.

Table 4.27.1.1 Level of agreement between impact on employee retention and better salary and wages

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Better Salaries and Wages | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 93.4% | 6.6% | 100.0% |
| No | 70.0% | 30.0% | 100.0% |
| Total | 184 | 18 | 202 |
| | 91.1% | 8.9% | 100.0% |

Chi-Square -12.163 P = 0.000

The above table reveals the proportion of managers who are agreed that impact of better salary and wages on employee retention. From the table it can be seen that the majority of the managers i.e. 91 percent had agreed that fact that the better salary and wages acts as a triggering factor for the employees to work efficiently resulting into the employee retention. The level of disagreement is more than 8 percent. The chi square and p value also supports this statement. The p value obtained from the chi square shows an association between the provision of better salary and wages and employee retention.

Table 4.27.1.2 Level of agreement between impact on employee retention and overtime compensation

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Overtime Compensation | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 83.0% | 17.0% | 100.0% |
| No | 60.0% | 40.0% | 100.0% |
| Total | 163 | 39 | 202 |
| | 80.7% | 19.3% | 100.0% |

Chi-Square –6.101 P = 0.014

As per the above table out of the 202 managers more than 80 percent managers have agreed that impact factor percent whereas almost 19 percent have showed their disagreement on this. Looking at the chi square values and p value it can be observed that provision of overtime compensation have an association with the employee retention.

Table 4.27.1.3 Level of agreement between impact on employee retention and Festival Bonus

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Festival Bonus | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 84.6% | 15.4% | 100.0% |
| No | 55.0% | 45.0% | 100.0% |
| Total | 165 | 37 | 202 |
| | 81.7% | 18.3% | 100.0% |

Chi-Square –10.563 P = 0.001

The above table reveals that out of the 202 managers more than 81 percent managers have agreed that impact factor whereas almost 18 percent have showed their disagreement on this. Looking at the chi square values and p value it can be observed that provision of Festival Bonus have an association with the employee retention.

Table 4.27.1.4 Level of agreement between impact on employee retention and provision of staff insurance schemes or family health schemes

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Insurance | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 90.1% | 9.9% | 100.0% |
| No | 60.0% | 40.0% | 100.0% |
| Total | 176 | 26 | 202 |
| | 87.1% | 12.9% | 100.0% |

Chi-Square -14.568 P = 0.000

Under the monetary remunerations category the next parameter was provision of staff insurance scheme or family health schemes. As per above table out of the 202 managers 87 percent managers have agreed that impact factor percent whereas almost more than 12 percent have showed their disagreement on this. Looking at the chi square values and p value it can be observed that provision of staff insurance schemes or family health schemes also have an association with employee retention.

Table 4.27.1.5 Level of agreement between impact on employee retention and employee rewards schemes or recognition

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Rewards and Recognition | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 97.3% | 2.7% | 100.0% |
| No | 65.0% | 35.0% | 100.0% |
| Total | 190 | 12 | 202 |
| | 94.1% | 5.9% | 100.0% |

Chi-Square –33.547 P = 0.000

The last monetary remunerations is employee rewards scheme and recognition. As per table above out of the total respondents more than 94 percent had agreed that fact that there is an impact of employee rewards and recognition schemes. The proportion of respondents who disagreed was more than 5 percent. The p value also supports the fact and infers that there is an association between the employee rewards and employee retention.

Inferences from Monetary Remunerations

- From the above tables it can be inferred among the parameters 1. Better salary and wages, 2. Provision of staff insurance scheme and other health benefits 3. Employee reward schemes and recognition received from the employer plays an important role in the employee retention.

4.27.2 Association between the impact of HR Practices (Fringe Paybacks) and Employee Retention

The next category of the benefits was the provision of fringe paybacks to the employees. The group consists of two factors; one was provision of accommodation and transport facility and second was provision of duty meals. The question was if these additional facilities were given to the employees would there be any impact on the employee retention. To get the answer cross-tabulation was done and chi square test was applied to the factors to see the gravity of the association. The next two tables provide the information on the level of agreement of the managers on the fringe paybacks and its impact on the employee retention.

Table 4.27.2.1 Level of agreement between impact on employee retention and provision of accommodation and transport facility

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Provision of Accommodation and Transport | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 83.5% | 16.5% | 100% |
| No | 80.0% | 20.0% | 100% |
| Total | 168 | 34 | 202% |
| | 83.2% | 16.8% | 100% |

Chi-Square -0.159 P = 0.690

The above table shows that among the 202 managers more than 83.2 percent of the managers have had agreed that statement that there is an impact of provision of accommodation and transport facility on the employee retention. Though the proportion of positive responses was more than the other two, the p value and the chi square value do not support the association. Hence, it can be inferred that provision of accommodation and transport does not have an association with the employee retention in the hotel industry.

Table 4.27.2.2 Level of agreement between impact on employee retention and provision of duty meals

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Duty Meals | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 81.3% | 18.7% | 100.0% |
| No | 60.0% | 40.0% | 100.0% |
| Total | 160 | 42 | 202 |
| | 79.2% | 20.8% | 100.0% |

Chi-Square –4.973 P = 0.026

The above table shows the proportion of managers agreed that association between the provision of duty meals and its impact on employee retention. Out of total managers 79.2 percent have had agreed that variable. Against 20.7 percent respondents shows their disagreement for the same. The chi square does not show any significant association between the provision of duty meals and employee retention. Hence it can be inferred that the fringe paybacks does not have any direct relation with the employee retention in the hotel industry.

Inferences from Fringe paybacks

- From the above two tables it can be inferred that the provision of Fringe paybacks does not show a significant association and does not have any direct relation with the employee retention.

4.27.3 Association between the impact of HR Practices (Work life balance) and Employee Retention

The next parameters were related to the work life balance and its impact on the employee retention. There were variables such as fixed working hours per day or additional leaves, holidays and weekly offs, which has an impact on the employee retention. The following tables depicts the association between these work life balance factors and its relation with the employee retention.

Table 4.27.3.1 Level of agreement between impact on employee retention and fixed number of working hours per day

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Fixed no. of working hours | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 85.7% | 14.3% | 100.0% |
| No | 60.0% | 40.0% | 100.0% |
| Total | 168 | 34 | 202 |
| | 83.2% | 16.8% | 100.0% |

Chi-Square –8.512 P = 0.004

The above table shows the proportion of managers showing their agreement on the fixed number of working days. It can be seen from the table that almost 83.2 percent had agreed that fact where as 16.8 percent had disagreed. The chi square value and p value shows significant association between fixed number of working hours on employee retention.

Table 4.27.3.2 Level of agreement between impact on employee retention and additional leaves/holidays/weekly offs

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Additional leaves / Holidays / Weekly offs | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 81.9% | 18.1% | 100.0% |
| No | 55.0% | 45.0% | 100.0% |
| Total | 160 | 42 | 202 |
| | 79.2% | 20.8% | 100.0% |

Chi-Square -7.899 P = 0.005

The above table shows the same trend as in case of additional leaves and holidays almost 79 percent employees had agreed that fact, whereas 20.8 percent had shown their disagreement. The p value obtained shows a significant relationship between both the factors.

Inferences from Work life Balance

- Hence it can be inferred from the above two tables that work life balance indicators have an association with the employee retention and also establishes a significant relationship between both the variables.

4.27.4 Association between the impact of HR Practices (Work Culture) and Employee Retention

The next section was devoted to explain the association between the work culture in the hotels and their effect on the employee retention. It was hypothesized that conducting in house activities, fun at the work place, friendly work atmosphere at the work place and effective grievance handling system in the hotel has an association with the employee retention in the hotel industry in Pune region. The following tables explain the association between the work culture and employee retention.

Table 4.27.4.1 Level of agreement between impact on employee retention and In-house activities / fun at work

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – In house activities / Fun at work | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 84.1% | 15.9% | 100.0% |
| No | 60.0% | 40.0% | 100.0% |
| Total | 165 | 37 | 202 |
| | 81.7% | 18.3% | 100.0% |

Chi-Square -6.975 P = 0.008

From the above table it can be seen that almost 81.7 percent of the managers agreed that fact that conducting in house activities and fun at work are required and contribute for employee retention. The chi square test and the p values shows a significant relationship between conducting in-house activities / fun at work and the employee retentions. That means in house activities, fun at work or employee friendly work culture plays a significant role in the employee retention in hotel industry in Pune.

Table 4.27.4.2 Level of agreement between impact on employee retention and employee friendly work culture

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Employee friendly work culture | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 94.5% | 5.5% | 100.0% |
| No | 80.0% | 20.0% | 100.0% |
| Total | 188 | 14 | 202 |
| | 93.1% | 6.9% | 100.0% |

Chi-Square -5.878 P = 0.015

From the above table it can be seen that 93 percent of the managers had agreed that fact that having an employee friendly work culture has a relationship with the employee retention, and 6.9 percent had shown their disagreement. Though a variation can be seen in the responses, the chi square test and the p values shows a relationship between Employee friendly work culture and the employee retention.

Table 4.27.4.3 Level of agreement between impact on employee retention and effective employee grievance handling mechanism

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Employee Grievance handling mechanism | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 91.2% | 8.8% | 100.0% |
| No | 60.0% | 40.0% | 100.0% |
| Total | 178 | 24 | 202 |
| | 88.1% | 11.9% | 100.0% |

Chi-Square –16.768 P = 0.000

From the above table it can be observed that almost 88.1 percent of the managers had agreed that fact that having an Effective employee grievance handling mechanism has a relationship with the employee retention, 11.9 percent had disagreed. The chi square test and the p values also show a significant relationship between both the variables. Hence, it can be inferred that there is an association between the grievance handling mechanism and the employee retentions.

Inferences from Work culture

- Hence, it can be inferred that employee friendly work culture and in-house activities and fun at work have an effect on the employee retention and there is also a significant association between effective grievance handling mechanism and employee retentions.

4.27.5 Association between the impact of HR Practices (Trainings and other benefits) and Employee Retention

The last section of the impact parameters was training and other benefits. Training and capacity building of the employees also has an association with the employee retention in the hotels. When the employees are given opportunities to attend different training and personality development programs to enhance their operational and soft skills would have an association with the employee retention.

Table 4.27.5.1 Level of agreement between impact on employee retention and opportunities to attend trainings

| Level of agreement of the Managerial level employees among the impact of HR practices and Employee Retention – Opportunities to attend Training / Personality Development programs to enhance operation and soft skills | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 91.8% | 8.2% | 100.0% |
| No | 65.0% | 35.0% | 100.0% |
| Total | 180 | 22 | 202 |
| | 89.1% | 10.9% | 100.0% |

Chi-Square –13.295 P = 0.000

As per table among the respondents almost 89.1 percent of the managers had agreed that variable whereas this proportion is very less i.e. 10.9 percent for the managers who have showed their disagreement the chi square test and the p value also supports the association.

Inferences from Trainings and other benefits

- Hence, it can be inferred that there is a significant association between Trainings and other benefits and employee retentions.

Table 4.28 Chi square values and Variables tested for HR Practices and Employee Retention - Managerial Level Employees

| Sr. No | Name of the variable | Chi square value | P value |
|--------|--|------------------|---------|
| 1. | 'Better salary and Wages' has an impact on employee retention. | 12.163 | 0.000 |
| 2. | Provision of Overtime Compensation | 6.101 | 0.014 |
| 3. | Provision of festival bonus | 10.563 | 0.001 |
| 4. | 'Provision of Accommodation & Transport Facilities' has an impact on employee retention. | 0.159 | 0.690 |
| 5. | 'Provision of on duty Meals' has an impact on employee retention. | 4.973 | 0.026 |
| 6. | 'In-house activities / fun at work' have an impact on employee retention. | 6.975 | 0.008 |
| 7. | 'Fixed number of working hours per day' has an impact on employee retention. | 8.512 | 0.004 |
| 8. | 'Additional Leaves / Holidays / Weekly off etc.' have an impact on employee retention. | 7.899 | 0.005 |
| 9. | 'Employee friendly work culture' has an impact on employee retention. | 5.878 | 0.015 |
| 10. | 'Effective employee grievance handling mechanism' has an impact on employee retention. | 16.768 | 0.000 |
| 11. | 'Opportunities to attend training / Personality Development programmes to enhance operational and soft skills' impacts employee retention. | 13.295 | 0.000 |
| 12. | 'Provision of Staff Insurance Schemes / Family health schemes' has an impact on employee retention. | 14.568 | 0.000 |
| 13. | 'Employee Rewards Schemes / Recognition' have an impact on employee retention. | 33.547 | 0.000 |

Inference: The HR Practices of hotels has an association with employee retention in the hotel industry. Looking at the above chi square table it can be inferred that except for provision of 'Accommodation & Transport Facilities' there is a significant association observed between all the other variables.

4.28.1 HR Practices influencing retention of Managerial Level Employees

1. The HR practices pertaining to the provision of 'Accommodation & Transport Facilities' is not having an influence on the retention of Managerial level employees.
2. For the managerial level employees provision of 'Better Salary and Wages', 'Overtime compensation', 'Festival Bonus', 'On duty Meals', in house activities / fun at work' and 'employee friendly work culture', 'Fixed no. of working hours', 'Additional Leaves / Holidays / Weekly Off etc.', 'Effective employee grievance handling mechanism', 'Opportunities to attend training / Personality Development programmes to enhance operational and soft skills', 'Provision of Staff Insurance Schemes / Family health schemes' and "Employee Rewards Schemes / Recognition' are the HR practices which are having an influence on the retention of Managerial level employees.

4.29 Cross-tabulation – Associate Level Employees

As stated in the earlier section the frequency analysis was followed by the cross tabulation among the impact parameters and the effect of the HR policies which is used to prove the hypothesis. The association between these factors is checked by using the Chi-square test. Likewise in the frequency section in this section also the factors are categorized into 5 sections and the tables are presented accordingly.

4.29.1 Association between the impact of HR Practices (Monetary Remunerations) and Employee Retention

The following tables are presented to explain the association between the level of agreement of the managers between impact factors and monetary remunerations.

Table 4.29.1.1 Level of agreement between impact on employee retention and better salary and wages

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Better Salaries and Wages | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 237 | 10 | 247 |
| | 96.0% | 4.0% | 100.0% |
| No | 25 | 13 | 38 |
| | 65.8% | 34.2% | 100.0% |
| Total | 262 | 23 | 285 |
| | 91.9% | 8.1% | 100.0% |

Chi-Square –40.650 P = 0.000

The above table reveals the proportion of employees who had agreed that effect of better salary and wages on the employee retention. From the table it can be stated that as high as 91.9 percent of the employees had agreed that fact that provision of better salary and wages acts as a triggering factor for the employees to work efficiently resulting into the employee retention the level of disagreement is 8.1 percent. The chi square and p value also supports this statement. The p value obtained from the chi square shows an association between the provision of better salary and wages and employees retention in the industry.

Table 4.29.1.2 Level of agreement between impact on employee retention and overtime compensation

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Overtime Compensation | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 226 | 21 | 247 |
| | 91.5% | 8.5% | 100.0% |
| No | 24 | 14 | 38 |
| | 65.8% | 34.2% | 100.0% |
| Total | 250 | 35 | 285 |
| | 87.7% | 12.3% | 100.0% |

Chi-Square –24.554 P = 0.000

The above table shows the association between the next parameter under the monetary remunerations. From the table it can be observed that the proportion of employees showing agreement was almost 87.7 percent as compared to the proportion in disagreed category of 12.3 percent. It can be observed that like better salary and wages if overtime compensation is given to the employees it would affect the employee retention. A huge variation is seen among the two categories i.e. agreed, and disagreed. The p value and chi square value also supports the statement. Hence it can be inferred that there is an association between the overtime compensation and employee retention.

Table 4.29.1.3 Level of agreement between impact on employee retention and Festival bonus

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Festival Bonus | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 232 | 15 | 247 |
| | 93.9% | 6.1% | 100.0% |
| No | 25 | 13 | 38 |
| | 65.8% | 34.2% | 100.0% |
| Total | 257 | 28 | 285 |
| | 90.2% | 9.8% | 100.0% |

Chi-Square -29.431 P = 0.000

The above table shows the level of agreement of the employees among festival bonus and employee retention. The table shows out of the 285 employees 90.2 percent employees had agreed upon that provision of festival bonus has an effect on the employee retention the level of disagreement is 9.8 percent. The P value and chi square value also support and shows an association between the festival bonus and employee retention. Hence it can be inferred that if the employees have been given festival bonus they tend to retain in their jobs.

Table 4.29.1.4 Level of agreement between impact on employee retention and provision of staff insurance schemes or family health schemes

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Insurance | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 230 | 17 | 247 |
| | 93.1% | 6.9% | 100.0% |
| No | 26 | 12 | 38 |
| | 68.4% | 31.6% | 100.0% |
| Total | 256 | 29 | 285 |
| | 89.8% | 10.2% | 100.0% |

Chi-Square –21.976 P = 0.000

Under the monetary remunerations category the next parameter was provision of staff insurance scheme or family health schemes. The above table shows that out of the 285 employees 89.8 percent had agreed this as a triggering factor. The proportion of employees showing their disagreement was 10.2 percent. Looking at the chi square values and p value it can be observed that provision of staff insurance schemes or family health schemes have had an association with the employee retention and there is an association between the provision of family health or insurance scheme and employee retention.

Table 4.29.1.5 Level of agreement between impact on employee retention and employee rewards schemes or recognition

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Rewards and Recognition | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 230 | 17 | 247 |
| | 93.1% | 6.9% | 100.0% |
| No | 24 | 14 | 38 |
| | 63.2% | 36.8% | 100.0% |
| Total | 254 | 31 | 285 |
| | 89.1% | 10.9% | 100.0% |

Chi-Square –30.493 P = 0.000

The last monetary remunerations was employee rewards scheme and recognition. The above table shows that out of the total respondents almost 89.1 percent had agreed that fact that there is an effect of employee rewards and recognition schemes on employee retention. The employees who showed their disagreement are 10.9 percent which was very negligible as against the agreement. The p value also supports the fact and infers that there is an association between the employee rewards and recognition and employee retention.

Inference from Monetary Remunerations

- From the above four tables it can be inferred that the provision of monetary remunerations to the employees would definitely be a triggering factor in retaining them on the job.

4.29.2 Association between the impact of HR Practices (Fringe Paybacks) and Employee Retention

The next category of the benefits is fringe paybacks given to the employees. The group consists of two factors; one is provision of accommodation and transport facility and second is provision of duty meals. The question was if these additional facilities were provided to the employees will it have an impact on the employee retention? To get the answer of this question cross-tabulation is done and chi square test is applied to the factors to see the gravity of the association. The next two tables provide the information on the level of agreement of the employees on these fringe paybacks and its effect on the employee retention.

Table 4.29.2.1 Level of agreement between impact on employee retention and provision of accommodation and transport facility

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Provision of Accommodation and Transport | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 228 | 19 | 247 |
| | 92.3% | 7.7% | 100.0% |
| No | 26 | 12 | 38 |
| | 68.4% | 31.6% | 100.0% |
| Total | 254 | 31 | 285 |
| | 89.1% | 10.9% | 100.0% |

Chi-Square -19.384 P = 0.000

The above table shows that among the 285 employees 89.1 percent had agreed the statement that there is an impact of provision of accommodation and transport facility on the employee retention. A huge variation can be seen in the agreement and disagreement of 10.69 percent among the respondents. The chi square value and the p value also explain an association between the provision of accommodation and transport facility and employee retention. Hence, it can be inferred from the table that provision of accommodation and transport facilities have a relationship with the employee retention in the hotel industry.

Table 4.29.2.2 Level of agreement between impact on employee retention and provision of duty meals

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Duty Meals | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 218 | 29 | 247 |
| | 88.3% | 11.7% | 100.0% |
| No | 24 | 14 | 38 |
| | 63.2% | 36.8% | 100.0% |
| Total | 242 | 43 | 285 |
| | 84.9% | 15.1% | 100.0% |

Chi-Square -16.197 P = 0.000

The above table shows the proportion of employees who agreed that there is an association between the provision of duty meals and its effect on employee retention. Out of 285 employees 84.9 percent had agreed that variable whereas 15.1 percent respondents had shown their disagreement for the same. The chi square also shows an association between the provision of duty meals and employee retention. Hence it can be inferred that the fringe paybacks also have an association with the employee retention in the hotel industry.

Inferences from Fringe paybacks

- From the above two tables it can be inferred that the provision of fringe paybacks also shows an association and has a relationship with employee retention.

4.29.3 Association between the impact of HR Practices (Work life Balance) and Employee Retention

The next parameter was related to the work life balance and its impact on the employee retention. There were variables such as fixed working hours per day or additional leaves, holidays and weekly offs, which had an effect on the employee retention. The following tables depicts the association between these work life balance factors and its effect on the employee retention.

Table 4.29.3.1 Level of agreement between impact on employee retention and fixed number of working hours per day

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Fixed no. of working hours | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 223 | 24 | 247 |
| | 90.3% | 9.7% | 100.0% |
| No | 25 | 13 | 38 |
| | 65.8% | 34.2% | 100.0% |
| Total | 248 | 37 | 285 |
| | 87.0% | 13.0% | 100.0% |

Chi-Square -17.790 P = 0.000

The above table shows the proportion of employees showing their agreement on the fixed number of working days. It can be seen from the table that almost 87 percent had agreed that fact where as 13 percent were disagreed. The chi square value and p value also shows an association between fixed number of working hours and employee retention.

Table 4.29.3.2 Level of agreement between impact on employee retention and additional leaves/holidays/weekly offs

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Additional leaves / holidays / weekly offs | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 223 | 24 | 247 |
| | 90.3% | 9.7% | 100.0% |
| No | 29 | 9 | 38 |
| | 76.3% | 23.7% | 100.0% |
| Total | 252 | 33 | 285 |
| | 88.4% | 11.6% | 100.0% |

Chi-Square –6.276 P = 0.012

The above table shows the same trend as table 4.20.8. In case of additional leaves and holidays the proportion of employees who have shown their agreement was as high as 88.4 percent amongst all the respondents. The proportion of employees showing disagreement was 11.6 percent. The p value shows a significant relationship between the two factors. Hence it can be inferred from the above two tables that among the work life balance indicators, fixed number of working hours is having an association with the employee retention but not the additional leaves or holidays.

Inferences from Work life Balance

- Hence it can be inferred that work life balance indicators have an association with the employee retention and also establishes a significant relationship amongst both the variables.

4.29.4 Association between the impact of HR Practices (Work culture) and Employee Retention

The next section was devoted to explain the association between the work culture in the hotel and their effect on the employee retention. It was hypothesized that conducting in house activities, fun at the work place, friendly work atmosphere at the work place and effective grievance handling system in the hotel have an association with employee retention in the hotel industry in Pune region. The following tables explain the association between the work culture and their effect on the employee retention.

Table 4.29.4.1 Level of agreement between impact on employee retention and In-house activities / fun at work

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – In house activities / Fun at work | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 219 | 28 | 247 |
| | 88.7% | 11.3% | 100.0% |
| No | 29 | 9 | 38 |
| | 76.3% | 23.7% | 100.0% |
| Total | 248 | 37 | 285 |
| | 87.0% | 13.0% | 100.0% |

Chi-Square -22.096 P = 0.000

From the above table it can be observed that 87 percent among the 285 employees had agreed that fact that conducting in house activities and fun at work has an association with the employee retention in the hotel industry in Pune region. This proportion is also more than 80 percent for the other two work culture. The chi square test and the p values also show a relationship between the work culture and employee retention which means when the hotel is having better work culture it tends to have better employee retention.

Table 4.29.4.2 Level of agreement between among impact on employee retention and employee friendly work culture

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Employee friendly work culture | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 230 | 17 | 247 |
| | 93.1% | 6.9% | 100.0% |
| No | 28 | 10 | 38 |
| | 73.7% | 26.3% | 100.0% |
| Total | 258 | 27 | 285 |
| | 90.5% | 9.5% | 100.0% |

Chi-Square -14.502 P = 0.000

From the above table it can be seen that 90.5 percent of the employees had agreed that fact that having an employee friendly work culture has an association with the employee retention, 9.5 percent had shown their disagreement. The chi square test and the p values also show a relationship between Employee friendly work culture and the employee retention.

Table 4.29.4.3 Level of agreement between impact on employee retention and effective employee grievance handling system

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Effective Employee Grievance handling mechanism | | | |
|--|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 226 | 21 | 247 |
| | 91.5% | 8.5% | 100.0% |
| No | 24 | 14 | 38 |
| | 63.2% | 36.8% | 100.0% |
| Total | 250 | 35 | 285 |
| | 87.7% | 12.3% | 100.0% |

Chi-Square –24.554 P = 0.000

From the above table it can be seen that 87.7 percent of the employees had agreed that fact that having an effective grievance handling mechanism has an association with employee retention, and 12.3 percent had shown their disagreement. The chi square test and the p values also show a relationship between effective grievance handling mechanism and employee retention.

Inferences from Work culture

- Hence, it can be inferred that effective work culture and employee retentions are associated with each other.

4.29.5 Association between the impact of HR Practices (Trainings and other benefits) and Employee Retention

The last section of the impact parameters was training and other benefits. Training and capacity building of the employees also have a positive effect on the employee retention in the hotels. When the employees are given various opportunities like attending different trainings and personality development programs it enhances their operational and soft skills. These opportunities also show an association with the employee retention.

Table 4.29.5.1 Level of agreement between impact on employee retention and opportunities to attend trainings

| Level of agreement of the Associate level employees among the impact of HR practices and Employee Retention – Opportunities to attend Training / Personality Development programs to enhance operation and soft skills | | | |
|---|---------------|------------------|--------------|
| | Agreed | Disagreed | Total |
| Yes | 231 | 16 | 247 |
| | 93.5% | 6.5% | 100.0% |
| No | 25 | 13 | 38 |
| | 65.8% | 34.2% | 100.0% |
| Total | 256 | 29 | 285 |
| | 89.8% | 10.2% | 100.0% |

Chi-Square -27.712 P = 0.000

As per the above table among the respondents almost 89.8 percent of the employees had agreed that variable whereas this proportion was very negligible i.e. 10.2 percent for the employees who had showed their disagreement the p value supports the association.

Inferences from Trainings and other benefits

- Hence, it can be inferred that there is an association between Trainings and other benefits and employee retentions.

Table 4.30 Chi square values and Variables tested for HR Practices and Employee Retention - Associate Level Employees

| Sr. No | Name of the variable | Chi square value | P value |
|--------|--|------------------|---------|
| 1. | 'Better salary and Wages' has an impact on employee retention. | 40.650 | 0.000 |
| 2. | Provision of Overtime Compensation | 24.554 | 0.000 |
| 3. | Provision of festival bonus | 29.431 | 0.000 |
| 4. | 'Provision of Accommodation & Transport Facilities' has an impact on employee retention. | 19.384 | 0.000 |
| 5. | 'Provision of on duty Meals' has an impact on employee retention. | 16.197 | 0.000 |
| 6. | 'In-house activities / fun at work' have an impact on employee retention. | 22.096 | 0.000 |
| 7. | 'Fixed number of working hours per day' has an impact on employee retention. | 17.790 | 0.000 |
| 8. | 'Additional Leaves / Holidays / Weekly off etc.' have an impact on employee retention. | 6.276 | 0.012 |
| 9. | 'Employee friendly work culture' has an impact on employee retention. | 14.502 | 0.000 |
| 10. | 'Effective employee grievance handling mechanism' has an impact on employee retention. | 24.554 | 0.000 |
| 11. | 'Opportunities to attend training / Personality Development programmes to enhance operational and soft skills' impacts employee retention. | 27.712 | 0.000 |
| 12. | 'Provision of Staff Insurance Schemes / Family health schemes' has an impact on employee retention. | 21.976 | 0.000 |
| 13. | 'Employee Rewards Schemes / Recognition' have an impact on employee retention. | 30.493 | 0.000 |

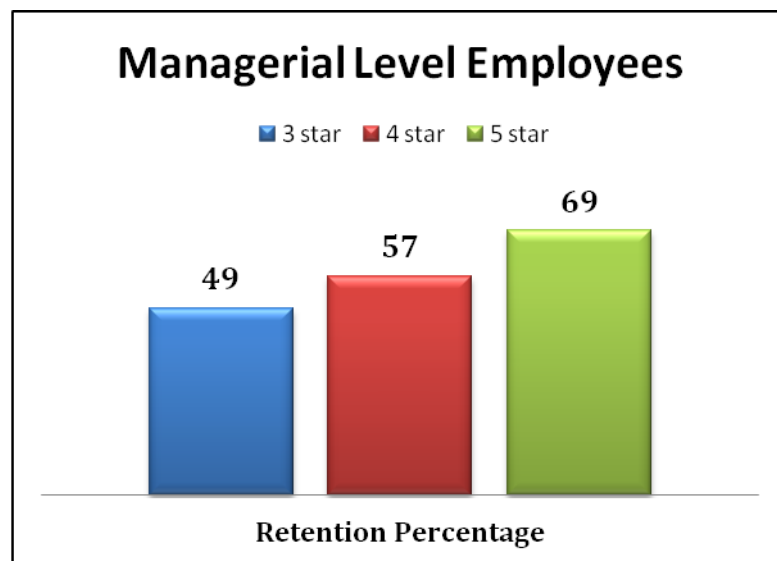
Inference: The HR Practices of hotels has an association with employee retention in the hotel industry. Looking at the above chi square table it can be inferred that there is an association observed between all the variables.

4.30.1 HR practices influencing the retention of Associate Level employees

1. The associate level employees retention is influenced by the HR practices like ‘Better salary and Wages’, ‘Provision of Overtime Compensation’, ‘Provision of festival bonus’, ‘Provision of Accommodation & Transport Facilities’, ‘Provision of on duty Meals’, ‘In-house activities / fun at work’, ‘Fixed number of working hours per day’, ‘Additional leaves / holidays / weekly off etc.’, ‘Employee friendly work culture’, ‘Effective employee grievance handling mechanism’, ‘Opportunities to attend training / Personality Development programmes to enhance operational and soft skills’, ‘Provision of Staff Insurance Schemes / Family health schemes’ and “Employee Rewards Schemes / Recognition”.

4.31 Retention Percentage as per the Star Category of Hotel for Managerial Level Employees

| Managerial Level Employees | | | | |
|----------------------------|----------|--------------|-------|----------------------|
| Star Category | Retained | Not Retained | Total | Retention Percentage |
| 3 star | 19 | 20 | 39 | 49% |
| 4 star | 29 | 22 | 51 | 57% |
| 5 star | 77 | 35 | 112 | 69% |
| Total | 125 | 77 | 202 | |



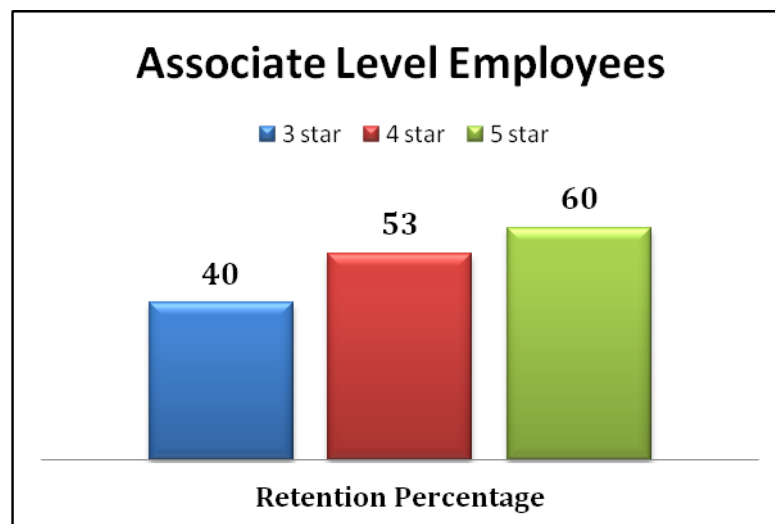
Inference: The above table and graph shows the retention percentage as per the star category of the hotel, which shows that the retention percentage in 5 Star Hotels is 69 percent, 4 Star Hotels is 57 percent and 3 Star Hotels 49 percent respectively.

Justification: According to the data collected in year 2014 from all the star category hotels, out of the 112 Managerial level employees 77 employees had been retained in 5 star hotels, 29 retained out of 51 in 4 star & 19 retained out of 39 respectively in the year 2016. Hence, the percentage has been calculated as per the below mentioned formula.

$$\frac{\text{Total no. of Employees Retained}}{\text{Total no. of Employees}} \times 100$$

4.32 Retention Percentage as per the Star Category of Hotel for Associate Level Employees

| Associate Level Employees | | | | |
|---------------------------|----------|--------------|-------|----------------------|
| Star Category | Retained | Not Retained | Total | Retention Percentage |
| 3 star | 23 | 34 | 57 | 40% |
| 4 star | 42 | 37 | 79 | 53% |
| 5 star | 89 | 60 | 149 | 60% |
| Total | 154 | 131 | 285 | |



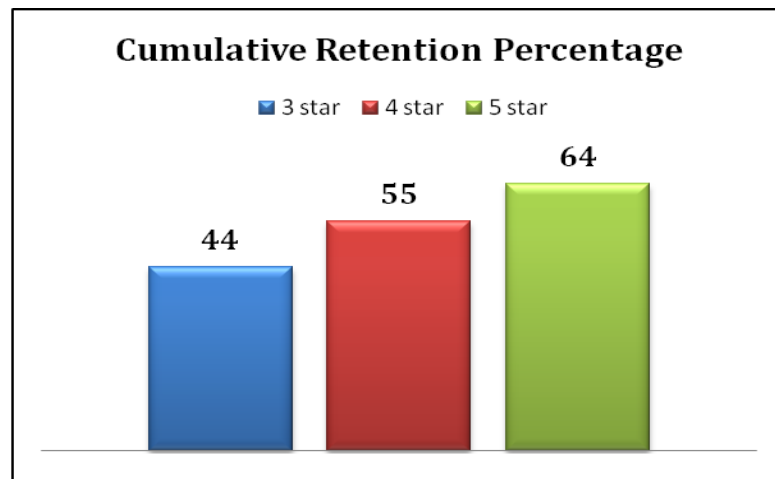
Inference: The above table and graph shows the retention percentage as per the star category of the hotel, which shows that the retention percentage in 5 Star Hotels is 60 percent, 4 Star Hotels is 53 percent and 3 Star Hotels 40 percent respectively.

Justification: According to the data collected in year 2014, out of the 149 Associate level employees 89 employees had been retained in 5 star hotels, 42 retained out of 79 in 4 star & 23 retained out of 57 respectively in the year 2016. Hence, the percentage has been calculated as per the below mentioned formula.

$$\frac{\text{Total no. of Employees Retained}}{\text{Total no. of Employees}} \times 100$$

4.33 Cumulative Retention Percentage as per the Star Category of Hotel for Managerial & Associate Level Employees

| Cumulative Retention Percentage | | | | |
|---------------------------------|----------|--------------|-------|------------|
| Star Category | Retained | Not Retained | Total | Percentage |
| 3 star | 42 | 54 | 96 | 44 |
| 4 star | 71 | 59 | 130 | 55 |
| 5 star | 166 | 95 | 261 | 64 |
| Total | 279 | 208 | 487 | 57 |



Inference: The above table and graph shows the retention percentage as per the star category of the hotel, which shows that the retention percentage in 5 Star Hotels is 64 percent, 4 Star Hotels is 55 percent and 3 Star Hotels 44 percent respectively. Hence it can be stated that there is a decline in the retention percentage on the basis of the Star Category which shows that the retention is good in 5 Star Hotels, Average in 4 Star Hotels and Moderate / Low in 3 Star Hotels respectively.

Justification: A series of phone calls and interaction with personnel in the Hotel was made to collect the no. of employees leaving the organization and those who were retained. According to the data collected in year 2014, out of the 261 Employees 166 employees had been retained in 5 star hotels, 71 retained out of 130 in 4 star & 42 retained out of 96 respectively in the year 2016. Hence, the percentage has been calculated as per the below mentioned formula.

$$\frac{\text{Total no. of Employees Retained}}{\text{Total no. of Employees}} \times 100$$

CHAPTER – V

SUGGESTIONS,

FINDINGS &

CONCLUSIONS

CHAPTER – V**SUGGESTIONS, FINDINGS & CONCLUSIONS**

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5. SUGGESTIONS

5.1 Suggestions

1. It is suggested that hotel industry should strictly adhere and adopt a functional Employee Retention Management System.
2. The top management is especially required to show keenness towards formation and implementation of an effective employee retention practices. They are also required to involve the employees in the process of framing of these policies.
3. A special attention should be given towards overcoming the challenges of implementing the Human Resource Management System.
4. It is important to understand that different parameters would be required to be adopted while preparing an effective Employee Retention Management System for the Departments, Genders and Star categories.
5. The hotels should involve employees at all levels at different stages while framing the HR practices and policies for employee engagement. It is also necessary to measure the effectiveness of these practices and policies from time to time.
6. The HR practices have to be re-visited every six months and on the basis of the employee feedback suitable changes or modifications should be introduced in the framework.
7. The hotel should always have a continuous check and follow-up procedures on measuring the effectiveness of ERMS because this plays a very vital part in upgrading the system as and when required.
8. As understood from the Research study, additional policies for female employees working at the associate level is required considering it an influencing factor for employee retention for females. Hence, it is suggested to have certain practices that are framed considering the gender specific challenges and strengths.
9. The hotels should have department specific HR practices considering the diversity of challenges faced by different departments. The focus could be on a particular departmental challenge and accordingly effective HR practice could be framed to cope with it and improve efficiency and employee strength.
10. Employees always look forward to a transparent system which is self explanatory and unbiased. Suitably the structure of HR practices should support work transparency and a balanced approach for employee and organization well being.

11. The management of the hotel should frame certain employee centric strategies which in turn enables the organization to retain their available talent.
12. The hotel industry should design a system where the performing employees are always recognized and appreciated for their contribution. A lack in this can make an employee feel de-motivated.
13. The hotels should overcome challenges like hard work and long working hours by justified work load distribution or introducing appropriate compensation. This could be done through better monetary benefits like salary incentive, overtime compensation and bonus during festivals which are peak working seasons.
14. There should be a focus on providing a good work life balance to the employees which is an important aspect of their day to day challenge. This could be done by introducing fixed working hours per day; this would have a direct impact on retention. The hotel industry should be more liberal in framing the leave policies.
15. The hotels should take care of the meals of their employee when they are working. On the other hand, should also provide facilities like transport and accommodation as a value addition contribution.
16. The hotels should have occasional in house activities for their staff members who would act as a stress buster and boost their energy by diverting their attention from routine work and driving them back a-fresh.
17. The system of having an employee friendly work culture in the hotel also required. It should be practiced to create good bonding amongst the employees.
18. The hotel should have an effective grievance handling mechanism to resolve differences at employee or organizational level.

5.2 Suggestions for future Researchers

1. The findings of this research are based on the responses received from the sample from hotels in Pune region and need to be tested with other cities before they are generalized.
2. The study has used cross-sectional design which captures the responses of samples only one point of time hence it would be difficult to generalize the results in today's scenario. Thus a longitudinal study of these samples would be a better choice for future researchers.
3. Research using the similar guidelines could be carried out at other cities using the same parameters to validate the results since Pune is fast developing metro kind of a city but demographics and psychographics of the cities may have an impact on results of the research.
4. The questionnaire could however be tweaked on the basis of proper research and feedback from HRMs of the Hotels.
5. Further, the other proved Hypothesis could be studied individually in detail over a particular state.
6. A gender based study would provide more insights on how a gender of managers of star category hotels influences the retention of employees since both male and female operates in different styles.
7. Further studies can use a customized instrument that has more relevance to local context rather than global.
8. A study can be performed comparing star category hotels for understanding which HR practices are yielding more appropriate results in retaining employees
9. A study based on an organizations experience of operating locally and globally would help to understand their orientation towards HRM practices.

5.3. FINDINGS

The research parameters were laid out in the form of a questionnaire and responses were collected. Another approach for collecting information was through direct interviews. This was used as a tool to compare the association between various factors. On the basis of the responses received the researcher listed the below findings-

5.3.1 The findings from the research parameters on the basis of responses collected through questionnaire were as follows:

- **While comparing the research parameter “Benefits of Talent Retention with star category Hotels, it was found that –**
 - Factors like - reduced recruitment & training expenses, increased productivity, enhanced brand image of the hotel are least effective benefits of talent retention, the most effective factor being, increased employee morale.
- **While comparing the research parameter “Effectiveness of employee retention management system” it was found that -**
 - Hotel industry in Pune region is concerned about issues related to employee retention and the hotel industry in Pune region does face problem of employee retention.
 - However a lot of hotels lack an effective employee retention management system or alternatively fail successful implementation of the same.
 - Further, the keenness of the management is moderate in designing employee centric practices or alternatively lack of follow up of employee retention in order to measure effectiveness of practices.
 - The employee retention management system adopted by hotel though transparent requires an increased involvement of employees in designing and implementation of the same.
 - However, the effectiveness of ERMS varies as per Gender of employees at Associate Level.

- **While comparing the research parameter “Challenges in Employee Retention” for Associate Level employees department wise, it was found that factors like –**
 - Lack in recognition of performing employees, lack of management initiatives, poor employee retention practices and lack of efficient HR practices were the biggest challenges for employee retention in hotels.
 - However, factor like hard work, was a moderate challenge for making employee retention difficult.

- **While comparing the research parameter “Human Resource Practices and Employee Retention for Managerial Level Employees it was found that -**
 - **Monetary Remunerations** by provision of Rewards & Recognition, Better salary and Wages, Staff Insurance & Family health schemes & Festival Bonus were effective whereas, provision of Overtime Compensation was seen as less effective
 - **Fringe Paybacks** by way of Provision of duty meals and Accommodation & Transport Facilities is less effective.
 - **Work-Life Balance** by means of allowing to work for Fixed number of working hours per day as well as providing Additional Leaves / Holidays / Weekly off were effective.
 - **Work Culture** having an Effective employee grievance handling mechanism is effective for retention; whereas practicing an Employee friendly work culture in the organisation and conducting In-house activities and having fun at work for a better staff bonding were seen less effective.
 - **Training and Development** by extending Opportunities to attend training & Personality Development programmes to enhance operational and soft skills was effective.

- **While comparing the research parameter “Human Resource Practices and Employee Retention for Associate Level Employees it was found that -**
 - **Monetary Remunerations** by provision of benefits like Rewards & Recognition, Better salary and Wages, Staff Insurance & Family health schemes, Overtime Compensation & Festival Bonus were found effective.
 - **Fringe Paybacks** by way of Provision of duty meals and Accommodation & Transport Facilities were found effective.
 - **Work-Life Balance** by means of allowing to work for Fixed number of working hours per day were found effective, whereas providing Additional Leaves / Holidays / Weekly off were less effective.
 - **Work Culture** by practicing an Employee friendly work culture in the organisation, having an Effective employee grievance handling mechanism; conducting In-house activities and having fun at work for a better staff bonding were found effective.
 - **Training and Development** by extending Opportunities to attend training & Personality Development programmes to enhance operational and soft skills was found effective.

5.3.2 The findings from direct interviews were as follows:

- It was confirmed and shared by the experts that increasing Attrition rate is a challenge and methods for coping the same are studied by HR departments by implementing various practices for retention of employees
- These challenge are varied and include financial, where employees shift for monetary gains or fringe benefits; personal which relates to their family decisions or their expectations from their current job facilities; geographical, where employees shift due to location preferences or medical reasons which is rare though for Pune region.
- The ultimate decision for changing a job is directly related to their monetary, personal benefits, work culture, work life and work facilities. It is difficult to freeze on a specific problem area or retention technique.
- The employee retention practices have to be re-visited quarterly to check the new trend and employee feedbacks for effective implementation.
- A Fresher is continuously looking forward for a better opportunity and change rather than waiting to achieve a place for recognition.

5.4. Findings on the objectives of the research as per the statistical outcomes

5.4.1 To compare the Managerial Level Employees on the basis of their Star Category for the effectiveness of employee retention management system.

- The proportion of Managers showing their agreement on most of the effectiveness parameter's variables like 'Hotel industry in Pune region is greatly concerned about the issues related to employee retention', 'The Hotel industry in Pune region faces a problem of employee retention', 'Hotel Industry needs to design effective Employee Retention Management System to cope with the problem', 'The system is transparent due to involvement of employees in designing and implementation', 'The management shows keenness in designing employee centric practices for talent retention' and 'The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices' are the variables that are showing a an association between the Effectiveness parameter and the Star category.

5.4.2 To compare the Associate Level Employees on the basis of their Gender for the effectiveness of employee retention management systems.

- The proportion of Associates showing their agreement on most of the effectiveness parameter's variables like 'The management shows keenness towards formation and implementation of the system', 'The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices', 'Hotel industry in Pune region is greatly concerned about the issues related to employee retention', 'Hotel Industry needs to design effective Employee Retention Management System to cope with the problem', 'The system is transparent due to involvement of employees in designing and implementation', 'The management shows keenness in designing employee centric practices for talent retention' are the variables that are showing a strong association between the Effectiveness parameter and the Gender.
- 'The Hotel industry in Pune region faces a problem of employee retention' is the only variable where there is no significant association was observed.

5.4.3 To compare the Associate Level Employees on the basis of their Department for the Challenges' faced in employee retention.

- The proportion of Associates showing their agreement on most of the Challenges' parameter's variables like 'Lack of management initiative is a big challenge for employee retention', 'Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels', 'Poor employee retention practices are the reason for making employee retention difficult in Hotels', 'Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels' and 'Hard work in industry is a big challenge for employee retention' are the variables that are showing a an association between the Challenges' parameter and the departments.

5.4.4 To compare the Human Resource Practices and Employee Retention for Managerial Level Employees.

- Human Resource Practices pertaining to **“Monetary Remunerations”** by provision of benefits like Rewards & Recognition, Better salary and Wages, Staff Insurance & Family health schemes & Festival Bonus; **“Work-Life Balance”** by means of allowing to work for Fixed number of working hours per day as well as providing Additional Leaves / Holidays / Weekly off; **“Work Culture”** having an Effective employee grievance handling mechanism; **“Training and Development”** by extending Opportunities to attend training & Personality Development programmes to enhance operational and soft skills were found to have a significant association with retention of Managerial Level employees.
- However, Human Resource Practices pertaining to **“Monetary Remunerations”** by provision of Overtime Compensation; **“Fringe Paybacks”** by way of Provision of duty meals and Accommodation & Transport Facilities; **“Work Culture”** by practicing an Employee friendly work culture in the organisation and conducting In-house activities and having fun at work for a better staff bonding have shown no association with retention of Managerial Level employees.

5.4.5 To compare the Human Resource Practices and Employee Retention for Associate Level Employees.

- Human Resource Practices pertaining to **“Monetary Remunerations”** by provision of benefits like Rewards & Recognition, Better salary and Wages, Staff Insurance & Family health schemes, Overtime Compensation & Festival Bonus; **“Fringe Paybacks”** by way of Provision of duty meals and Accommodation & Transport Facilities; **“Work-Life Balance”** by means of allowing to work for Fixed number of working hours per day; **“Work Culture”** by practicing an Employee friendly work culture in the organisation, having an Effective employee grievance handling mechanism; conducting In-house activities and having fun at work for a better staff bonding; **“Training and Development”** by extending Opportunities to attend training & Personality Development programmes to enhance operational and soft skills were found to have a significant association with retention of Associate Level employees.

- However, Human Resource Practices pertaining to **“Work-Life Balance”** providing Additional Leaves / Holidays / Weekly off have shown no association with retention of Managerial Level employees.

5.4.6 To identify the Benefits of Talent Retention for the Managerial Level Employees in Star category.

- While comparing the benefits of Talent Retention for the Managerial Level Employees the variable that **“It increases employee morale”** shows association in Star category hotels.
- While comparing the benefits of Talent Retention for the Managerial Level Employees the variables like **“It reduces recruitment and training expenses”**, **“It increases productivity”** and **“It enhances the brand image of the hotel”** does not show association in Star category hotels.

5.4.7 To ascertain the Retention Percentage for the Managerial & Associate Level Employees in star hotels.

- It has been found that there is a decline in the retention percentage with reference to the Star Category which shows that the retention is Higher in 5 Star Hotels, Average in 4 Star Hotels and Moderate / Low in 3 Star Hotels respectively.

5.5 Findings on the Hypothesis of the research:

5.5.1 Hypothesis No 1: The study fails to accept the null hypothesis and so the alternative hypothesis “There is a significant association between employee retention and Employee Retention Management System at Managerial Level Employees, in star hotels” is being accepted.

5.5.2 Hypothesis No 2: The study fails to accept the null hypothesis and so the alternative hypothesis “Gender wise, there is a significant association between employee retention and Employee Retention Management System at Associate Level employees” is being accepted.

5.5.3 Hypothesis No 3: The study fails to accept the null hypothesis and so the alternative hypothesis “Department wise, significant association is seen between problems faced by associate level employees and retention of associate level employees” is being accepted.

5.5.4 Hypothesis No 4: The study fails to accept the null hypothesis and so the alternative hypothesis “There is a significant association between Human Resource Practices and retention of employees in the hotel industry” is being accepted.

5.6 Conclusions on the study:

The complete study was conducted to understand the Human resource practices adopted by star hotels in Pune region and its association with employee retention.

The research aimed at gaining insight into various Human Resource management practices followed by the star hotels. These practices help the hotels to tackle the challenge of employee turnover and in turn improving the efficiency of the existing employees. The study also attempted to test the hypotheses that were identified on the research topic.

Conclusions:

1. From the literature it has been found that there is a tremendous growth in the Hospitality sector of Pune region in the last decade which has extremely contributed in revenue generation. Though the business has improved, shortage of potential employees to serve this increasing demand is the challenge faced by the star hotels which are coming out from the data analysis.
2. The high rises in demand for manpower arises out of the situation where employees are switching jobs for better or competitive offers. This results to a high rate of attrition
3. To overcome the problem of high attrition rate, hotels have started taking initiatives towards framing of effective Human Resource Practices.
4. The reviews of the literature have shown that, in order to effectively manage the human resources the organizations are not only required to have an effective but an innovative Human Resource Management System.
5. The hotel organizations that implements such innovative practices with utmost dedication, remains ahead of their competitors because such practices have a significant association with building competitive advantage, job satisfaction, financial performance, employee turnover, service quality, employee commitment etc. and leads to an overall commendable corporate performance.
6. It is also important for hotels to design and implement employee centric practices and analyze the effectiveness of these practices from time to time as per the changes in the employment market scenario. The top management along with the

managers should show keenness and involve the associates in designing the HRM practices. A survey should be conducted amongst employees to know their opinion about HRM practices. This will help the organization to take innovative and corrective actions at the right time.

7. A lot of time and efforts should be exerted by Human Resource department in hiring the right employee, training and development of the employees to best suit the industry demands. The employees should be groomed, to make them familiar with the hotel culture and become loyal internal customers.
8. The hotel organizations need to invest a substantial cost towards the development of the workforce which is considered as a major constraint for the hotel organization.
9. The Human Resource Management practices are also required to cover the scope of ever changing employee perceptions and difference in employee attitudes.
10. The hotels should follow various practices for effective employee retention like “employee recognition”, “improved salary”, “performance appraisal” “offering overtime”, “festival bonus”, “fringe benefits”, “friendly work culture”, “insurance schemes” and “effective grievance handling mechanism” meticulously to increase the retention rate.
11. Some of the challenges faced by the Hospitality Industry in retaining the employees are “hard work”, “lack of recognition”, and “lack of proper / efficient HR practices”, “poor employee retention practices” and “lack of management initiatives”.
12. The Hotel Industry largely gets benefitted by way of “Talent Retention Practices” as this helps in retaining the existing employees who are familiar with the hotel organization practices and produce results which are beneficiary for the organization.
13. A no. of benefits of Talent Retention are that it “Reduces recruitment & training expenses”, “Increases productivity”, “Increases employee Morale” and “Enhances the Brand image of the hotel”.
14. The effectiveness of the Employee Retention Management System should be measured periodically by way of employee follow up and feedback.

15. It has also been concluded that most of the star hotels in Pune have sound HR practices which focuses on employee retention programs. The hotel management has shown interest in initiating these practices which are transparent and employee centric. The systems are made with a view to update these practices for their effectiveness. The effectiveness of the ERM should be re-visited every six months and suitable alterations should be made on the basis of employee feedback.
16. The concept of “Succession Planning” is also observed in most of the hotels for enhancing the skills of the staff. This process helps in recruiting employees, developing their knowledge and skills and abilities to prepare them for future challenges and opportunities within the organization.
17. Succession Planning helps the management for identifying and developing internal people with the potential to fill key business leadership positions in the organization. It also benefits the existing employees in meeting their career development and improving commitment towards the organization.
18. For the managerial level employees provision of ‘Overtime compensation’, ‘Accommodation & Transport Facilities’, ‘On duty Meals’, ‘in house activities / fun at work’ and ‘employee friendly work culture’ are the HR practices which are not having an influence on the retention of Managerial level employees.
19. However, the provision of ‘Better Salary and Wages’, ‘Festival Bonus’, ‘Fixed no. of working hours’, ‘Additional Leaves / Holidays / Weekly Off etc.’, ‘Effective employee grievance handling mechanism’, ‘Opportunities to attend training / Personality Development programmes to enhance operational and soft skills’, ‘Provision of Staff Insurance Schemes / Family health schemes’ and “Employee Rewards Schemes / Recognition’ are the HR practices which are having an influence on the retention of Managerial level employees.
20. The associate level employees retention is influenced by the HR practices like ‘Better salary and Wages’, ‘Provision of Overtime Compensation’, ‘Provision of festival bonus’, ‘Provision of Accommodation & Transport Facilities’, ‘Provision of on duty Meals’, ‘In-house activities / fun at work’, ‘Fixed number of working hours per day’, ‘Employee friendly work culture’, ‘Effective employee grievance handling mechanism’, ‘Opportunities to attend training / Personality Development

programmes to enhance operational and soft skills’, ‘Provision of Staff Insurance Schemes / Family health schemes’ and ‘Employee Rewards Schemes / Recognition’. However, the HR practice of provision of ‘Additional Leaves / Holidays / Weekly off etc.’ does not have an influence on the retention of Associate level employees.

21. It has been found that there is a decline in the retention percentage with reference to the Star Category which shows that the retention is Higher in 5 Star Hotels, Average in 4 Star Hotels and Moderate / Low in 3 Star Hotels respectively.
22. The study fails to accept the null hypothesis that the human resource practices have no significant association with employee retention. Hence the alternative hypothesis that these practices have a significant association with employee retention is accepted.
23. The study accepts the alternative hypothesis that “A significant association is there between Employee Retention Management System and retention of employees at managerial level employees in star hotels” is being accepted.
24. The study fails to accept the null hypothesis and so the alternative hypothesis that “Gender wise, there is a significant association between employee retention and Employee Retention Management System at Associate Level employees” is proved.
25. The study fails to accept the null hypothesis and so the alternative hypothesis that “Department wise, significant association is seen between problems faced by associate level employees and retention of associate level employees” is accepted.

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ANNEXURES

ANNEXURES

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Annexure - I**Hospitality Industry in Brief**

Hospitality Industry is one of the quickest developing industries in the world. The hospitality industry has an extensive category of arenas within the service industry. The showground includes lodging, boarding, event management, theme based parks, transportation, cruise line, airline, motels and additional fields within the tourism industry. A hotel is a place that provides food, shelter and accommodation for people to stay when they are roaming. It is a place that provides food and lodging and other services for paying guests. It ranges from a modest paying guest accommodation, to lodging and all the categories of hotels, ranging from a two star hotels to five star deluxe. The hospitality industry is a multibillion-dollar industry that depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or an amusement park consists of multiple groups such as facility maintenance and direct operations (servers, housekeepers, porters, kitchen workers, bartenders, management, marketing, and human resources etc.).

Usage rate, or its inverse "vacancy rate", is an important variable for the hospitality industry. Just as a factory owner would wish a productive asset to be in use as much as possible (as opposed to having to pay fixed costs while the factory is not producing), so do restaurants, hotels, and theme parks seek to maximize the number of customers they "process" in all sectors. This led to formation of services with the aim to increase usage rate provided by hotel consolidators. Information about required or offered products is brokered on business networks used by vendors as well as purchasers.

In looking at various industries, "barriers to entry" by newcomers and competitive advantages between current players are very important. Among other things, hospitality industry players find advantage in old classics (location), initial and on-going investment support (reflected in the material upkeep of facilities and the luxuries located therein), and particular themes adopted by the marketing arm of the organization in question (for example at theme restaurants). Also very important are the characteristics of the personnel working in direct contact with the customers. The authenticity,

professionalism, and actual concern for the happiness and well-being of the customers that is communicated by successful organizations are a clear competitive advantage.

https://en.wikipedia.org/w/index.php?title=Hospitality_industry&oldid=694172980

Hospitality Industry in India

India has always been a preferred tourist destination. The tourist attractions in India have always been popular amongst foreign / national tourists. The increasing no. of tourists essentially requires the need of an accommodation which suits their needs and provides comfort to enjoy their holiday with leisure. This has led to an increase in the multinational hotel brands to expand their chain at multiple locations in India where such tourist destinations are popularizing. This investment form multinational brands the Hotel Industry is expected to grow at 15% per year and become the second largest employers in the world by 2019 (Indian Express Report 2013).

The service sector in India is strategically driven by Indian Tourism and Hospitality Industry. The contribution of service sectors like repair services, trade, restaurants and hotels is nearly US\$ 187.9 billion which is 12.5% to the GDP (Gross Domestic Product) in 2014-15 with a fastest growing rate of 11.7% to the CAGR (Compound Annual Growth Rate) from 2011 – 12 to 2014 – 15. Tourism in India flourished due to its rich and varied heritage; the extensive change and variation of weather across the country. The country offers a totally assorted variety of climatic variation spread across North to South and from East to West with peculiar natural landscapes. This has generated immense employment opportunities and has become a source for foreign exchange for the country.

Market Size of the Hospitality Industry

- The quantity of Remote Visitor Landings (FTAs) has developed relentlessly in the recent years stretching around 4.48 million amid January – July 2015. Remote trade income from tourism in US dollar increased by 3.2% amid January-July 2015 when contrasted with 1.9 % over the relating time of 2013. Charges amid the month of July 2015 were Rs. 11,452 crore (US\$ 1.74 billion) when contrasted with Charges of Rs. 10,336 crore (US\$ 1.57 billion) in July a year ago.

- Remote Trade Income (Charges) between January-July 2015 were US\$ 11.41 billion as contrasted with US\$ 11.06 billion in a similar period a year ago. The development rate in Charges in rupee terms in January-July 2015 was 6.9%.

Future Investments in India

- The tourism and accommodation part is amongst the main 15 segments in India to pull in the most noteworthy remote direct venture (FDI). Amid the period April 2000-May 2015, this division pulled in around US\$ 8.1 billion of FDI, as per the information discharged by Department of Industrial Policy and Promotion (DIPP).
- With the ascent in the quantity of worldwide visitors and understanding India's potential; many organizations have put resources into the tourism and neighborliness segment.

Initiatives taken by Government of India

The Indian government has understood the nation's potential in the tourism business and has found a way to make India a worldwide tourism center point. A portion of the significant activities taken by the Government of India to give a support to the tourism and cordiality part of India are as per the following:

- Government of India has arranged to cover 150 nations under e-visa conspire before the yearend other than opening an airplane terminal in the NCR locale with a specific end goal to facilitate the weight on Delhi air terminal.
- The Tourist Visa on Arrival (TVoA) empowered by Electronic Travel Authorization (ETA), propelled by the Government of India on November 27, 2014 for 43 nations has prompted sharp development in use of the office. Amid the month of July, 2015 a sum of 21,476 vacationers touched base on e-Tourist Visa when contrasted with 2,462 amid the month of July, 2014 enlisting a development of 772.3 %. Amid January-July, 2015 an aggregate of 1,47,690 vacationer touched base on e-Tourist Visa when contrasted with 14,415 amid January-July, 2014 enrolling a development of 924.6 %.
- The Government of India has put aside Rs. 500 crore (US\$ 79.17 million) for the principal period of the National Heritage City Development and Augmentation

Yojana (HRIDAY). The 12 urban communities in the principal stage are Varanasi, Amritsar, Ajmer, Mathura, Gaya, Kanchipuram, Vellankani, Badami, Amaravati, Warangal, Puri and Dwarka.

- Under 'Extend Mausam' the Government of India has proposed to build up multifaceted linkages and restore notable sea social and financial ties with 39 Indian Ocean nations.

Future Development in the Hospitality Industry

India's travel and tourism industry has enormous development potential. The medicinal tourism showcase in India is anticipated to achieve US\$ 3.9 in size this year having developed at a CAGR of 27 % throughout the most recent three years, as indicated by a joint report by FICCI and KPMG. Additionally, inflow of medicinal travelers is required to cross 320 million by 2015 contrasted and 85 million in 2012. The tourism business is additionally anticipating the development of E-visa conspire which is required to double the vacationer inflow to India. Rating office ICRA Ltd. gauges the income development of Indian hotel industry fortifying to 9-11 % in 2015-16. India is anticipated to be the quickest developing country in the well-being tourism division in the following five years, timing more than 20 % picks up every year through 2017, as per a study led by SRI International.

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Sample Hotels selected for Data collection

Annexure – II

a. List of Hotels in Pune Region

| 5 Star Hotels | | |
|---------------|-------------------------------------|----------------------------|
| Sr. No | Name | Address |
| 1 | Aamby Valley Hotel | Mulshi, Pune |
| 2 | Fariyas | Lonavala |
| 3 | Four Points By Sheraton Hotel | Viman Nagar, Pune |
| 4 | Hilton Shillim Estate Retreat & Spa | Lonavala |
| 5 | Holiday Inn Hotel | Hinjawadi, Pune |
| 6 | Hyatt Regency Hotel | Nagar Road, Pune |
| 7 | Sheraton Grand | Sangamwadi, Pune |
| 8 | Oakwood Premier Hotel | Mundhwa, Pune |
| 9 | Pune Marriott Hotel | Senapati Bapat, Pune |
| 10 | Raddison Blu | Hinjawadi, Pune |
| 11 | Sayaji Hotel | Wakad, Pune |
| 12 | Sun-n-Sand Hotel | Bund Garden Road, Pune |
| 13 | The Corinthians Boutique Hotel | Undri, Pune |
| 14 | The Gateway | Hinjawadi, Pune |
| 15 | The O Hotel | Koregaon Park, Pune |
| 16 | The Pride Hotel | Shivaji Nagar, Pune |
| 17 | The Westin Pune Koregaon Park | Koregaon Park Annexe, Pune |
| 18 | Vivanta by Taj Hotel - Blue Diamond | Koregaon Road, Pune |
| 19 | Double Tree by Hilton | PCMC |
| 20 | Conrad | Koregaon Road, Pune |
| 4 Star Hotels | | |
| 21 | Ambience Executive Hotel | Wakad, Pune |
| 22 | Atmantan Wellness Resort | Mulshi |
| 23 | Aurora Towers Hotel | Camp, Pune |
| 24 | Cocoon Service Hotel | Hadapsar, Pune |
| 25 | Courtyard by Marriott Hotel | Hinjawadi, Pune |
| 26 | Courtyard Hotel | Bund Garden Road, Pune |
| 27 | Cypress Hotel | Kalyani Nagar, Pune |
| 28 | Deccan Rendezvous Hotel | Shivaji Nagar, Pune |
| 29 | Dukes Retreat | Khandala |
| 30 | Fort Jadhavgad | Saswad |
| 31 | Fortune Inn Exotica | Hinjawadi, Pune |
| 32 | Fortune Inn Jukaso | Viman Nagar, Pune |
| 33 | Fortune Select | Dasve Lavasa |

| | | |
|----|---|-------------------------------------|
| 34 | Lagoona Resort | Lonavala |
| 35 | Le Royal Meridien Hotel | Deccan Gymkhana, Pune |
| 36 | Le Royale Hotel | Hinjawadi, Pune |
| 37 | Lemon Tree Hotel | Hinjawadi, Pune |
| 38 | Mercure Lavasa | Warasgaon Lake |
| 39 | Oakwood Residence | Naylor Road, Pune |
| 40 | Panchshil Hotel | Pimpri Chinchwad, Pune |
| 41 | Parc Estique Hotel | Viman Nagar, Pune |
| 42 | Radisson Blue Hotel | Kharadi, Pune |
| 43 | Ramee Grand Hotel | Shivaji Nagar, Pune |
| 44 | Royal Orchid Central Hotel | Kalyani Nagar, Pune |
| 45 | Ambrosia Resort & Spa | Paud Road, Pune |
| 46 | Hotel E Serai | Shalini Smriti, Shivneri Park, Pune |
| 47 | Oxford Suites | Keshav Nagar, Pune |
| 48 | Siesta Hinjewadi Lxia | Hinjawadi, Pune |
| 49 | Tukson | Narayangaon, Pune |
| 50 | Residency Club | Queen's Garden Road, Pune |
| 51 | Fidalgo | Vimannagar, Pune |
| 52 | RelaxInn Hospitality | Bhosari, PCMC |
| 53 | Malhar Grand | Jejuri, Pune |
| 54 | Orritel Convention Spa And Weeding Resort | Wakad, Hinjawadi, Pune |
| 55 | Hyatt Place | Hinjawadi, Pune |
| 56 | The Haven Serviced Residences | Kharadi, Pune |
| 57 | FabHotel Le Royce Koregaon Park | Koregaon Park, Pune |
| 58 | Caspia Hotels – Pune | Kharadi, Pune |
| 59 | Royal Orchid Golden Suites | Kalyani Nagar, Pune |
| 60 | Sagar Plaza Hotel | Bund Garden Road, Pune |
| 61 | Seasons - An Apartment Hotel | Sanewadi, Pune |
| 62 | St Lurn Hotel | Koregaon Road, Pune |
| 63 | St Lurn Suites | Mann Road, Pune |
| 64 | The Central Park Hotel | Agarkar Nagar, Pune |
| 65 | The Centurion Hotel | Shivaji Nagar, Pune |
| 66 | The Coronet Elegance | Fatima Nagar, Pune |
| 67 | The Gordon House Hotel | Ganeshkhind, Pune |
| 68 | The Hindustan International Hotel | Viman Nagar, Pune |
| 69 | The Oakwood Hotel | Deccan Gymkhana, Pune |
| 70 | The Orchid Hotel | Balewadi, Pune |
| 71 | The Waterfront Shaw Lavasa | Lakeshore Watersports, Lavasa |
| 72 | Valvan Lake | Lonavala |
| 73 | VITS Hotel | Balewadi, Pune |

| 3 Star Hotels | | |
|---------------|---------------------------------------|----------------------------|
| 74 | AR Suites Fontana Bay | Kalyani Nagar, Pune |
| 75 | Bajaj Highland Retreat | Lonavala |
| 76 | Bel Air Suites and Service Apartments | Koregaon Park, Pune |
| 77 | Beverly Hills | Lulla Nagar, Pune |
| 78 | Centurion Spring Hills Holiday Resort | Mukai Wadi, Pune |
| 79 | Chandralok Hotel | Lonavala |
| 80 | Citrus hotel | Lonavala |
| 81 | Clarks Inn Suites | Pimple Saudagar, Pune |
| 82 | Deccan Park Hotel | Deccan Gymkhana, Pune |
| 83 | Ginger Pune Wakad Hotel | Kala Khadak, Pune |
| 84 | Govinda Resort | Lonavala |
| 85 | Hotel Gautam | Lonavala |
| 86 | Ista Hotel | Yerwada, Pune |
| 87 | Kailash Parbat | Lonavala |
| 88 | Kapila Business Hotel | BS Dhole Patil Path, Pune |
| 89 | Klastar Inn Hotel | Deccan Gymkhana, Pune |
| 90 | Kohinoor Executive Hotel | Shivaji Nagar, Pune |
| 91 | Krishna Presidency Hotel | Shivaji Nagar, Pune |
| 92 | Krushnai Resort | Lonavala |
| 93 | Kumar Resort | Lonavala |
| 94 | Le Royce Hotel | Bund Garden Road, Pune |
| 95 | Madhav International Hotel | Pune Railway Station, Pune |
| 96 | Mandakini Ambience Wakad Hotel | Wakad, Pune |
| 97 | Metropole | Lonavala |
| 98 | Noorya Hometel | Thergaon, Pune |
| 99 | Orbett Hotel | Shivaji Nagar, Pune |
| 100 | Oxford Suites | Keshav Nagar, Pune |
| 101 | Pancard Clubs | Baner, Pune |
| 102 | Park Central Hotel | Koregaon Park, Pune |
| 103 | Phoenix Hotel | Koregaon Park, Pune |
| 104 | Quality Hotel | Sangamvadi, Pune |
| 105 | Retreat Resort | Lonavala |
| 106 | Royal Park Hotel | Kasarwadi, Pune |
| 107 | Sadanand Regency Hotel | Mahalunge, Pune |
| 108 | Sahara Hotel | Senapati Bapat, Pune |
| 109 | Sahil Sarovar | Lonavala |
| 110 | Samrat Hotel | Wilson Garden, Pune |
| 111 | Sea View Hotel | Raigad |
| 112 | Shantai Hotel | Rasta Peth, Pune |

| | | |
|-----|-------------------------------|----------------------------|
| 113 | Shivshanti Resort | Lonavala |
| 114 | Shree Panchratna Hotel | Pune Railway Station, Pune |
| 115 | Sterling Resort | Lonavala |
| 116 | Strand Resort | Lonavala |
| 117 | Studio Estique Hotel | Bund Garden Road, Pune |
| 118 | Sunderban Hotel | Koregaon Park, Pune |
| 119 | Surya Resort | Lonavala |
| 120 | The Coronet Hotel | Deccan Gymkhana, Pune |
| 121 | The Deccan Royaale | Deccan Gymkhana, Pune |
| 122 | The Elite Suites | Viman Nagar, Pune |
| 123 | The Fern Residency MIDC Hotel | Bhosari, Pune |
| 124 | The Pride Biznotel Hotel | Chinchwad, Pune |
| 125 | U Residences Magarpatta City | Hadapsar, Pune |
| 126 | Upper Deck | Lonavala |
| 127 | Woodland Hotel | Sadhu Vaswani Road, Pune |
| 128 | Zaras Resort | Khandala |
| 129 | Sunny Retreat | Lonavala |

Data as on July 2013

b. Sample Hotels for Data collection

| Sr. No | Name of the Hotel | | Contact Details |
|--------|---|--|--|
| 1 |  | Vivanta by Taj Blue Diamond | Jewel Square Mall, 11, Koregaon Park Road, Pune – 411001 Phone: 020 66025555 |
| 2 |  | The Westin | 36/3-B Koregaon Park Annexe, Pune – 411 001 Phone: 020 67210000 |
| 3 |  | Le Meridien (Now Sheraton Grand) | Raja Bahadur Mill Rd, Sangamvadi, Pune – 411001 Phone: 020 26050505 |
| 4 |  | Holiday Inn | Pune Bangalore Highway, Pashan Exit, Baner, Pune – 411045 Phone: 020 66862200 |
| 5 |  | Novotel | Weikfield IT City Infopark, Survey No. 30/3 Viman nagar, Pune – 411014 Phone: 02067056000 |
| 6 |  | J.W. Marriott | Senapati Bapat Road, Pune – 411053 Phone: 020 66833333 |
| 7 |  | Hyatt Regency | Weikfield IT Park, Nagar Road, Pune – 411014 Phone: 020 66451234 |

| | | | |
|----|---|-------------------------|--|
| 8 |  | Four Points by Sheraton | 5th Mile Stone, Nagar Road, Viman Nagar, Pune – 411014, Phone: 020 39406699 |
| 9 |  | The Gateway Hotel | Xion Complex, Hinjewadi, Pune – 411057 Phone no: 020 66584040 |
| 10 |  | Radisson Blu Hotel | Nagar Bypass Road, Kharadi, Pune – 411014 Phone: 020 27060606 |
| 11 |  | The Pride Hotel | 5, University Road, Shivajinagar, Pune – 411005 Phone: 020 25534567 |
| 12 |  | Fariyas Resort | Frichley Hills, Tungarli, Lonavla, Pune – 410 401 Phone: 02114273852 |
| 13 |  | Oakwood Residence | 1-C-Naylor Road, Pune – 411001 Phone: 020 26141234 |
| 14 |  | Sun and Sand | 262, Bund Garden Road, Pune – 411001 Phone: 020 26167777 |
| 15 |  | Sayaji Hotel | 135/136, Mumbai-Bangalore Bypass, Pune – 411057 Phone: 020 42121212 |

| | | | |
|----|---|------------------------|--|
| 16 |  COURTYARD Marriott PUNE CHAKAN | Courtyard Marriott | Plot P-7, MIDC, Chakan Phase-1, Talegaon Chakan road, Pune – 410501 Phone: 02135 666666 |
| 17 |  THE O HOTEL PUNE GOA | O Hotel | North Main Road, Koregaon Park, Pune – 411001 Phone: 020 40011000 |
| 18 |  Mercure | Hotel Mercure | 3, Dasve Circle, Mulshi, Lavasa, Pune – 412112 Phone: 020 67929000 |
| 19 |  FORTUNE Member ITC's hotel group | Fortune Inn Exotica | S. No. 21, Plot No. 3/2, Hinjewadi, Pune – 411057 Phone: 020 30643300 |
| 20 |  ibis HOTELS | Ibis Hotel | Survey No. 32, Nagar Road, Pune – 411014 Phone: 020 40184018 |
| 21 |  HYATT PLACE™ | Hyatt Place | Phase 1, Hinjawadi, Pune – 411057, Phone: 020 66981234 |
| 22 |  COOCOON™ HOTEL Magarpatta City, Pune www.cocoonpune.com | Cacoon Hotel | Destination Center, Magarpatta City, Pune – 411013 Phone: 020 66244444 |

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Annexure – III

QUESTIONNAIRE
(Managerial Level Employees)

For Doctoral Research titled:

**“A STUDY OF HUMAN RESOURCE PRACTICES ADOPTED BY STAR HOTELS IN
PUNE REGION AND ITS IMPACT ON EMPLOYEE RETENTION”**

Dear respondent kindly fill the questionnaire to the best of your perception on the subject. The findings of this questionnaire would be solely used for the purpose of Research and absolute confidentiality will be maintained on the responses received and the identity of the respondents would not be revealed.

Name of the Respondent : _____
Designation : _____
Organization : _____

| Sr. No | Particulars | Please tick (✓) | | | | |
|--|--|-----------------|-------|---------|----------|-------------------|
| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| Benefits of Talent retention for Hotel Industry | | | | | | |
| 1 | It Reduces recruitment & training expenses. | | | | | |
| 2 | It Increases productivity | | | | | |
| 3 | It increases employee morale | | | | | |
| 4 | It Enhances the Brand image of the hotel | | | | | |
| Effectiveness of Employee Retention Management System | | | | | | |
| 5 | Hotel Industry in Pune region is concerned about issues related to employee retention. | | | | | |
| 6 | The Hotel industry in Pune region faces a problem of employee retention. | | | | | |
| 7 | Hotel Industry needs to design effective Employee Retention Management System to cope with this problem. | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| 8 | Hotel Industry in Pune region has Employee Retention Management System in place. | | | | | |
| 9 | The management shows keenness towards formation and implementation of the system. | | | | | |
| 10 | The system is transparent due to involvement of employees in designing and implementation of the same. | | | | | |
| 11 | The management shows keenness in designing employee centric practices for talent retention. | | | | | |
| 12 | The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices. | | | | | |
| Challenges in Employee Retention | | | | | | |
| 13 | Hard work in hotels is a big challenge for employee retention. | | | | | |
| 14 | Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region. | | | | | |
| 15 | Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels of Pune region. | | | | | |
| 16 | Poor employee retention practices are the reason for making employee retention difficult in Hotels of Pune region. | | | | | |
| 17 | Lack of management initiative is a big challenge for employee retention. | | | | | |
| Impact of Human Resource practices on Employee retention | | | | | | |
| 18 | The HR practices followed by the hotel have a great impact on retention of its employees. | | | | | |
| 19 | ‘Better salary and Wages’ has an impact on employee retention. | | | | | |
| 20 | ‘Overtime Compensation’ has an impact on employee retention. | | | | | |
| 21 | ‘Festival Bonus’ have an impact on employee retention. | | | | | |
| 22 | ‘Provision of Accommodation & Transport Facilities’ has an impact on employee retention. | | | | | |
| 23 | ‘Provision of on duty Meals’ has an impact on employee retention. | | | | | |
| 24 | ‘In-house activities / fun at work’ have an impact on employee retention. | | | | | |
| 25 | ‘Fixed number of working hours per day’ has an impact on employee retention. | | | | | |
| 26 | ‘Additional Leaves / Holidays / Weekly off etc’ have an impact on employee retention. | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 27 | 'Employee friendly work culture' has an impact on employee retention. | | | | | |
| 28 | 'Effective employee grievance handling mechanism' has an impact on employee retention. | | | | | |
| 29 | 'Opportunities to attend training / Personality Development programmes to enhance operational and soft skills' impacts employee retention. | | | | | |
| 30 | 'Provision of Staff Insurance Schemes / Family health schemes' has an impact on employee retention. | | | | | |
| 31 | "Employee Rewards Schemes / Recognition' have an impact on employee retention. | | | | | |

Any Comments:

Thank You

QUESTIONNAIRE
(Associate Level Employees)

For Doctoral Research titled:

**“A STUDY OF HUMAN RESOURCE PRACTICES ADOPTED BY STAR HOTELS IN
PUNE REGION AND ITS IMPACT ON EMPLOYEE RETENTION”**

Dear respondent kindly fill the questionnaire to the best of your perception on the subject. The findings of this questionnaire would be solely used for the purpose of Research and absolute confidentiality will be maintained on the responses received and the identity of the respondents would not be revealed.

Name of the Respondent : _____

Designation : _____

Organization : _____

| Sr. No | Particulars | Please tick (✓) | | | | |
|--|---|-----------------|-------|---------|----------|-------------------|
| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| Effectiveness of Employee Retention Management System | | | | | | |
| 1 | Hotel Industry in Pune region is concerned about issues related to employee retention. | | | | | |
| 2 | The Hotel industry in Pune region faces a problem of employee retention. | | | | | |
| 3 | Hotel Industry needs to design effective Employee Retention Management System to cope with this problem. | | | | | |
| 4 | Hotel Industry in Pune region has Employee Retention Management System in place. | | | | | |
| 5 | The management shows keenness towards formation and implementation of the system. | | | | | |
| 6 | The system is transparent due to involvement of employees in designing and implementation of the same. | | | | | |
| 7 | The management shows keenness in designing employee centric practices for talent retention. | | | | | |
| 8 | The hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices. | | | | | |

| Challenges in Employee Retention | | | | | |
|---|--|--|--|--|--|
| 9 | Hard work in hotels is a big challenge for employee retention. | | | | |
| 10 | Lack of recognition of performing employees is the reason for making employee retention difficult in Hotels of Pune region. | | | | |
| 11 | Lack of proper / efficient HR practices is the reason for making employee retention difficult in Hotels of Pune region. | | | | |
| 12 | Poor employee retention practices are the reason for making employee retention difficult in Hotels of Pune region. | | | | |
| 13 | Lack of management initiative is a big challenge for employee retention. | | | | |
| Impact of Human Resource practices on Employee retention | | | | | |
| 14 | The HR practices followed by the hotel have a great impact on retention of its employees. | | | | |
| 15 | 'Better salary and Wages' has an impact on employee retention. | | | | |
| 16 | 'Overtime Compensation' has an impact on employee retention. | | | | |
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| 25 | 'Opportunities to attend training / Personality Development programmes to enhance operational and soft skills' impacts employee retention. | | | | |
| 26 | 'Provision of Staff Insurance Schemes / Family health schemes' has an impact on employee retention. | | | | |
| 27 | 'Employee Rewards Schemes / Recognition' have an impact on employee retention. | | | | |

Any Comments:

Thank You

ANNEXURE - IV

ABBREVIATIONS:

- CAGR: Compound Annual Growth Rate
- CII: Confederation of Indian Industry
- CIPD: Chartered Institute of Personnel and Development survey
- ER: employee retention
- ERMS: Employee Retention Management System
- ESOP: Employee Stock Ownership Plan
- F&B: Food & Beverage
- FBT: Fringe Benefits Tax
- FHRAI: Federation of Hotel & Restaurant Association of India
- FO: Front Office
- FP: Food Production
- H&RA: Hotel & Restaurant Association
- HAI: Hotel Association of India
- HOTEL: Home Office Tourism Entertainment Last day
- HR: Human Resource
- HRACC: Hotel Restaurant Approval and Classification Committee
- HRD: Human Resource Department
- HRM: Human Resource Manager
- HRP: Human Resource Practices
- NAMA: National Asset Management Agency
- PHA: Pune Hotel Association
- SPSS: Statistical Package for Social Sciences