



# Employee Retention Practices in Indian Hotel Industry

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**Abstract** . Employees are considered as internal customers of the organization. Research main focus is to find employee retention practices in Indian hotel industry. Secondary research is conducted with the help of research papers & articles to find out issues related to employee retention and strategies to retain hospitality employees for longer duration of time. Future of hotel industry in term of job opportunities is very bright but to retain existing employee is a great challenge. Attrition rate is a major challenge for attainment of objectives in hotel industry. Management need to work very hard to improve low employee retention. Career opportunities should be enhanced by providing proper training and growth-oriented job roles. Job roles should be redesigned so that they are more challenging and exciting. For cost effective business, organization should focus more on employee retention policies and programs. Positive relationship exists between appreciation from senior and intention to quit. Manager support training to be conducted to reduce turnover and making them responsible for employee retention. Low salary, work environment, lack of trust in management, job security, job characteristics, managerial support and policy issues plays important role in employees leaving job. Employee turnover give rise to recruitment cost, training cost, low productivity, and low customer service. Many policies and programs have been developed to curb employee turnover but its effectiveness related to the issue is not up to the mark. Employee tend to stay longer if there is safe and clean work environment along with stress relief programs. Main focus of the research is to analyse employee retention, factors responsible for employee retention, and suggestion which can improve retention in hotel industry.

**Keywords:** Employee Retention, Hotel Industry, Recruitment & Selection, Training & Development, Work Life Balance, Reward & Recognition

## 1 INTRODUCTION

### 1.1 Background and Context

Travel and tourism sector contribution to India's GDP is expected to increase from Rs 15,24,000 in 2017 to Rs 32,05,000 crore in 2028. Travel and tourism sector earning in 2018 was US\$ 28.6 billion in 2018 and expected to increase by US\$ 50 billion by 2022. Total 4.2 crores jobs were created in tourism sector in India as on 2019, contributing to 8.1 per cent of total employment in country. By 2028, 30.5 billion international tourist arrival is expected in India [29]. According to WTTC, India's travel & tourism total contribution to GDP was ranked 3<sup>rd</sup> amongst 185 countries in 2018. Tourism and hospitality industry is expected to generate more than 13 million jobs by 2022 [54].

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total contribution to GDP was ranked 3<sup>rd</sup> amongst 185 countries in 2018. Tourism and hospitality industry is expected to generate more than 13 million jobs by 2022 [54].

The Indian hotel business is a vibrant and growing sector of the country's service industry, distinguished by its significant contribution to job creation and economic progress. The worldwide hospitality business also has a big difficulty in terms of maintaining its employees, which is faced by this sector. Due to its direct relationship to client happiness, service quality, and overall business performance, employee retention is of utmost significance in the hotel sector [26, 49]. In addition to disrupting operational consistency, high personnel turnover rates—which are typical in this sector—also result in high recruiting and training expenditures [36, 59]. Additionally, it may result in a drop in service quality, which might have an impact on client loyalty and financial results [32].

COVID -19 pandemic could cut 50 million jobs worldwide in travel and tourism industry, which give rise to 12-14% decrease in employment [28]. There is relationship between employee loyalty, engagement and employee intention to stay. Research has connected engagement to retention and loyalty [33].

Direct and indirect expenses are incurred on company's every time they replace employee. These expenses include human resource costs, cost of advertising, loss of productivity, customer retention and new hire training [2]. Voluntary turnover phenomenon is very high in hotel industry where even satisfied employees leave organization in the wake of better future job opportunity [75]. Retention management strategy should not be reactive. Organizations should be proactive in order to introduce innovative and growth oriented human resource practices which will result in low employee turnover and improvement in employee productivity [46]. Human resource practices play important role in achieving organizational goals. These policies and practices include great work environment, benefit package, competitive compensation, career development, job autonomy, training opportunities, performance appraisals, trust & fairness and potential development [1].

## 1.2 Research Problem

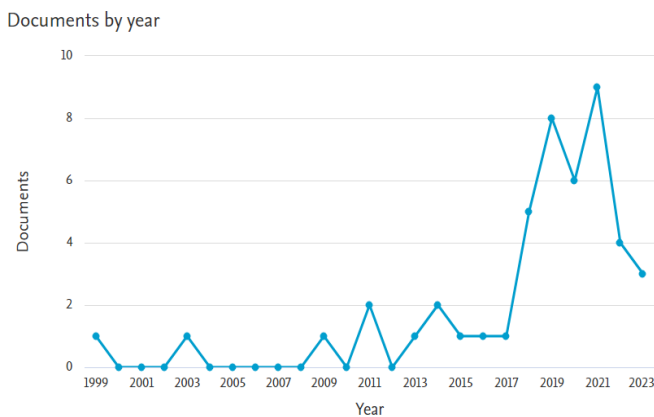
Although the negative impacts of excessive staff turnover in the Indian hotel sector are acknowledged, there is no thorough study on the particular variables causing this problem and the efficacy of employee retention methods. For the sector to continue growing and to remain competitive in the global market, it is essential to recognize and manage the complexities of employee retention in this situation.

## 1.3 Research Objectives:

- To analyse various researches conducted on employee retention.
- To find different factors responsible for retention of employee in organizations.
- To provide suggestions for employee retention in organizations.

### 1.4 Significance of the Study:

For a number of industry participants in India, including hotel owners, managers, policymakers, and staff, this research has important ramifications. This research can offer helpful insights and suggestions to improve employee retention efforts by thoroughly investigating the variables influencing employee turnover and assessing current retention methods. There is need of study as employee retention results in increased cost of turnover, loss of sale, low customer satisfaction, loss of reputation, reduced quality of workforce, work load increase in existing employees and low morale of existing employees. If these issues pertaining to retention are not resolved there will be low productivity and poor service delivery in hotel industry. After review of literature the author has found that there is lack of evidence for effective employee retention practices in hotel industry, henceforth the author has decided to conduct the present research on the topic titled “Employee Retention Practices in Indian Hotel Industry.”



**Fig. 1.** Documents by Year

#### Source: Scopus Database

Let us discuss interesting patterns based on the above figure in the availability of linked documents over this extended period, this dataset, which covers the period 1999 to 2023, is a valuable source of information for understanding how documents are available over time.

There are three documents with hyperlinks in the most recent year, 2023, suggesting a potential decline from previous years. There may have been a change in the structure or accessibility of the document. Compared to the previous year, there are four linked documents in 2022.

It is noteworthy, however, that the year 2021 exhibits a significant increase with nine documents containing hyperlinks. It is possible that the surge in linking is a result of a particular event or development.

The dataset exhibits a relatively stable range of linked documents from 2014 to 2019, with counts ranging from five to eight. During this time period, there appears to have been a consistent practice of linking.

Conversely, the years 2010, 2008, 2007, 2006, 2005, 2004, 2002, and 2001 show no links, indicating a potential gap or shift in internet content. Moreover, the presence of a single linked document in 2013, 2009, and 2003 could indicate isolated instances of hyperlinking in those years, possibly as a result of specific events or trends.

This dataset's temporal distribution not only provides valuable insights into the evolution of linked documents, but also raises intriguing questions regarding the factors influencing hyperlinking practices over time. In order to understand the underlying causes of these patterns and their implications for the accessibility and structure of web content, further analysis and investigation are warranted.

The next section defines the reviews of 41 research papers based on the methodology, analysis, findings, and suggestions of the study performing the different fields of the paper.

## 2 Review of Literature

The literature review covers essential employee retention techniques in Indian hotels. It emphasizes the significance of employee retention in service-oriented companies and offers the study framework by examining job satisfaction, salary and benefits, work-life balance, and career development opportunities. The research also investigates employee retention methods such as training and development, recognition programs, performance evaluations, work cultures, and employee engagement to show how they reduce turnover. It also highlights the literature gaps and the need for a complete secondary data analysis to better understand employee retention and its efficacy in the Indian hotel industry. Below are research reviews:

It is believed that Green Human Resource Management is an effective practice on employee retention within the hotel industry [2]. It is important to emphasize that the innovative nature of the work offers important contributions as well as avenues for further research. There are a number of practical implications associated with this study, which can prove useful for hospitality professionals trying to retain tenants who are questioning how closely they are connected to their jobs [58]. In order to survive, succeed, and achieve long-term growth, a company relies heavily on the human resources of its employees. The hotel industry requires a high level of human resources to deliver high-quality personal service to guests in order to remain competitive [13]. Due to high turnover rates in the hotel industry, it is challenging to maintain human capital in the industry [21]. Defining these values in a detailed and meaningful manner becomes rather challenging because, in order for them to be meaningful, they need to draw upon human experiences and as a result are grounded in human experiences. These experiences are a part of the fabric of humanity and often underpin people's lives at work, and consequently, social health [23].

Customer service has always played a very important role in the hospitality industry and has been the biggest factor in the success of the business [12]. There is

considerable evidence in the field of organizational training that employees are more committed to their jobs, and that this commitment can enhance their job performance, which in turn, can increase their job satisfaction [53].

It has been examined that factors affecting attrition rate in hotel industry are salary & wages, long working hours, nature of work, poor work life balance, improper employment policies, low job profile and competition. Impact of high attrition rate are low customer satisfaction, loss of sale, increased cost of turnover, loss of reputation and reduced quality of workforce. Hotels should measure attrition rate and take preventive measures to control it. Employee centric policies to be framed to control employee attrition. Stress free environment to be provided to employees. Organization should find reasons why employee quit and conduct confidential exit interviews. Long working hours and low salaries are the key reasons for low employee retention [57].

When employees receive more extrinsic rewards, the organization will be more committed, talent will be retained, role conflict will be reduced, and turnover intent will be reduced. Training and development should be a priority for managers, as well as providing a positive working environment that facilitates employee development. Employees will be more likely to remain loyal to organizations that offer more extrinsic rewards [3].

It has been shown that staff work in the hospitality industry for the purpose of career advancement. As far as the level of satisfaction of employees is concerned, gender, age, length of service, and designation of employees have no effect on the level of satisfaction. Training and development, a work-life balance, an increase in pay, holidays, incentives, rewards and recognition are some of the factors that contribute to the retention of employees within an organization. By implementing appropriate employee retention strategies, managers will be able to retain their manpower as well as increase profitability at the same time [74]. [4] also examined the tenure of employee in organization plays an important part in deciding, how long to stay in organization. It also helps the teams to perform effectively. Good working environment and salary will have great impact on the retention of employees for longer period of time in organizations. Also training needs to be given to employees to improve their skills in the areas where they are weak. Employee retention will enhance and develop team effectiveness which will be beneficial in-service operations.

Low level of coordination, low guest satisfaction, low guest arrival and organizational performance downfall are key outcomes of employee turnover. Employee turnover should be controlled by providing good work life balance, better job role, training and growth. More is the rate of employee turnover in an organization its performance and productivity decreases [64]. If employee expectations are fulfilled, turnover costs will be reduced and service quality will be improved. Employee leave or change organization when their expectations are not met [64]. Employees' intentions to leave are significantly influenced by their working conditions. If the work environment is safe, clean, and offers stress relief programs, employees tend to stay longer. Employee turnover can be reduced if the organization provides training, a positive working environment, and rewards to its employees. The human resources department should provide an environment that encourages employee growth in order to reduce employee turnover [3].

Perception of male and female employee for retention is same. No difference in the opinion of private and government sector employees for employee retention. Employers should frame best possible policies for the advancement of business and success of employees. Customer satisfaction, increased sales, satisfied colleagues, effective planning depends upon the ability of organization to retain employees [16]. Main causes of employee retention are poor quality life, low salary, less chances of career advancement, supervision not up to the mark, bad working environment and issues related to future studies. Efficient human resource practices, substantial association among staff members, job enhancement and hiring of experienced staff are key factors for reducing employee turnover. High employee turnover lowers productivity and service delivery [17]. Employees leave their jobs due to low salaries and growth, a lack of trust in management, and low job satisfaction. Identifying the problem of employee retention and taking appropriate measures to resolve it. Turnover of employees results in recruitment costs, training costs, lost productivity, and sales losses. In order to improve employee retention, it is necessary to ensure customer satisfaction, better product sales, effective planning, low operating costs, and growth of the organization. A number of factors contribute to employee retention, including pay and remuneration, flexibility in work schedules, career development systems, organizational culture, and strategy [6]. Intention to quit is positively correlated with appreciation from senior management. It is important to note that the intention to leave a job is also dependent upon the availability of jobs in nearby reputed hotels. Employees should be appreciated and recognized for their hard work so that they can remain in the organization for a longer period of time. Due to high employee turnover in hotels, the quality of the product and services is reduced [52]. A number of factors affect employee retention practices, including job characteristics, compensation, training, career opportunities, and work-life balance. These factors all contribute to a low rate of employee turnover. When employees have a good work life balance at work place, are convinced by the organization's policies, and have a proper plan for training programs at work place, they are more likely to stay for a longer period at the organization. There is no doubt that if career paths are designed to promote employee development, employees will be able to gain more skills, which in turn will result in a higher level of productivity for the company and a lower turnover rate [34].

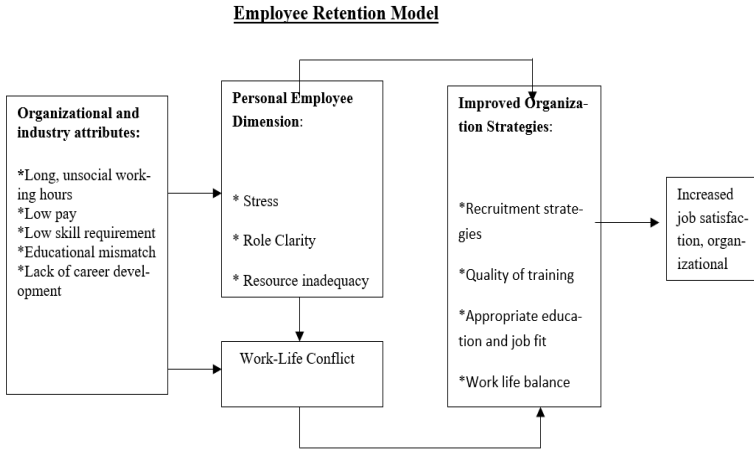
Causes for high employee turnover are motivation, professionalism, quality life & security issues, professional, personal & work environment issues, policy issue, job security and unequal salary issues. Result of high employee turnover are monetary losses and organizational growth. Professional work environment, reward & recognition, planned incentives & security factors, proper match of skills & job, personalized care and transfer factors will minimize turnover and maximize employee retention. Managers should focus more on training & development and provide positive environment for employee growth. Salary reform also plays important part in employee retention [18]. Changes in employee turnover challenges for last twenty years. Worldwide issue in hospitality industry and changes required to control employee turnover worldwide. Organization support to employees by means of training, good working environment and rewards will lower employee turnover rate. High staff turnover leads to low quality of customer service & high

cost related to recruitment and training of employees [69]. Training for employees, performance-based compensation, taking part in decision making and grievance give rise to higher employee satisfaction and vice-versa. For employee satisfaction compensation & social benefits, performance appraisal, training & development, recruitment & selection should be improved. The findings of this study are helpful in explaining impact of human resource practices on employee motivation, employee commitment, employee retention in hotel industry [56]. As a result of low respect in society, long working hours, the seasonal nature of the industry, inadequate utilization of talent, limited growth opportunities, poor training of employees, as technology advances, and low salaries in the industry, job roles should be redesigned so that they are more challenging and exciting. These factors contribute to the high turnover rate of employees. Retail, finance, and banking are gaining a large share of the tourism industry's workforce. In order to control high levels of employee turnover, appropriate policies and guidelines need to be formulated. Compensation should be provided to employees, career development programs should be implemented, employee recognition programs should be implemented, loyalty bonuses should be offered, and recreational activities should be provided [24].

Career success and retention are directly influenced by managerial support. A high level of intrinsic rewards and commitment reduces employee turnover. In order to enhance career success and retention, organizations should improve manager support for employees. In order to reduce turnover, managers should be committed to the development of job roles and the growth of employees [70].

Work environment, work factors, supervision, compensation and personal status has important relationship with overall job satisfaction. Organizations should give opportunities for career development, skill enhancement, advancement of knowledge and incentives which in turn will motivate them for grow from current position and improve employee performance. Employee job satisfaction measuring & tracking is important for customer satisfaction and employee retention [41].

Retention of employees is affected by different factors which he categorized into Organizational and Personal Dimensions. His research work clearly stated that employee retention is dependent on factors like working hours, remuneration, career growth, education qualification, stress, and work-life balance. There are different programs and policies that need attention to improve employee retention rate. In the employee retention model, there are many methods to increase organizational commitment and work pleasure. Framework includes organizational & and business aspects like low wages, long working hours, and low skill requirements which effect work-life balance. If an organization plans to improve future quality and organizational strategies like recruitment, training, appropriate education, job fit, and work-life balance, then there will be an increase in employee retention and organizational productivity [15]. (Figure 2a).



**Fig. 2.** A structure for improving Employee retention rate (Deery, 2008)

### 3 Research Methodology

The research methodology, data collecting strategies, and analytic methodologies used in this study to look at staff retention procedures in the Indian hotel business are described in this part.

#### 3.1 Data Collection

This study depends on a thorough analysis of secondary data sources to successfully accomplish the research goals. The following are the main data sources:

- **Industry Reports:** Industry reports from credible organizations, such as the Indian Tourism and Hospitality Industry Analysis by Deloitte and the Federation of Hotel & Restaurant Associations of India (FHRAI), offer insightful information.
- **Academic Literature:** Dissertations, conference papers, and peer-reviewed journal articles provide a scholarly viewpoint on employee retention techniques and associated variables.
- **Publications from the government:** Reports and materials from organizations like the Bureau of Labour Statistics and the Ministry of Tourism provide pertinent data about the labor market.
- **Data Retrieval and Compilation (through research papers & literature):** Data bases such as web of science, wiley insight, emerald, springer, sage, academia, google scholar, SSRN, research gate, shodh ganga, and taylor & francis are used to compile pertinent literature. 41 research papers and publications were subjected to a systematic evaluation, from which conclusions, restrictions, and recommendations may be drawn.



### 3.2 Data Analysis

- **Qualitative Analysis:** Textual data from academic publications and reports will be analysed using qualitative data analysis techniques. This entails:
- **Content Analysis:** Analysing the content to find themes, trends, and the best methods for staff retention in the Indian hospitality sector.
- **Thematic Coding:** Coding qualitative information using themes can help you find common trends and causes of employee turnover.

### 3.1 Ethical Considerations

The following ethical research standards will be followed in this study:

- **Data Confidentiality:** Ensuring the privacy of private information from published corporate and industry reports.
- **Citation and Attribution:** Citing and crediting sources correctly helps you prevent plagiarism and respects the authors' and organizations' intellectual property.
- **Informed Consent:** As data sources are publically accessible, it is important to ensure that any data gathered from them abides by the standards of informed consent.

## 4 Employee Retention Strategies

### 4.1 Recruitment and selection

Human resource department hire most qualified and talented candidate within less time & limited resource, process is critical to recruit and select manpower in hospitality industry [55]. Recruitment is helpful in retaining talented staff. Emphasis should be laid on hiring quality & quantity staff to highlight image of organization, work load to be reduced by proper planning and implementation of duty roaster. Skills and abilities of the employees should be given attention by the recruiter which are very important for industry. Recruitment most of the time not done as per the strategies and requirement of this organization [15]. Characteristics should be given importance while hiring employees as these are important for performing job roles and these features will be required & helpful in future. It is important to hire talented & skilled employee in hospitality industry but in certain cases employee may have less practical and business knowledge [66].

In Ireland, 68% students think that degree in same filed is not required and 17% of them are of the opinion that hospitality degree is required to work in hospitality sector in Ireland. As per them recruiting a manager or supervisor must have skills and experience in order to perform job role but requirement of hospitality degree not essential [11].

To retain employee in industry and to lower turnover rate selection process should be well planned and structured. Opportunity is given by recruiter to candidate to select job, they can also decide whether job is suitable for them or not. Many employees get fired and leaves organization due to many reasons and circumstances. Information regarding the work to be given by recruiters to employees and no false information regarding career growth & advancement to be given to candidates and employee should also not develop any wrong perceptions about the job growth [68].

## **4.2 Training and Development**

There is shortage of trained and skilled candidates in hospitality industry who can provide quality customer service as per industry standards. Although Industry has low reputation of employee training but majority of hospitality organizations train their staff as per the standard operating procedure and industry norms. Staff leave organization early as training managers don't devote time to train employees and show no interest in their job role development. Due to low level of training, employees lack skills as per the organization standards and are not able to perform in front of customers. Employee turnover in organization increases due to low level & insufficient training, which in turn give rise to low service quality and loss of revenue to organization [58].

To encourage employees to stay long in organization, employers should give proper training. For talented staff proper training program should be initiated else they will explore job opportunities where they can get proper training and development programs for their career growth. It is also argued that employee with proper training and skills are expected to leave organization early as skills developed by them are advantageous to other employers [68].

## **4.3 Work Life Balance**

Personal essentials such as hobbies, family, recreational work and social work are managed by work life balance. Work life balance is the greatest challenge in hospitality sector. In Hospitality industry managers needs to give importance to work life balance to retain employees as getting new staff is difficult. Work and personal life balance influence many job factors such as job satisfaction, anxiety, efficiency and employee turnover. Organizations are following various policies and programs for work life balance to enhance personal well-being and happiness of employees. Techniques are developed to improve performance of staff and organization by human resource department with the help of managers. Balance between personal responsibilities and time. Performance, emotions & stress related to work is known as work life balance [14].

Stability between work and personal lives is the key criteria for many employees to search job. Very less numbers of employee want to work for long hours, challenging and stressful environment in hospitality business. More time is required by employees for social & cultural events and for family. Employee before joining any organization try to find out work life balance offering of the organization. The employees of hospitality industry work day or night as per the requirement, which enhance their skills and job learning. Human resource department should create work life balance in creative

and imaginative way so that it fulfils the goals of employees and organization. Better work life approach followed by human resource managers will give rise to low absenteeism, improved retention & recruitment, high self-confidence, better customer service and high productivity [14].

#### **4.4 Reward and Recognition**

Contribution & achievement of employee towards their organization is rewarded by incentive or gift in any form. Recognition is honour and admiration to employee for their hard work and achievement in organization. Reward and recognition is facilitated mainly to retain and encourage employee in hospitality industry. Motivation in employees is enhanced and staff turnover is lowered by offering reward and recognition. Employee commitment improves and they become loyal to organization if their work is rewarded and recognized [60].

There is always dispute and controversy while processing employee reward and recognition. Work competition, manager preference and politics in organization make it difficult for transparent & fair employee rating. Reward and recognition offering don't work in long run as organizations have no information to display for long term benefits, process turns up to be failure as managers boost internal competition which in turn weaken mutual harmony of team work and collaboration among employees. Hospitality industry develop positive and growth oriented atmosphere by implementing reward & recognition process effectively with transparency. It will also promote employee to grow and enhance retention rate [44].

Employee are motivated and enjoy work with the reward strategies. Customer service will be improved in industry if employee enjoy their work and are given recognition and respect. Customer service will be up to the mark if organization take care of employee development and growth [10].

## **5 Findings**

Finally, several key factors affect hospitality employee retention and turnover. They emphasize the importance of tenure, working circumstances, and extrinsic and intrinsic rewards in organizational commitment and turnover intentions. Employee turnover affects customer satisfaction, corporate success, and individual workers. Career growth drives hotel workers regardless of demographics. Create a professional work environment, offer rewards and incentives, connect skills and jobs, and provide customized care and support to reduce turnover and maximize retention. Manager support and internal rewards affect career performance and retention. Training, performance-based remuneration, and grievance resolution improve employee contentment. Rethinking jobs for more challenge and excitement is crucial, especially when dealing with long hours and poor social regard. The hospitality industry's sophisticated retention strategy is further shown by the fact that senior workers' appreciation and positions at reputable hotels directly affect employees' intentions to depart.

- Higher extrinsic rewards given to employees will lead to higher organizational commitment, talent retention, reduction in role conflict and reduce turnover intention.
- Tenure of employee in organization plays an important part in deciding, how long to stay in organization.
- Working condition has huge impact on employee intention to leave. Employee tend to stay longer if there is safe and clean work environment along with stress relief programs.
- Low level of coordination, low guest satisfaction, low guest arrival and organizational performance downfall are outcomes of employee turnover.
- Staff work in hospitality industry for career growth. Gender, age, length of service and designation of employees has no effect on the satisfaction level of employees.
- Professional work environment, reward and recognition, planned incentives & security factors, proper match of skills & job, personalized care and transfer factors will minimize turnover and maximize employee retention.
- Managerial support has direct and indirect effect on career success & retention. High intrinsic rewards and commitment reduce employee turnover.
- Training for employees, performance-based compensation, decision making and quick grievance resolution give rise to higher employee satisfaction and vice-versa.
- Job roles should be redesigned so that they are more challenging and exciting. Low respect in society, long working hours, seasonal nature of industry, no proper utilization of talent, growth chances are limited, no proper training to employees as advancement in technology, low salary in industry give rise to low employee retention.
- Positive relationship exists between appreciation from senior and intention to quit. Intention to leave job also depends upon job availability in nearby reputed hotels.

## 6 Suggestions & Limitations of the Study:

The comments underline many key factors that affect hospitality employee retention and turnover. Their focus is on tenure, working environment, and extrinsic and intrinsic rewards to increase organizational commitment and decrease turnover. Turnover affects consumer satisfaction, corporate performance, and individual workers. Hotel workers are driven by professional progress, not demographics. To reduce turnover and increase retention, create a professional work environment, offer rewards and incentives, align skills and jobs, and provide customized care and support. Support from managers and internal rewards affect career performance and retention. Effective grievance resolution, performance-based remuneration, and training promote employee pleasure. Employment role must be rethought for increased challenge and excitement, especially when addressing issues like long hours and poor social regard. Senior workers' praise and the availability of positions at reputable hotels directly affect employees' desire to quit, demonstrating the hospitality industry's complicated retention strategy.

- Managers should focus more on training & development and provide positive environment for employee growth.

- Employee turnover should be controlled by providing good work life balance, better job role, and growth.
- Employee centric policies to framed to control employee attrition. Stress free environment to be provided to employees. Organization should find reasons why employee quit and conduct confidential exit interviews.
- For employee satisfaction compensation & social benefits, performance appraisal, recruitment & selection should be improved.
- If employee expectations are fulfilled, turnover costs will be reduced and service quality will be improved.
- Efficient human resource practices, substantial association among staff members, job enhancement and hiring of experienced staff are key factors for reducing employee turnover.
- Owners and managers should appreciate the work done by employees and recognize them so that they can work for a longer duration of time in an organization.
- Low promotion, poor leadership & social life, lack or safety and job security should be improved in organization to reduce employee turnover.
- Employee retention should be enhanced so that there is customer satisfaction, better product sales, effective planning, low operation cost and growth of organization.

#### **Limitations of the Study:**

It is important to recognize the research's restrictions, such as possible data shortages, dependence on secondary sources, and the hotel industry's dynamic character. The generalizability of the results may be impacted by these constraints, necessitating cautious interpretation.

## **7 Conclusion**

Employers and managers are more focused on quality service and image of the organization, despite of high rate of employee turnover in hospitality industry. Employee leave industry as in most of the hotels management do not take care of satisfaction level and quality of training & development of staff. To retain the talented workforce and to avoid them to join competitors, organization have to focus more on employee commitment and growth. Organization are conducting training programs and framing policies to reduce employee turnover but proper monitoring and tracking to be done to get efficient implementation and improved results.

- High Retention Elements in Hotel Industry:
  - Training and development, recognition and award, performance management, charged work environment, open communication, flexible benefits, caring management, clear sense of direction.
- Low Retention Elements in Hotel Industry:
  - Competition, low job profile, improper employee policies, poor work life balance, stressful and tiresome nature of work, long working hours, low salary & wages.
- Employee Retention impact on hotel industry:

- Increased cost of turnover, loss of sale, low customer satisfaction, loss of reputation, reduced quality of workforce, work load increase in existing employees, low morale of existing employees.

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