

## EXAMINING THE ELEMENTS AFFECTING HOTEL EMPLOYEE RETENTION: METHODS TO BOOST WORKFORCE STABILITY AND SATISFACTION

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### Abstract

The company views its employees as its internal customers. Finding strategies for staff retention in the Indian hotel business is the primary goal of this research. The purpose of the research was to examine the effects of retention techniques on the workforce and to determine what variables contribute to lower employee turnover. This study delves into the elements that impact the retention of hotel employees and suggests ways to improve staff stability and happiness. The study look at things like good communication, encouraging leadership, encouraging work cultures, competitive pay, and possibilities for professional growth. Proposed tactics to increase retention include programs that reward and acknowledge employees, events that foster teamwork, and programs that encourage a healthy work-life balance. The goal of using these strategies is to create a more stable and engaged hotel workforce by increasing employee satisfaction and decreasing turnover rates.

**Keywords** – *Employee Retention; Working Environment; Job Satisfaction; Hotel; Workforce Stability.*

### Introduction

The ability of a company to hold on to its personnel for an extended period of time is known as employee retention (Fernandez & Worasuwan, 2017). The goal is to keep employees from looking for work elsewhere by making them feel welcome and providing them with tools to do their jobs well. The people that work for a company are its most valuable asset. The key to keeping employees is keeping the organization on the correct track, thus holding on to them is crucial. The study's overarching goal is to assess the effectiveness of HRM tactics employed by the hotel industry and related fields. In order to provide a profile of ERM, the research will center on the hotel industry. The research will focus on past and present ERM strategies, as well as the reasons for and advantages of these strategies. Getting the proper people on board and keeping them around is crucial for any business. While most companies excel at finding and employing fresh talent, they often struggle to hold on to the employees they already have. An employee may decide to leave an employer for a variety of reasons. Organizations must be aware of the reasons for employee turnover in order to improve working conditions and retain valuable staff. Salary expectations, staff engagement, the work environment, and bosses and managers are some of the most important aspects that affect retention rates, thus measuring them is the first and main need. The next step in improving the retention rate is to develop and execute the initiatives once these measurements have been determined. Because of the consequences for the company, staff retention is now a top priority. The phrase "employee retention" refers to the strategies employed by companies to prevent their most valuable employees from jumping ship. An employer's duty is to fill open positions with qualified candidates. But keeping employees is more critical than recruiting new ones. In order to establish a retention culture, organizations must establish rules and processes that prioritize different demands. It takes into account the expenses associated with replacing

employees, turnover, lost productivity, and so on. When workers voluntarily opt to remain employed by their current companies, it can be said that retention has occurred.

### ***Concept of Employee Retention***

An organization's voluntary effort to foster an atmosphere that interests people for an extended period of time is known as retention. Finding and keeping dedicated workers is the primary goal of employee retention policies. Staff retention can be enhanced through innovative and inclusive initiatives led by competent supervisors (Gewurtz et al. 2022). The success of a company hinges on its leadership's capacity to figure out how to inspire and keep employees. The capacity of a company to hold on to its current staff is known as employee retention. Executives adopt a variety of methods to hold on to their staff, including

- (a) possibilities for management
- (b) financial gain and incentives,
- (c) staff engagement initiatives, onboarding, and
- (d) interaction with others,
- (e) Professional growth and instruction (Palmer-Roberts 2020).

Managers of hotels should devise plans to keep their staff. At least one component of employee retention has been studied. Positive working relationships, a stimulating work environment, leadership that inspires, opportunities for professional growth, competitive pay, supportive policies, and a concern in employees' well-being on the part of management are all factors that contribute to employee retention. Companies are able to achieve their goals and make a profit when their personnel are motivated. Employees are responsible for providing customers with great service, which is the foundation of any successful hotel company. The best way for employers to build a loyal workforce that stays with them throughout their careers is to provide them a memorable experience (Maylett & Wride 2017). Leaders in the hotel sector have learned the hard way the consequences of staff turnover how important it is to hold on to their best workers. An organization's success hinges on its ability to recruit, develop, and retain top talent. Job qualities, possibilities for advancement, supervisor support, work-life balance, pay, and training and development are all elements that contribute to employee retention (Kossivi et al. 2016). The key to the organization's success in the hospitality business is retaining dedicated and happy staff. The cost of training and development can be significantly reduced if employees are retained.

### ***Employee Retention Strategies***

Having a plan to keep current employees is crucial if employer want to stay ahead of the competition. In order to increase commitment and boost staff support, business organizations use 35 distinct tactics to create effective communication policies. Promotion, job growth, incentives, and rules allowing for flexible work hours are all ways in which managers can meet the requirements of their employees and keep the best ones on staff (Davidescu et al. 2020). As a crucial tactic for employee retention, hospitality managers should encourage enjoyable interactions amongst coworkers as a means to boost morale and productivity. An effective retention plan can be transformed into a potent recruitment weapon. Increased productivity and happy customers are the results of a well-retained workforce. Organizations face a critical problem when they fail to retain employees: wasted time and money on training, knowledge loss, insecure workers, and expensive searches for new hires. A vibrant, resourceful, and loyal workforce is easier to maintain when workers are happy in their jobs. Respect, recognition, and awards are essential tools for companies to maintain happy employees (Baqir et al. 2020). In order for new recruits to reach the level of current employees, most companies spend time and money training them. In order to avoid

spending money on recruiting and training new staff, retention is key. There is a monetary cost to companies when talented and experienced workers leave. Bringing on a new employee comes with both immediate and long-term expenses. The company's bottom line will take a hit from both direct and indirect expenses caused by high staff turnover. When a worker quits, the company suffers. The average company loses five times as much money when a middle management leaves (Beazley et al. 2002). In addition, the company is putting itself at risk when employee turnover is high. Companies that are successful in attracting and retaining top personnel will prosper, whereas companies who are unsuccessful in doing so will struggle. Boosted morale and revenue generation are two benefits of staff retention.

### ***Concept and Effects of Job Satisfaction***

When workers are happy in their jobs, they tend to stay for longer periods of time. Employees' level of contentment with their jobs is an important and universally held concern for all businesses. Job fulfillment can be described as the degree to which an employee enjoys and values their employment (Mahmood Aziz et al. 2021). Job satisfaction and organizational commitment are characteristics that define employees' emotional responses to their job and loyalty to their employers. The degree of job satisfaction of skilled employees affects an organization's capacity to attract and retain them. If they want to keep their employees around longer, hotel managers should study up on what makes a job satisfying (Dorta-Afonso et al. 2021). When both employees and customers are happy, it shows in the company's bottom line. This connection is most obvious in service industries where face-to-face interaction between clients and service providers is essential. When workers aren't happy in their jobs, they may not put out their best effort (Owler & Morrison 2020).

### ***Employee Motivation and Retention***

Latin motivation means to move, which is where the word gets its meaning. What drives people to show they are willing to put in effort is their motivation. There are numerous methods to define motivation, including the following features:

- It drives people to act in certain ways.
- the factors that influence this conduct.
- The question is how to keep this practice going.

The term "motivation" describes the state of mind, spirit, and drive that worker must attain in order to accomplish both personal and company objectives. Employee motivation can be influenced by both internal and external variables. Internal aspects, like development and fulfillment from work participation, are what is meant by when talking about intrinsic factors. Things like pay, benefits, working environment, leadership, and management are examples of extrinsic variables (Aljumah 2023). An integral aspect of any organization's strategy for employee retention is the manager's utilization of both intrinsic and extrinsic incentives. Either the individual or their surroundings can serve as a source of inspiration for workers. Benefits and flexible incentive programs that are performance-based allow employers to incentivize workers. Salary increases might inspire workers. Regular interactions with workers provide better results. Staff members' driving forces. Motivating workers boosts their morale and motivates them to develop their abilities. When fundamental requirements are met while working, it boosts motivation to work. When an employee's needs, interests, and ambitions are met, they will experience a surge of motivation, leading to improved performance. Resource availability is a motivating factor that may influence labor demand. With the help of organizational tools, workers are better able to handle the stress that comes with their jobs (Gabriel & Aguinis 2022). Lack of inspiration makes it impossible for

any group to be in business for very long. All motivated personnel need to be trained and developed by their employers so that the firm can achieve its goals. Without inspiration, employees might sit on their wealth of information and expertise. Motivating elements for employees can include competitive salary and benefits, opportunities for professional growth and advancement, and sufficient training and development. In today's fast-paced world, employee engagement is essential for businesses. When employees are motivated, they can easily complete difficult and challenging tasks. Capacity development, which allows people and organizations to carry out their tasks efficiently and effectively, relies heavily on motivation. One of the most important factors influencing workers' views of their jobs is the physical workplace. Having a pleasant place to work motivates workers to show up every day and keeps them going strong as they get their jobs done. A healthy work environment is essential for attracting and maintaining personnel, and company leaders may help by actively engaging with their staff. When workers have a favorable impression of their employer's values, they are more likely to remain employed there. Companies with 40 employees tend to have a high probability of employee retention when they prioritize their personal needs (Kyndt et al. 2009). If hotel managers really want to keep their personnel around, they should assist them in meeting their own requirements. Any company's employees have been its most valuable asset. They are the very essence of any company because of how important they are. Most companies are becoming more tech-driven as a result of technological advancements (Krmoyan 2018). The fact that technology can't function without human resources means that this doesn't diminish the worth of personnel. In most businesses, competition is heating up as a result of factors including globalization. Organizational need for human resources to be competitive in their industries is stronger, which impacts the job market as a whole. In order to stay ahead of the competition, companies need to do two things: recruit top talent and keep them around for the long haul. These days, managing people and keeping them enthusiastic, engaged, and committed to the company for the long haul is the biggest problem that businesses face.

Keeping or motivating Employee retention focuses on getting workers to stay with a company for so long as possible. strategies. Staff retention was described as "a strategy employed by companies to sustain an efficient workforce and concurrently fulfill operational needs" (Mita 2014). It was defined as "a procedure in which the workforce is motivated to continue with the company for the optimum period of duration or until the finish of the project" (Bidisha 2013). Staff retention is defined as "a systematic effort to build and foster an atmosphere that encourages employees to stay in the workforce by having regulations and procedures in place which meet their diverse needs" (Workforce Management for Wisconsin State Government, 2015).

### ***Methods to Boost Workforce Stability and Satisfaction.***

Maintaining a stable and satisfied workforce is a critical component of organizational success, as it contributes to improved productivity, reduced turnover, and enhanced overall performance. To achieve this, organizations must prioritize strategies that address the key factors influencing employee retention and job satisfaction. One effective approach is the implementation of robust employee retention policies (Sawaneh & Kamara, 2019). The goal of these regulations should be to establish a fair and encouraging workplace where staff members feel appreciated and inspired to stick with the company. Providing fair compensation, opportunities for professional development, and a positive work culture can all contribute to improved employee satisfaction and retention (Messmer, 2005). Another important factor in boosting workforce stability and satisfaction is the careful selection and placement of employees. Ensuring that the right individuals are matched with the appropriate roles can help to reduce job dissatisfaction and turnover.

Effective talent management strategies, which focus on attracting, developing, and retaining top talent, can be instrumental in this regard (Al-Azzam & Al-Qura'an, 2018).

Additionally, knowledge management practices can play a crucial role in enhancing customer satisfaction and organizational performance. By effectively managing and sharing knowledge within the organization, employees can be better equipped to meet the needs of customers, leading to improved customer satisfaction and a stronger competitive advantage.

Ultimately Businesses looking to develop a steady and effective workforce must take a holistic approach that takes into account both the extrinsic and internal aspects influencing employee happiness and retention.

(Mahadi et al., 2020) (Sawaneh & Kamara, 2019) (Al-Azzam & Al-Qura'an, 2018) (Tahir et al., 2021).

### **Objective of the study**

- To Analyze the primary factors contributing to employee's turnover within hotel industry.
- To Examine the key factors that influencing hotel employee retention and satisfaction.
- To Examine existing retention strategies and practices implemented by hotels, analyzing their strengths, weaknesses, and effectiveness in mitigating turnover and enhancing employee satisfaction.

### **Hypothesis of the study**

**H1-** There is a significant impact of primary factors contributing to employee's turnover within hotel industry.

**H0-** There is no significant impact of primary factors contributing to employee's turnover within hotel industry.

**H2-** There is a significant impact of key factors that influencing hotel employee retention and satisfaction.

**H0-** There is no significant impact of key factors that influencing hotel employee retention and satisfaction.

**H3-** There is a significant impact of existing retention strategies and practices implemented by hotels.

**H0-** There is no significant impact of existing retention strategies and practices implemented by hotels.

### **Methodology**

#### **• Variables of the study -:**

##### **➤ Employee Retention-**

"Retention" refers to an organization's concerted attempt to build and enhance a work environment that consistently motivates workers to put in their best effort by adapting policies and practices to meet the unique requirements of each employee. The goal of employee retention is to keep current employees from leaving the organization and to attract new ones who will stay for the long haul. According to Das et al. (2013), keeping employees is a way for organizations to keep their staff efficient and meet their operational needs. Retaining workers till a project is finished is one way to motivate them to remain with the company (Ming-Chu, Y.) (2017). A company's human resources department is responsible for making concerted efforts to foster an encouraging work environment for employees by advocating for policies and procedures that cater to their individual requirements.

##### **➤ Working Environment –**

Workers and bosses both benefit from an upbeat workplace because it lifts spirits, sharpens focus, and encourages a positive attitude. There are a lot of variables, including the interior design of the workplace, the tools and equipment used there, the amount of light and noise, the ambient temperature and ventilation, the degree of security, and the ability to listen to music while working. The social and cultural components of an organization's culture, its communication style, the dynamics between coworkers and managers, and the amount of encouragement and praise given to employees are just as important as the physical elements in determining an employee's experience on the job. Productivity, creativity, and contentment among workers are all enhanced by an upbeat workplace. It is characterized by a dedication to the health and happiness of its employees, open lines of communication, strong teams, respect, and diversity. Setting of work: In this context, "work environment" means the general setting in which an employee carries out their duties. Some of its defining features include an accommodating and pleasant work environment and sufficient means to boost output (Kossivi et al., 2016). When considering whether or not to stay with a company, the work atmosphere is a consideration.

➤ *Job Satisfaction –*

A person's level of job satisfaction is defined as the positive emotional state that results from evaluating several aspects of their job (Schaumberg & Flynn, 2020).

- ***Study Area:-***

The study's objective is to find the workplace stability and satisfaction of the employees working in the hotels of Mumbai and Goa. So, to ease out the selection process study utilized the employees who work in the hotel industry of Mumbai and Goa.

- ***Targeted Population:-***

The purpose of this study was to examine the factors influencing hotel employee retention and to provide strategies for improving workforce stability and satisfaction. The study's target population was the staff of five-star hotels in the Mumbai and Goa areas.

- ***Sample of the study:-***

The purpose of this study was to examine the factors influencing hotel employee retention and to provide strategies for improving workforce stability and satisfaction. The study's target population was the staff of five-star hotels in the Mumbai and Goa areas. The author sent out many questionnaires to all the people who work in various hotels prevalent across Mumbai and Goa. Many of the employees returned the questionnaire which was mailed to them. The questionnaires were then

- ***Sampling Technique:-***

*simple random sampling*

In probability theory, "simple random sampling" refers to the process of deliberately choosing a subset of the population from the entire population. By using a random selection technique, every single person in the community has an equal chance of being chosen. Data collection from a sizable portion of this randomly selected sample follows. Using this sampling strategy, researchers can choose study objects at random and perform their research in wherever they like. The purpose of an easy random sample in statistical is to pick a subset of a population so that each individual has an equal chance of being selected.

- ***Collection of data:-***

The goal of the study, the kind of data needed, and the time and resources available all influence the data collection method. fundamental and secondary sources are the two fundamental categories of sources from which information is gathered.

### *Primary Data Collection Methods*

Primary data, in contrast to secondary data, is derived from authentic, first-hand accounts. The goals of the investigation can be better met with the help of precise information gathered through primary data collection techniques.

There are two main categories for the primary data collection methods:

- Quantitative methods
- Qualitative methods.

#### *Quantitative Methods:*

Statistical techniques are typically employed by quantitative methodologies for demand forecasting and market research. This technique allows the author to potentially predict future demand using current data. For more far-ranging forecasts, it is standard practice to employ these rudimentary data gathering techniques. Statistical analytic tools are highly reliable because they provide minimal space for prejudice.

**Time Series Analysis:** A time series is a collection of numerical data that shows the values of a variable displayed against each other at periodically across time. The analysis of patterns allows a corporation to predict the demand for its products and solutions in the future.

**Smoothing Techniques:** When there are no clear trends in the time series data, smoothing strategies can be applied. They even out demand fluctuations, which makes it easier to identify trends and project future levels. Simple moving averages and a weighted moving average are the two most popular techniques for requesting smoothing forecasts.

**Barometric Method:** This approach, which is also known as the leading-edge strategy, is used by researchers to foretell future trends by analyzing past innovations. "Leading indicators" are a way of looking at the past to predict the future.

- *Qualitative Methods:*

Qualitative data collecting approaches truly shine when numerical or statistical assessments are unnecessary or when previous data is not available. Qualitative research is commonly associated with intangibles such as words, sounds, feelings, and colors. Methods like this depend on intangibles like feelings, assumptions, intuition, judgment, and personal experience. Quantitative methods are notoriously slow to collect data, and they also fail to explain why people gave specific answers and often fail to include underrepresented groups. Therefore, the best technique is a combination of both qualitative and quantitative techniques.

**Surveys:** A company can gain valuable insight into the preferences, opinions, and experiences of its target market by conducting surveys. In most cases, survey software will have a choice of question types at the disposal. Another time-and effort-saving option is to use a pre-made survey form. Online surveys can have their theme, logo, and other elements changed to reflect the brand more accurately. Anyone can share them through many other channels, including text, websites, offline applications, QR codes on networking sites, and more. Choosing the channel requires some thought into the demographics and background of the target audience. After collecting data, survey software can conduct analytics to find patterns and generate results. Access a wealth of data on a variety of subjects from a survey dashboard, such as response and completion rates, demographic filters, export/distribution choices, and much more. By linking survey producers with other apps, people may make their online real-time gathering data activities more productive. Insights may be found for a company when reporting and analytics collaborate, and stakeholders can make educated decisions when they are informed.

**Polls:** A poll's questions could be multiple-choice or simple yes/no. They are a godsend for rapidly gauging the audience's mood. Because they are succinct, more people are inclined to reply to them. It is possible to incorporate online polls into many different platforms in the same way that surveys are. After submitting their responses, participants can view how they compare to the remaining members of the group. The interviewer poses questions to the interviewee in person or over the phone.

**Interviews:** The interviewer sits down at the subject's side and takes notes as they ask a series of questions during an in-person interview. It is possible to conduct an interview over the phone in lieu of a scheduled in-person meeting. The small sample size makes this method of data collection impractical. Duplicating efforts when other people are involved is a pain and a waste of time.

### ***Statistical Tools:-***

#### ➤ *Statistical Package for the Social Sciences (SPSS)*

The Statistical Package for Social Science Analysis (SPSS), earlier referred to as IBM SPSS Statistics, is a program that may be used to analyze statistical data. Despite SPSS's origins in the fields of social sciences, its use has expanded to other data markets, as its moniker implies. Among SPSS's data analysis features include the ability to predict numerical outcomes, identify groups, and perform descriptive and bivariate statistics. The software provides marketing communication tools in addition to graphing and data translation capabilities. In terms of presenting publicly available data, the software interface looks quite similar to a spreadsheet. Metadata describes each data and variable entry in the data file, and it displays this information in the secondary variable view.

#### ➤ *Excel*

Data processing and basic mathematical computations are made easier by Microsoft Excel's standard features, which include a grid with cells grouped in columns and rows filled with letters and numbers. It includes a set of features designed to fulfill the needs of engineering, statistics, and finance. The software can display data in line graphs, charts, and histograms, and it also has little support for three-dimensional graphics. A PivotTable is one tool that may be used to analyze data. This is accomplished by reducing the complexity of large data sets using PivotTable fields. Its programming component, Visual Basic for Projects, allows users to execute a variety of numerical algorithms, including those for solving physical differential equations and then import the results back into the spreadsheet.

### • ***Statistical Technique***

#### ➤ *Mean*

In statistics, the mean is one of three metrics that measure central tendency. The other two are a mode and the median. The sum of all the data is called the mean. What this indicates is that the numbers in the dataset are distributed uniformly. Discovering the midpoint can be done mostly by the use of the mode, median, and mean. A datasheet's mean can be obtained by summing up every single value and then dividing the sum by the total number of values. In an ordered list, the central value, or median, is the one at the very top. A number's mode is its most common occurrence in a given list. The author can find the mean, or average, of a set of numbers by adding them all up and then dividing by the total number of numbers.

#### ➤ *Standard Deviation*



A statistical indicator of how much a random variable deviate from its mean is the standard deviation. The figures in the set have a greater concentration around the mean, also known as the expected value, when the norm deviation is small, and more dispersed when it is big. The majority of individuals look at the average deviation to identify outliers. The most widely used symbols for standard deviation, sometimes shortened to SD, are the Latin letters  $s$  for the median of the standard deviation of the sample and the arithmetic symbol  $\sigma$  (sigma) for the total number of an individual's standard deviation. A square root of the variance must be taken in order to get the normative departure of a statistic humanity, data set, randomized inconsistent or probability distribution. In actuality, average absolute deviation is more resilient than it is algebraically, despite being simpler. The former presents the data and the variance in the same unit, which is superior to the latter.

#### ➤ *Regression*

The purpose of regression evaluation in statistical modeling is to examine the relationships between a dependent variable (or "label" in AI parlance) and several independent variables (or "predictors," "covariates," "explanatory variables," or "features"). It is the purpose of the linear regression method, the most common kind of regression analysis, to find the liner (or a more complex linear combinations) that most effectively fits the data according to a specific mathematical criterion. For example, the traditional least-squares approach identifies the hyperplane (or line) that minimizes the sum of cubed variations from the actual information and the selected line. Researchers can estimate the required a desire, or common median value, of the dependent variable given a set of figures for the independent variables for mathematically particular explanations.

#### ➤ *Analysis of variance (ANOVA)*

The statistical test to execute when assessing the means of many groups is analysis of variance (ANOVA). An ANOVA with one way of looking only makes use of one independent variable. A one-way ANOVA is carried out with the use of two separate variables. This statistical method is intended for use in analyzing the means of various treatments or groups.

### **Result**

Reviewing and synthesizing all of the appropriate research led to the results. All of the inclusion criteria were met by the study. New insights into retaining employees and how to lower the elevated rate of turnover in the hotel business were supplied by the study, which was based on the examination of recognized ideas as well as pertinent research on responsible HR practices. Employee satisfaction, which includes four components a positive and sustainable work environment, opportunities for growth, communication, and recruitment and selection seems to have a significant impact on the rate of retention in the hotel industry. A complex interplay of aspects critical to workforce happiness and stability is revealed when one examines the elements determining hotel employee retention. Elements such as a good work atmosphere, clear lines of communication, competitive pay, room for professional growth, and supportive management are crucial. Continual training programs, employee recognition, team-building exercises, and work-life balance initiatives are some of the tactics that hotels can use to increase their retention rates. Hotels may improve morale, cut attrition, and foster a more consistent and enthusiastic staff by putting an emphasis on these factors.

#### ***Demographic profile***

The demographic profile yields crucial data on several aspects, such as the gender distribution of the 438 participants, with 24.7% being female and 75.3% being male. The age distribution revealed that, among those in the 21–30 age range, 40.9% were 17,6% were 31–40, 16.4% were 41–50, and

25.1% were 51–60 years old ( $p < 0.001$ ). 61% of respondents were married, compared to 39% who were single ( $p < 0.001$ ). 17.4% of the participants achieved a 10th grade completion rate, 20.5% a 12th grade completion rate, 20.3% a Bachelor's degree, 20.5% a Master's degree, and 21.2% a PhD ( $p < 0.001$ ). 16.9% of workers had one to five years' experience, 19.2% had ten to twenty years, 25.1% had five to ten years, 19.6% had less than a year, and 19.2% had more than twenty years ( $p < 0.001$ ). The distribution of departments was as follows: 16.7% in HR, 16.9% in Security, 29% in Food Production, 14.6% in Engineering, and 22.8% in Housekeeping ( $p < 0.001$ ). Pertaining to designation levels, there were 18.5% Senior and FB associate, 14.8% Management Trainers, 36.8% Managers, and 29.9% L & D Managers ( $p < 0.001$ ). The percentage of employees at the Associate, Managerial, and Supervisor job levels was 33.1%, 35.6%, and 31.3%, respectively ( $p < 0.001$ ). 24.2% of people received medical assistance during the epidemic, 36.8% went to online classes, and 39% engaged in leisure activities ( $p < 0.001$ ).

**Table 1: Demographic parameters**

		Frequency(n)	Percent (%)	Sig. (2-tailed)
<b>Gender</b>	Female	108	24.7	<0.001
	Male	330	75.3	
<b>Age</b>	21-30	179	40.9	<0.001
	31-40	77	17.6	
	41-50	72	16.4	
	51-60	110	25.1	
<b>Marital Status</b>	Married	267	61.0	<0.001
	Unmarried	171	39.0	
<b>Highest Education Level achieved</b>	10 <sup>th</sup>	76	17.4	<0.001
	12 <sup>th</sup>	90	20.5	
	Bachelor	89	20.3	
	Master	90	20.5	
	Ph D	93	21.2	
<b>Work Experience</b>	1-5Year	74	16.9	<0.001
	10-20 Year	84	19.2	
	5-10 Year	110	25.1	
	Less than 1 Year	86	19.6	
	More than 20 Year	84	19.2	
<b>Kindly mention the Department you are working currently</b>	Engineering	64	14.6	<0.001
	Food production	127	29.0	
	Housekeeping	100	22.8	
	HR department	73	16.7	
	security	74	16.9	
<b>Kindly mention the Designation you hold in the Department?</b>	L & D manager	131	29.9	<0.001
	Manager	161	36.8	
	Management trainer	65	14.8	
	Senior and fb associate	81	18.5	
	Associate level	145	33.1	<0.001

<b>Under which job level does your designation fall under</b>	Managerial level	156	35.6	
	Supervisor level	137	31.3	
<b>Kindly share brief details on various Employee Engagement activities during the Pandemic</b>	Medical support	106	24.2	<0.001
	Online classes	161	36.8	
	Recreation	171	39.0	

### ***All category responses level***

The table 4.2 shows the responses of all category levels. The three factors, "Career Development Factors", "Relationship with Colleagues and Managers factors" and "Organizational Stability and Security factors" have maximum values of 35 each. The mean score for "Career Development Factors" is  $24.23 \pm 6.87$  ( $p < 0.002$ ), while the mean score for "Relationship with Colleagues and Managers factors" is  $24.79 \pm 5.96$  ( $p < 0.002$ ) and the last one factor mean score for "Organizational Stability and Security factors" is  $24.53 \pm 6.81$  ( $p < 0.002$ ). The category "Job Satisfaction and Engagement factors" has a score of 30, with a mean of  $21.62 \pm 5.82$  ( $p < 0.001$ ). The mean score for "Work-Life Balance factors" is  $16.46 \pm 4.41$  ( $p < 0.001$ ) out of 25. The category "Management factors" has a maximum score of 20. The mean total score for this category is  $14.66 \pm 3.77$ , indicating a statistically significant level of awareness ( $p < 0.005$ ). Finally, the assessment titled "Compensation and Perks" also has a mean score of  $9.10 \pm 2.39$  out of 15, with a high level of statistical significance ( $p < 0.001$ ).

<b>Table 2: All category responses level</b>			
<b>Domain</b>	<b>Maximum score</b>	<b>Mean<math>\pm</math>SD</b>	<b>Sig. (2-tailed)</b>
<b>Compensation and Perks</b>	<b>15</b>	9.10 $\pm$ 2.39	<0.001
<b>Management factors</b>	<b>20</b>	14.66 $\pm$ 3.77	<0.005
<b>Career Development Factors</b>	<b>35</b>	24.23 $\pm$ 6.87	<0.002
<b>Work-Life Balance factors</b>	<b>25</b>	16.46 $\pm$ 4.41	<0.001
<b>Relationship with Colleagues and Managers factors</b>	<b>35</b>	24.79 $\pm$ 5.96	<0.002
<b>Organizational Stability and Security factors</b>	<b>35</b>	24.53 $\pm$ 6.81	<0.002
<b>Job Satisfaction and Engagement factors</b>	<b>30</b>	21.62 $\pm$ 5.82	<0.001

### ***Correlations between the comprehensive employee retention and highest education level or work experience of employees***

The table presents the correlations between the total score and three variables: highest education level achieved, work experience, and comprehensive employee retention. The Pearson correlation for the highest education level achieved is less than 0.030 with a significance (2-tailed) of less than 0.005, based on a sample size of 438. For work experience, the Pearson correlation is less than 0.001 with a significance of less than 0.002, also based on 438 respondents. Comprehensive employee retention shows a perfect Pearson correlation of 1 with a significance of 0.001, with the same sample size of 438.

<b>Table 3: Correlations</b>		
<b>Variables</b>		<b>Total score</b>
<b>Highest Education Level achieved.</b>	Pearson Correlation	<0.030

	Sig. (2-tailed)	<0.005
	N	438
<b>Work Experience</b>	Pearson Correlation	<0.001
	Sig. (2-tailed)	<0.002
	N	438
<b>Comprehensive employee retention</b>	Pearson Correlation	1
	Sig. (2-tailed)	,0.001
	N	438

***Association between the career development, work-life balance and organizational Stability and Security factors***

<b>Table 4: Chi-Square Tests</b>			
	<b>Value</b>	<b>df</b>	<b>Asymptotic Significance (2-sided)</b>
<b>Pearson Chi-Square</b>	1568.332 <sup>a</sup>	756	.000
<b>Likelihood Ratio</b>	850.033	756	.010
<b>Linear-by-Linear Association</b>	214.674	1	.000
<b>N of Valid Cases</b>	438		
a. 812 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

The Calculated Chi-Square examination statistic of 1568.332 with 756 levels of autonomy and a p-value of 0.000 supports the supplied chi-square test results, which show a strong relationship between the variables under investigation. Similar to the previous test, the Chance Ratio test confirms the significant connection with a Pearson's correlation coefficient of 0.010 and an average of 850.033 with the same levels of freedom. A substantial linear link is also demonstrated by the Linear-by-Linear Association test, which has a p-value of 0.000, a test statistic of 214.674, and one degree of freedom.

<b>Table 5: Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.706 <sup>a</sup>	.499	.497	4.87191
a. Predictors: (Constant), Total (30), Total (35)				

The provided regression analysis results offer detailed insights into the relationships between the variables. The **Model Summary** table indicates that the regression model has a multiple correlation coefficient (R) of 0.706, suggesting a strong positive correlation between the observed and predicted values of the dependent variable, Total (35). The R Square value of 0.499 reveals that approximately 49.9% of the variance in Total (35) can be explained by the independent variables, Total (30) and Total (35). The Adjusted R Square, slightly lower at 0.497, accounts for the number of predictors in the model, providing a more accurate measure of goodness-of-fit. Additionally, the standard error of the estimate is 4.87191, indicating the average distance that the observed values fall from the regression line.

<b>Table 6: ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	<b>Regression</b>	10276.224	2	5138.112	216.474	.000 <sup>b</sup>

	<b>Residual</b>	10324.945	435	23.736		
	<b>Total</b>	20601.169	437			

a. Dependent Variable: total(35)

b. Predictors: (Constant), Total (30), Total (35)

The regression model's overall significance is evaluated further in the ANOVA table. With two degrees of freedom and a regression sum of squared of 10276.224, the mean square is 5138.112. Given a level of significance (p-value) of 0.000 and an F-statistic of 216.474, the regression model is considered statistically significant. This indicates that the dependent variable is significantly predicted by the variables that are independent, such as Overall (30) and Total (35). With 435 levels of freedom and a residual number of squares of 10324.945, the mean square is 23.736. The total sum of squares, combining both regression and residual variations, is 20601.169.

<b>Table 7: Coefficients</b>						
<b>Model</b>		<b>Unstandardized Coefficients B</b>	<b>Coefficients Std. Error</b>	<b>Standardized Coefficients Beta</b>	<b>t</b>	<b>Sig.</b>
1	<b>(Constant)</b>	5.268	.941		5.599	.000
	<b>Total (35)</b>	.310	.052	.308	5.988	.000
	<b>Total (30)</b>	.525	.061	.445	8.669	.000
a. Dependent Variable: total(35)						

Regression coefficient details are given in depth in the Coefficients table. The angle of incidence (constant) is 5.268, which indicates that the predicted value of the variable that is dependent (total (35)) is 5.268 when each of the predictors are zero. This intercept has a p-value of 0.000 and a t-value of 5.599, indicating statistical significance. Total (35) has a coefficient of 0.310, meaning that, while all other variables remain constant, the dependent variable should rise by 0.310 units for each unit of rise in Total (35). This coefficient has a p-value of 0.000 and a t-value of 5.988, which indicates statistical significance. Comparably, Total (30) has a coefficient of 0.525, which indicates that, all other things being equal, the dependent variable should rise by 0.525 units for each additional unit in Total (30). This coefficient, which has a p-value of 0.000 and a t-value of 8.669, is also significant.

### Conclusion

This study provided an overview of the findings. The hotel business would benefit from happier employees and a longer tenure with the company if it adopted and executed various retention methods, according to the report. According to the study's findings, a positive work environment, opportunities for advancement, clear and consistent communication, and efficient hiring practices are the four pillars upon which employee satisfaction and retention rest. Because of its practicality and usefulness, the proposed paradigm is also advantageous in the COVID-19 era. Frontline employees working with consumers during COVID-19 had unique challenges as they had to prioritize both the safety of their customers and themselves. In light of this unanticipated development, it is rather difficult for those employees to remain on staff; hence, businesses require efficient methods of employee retention. Additionally, the study discovered that the hotel industry's low retention rate is caused by a complex interplay of internal and external forces. According to the reviewed research, content workers are prone to look for employment elsewhere, while dissatisfied workers are inclined to look for greener pastures. Retention tactics are suggested

by many ideas. On the other hand, the hospitality sector has to improve its hiring practices. Despite a high incidence of staff turnover in the hospitality business, employers and managers prioritize providing exceptional service and maintaining the organization's reputation. Staff members quit the sector since the majority of hotel management doesn't care about their happiness or the quality of their training and growth. Organizations should prioritize employee commitment and progress if they want to keep their skilled workforces and not lose them to competition. The organization is implementing training programs and policies to lower employee turnover, but these efforts need careful tracking and monitoring to ensure they are effective and produce the desired results.

➤ Elements with a High Retention Rate in the Hotel Sector:

- A motivating work environment, opportunities for growth and development, management that cares, open lines of communication, a range of rewards, a clear path forward, and regular feedback and coaching.

➤ Elements with Low Retention in the Hotel Sector:

- Problems with work-life balance, high levels of stress and exhaustion, long hours, low pay, and low job profile are some of the issues that employees face.
- The effect of staff retention on the hospitality sector
- A decrease in workforce quality, an increase in workload for current employees, low morale among current employees, higher expenses of turnover, and loss of sales, poor customer satisfaction, and reputational damage.

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