

**Final Project**

**“A study on Retention Strategies of employees in hotel  
management 2018-19 to 2020-21”**

**DMSR- G. S. College of Commerce & Economics,  
Nagpur**

**Affiliated to**

**Rashtrasant Tukadoji Maharaj Nagpur**

**University Nagpur**

In partial fulfilment for the award of the degree of

**Master of Business Administration**

**Submitted by  
Nishad Gondane**

**Under the Guidance of  
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**Department of Management Sciences and  
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NAAC Re-Accredited “A” Grade Autonomous  
Institution**



**Academic Year 2021-22**

# **CERTIFICATE**

This is to certify that “**Nishad Gondane**“ has submitted the project report titled “**A study on Retention Strategies of employees in hotel management**”, towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that she has ingeniously completed her project as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

**Dr. Pragati Pandey**  
**(Project Guide)**

**Dr. Sonali Gadekar**  
**(Co-ordinator)**

**Place: Nagpur**  
**Date:05/07/2022**

## **DECLARATION**

I here-by declare that the project with title “**A study on Retention Strategies of employees in hotel management**” has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

**Nishad Gondane**

**Place: Nagpur**

**Date:05/07/2022**

**G. S. College Of Commerce & Economics, Nagpur**

**ACKNOWLEDGEMENT**

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr. N.Y. Khandait, Principal, G.S. College of Commerce & Economics, Nagpur.

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I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

Place: Nagpur

Date: 05/07/2022

Nishad Gondane

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# **INTRODUCTION**

## **INTRODUCTION**

Employees are the heart and backbone of an organization. Thus, it is vital to hold the key to employee's retention as it keeps organization on the right tracks. The purpose of this research is to evaluate the usage of Employee Retention Management strategies in the hospitality sector focusing on the Hotel Industry. The research process will focus on the Hotel Industry in order to compile a profile of ERM. Throughout the research previous ERM strategies, current strategies, reasons for and benefits of these strategies will be highlighted and evaluated.

It is very important for an organization to attract, hire, and retain the right resources. Most of the organizations are very effective, when it comes to attracting and hiring new talents, but they fail in retaining the same talents. There can be many reasons for an employee to leave an organization. It is very essential for an organization to know the reasons, which can help the organization in making the job attractive and encourage the employees to stay with the organization.

The first and foremost requirement is to measure the key factors which influence the retention rates, such as salary expectations, employee engagement, working environment and boss/managers. Once these measurements are identified, the initiatives are to be planned and to be implemented for improvement of the retention rate.

Nowadays, employee retention has become one of the major concerns because of the impact to the organization. Employee retention refers to policies and practices that companies use to prevent precious employees from leaving their job. It involves taking measures to encourage employees to stay in the organization for the maximum period of time. Hiring knowledgeable people for the job is a must for an employer. However, retention is even more important than hiring.

Organization has to implement policies and procedures that concentrate on various needs to achieve the culture of retention. It also addresses the cost related to employee replacement, turnover, loss of productivity, etc. The word retention means a state where employees in their own free will determine to work and stay with their organizations..

## **Concept of Employee Retention**

Retention is a voluntary move by an organization to create a suitable environment that engages employees for the long term. Employee retention policies focus on identifying and retaining committed employees. Innovative and inclusion programs with good supervisors can promote employee retention. Business leaders' capability to understand how to retain and motivate workers is critical to an organization's success.

Employee retention refers to an organization's ability to retain its employees. Some strategies business leaders use to retain employees include (a) management opportunities, (b) compensation and rewards, (c) on boarding, employee engagement programs, and (d) socialization, training, and development. Hotel managers should develop strategies to retain employees. Researchers have identified some aspect of employee retention. Employee retention attributes are engagement with a pleasant working environment, positive working relationships, inspiring leadership, training and development, excellent remuneration, organizational policies, and management's interest in employee well-being. Motivated employees help organizations to reach their objectives and to earn a profit.

The success of every hotel industry is based on their employees because employees are accountable for delivering quality service to customers. Employers ought to provide a signature experience to their employees to establish a committed workforce throughout their professional careers. The impact of employee turnover in the hospitality industry has made executives understand the value of retaining top-notch employees. Theright employees must be attracted, developed, and retained in an organization. Retention factors include training and development, career opportunities, supervisor support, job characteristics, work/life balance, and compensation. The retention of satisfied and committed employees is central to the success of the organization in the hospitality industry. Employee retention is vital because it reduces training and development costs.



## **Employee Retention Strategies**

Employee retention strategy is a fundamental means of achieving a competitive advantage in the business environment. Business organizations use 35 different strategies to provide effective communication policies to improve commitment and enhance workforce support. To retain the best employees, managers should implement strategies to satisfy employees' needs, such as promotion, career development, incentives, and flexible work hour's policies. Hospitality managers can support fun interactions at work with co-worker's socialization as an essential strategy to promote retention.

A strong retention strategy becomes a powerful recruitment tool. Retaining the best employees ensures customer satisfaction and increased productivity. Employee retention is a vital organizational issue involving training time and investment, lost knowledge, insecure employees, and a costly candidate search.

Satisfied employees are more dynamic, resourceful, and likely to be retained by the organization. For organizations to keep employee's satisfaction high, they need to implement respect, recognition, and rewards. Most organizations invest money and time to train new hires to attain the level of existing employees. Retention eliminates the cost of hiring and training new employees. The loss of skilled and experienced employees has some financial burden on organizations. There are direct and indirect costs associated with the process of a new hire. High employee turnover will hurt the direct and indirect costs of the organization. An organization loses when an employee leaves the job.

In most organizations, the loss of a middle manager costs up to five times the salary. It is better to retain employees than to make a new hire. Also, a high employee turnover 36 propagates risk to the organization. Organizations that attract and retain top talent employees will thrive, but those firms that do not retain staffs will face challenges. The positive impacts of employee retention are increased sales growth and improved employee morale.

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

Employees that experience job satisfaction stays longer on the job. Job satisfaction is an indispensable subject of interest in every organization, becoming a shared experience for employees in the workplace. Employee job satisfaction can be defined as overall work satisfaction and feeling towards an aspect of work. Job satisfaction and organizational commitment describe employees' affective responses to their jobs and attachment to their organizations. Job satisfaction is a critical factor in attracting and retaining a skilled workforce. Hotel managers should understand the critical factors that influence job satisfaction to improve employee retention.

There exists a positive relationship between employee satisfaction, customersatisfaction, and corporate performance. This relationship is evident in high-contactservice industries that require contact between the service provider and the customer. The hospitality industry is a high-contact service sector, where most of the services are through interaction between customers and employees. Employees with a low level of satisfaction have less incentive to excel, which may lower their performance. The 37 hospitality industry has a higher level of employee dissatisfaction than other sectors

## **Employee Motivation and Retention**

Motivation is from the Latin language, which means to move. Motivation is the individuals' desire to demonstrate the willingness to exert effort. There are several definitions of motivation, but they have common characteristics: (a) what energizes human behaviour, (b) what directs this behaviour, and (c) how to sustain such practice. Employee motivation refers to the feeling, energy, effort, and driving force used to achieve individual and organizational goals. There are intrinsic and extrinsic factors that influence employee motivation.

The intrinsic factors refer to the internal elements such as personal growth and satisfaction from engagement with the work. The extrinsic factors are external elements such as financial rewards, working conditions, management, and leadership. Manager's use of intrinsic and extrinsic motivation on employees is a foremost part of the organizational retention plan. Motivation comes from either inside an employee or their environment. Employers can motivate employees through compensation benefits and flexible compensation plans, which are relevant to employee performance. Good wages

can motivate employees. Frequent communications with employees enhance 39 the motivation of the employee.

Motivation encourages employees to improve their skills and improve their morale. The satisfaction of basic needs in a work context enhances work motivation. The employee will feel motivated to perform better when they achieve their personal needs, interests, and goals. The availability of resources has motivating power and could affect job demands. Organizational resources enable employees to cope better with the job demands. An organization cannot operate for a long time without motivation. Employers need to train and develop all motivated employees to achieve organizational goals. Employees have several skills and knowledge, which can be inactive without motivation. Various factors can motivate the employee, such as good pay and benefits, adequate training and development, and an opportunity for career growth and promotion.

Employee motivation is one of the crucial aspects of business in today's dynamic world. Employees could easily carry out complex and challenging task when motivated. Motivation is critical for capacity development, enabling individuals and organizations to perform their functions effectively and efficiently. The work environment is a critical factor that significantly affects how employees perceive work. A conducive work environment encourages employees to come to work, inspiring and sustaining them throughout the day.

Business leaders need to be sufficiently involved with employees to create a positive workplace experience for attracting and retaining employees. Employees' intention to stay on a job is positively associated with their perception of the organizations' values. Employers who respect their 40 employees' personal needs have a high retention rate. Hotel managers should help employees achieve their personal needs to improve retention.

According to Qazi et al. (2015), employees are not machines but social beings with expectations, emotional, and physical needs. The social and family characteristics are those factors that affect work-family balance. Employees that feel supported by their organizations tend to be more productive and display positive attitudes towards work and colleagues. The organizational environment regarding policies, practices, and rewards can affect an employee's decision to stay on the job. Positive organizational policies motivate employees and increase the chances of retention.

## **STATEMENT OF THE RESEARCH PROBLEM**

Employee today are different they are not the one who do not have good opportunity in hand. As soon as they feel dissatisfied with the current employer of the job they switch over to the next job. It is the responsibility of the employer to retain their best employee. If they don't, they would left with no good employee. A good employer should know how to attract and retain their employee.

It's always been a popular choice of employment and yet, employee retention in the hospitality industry has always been challenging. This study will provide advice and strategies for preventing staff burnout and ultimately retaining employees.

# **COMPANY PROFILE**

## CHAPTER 1

**Le Méridien** is an upscale, design-focused international hotel brand with a European perspective. It was originally founded by Air France in 1972 and was later based in the United Kingdom. Marriott International now owns the chain. As of June 2021, it had a portfolio of 109 open hotels with 29,439 rooms and a pipeline of 37 hotels with 9,585 upcoming rooms

Air France established Meridian Hotels in 1972. The chain's hotels offered accommodation for Air France flight crews in major hub cities, and the airline promoted the chain and handled reservations for it. The first Meridian Hotels property was a 1,000-room hotel in the heart of Paris, the Hotel Meridian Paris, today known as Le Meridian Etoile. The chain grew to 10 hotels in Europe and Africa within two years and had 21 hotels spanning the globe within six years.

In 1994, as part of a cost-cutting measure, Air France sold its controlling interest in Meridian Hotels Inc., a 57.3% stake, to the UK-based Forte Group for \$207 million. Meridian Hotels numbered 58 properties at the time. The sale followed an 18-month battle for control of the company between Forte, German-based [Kempinski](#) and French hospitality company Accor. The French government was reported to have favored Accor's bid, wishing to keep the company French-owned, while the European Commission was reported to have favored Forte over Accor and to have pressured Air France to sell to Forte, in exchange for a vital 20 billion Franc bailout for the airline. Forte simultaneously announced their intention to buy the remaining minority stakes in the hotel chain from Credit Foncier de France, Credit Lyonnais and other shareholders.

UK conglomerate Granada won a hostile takeover battle for Forte in January 1996. Granada convinced majority shareholders to sell to them, rather than Rocco Forte, son of the company's founder, who feared Granada would strip the company of its assets. Granada assumed control of Forte for \$5.9 billion. Soon after, in May 1996, Granada announced its intention to sell the 18 luxury hotels of the Forte Hotels chain, but to retain the 85 hotels in the Meridien Hotels chain. The 2000 merger of Forte and caterer Compass Group, and demerger within a year, passed the Forte Hotels division's three remaining brands (Le Méridien, Heritage Hotels and Posthouse Forte) to Compass.

In May 2001, Nomura Group acquired Le Méridien Hotels & Resorts from Compass for £1.9 billion, and Le Méridien was merged with Principal Hotels, which had been acquired in February 2001. In December 2003, Lehman Brothers Holdings acquired the senior debt of Le Méridien.

US-based Starwood acquired Le Méridien on November 24, 2005. A Lehman Brothers and Starwood Capital Group joint venture obtained the leased and owned real estate assets in a

separate deal. Over the following five years, 45 of these 130 properties were sold, and 20 new ones were added to the chain.

In September 2016, Marriott gained the Le Méridien brand as part of its acquisition of Starwood. The brand has since been positioned as a premium lifestyle product distinguished by a mid-century modern design aesthetic and destination-centric events and programming.

### **Le MERIDIEN OFFICIALS**

- President:- Mr. Bruce W.Duncan
- CEO:- Mr. Frits Van Paaschen
- Chief Financial Officer:- Ms.Vasant M.Prabhu
- Managing Partner:- Mrs.Lizanne Galbreath
- Senior International Partner:- Mrs. Ambassador Chalene Barshefsky
- Chief Administrative Officer:- Mr.Kenneth S.Siegel

### **MISSION STATEMENT**

Providing you with quick personalized response from our local on-site team, sharing our acquired travel insights to plan your special, unique and bespoke holiday accommodation for memorable stay on our resorts.

### **VISION STATEMENT**

Our vision is to be popular and easily accessible main online entry portal for anyone wanting to book holiday accommodation in our hotel.

We aim to have an extensive portfolio of the island's most beautiful accommodation.

## **FUTURE PLANS FOR NEXT FIVE YEARS**

Le Meridien and its ownership plans to invest \$200 Million In the renovation of 13 hotels and Resorts in MEA region Over Next 3 Years

>The Best Performance measures in brand History & our focused efforts on middle east and africa hotels will help for ensure Le Meridien maintains its best portfolio forever

The company is Negotiating with its partner and these properties will be set up in Tier 1 and Tier 2 Cities.



## **SECTION OVERVIEW**

## **SECTOR OVERVIEW**

The hospitality sector is one of the world's fastest-growing industries. The hotel industry is the most prominent service industry globally and are significant contributors to the gross domestic product (GDP) in developed and developing nations. A high level of work-related stress characterizes the hotel industry. Some examples of stressful working conditions are long and irregular working hours, low pay, excessive workload, and imbalanced work-life. Employee turnover is a common factor in the service industry due to poor job satisfaction. A critical, challenging issue in the hospitality industry is employee turnover. Hospitality employees leave careers because of long hours, negative work-life balance, and inadequate compensation. The frontline employees are the face of the industry, and their direct interaction with customers contributes to the image of the business. The retention of frontline hotel employees reduces tangible and intangible costs that stem from high turnover.

The hospitality industry may undertake corporate social responsibility practices to increase employee retention. Hospitality organizations benefited from employer employee corporate social responsibility engagement by having fun, pride, development of skills, and team building. There is a positive relationship between a hospitality employee's perception of corporate social responsibility programs and organizational commitment, which reduces turnover intentions. By undertaking corporate social responsibility initiatives, hotel managers could improve employee retention in the hospitality industry

The hospitality and tourism industry plays a significant role in economic development and job creation worldwide. A skilled and productive labour force will be vital for continued economic growth in the hospitality industry. The intensity of the workforce in the hospitality industry is attributable to the irreplaceable role of personal services. Working in the hospitality industry can be tiresome for employees. The hospitality industry has a high rate of employment worldwide. The nature of the service industry requires frontline hospitality employees to be adept at technical proficiencies and emotional delivery. Employees face work demands, complex procedures, and intense interpersonal relationships at every stage of work. The employees must be responsive to serve customers who have different needs with minimum error rates.

## **Trends in the Hospitality Industry**

The hospitality industry is part of the service industries. The hospitality industry is one of the driving forces of the global economy. Serving and solving the problems of travellers is the focus of the hospitality industry. The services that the hospitality industry provide are intangible because the travellers cannot see, feel, or touch the service before purchasing it. The macro and the micro-environment of the market influences the operation of the hospitality sector. The cultural, political, technological, and economic environment has a significant impact on the hospitality industry. In this subsection, I discuss four factors that could impact the hospitality industry: technology, human resources, innovation, and knowledge management.

- **Technology**

The use of technology in tourism provides exclusive services to customers. Customers expect personalized experiences within the hotel, such as welcome messages on the television screen, food preferences, and available amenities. The industry has adopted new technologies in recent years that have reshaped service delivery procedures, such as digital check-in and face recognition systems. The intensity of competition in the business environment has propelled the hospitality industry to work hard to maintain and develop its competitiveness. The hotels were previously a place for guest to lay their heads away from home; however, the role of technology in the hospitality business has expanded.

- **Human Resources**

The management of the people (human resources) in an organization is essential for achieving positive employees' attitudes and behaviour in the workplace. An organization's most asset is a stable workforce that consists of committed employees. Human resources are the combination of skills and knowledge acquired by the individual to increase their worth in the labor market.

Human resource management (HRM) practices contribute to developing and raising the level of commitment of employees. Hotel managers should increase the workforce's commitment and motivation to improve employee retention in the hospitality industry. Managers in the hospitality industry should empower employees to work and motivate themselves to continue their careers and increase their desire to stay

longer at work. High compensation and fair performance appraisal systems are essential HRM practices associated with employee turnover intention. The HRM managers in the hospitality industry are responsible for providing the organization with the best employees to deliver quality services. By implementing a good compensation plan and fair performance appraisal systems, hotel managers could improve employee retention in the hospitality industry.

- **Innovation**

Hotels are one of the most competitive businesses in the world. The inability of the hospitality industry to innovate lowers productivity than in all other 31 sectors of the economy. There is a need to analyse traditional innovation practices and create new strategic paradigms.

The implementation of innovative practices has attracted complex innovation strategies, combining technology-driven and non-technological forms of innovation. Innovation strategy, service, and process are technological developments, while organizational and marketing innovations are non-technological innovations.

- **Knowledge Management**

Knowledge management (KM) mechanisms are vital components that are substantial in managing hospitality organizations. KM adds to operative manoeuvres and creates competitive benefits over the other players in the tourism and hospitality industry. Employees' motivations serve as crucial factors to successfully facilitate knowledge flow in organizations.

Factors that motivate employees to engage in KM behaviours are worth investigating in the hospitality context. Employees in the hospitality industry are encouraged to respond to customers' demands and preferences by facilitating KM behaviours. Consequently, hotels must save experiences, which could not be lost when employees leave the hotel. The industry also needs to support unskilled workers and new employees with other employees' experiences. Firms can exploit knowledge resources through proper KM to create value.

## **RIVIEW OF LITERATURE**

## **REVIEW OF LITERATURE**

- **Third wave: Hospitality sector holds on to staff**

**By Abhishek Choudhari**

After the first and second wave, the restaurant and hotel industry found it tough to manage as many of its staffers had shifted to other jobs or to other cities. As hospitality sector reels under fresh set of restrictions imposed due to rising Covid-19 cases, many are holding on firmly to their biggest asset — manpower. Navneet Singh Tuli, whose diversified business portfolio also includes restaurants said, “It is very difficult to get hold of staff who are obviously looking for stability.

During lockdown they all shifted to other states where restrictions were not so stringent.”

- **Challenges and strategies for employee retention in the hospitality industry**

**By Bilqees Ghani , Muhammad Zada , Khalid Rasheed Memon , Rezwan Ullah , Afraseyab Khattak , Heesup Han , Antonio Ariza-Montes and Luis Araya-Castillo**

This research paper synthesized the results and findings of 48 papers. It was concluded that developing and implementing different retention strategies would help the hospitality industry to be satisfied with their employees, and would consequently make the employees more committed to continuing to stay at their workplace. The findings of this study suggested that employees’ levels of satisfaction, and subsequently their retention rate, are contingent on four factors: a sustainable, positive work environment; sustainable growth opportunities; sustainable, effective communication; and sustainable effective recruitment and selection practices. The suggested model is also beneficial in the era of COVID-19 due to its feasibility and applicability. At the time of COVID-19, the hospitality industry encountered various difficulties, especially for frontline workers interacting with customers, because they had to take care of customer safety and themselves as well [84]. Given that unexpected situation, keeping those employees at work is quite challenging; thus, organizations need effective strategies through which they can retain their employees. The study also found out that the reason for the low retention rate in the hospitality industry is complex, and is affected by several external as

well as internal factors. This literature review indicated that satisfied employees are less likely to leave their current job, while unsatisfied employees are expected to leave their current job for better career opportunities. Different theories suggest different retention strategies. However, the hospitality industry must focus on revamping its recruitment and selection process.

- **Employee Retention Strategy in the Hospitality Industry**

**Study by Hauwa Dogonyaro**

Hotel managers face challenges in using effective strategies to improve employee retention. This qualitative single case study aimed to use Herzberg two-factor theory to explore the strategies that hotel managers use to improve employee retention. I administered eight open-ended questions through semi structured interviews with three hotel managers from a hotel in Abuja, Nigeria, to collect the primary data to answer the research question. The sources of secondary data include company archival documents, observations, and field notes Using Herzberg two-factor theory as a lens for this study involving strategies hotel managers use to improve employee retention may fill a gap in the literature on employee management. The study findings align with previous scholars' conclusions regarding the need to implement effective strategies to improve employee retention.

- **Dora Martins, Susana Silva, Candida Silva (2017)**

The practices of human resource management are specific actions used by companies to attract, motivate, retain and develop employees. HRM practices to be truly effective need to be adequately coordinated and be applied as part of organisational strategy. The author conducted a quantitative analysis of 33 hospitality companies and 95 companies of other activities sector based in Portugal with an aim to identify the HRM practices, the level of participation of the HR dept in Development of HRM practices, and the differences in the HRM practices in companies of the hospitality sector comparatively to other business sectors. The study revealed the most common practices in the hospitality sector are recruitment and selection, training, attendance an absenteeism control, communication and information sharing while adopting direct compensation practices and employee retention more significantly. The hospitality companies expect to develop the four main initiatives in the area of HRM that is investment in training, developing employee relations, improvement of working

conditions, and investment in internal communication. It has been found that the development of human factor is not yet a concern for management.

- **Kiran Mayi Immaneni and Dr. Vedala Naga Sailaja (2017)**

The study on industrial exposure training and factors that contribute to dissatisfaction of students showed content related causes, personal aspects and external factors as reasons for dissatisfaction. The study highlights the need to create good first impressions among students of the hospitality industry motivating them to build careers within the industry.

- **Arhan Sthapit and Bikash Shrestha (2018)**

The research explores practices and strategies for HR retention. The paper discusses the effects of human resources management on retention and the moderating effect on retention factors of HR in the hospitality industry in Nepal of the management hierarchy, age group and gender. It found that incentives and compensation help keep employees at entry level, while branding is a good retention tool for those at higher ranks. Equal work life and branding of employers help keep workers of the older age groups while job development is the best and most healthy workplace in Nepal.

- **K. Hymavathi and Dr. A.B. Saraswathi (2018)**

Work environment is one of the most important domains in people's lives; it contains many components of quality of life. Every organisation is focused on acquiring and retaining the workforce to sustain the competition. To analyse the quality of work life, organisations should scrutinize the work environment, compensation and rewards, training and development, freedom at work, job satisfaction and work life balance.

- **B. Srilakshmi and Dr. Sundari Dadhabai (2018)**

Organisations have to focus on effective designing and implementation of HRM practices to gain benefit in multi dimensions. The key functions of HR department are to attract and retain talented employees, and the culture they promote affects these functions. The role of HR practices is to assure the needs of employees through the practices of training, rewards systems, equality of treatment, and benefits, among others, have a positive influence on employee commitment and reduce the rate of employee turnover.



- **Kiran Mayi Immaneni and Dr. Vedala Naga Sailaja (2019)**

Study on attrition in 4 & 5 star hotels of Hyderabad revealed salary and wages, long working hours, nature of work , poor work life balance, Improper employment policies, low job profile and competition as major factors affecting attrition.

- **Margaret Deery and Leo Jago, (2015)**

Work life balance has been identified as an essential variable to retaining staff. Employee attitudes such as job and pay satisfaction or work overload will impact work- life balance as will personal dimensions such as stress and substance abuse. The author suggests implementing workplace policies that are strongly endorsed by staff if retention rates are to be increased. With varying employee needs across organisations, each organisation must engage with their staff to identify the policies that are likely to have the most traction.

## **OBJECTIVES OF THE STUDY**

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Following are the point wise objectives of the study:

- To clarify problems regarding low retention in the hotel industry.
- To understand current employee retention strategies implemented in the Hotel Industry.
- To study how employee retention strategies helps in development of the organization.

## **NEED OF THE STUDY**

## **NEED OF THE STUDY**

- Hire strategically
- Improve the on boarding experience
- Leverage feedback from top to bottom
- Prioritize recognition
- Drive employee growth
- Uncover insights from exit surveys.

## **SCOPE OF THE STUDY**

## **SCOPE OF THE STUDY**

- This study can help the management to find the weaker parts of the employee feels towards the organization and also helps in converting those weaker part in to stronger by providing the optimum suggestions or solutions.
- This study can help the management to know for which the reason employees tend to change their job, through dissatisfaction factors faced in the organization and also helps to recover by providing the optimum suggestions or solutions.
- The study answers for what are the responses of the managements to these retention strategies What do they feel about their efficacy and outcome.
- The study also seeks to cover the HR policies and the state of employee attrition in these organizations.

## **PROBLEM DEFINATION**

-



## **PROBLEM DEFINITION**

- Monetary dissatisfaction is one of the major reasons for an employee to look for a change
- Individuals speak all kind of lies during interviews to get a job
- Some individuals have a tendency to get bored in a short span of time
- Unrealistic expectations from the job also lead to employees looking for a change

In the current scenario, where there is no dearth of opportunities, stopping people to look for a change is a big challenge

## **LIMITATIONS OF THE STUDY**

## **LIMITATIONS OF THE STUDY**

- The limitation of this study is that it is a literature review, in which the results are based on the interpretation of other researchers.
- The concept of employee retention is very broad
- Lack of change management strategies.
- A large number of selected studies were based on internal factors affecting retention, while few studies considered external factors as well. This may lead to an incomplete analysis of employee retention in the hospitality industry

## **RESEARCH METHEDODOLOGY**

## **RESREARCH METHODOLOGY**

This project has been prepared with an intention to make one realized and understand significance of employee satisfaction.

It is not about managing retention it is about managing people. If an organization manages people well, employee retention will take care of itself. People want to work for an organization which provide opportunities and co-operative environment.

Employee retention has become the major role of the organization. Initially recruitment was only talked about, but now recruitment has become just a part of human resource management and major importance is attached to employee retention. This project aims to present the theoretical aspects of retention and to understand the strategies followed by the hotel industry.

After the first and second wave, the restaurants and hotel industry has learnt it the hard way that getting qualified staff back as many had shifted to other jobs or to other cities. So, need to clarify problems regarding low retention in the hotel industry. According to current situation the old strategies are not working out therefor need to understand current employee retention strategies which is implement in the Hotel Industry. There is slight changes in these strategies due to economic climate which came due to covid-19 lockdown. Retention and attrition are two opposite situation in any organization. When retention is high attrition is low and vice versa. Any organization should work towards decreasing attrition, then retention rate will increase automatically.

Following are the point wise objectives of the study:

- To clarify problems regarding low retention in the hotel industry.
- To understand current employee retention strategies implemented in the Hotel Industry.
- To study how employee retention strategies helps in development of the organisation.

## **TYPE OF RESEARCH**

It is the descriptive study. It includes surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening. Social research comes under the descriptive research.

## **UNIVERSE OF THE STUDY**

### **Nagpur hotels:-**

- Pride hotel , Nagpur
- Le meridian , Nagpur

## **SAMPLE SIZE**

The sample size of my research is 55 employees.

## **SAMPLING TECHNIQUE**

A convenience sampling technique will be used.

## **DATA COLLECTION**

### **Primary data –**

Primary data will be collected through a structured questionnaire. A well-structured questionnaire has been prepared given to the respondents by the researcher.

### **Secondary data –**

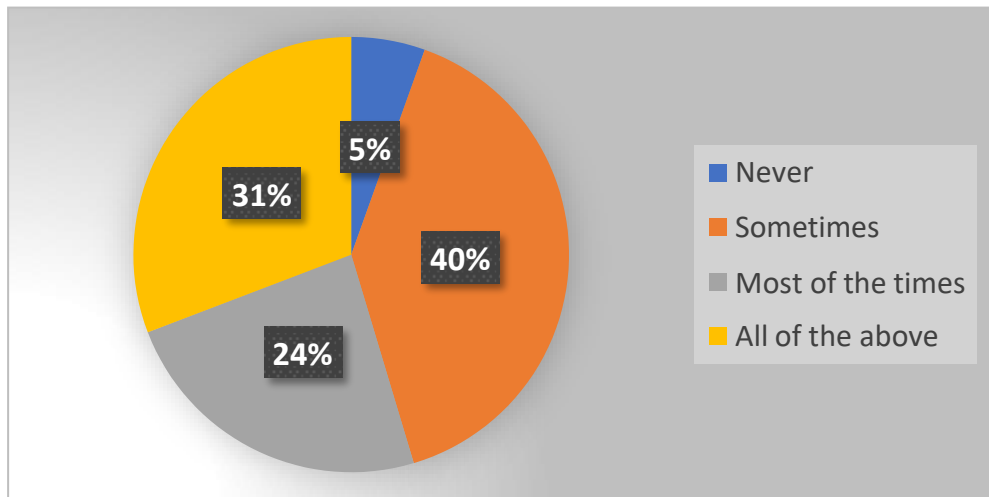
Secondary data will be collected from the published data available within the company and also from the internet.

# **DATA ANALYSIS AND INTERPRITATION**

## DATA ANALYSIS AND INTERPRITATION

**1. Do you think that employee retention helps in the development of organization?**

Option	Respondents	Percentage
Never	03	5.5 %
Sometimes	22	40 %
Most of the time	13	23.9 %
All the time	17	30.9%



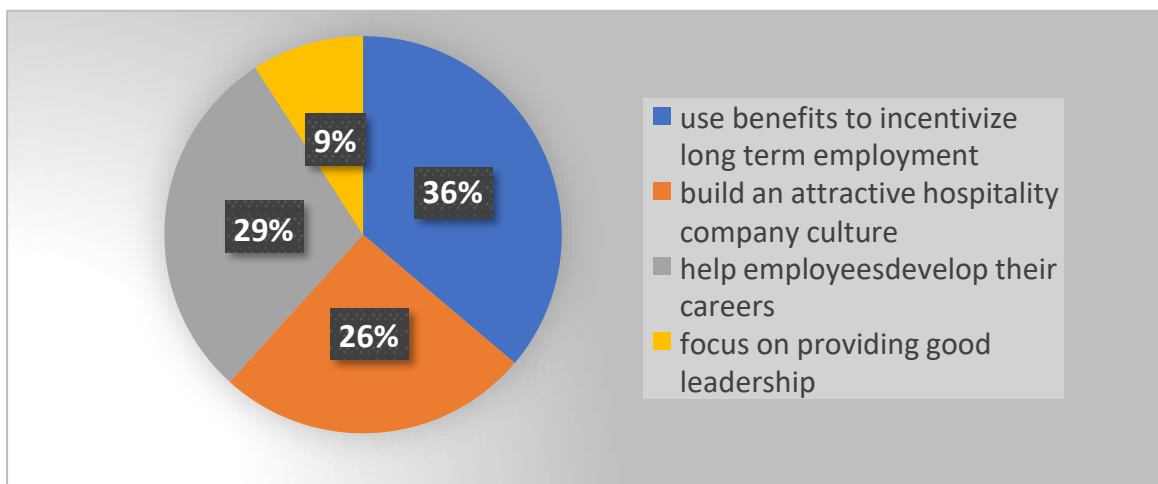
### **Interpretation:**

According to the data more than 90 % employees think that employee retention helps in the development of the organisation however only 5.5 % employees think that it never helps.



## 2. Which employee retention Strategy is useful in your hotel?

Option	Respondents	Percentage
Use benefits to incentivize long-term employment	20	36.4 %
Build an attractive hospitality company culture	14	25.5 %
Help employees develop their careers	16	29.1 %
Focus on providing good leadership	05	9.1%

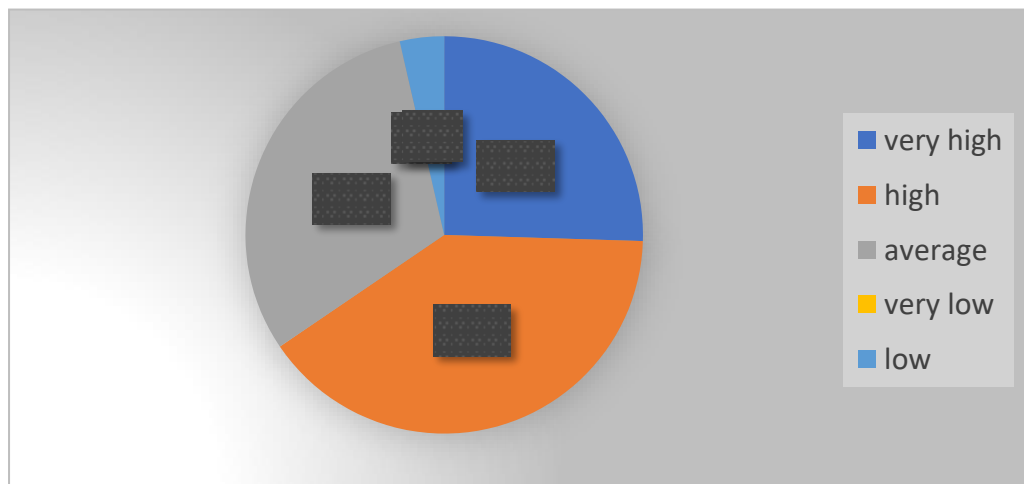


### Interpretation:

According to the data 36 % employees select the strategy which said that use benefits to incentivize long term employment. Almost 26 % select that building an attractive hospitality company culture will be useful and 29 % said that helping an employees for developing their career will be useful however only 9.1 % employees said that focus on providing good leadership.

### 3. What is your opinion regarding the work load?

Option	Respondents	Percentage
Very high	14	25.5 %
High	22	40 %
Average	17	30.9 %
Very low	00	0%
Low	02	3.6%
Total =	55	100%

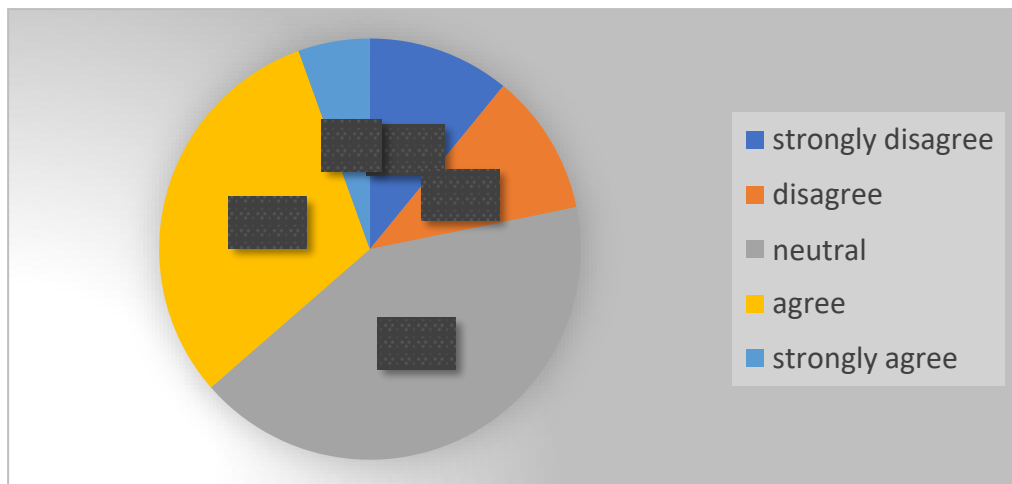


#### **Interpretation:**

According to the data 40 % and 25.5 % employees said that the work load is high and very high respectively. However 30 % employees select average and only 3.6 % select low.

#### 4. Work-life balance is supported by this organization.

Option	Respondents	Percentage
Strongly disagree	06	10.9 %
Disagree	06	10.9%
Neutral	23	41.8%
Agree	17	30.9%
Strongly Agree	03	5.5%
Total =	55	100%

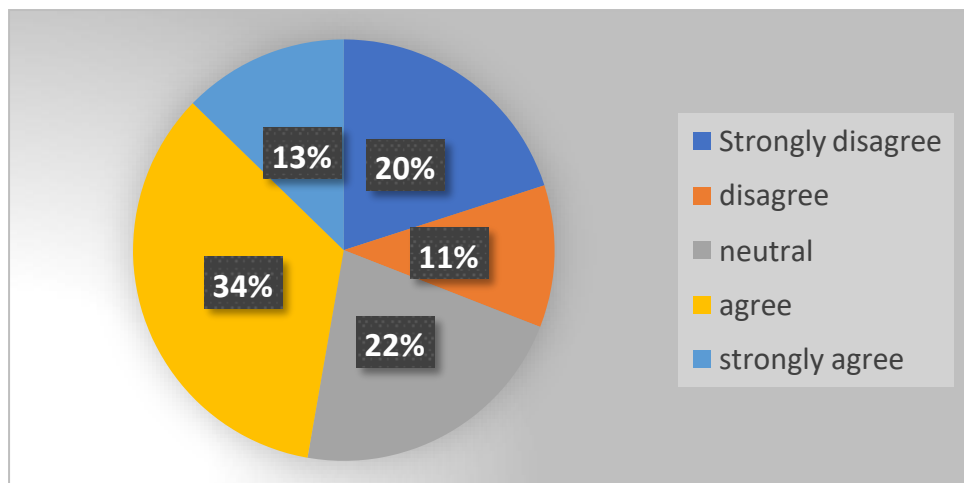


#### Interpretation:

According to the data more than 30 % employees are agree or strongly agree with the statement however 41.8 % employees are neutral and almost 20 % employees are disagree or strongly disagree with the statement.

**5. The training program is always linked with your career development / growth.**

Option	Respondents	Percentage
Strongly disagree	11	20 %
Disagree	06	10.9 %
Neutral	12	21.8 %
Agree	19	34.5%
Strongly agree	07	12.7 %
Total =	55	100%

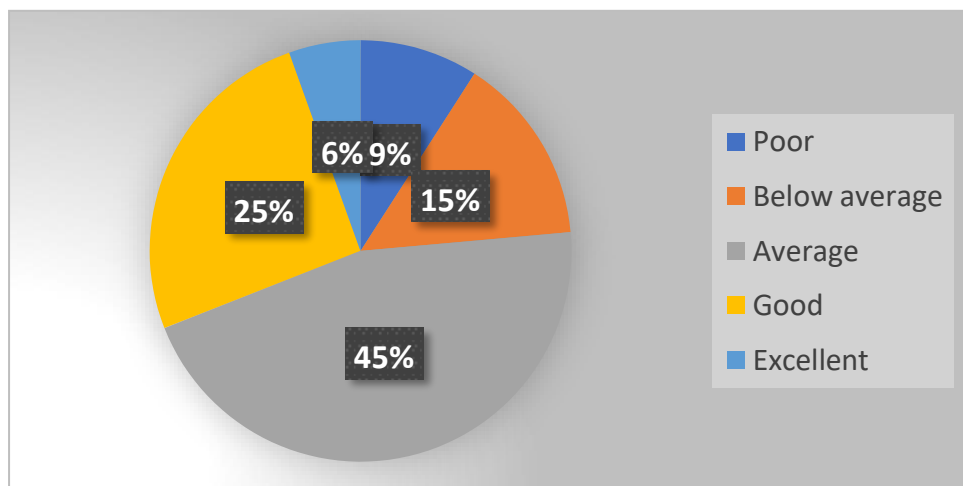


**Interpretation:**

According to the data more than 40 % employees are agree or strongly agree with the statement however 21.8 % employees are neutral and almost 30 % employees are disagree or strongly disagree with the statement.

**6. How would you rate the policies and procedures in the organization?**

Option	Respondents	Percentage
Poor	05	09.1 %
Below average	08	14.5 %
Average	25	45.5 %
Good	14	25.5%
Excellent	03	05.5 %
Total	55	100%

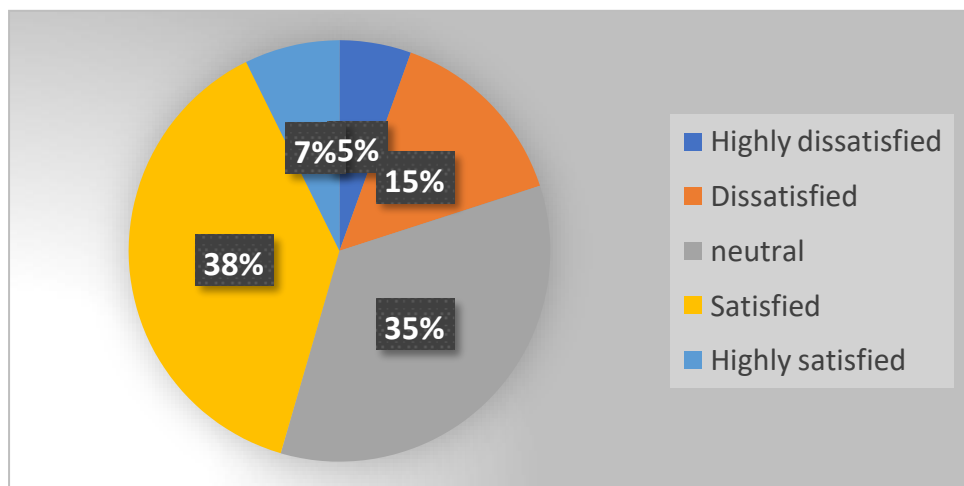


**Interpretation:**

According to the data 45.5 % employees gave average marking however almost 30% employees marked good or excellent and almost 20 % employees marked below average to the policies and procedures in the organisation.

### 7. What do you feel about the working environment?

Option	Respondents	Percentage
Highly dissatisfied	03	05.5 %
Dissatisfied	08	14.5 %
Neutral	19	34.5 %
Satisfied	21	38.2 %
Highly satisfied	04	07.3 %
Total	55	100%

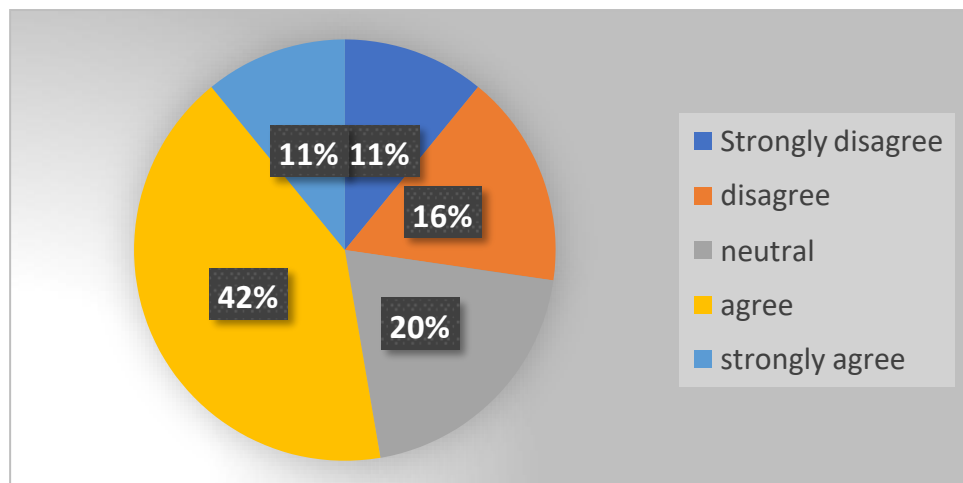


#### Interpretation:

According to the data 38.2 % and 07.3 % employees are satisfied and highly satisfied respectively with the working environment however 34.5 % employees are neutral and 5.5 % and 14.5 % employees are strongly dissatisfied and dissatisfied respectfully.

**8. Do you agree that employee retention is plays a vital role in the results of productivity?**

Option	Respondents	Percentage
Strongly disagree	06	10.9 %
Disagree	09	16.4 %
Neutral	11	20 %
Agree	23	41.8 %
Strongly agree	06	10.9 %
Total	55	100%

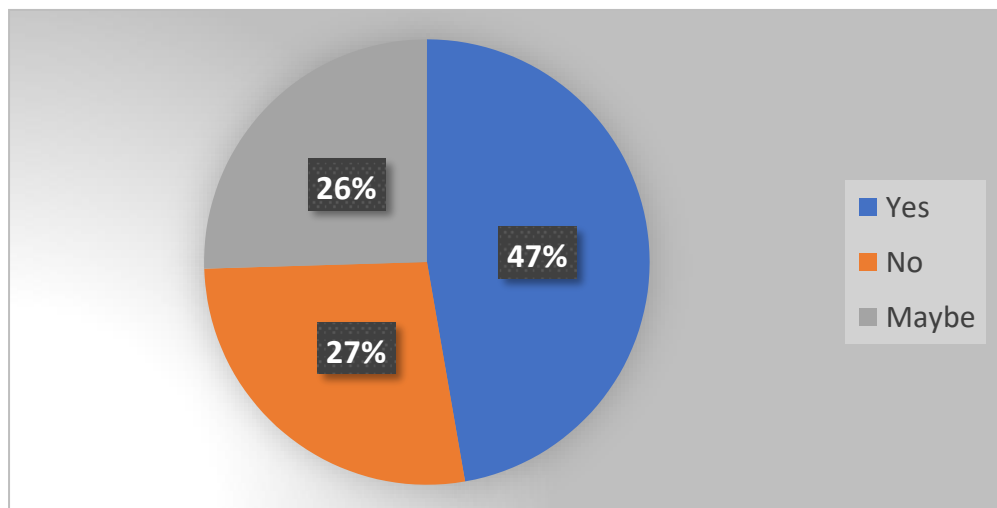


**Interpretation:**

According to the data more than 50 % employees are agree or strongly agree with the statement however 20 % employees are neutral and less than 20 % employees are disagree or strongly disagree.

**9. Would you like to plan your further career in this organization?**

Option	Respondents	Percentage
Yes	26	47.3 %
No	15	27.3 %
Maybe	14	25.5 %
Total	55	100%



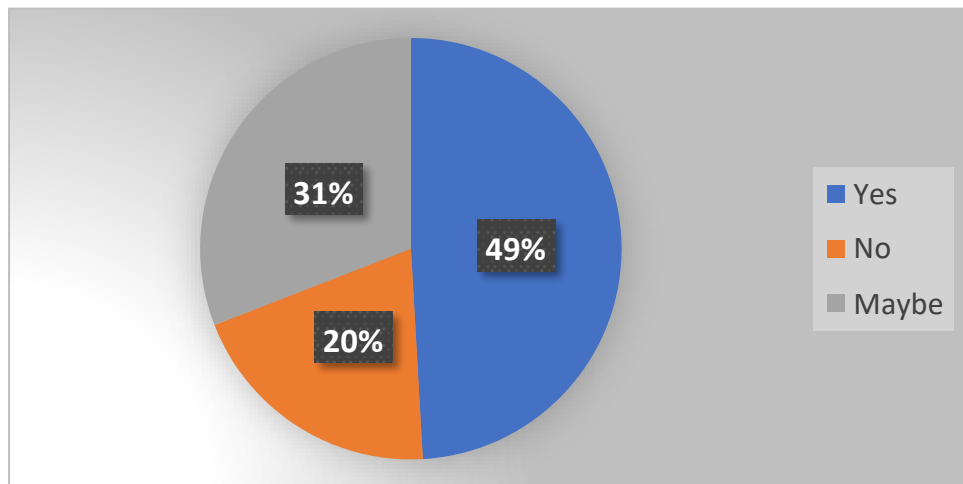
**Interpretation:**

According to the data 47.3 % and 25.5 % employees select yes and maybe respectively that they would like to plan their further career in their organisation. And 27.3 % employees select no.



**10. Will you suggest your friends / relatives to join this organization?**

Option	Respondents	Percentage
Yes	27	49.1 %
No	11	20 %
Maybe	17	30.9 %
Total	55	100%



**Interpretation:**

According to the data 49.1 % and 30.9 % employees select yes and maybe respectively that they will suggest their friends or relatives to join their organisation. And 20 % employees select no.

## **FINDINGS**

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- Hotel managers face challenges in using effective strategies to improve employee retention.
- It has been observed that employees feel that employee retention is a vital player in the development of organization. Above 50% respondents have favored the employee retention strategies of the organization.
- Proper training programs have enhanced the productivity & quality work in the organization.
- The problem regarding low retention in the hotel industry is due to heavy work
- load.

## **SUGGESTIONS**

# **SUGGESTIONS**

- **Hire Smart**

When recruiting, be honest about what the job entails. This is the only way to attract candidates that are truly prepared to take on its responsibilities.■

- **Offer Development Opportunities**

The people that work for you need to be able to envision a clear future in your hotel or you will find that you lose your most driven and ambitious employees.■

- **Communicate Efficiently**

- **Understand Your Employees**

Perform their work just as they would and take notes throughout. You can even ask them to train you.■

- **Foster Community**

Building a strong team means nurturing the bonds between colleagues. As the manager of the hotel, you have a role to play in this.

- **Encourage Creativity**

Show your employees that their opinion is valued.

- **Delegate Responsibility**

Build strong relationships with department heads that you can trust and develop protocols that they are able to follow in the event of recurring incidents.

## **CONCLUSION**

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Adapting strategies might help hotel managers improve employee retention, which may sustain the business, thereby generating economic growth for local communities. With improved employee retention, hotel managers will pay more 85 corporate taxes, which federal, state, and local governments could use to provide social amenities to the local citizens. Also, improving employee retention might help hotel managers sustain their firms and continue to provide job opportunities to the residents. The general public might learn from the study findings the strategies hotel managers use to improve employee retention.

The study findings align with previous scholars' conclusions regarding the need to implement effective strategies to improve employee retention.

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**ANNEXURE**

**ANNEXURE**

**Questionnaire**

1. Do you think that employee retention helps in the development of organization?
  - Never
  - Sometimes
  - Most of the time
  - All the time
2. Which employee retention Strategy is useful in your hotel?
  - Use benefits to incentivize long-term employment
  - Build an attractive hospitality company culture
  - Help employees develop their careers
  - Focus on providing good leadership
3. What is your opinion regarding the work load?
  - Very high
  - High
  - Average
  - Very low
  - Low
4. Work-life balance is supported by this organization.
  - Strongly disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
5. The training program is always linked with your career development / growth.
  - Strongly disagree
  - Disagree
  - Neutral

- Agree
- Strongly Agree

6. How would you rate the policies and procedures in the organization?
  - Poor
  - Blow average
  - Average
  - Good
  - Excellent
7. What do you feel about the working environment?
  - Highly dissatisfied
  - Dissatisfied
  - Neutral
  - Satisfied
  - Highly satisfied
8. Do you agree that employee retention is plays a vital role in the results of productivity?
  - Strongly disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly agree
9. Would you like to plan your further career in this organization?
  - Yes
  - No
  - Maybe
10. Will you suggest your friends / relatives to join this organization?
  - Yes
  - No
  - Maybe