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A DESCRIPTIVE STUDY ON REASONS FOR EMPLOYEE ATTRITION BEHAVIOR IN HOTELS AND RESTAURANTS OF LUCKNOW CITY: OWNERS/ MANAGERS PERSPECTIVE

DR. GAURAV PANDE
PROFESSOR
SCHOOL OF MANAGEMENT
BBD UNIVERSITY
LUCKNOW

LEON CHUNG
RESEARCH SCHOLAR
SCHOOL OF MANAGEMENT
BBD UNIVERSITY
LUCKNOW

ABSTRACT

Service sector is one of the largest sector in the global economy, that contributes monetary wise as well as in terms of job opportunities and infrastructure development. It is classified into Economic services like trade and hospitality; transportation activities, storage and communication; banking and insurance services then Social services like health, education and administration. Travel and tourism a part of hospitality industry consists of tourist destinations, tourist attraction, travel brokers, transportation, accommodation and travel related services. Accommodation includes lodging, establishments that serve food and beverages, in form of hotels, restaurants, resorts, guest house, apartments, camps and destination themed parks. Globally travel and tourism provides employment to 292 million people i.e. 1 in every 10 job, same ratio is in India. Hotels and restaurant is totally service oriented and non-tangible asset which means main focus is on employees. Performance of the organization is related to the employee's performance; therefore, attrition of employees leads to loss for the organization in monetary as well demotivates other employees. Main aim of the paper is to find out the reasons for attrition in hotels and restaurants of Lucknow City, Uttar Pradesh, India. Method used is descriptive research, data collection is via secondary data and primary data collection through questionnaire using the technique scheduling. Population unit are the owner/ manager of hotel and restaurant of Lucknow City, Uttar Pradesh, India. Main reason are long working hours, odd working hours, salary, family problem and health issues of employees.

KEYWORDS

attrition, employees, hospitality industry, hotels, restaurants.

INTRODUCTION

Service sector also known as the tertiary sector is mainly based on intangible (unseen) asset and comprises primarily of human beings offering their time, skill and knowledge to enhance performance, productivity, potential and ability to sustain the activity. It includes entertainment, telecommunication, mass media, hospitality industry/ tourism, public health, transportation, Fast Moving Consumer Goods (FMCG), consulting, retail sales, financial services, real estate, franchising and Information Technology (IT).

Hospitality is the family association between guest and host, or the act or practice of being warm, friendly or generous. This includes the receiving, serving and entertaining the guests, visitor, or strangers. The hospitality industry further classified into fields of the service industry like restaurants, lodging, event planning, transportation, theme parks, airlines, cruise lines and tourism.

Travel and tourism provides employment to 292 million people in the world and in India it employs 49 million people i.e. 1 in every 10 jobs. With the tourism sector growing multi fold in India so is the hotels and restaurants. Since it is a service oriented business manpower are very important and is aligned to the functioning of the organization. Employees are the core of any hotel/ restaurant for smooth functioning. The owners/ managers have to take great care to handle the employees both financially as well as non-financially. Therefore, the owners/ managers face a problem to retain the employees for a long period of time. Employees quitting the job or departing from the organization leads to both monetary and non-monetary loss to the organization.

REVIEW OF LITERATURE

- According to C. Lewis, Elementary Latin Dictionary (Oxford Univ. Press, 2000) The word hospitality is derived from a Latin word hospes, which means "guest", "host", or "outsider". Hospes has been formed from the word hostis, like the term "hostile" similar to "enemy" or "stranger".
- According to Charles MacKinnon, Scottish Highlanders (1984, Barnes & Noble Books)
 "Celtic societies also valued the concept of hospitality, especially in terms of protection. A host who granted a person's request for refuge was expected not only to provide food and shelter to his/her guest, but to make sure they did not come to harm while under their care."
- From ancient Hindu scripture Atithi Devo Bhava a Sanskrit word, in English means "the guest is God" is the Indian concept of hospitality. This concept based on history and stories where guest is treated as a god. The hospitality provider is then rewarded. This history is the root of Indians graciously treating their guests at house, and in every social situation.
- According to CIA World Fact Book "Services sector is the largest sector of the world. 63.5 percent of total global wealth comes from services sector. United States is the largest producer of services sector with around 13.5 trillion USD. Services sector is the largest sector of 194 countries. 30 countries receive more than 80 percent of their GDP from services sector."
- According to economic survey of India 2015 "The services sector is projected to grow at 8.8 per cent in 2016-17, similar to 2015-16. As per World Trade Organisation (WTO) data, India's commercial services exports increased from US\$ 51.9 billion in 2005 to US\$ 155.3 billion in 2015, taking its share in global services exports to 3.3 per cent in 2015 from 3.1 per cent in 2014. In terms of growth in tourism sector, during January to December 2016, Foreign Tourist Arrivals (FTAs) were 8.9 million with growth of 10.7 per cent and foreign exchange earnings (FEE) were at US\$ 23.1 billion with a growth of 9.8 per cent.
- The major contribution to the Indian Economy for the past ten years is the service sector. According to Economic Survey 2015-16, "The Gross Domestic Product (GDP) in India was worth 2073.54 billion US dollars in 2015 of which the service sector contributed 54.4% followed by industrial sector 29.5% and agriculture 16.1%." "The second-largest sub-segment of the services sector comprising trade, repair services, hotels and restaurants contributed nearly US\$ 295.7 billion or 19.2 per cent to the Gross Domestic Product (GDP) in 2015-16, while growing at 8.9 per cent year-on-year."
- According to World Travel & Tourism Council (WTTC) the direct contribution to global GDP is about US\$ 2 trillion in 2012. In terms of employment in 2011 more than 98 million jobs were generated and in 2012 it increased by 2.3% to 100.2 million. It is expected to generate 120 million jobs directly in 2022. Globally the capital investment in hospitality industry is US\$743 billion in 2011 and is expected to increase by 5.6% annually over the next 10 years to US\$ 1.3 trillion in 2011.

- According to Tourism of India, it states that Indian civilization can be dated back to 3000 BC. Indus Valley civilization, which flourished along the river Indus known for its development and trade routes. Harappa and Mohenjodaro two famous known cities at that time built along the river Ravi, while development of urbanization took place around 1500 BC along the river of Ganges. During excavation, it can be found that Indus Valley civilization had traders and visitors which explains about early tourism. Chadrugupta Maurya (322 BC- 298 BC) ruled after the Magadh ruler and was one of the greatest emperors of India. The Mauryan rule reached its peak under Ashoka "the Great", a ruler who promoted Buddhism and its teachings across India and in foreign lands like China and Sri Lanka. Later Buddhism developed into a religion, which led to construction of monuments and monastery. Chandra Gupta I (380 AD – 412 AD) rule developed India's culture in the form of art, music and dance, at the same time the country started to prosper also known as 'The Golden Period' in Indian history. Southern region of India was ruled by the Cholas, the Pandyas, the Cheras, the Pallavas and the Chalukyas were also famous rulers under whom Southern Indian art and craft prospered. Architecture also developed in various styles and techniques in the form of temples, the Cholas were known for their well-crafted Chola Bronzes. During 1001 – 1025, India was first invaded by Muslims, Prithviraj Chauhan, the Tomar of Delhi was defeated by Mohamed Ghori, he made his deputy Qutub Ud Din in charge of delhi. Qutub Ud Din is the one who built the Qutub Minar a well-known monument today, in Delhi.
- According to the Planning Commission, the hospitality sector creates more jobs per million rupees of investment than any other sector of the economy. The World Travel & Tourism Council (WTTC), which says India's travel and tourism sector is expected to be the second-largest employer in the world, employing 40,37,000 people, directly or indirectly, by 2019.
- According to the latest Tourism Satellite Accounting (TSA) research, released by the World Travel and Tourism Council (WTTC), the demand for travel and tourism in India is expected to grow by 8.2 % between 2010 and 2019. This will place India at the third position in the world. India's travel and tourism sector is expected to be the second largest employer in the world. Capital investment in India's travel and tourism sector is expected to grow at 8.8 % between 2010 and 2019. The report forecasts India to get more capital investment in the travel and tourism sector and is projected to become the fifth fastest growing business travel destination from 2010 through 2020.
- (businessdictionary, n.d.) A hotel is an establishment that provides lodging, dining, entertainment and other services which are paid on a short-term basis. The provision of basic accommodation, in times past, consisting only of a room with a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with modern facilities, including in-suite bathrooms and air conditioning or climate control.
- Hotels are classified based on their mode of operation. Hotels vary in size, function, facilities offered and cost. Most hotels and hotel chains operate hotels on an accepted industry standard to classify their hotel properties. General category hotels now seen are upscale luxury, full service, historic inns and boutique hotels, focused or selective service, economy and limited service, extended stay, time share resorts and destination clubs.
- Star classification of hotels by Government of India, Ministry of Tourism (H&R Division) "Hotels are an important component of the tourism product. They contribute in the overall tourism experience through the standards of facilities and services offered by them. With the aim of providing contemporary standards of facilities and services available in the hotels, the Ministry of Tourism has formulated a voluntary scheme for classification of operational hotels which will be applicable to the following categories: Star Category Hotels: 5 Star Deluxe, 5 Star, 4 Star, 3 Star, 2 Star & 1 Star
 - i. A 1-Star hotel provides a limited range of amenities and services, but adheres to a high standard of facility-wide cleanliness.
 - ii. A 2-Star hotel provides good accommodation and better equipped bedrooms, each with a telephone and attached private bathroom.
 - iii. A 3-Star hotel has more spacious rooms and adds high-class decorations and furnishings and colour TV. It also offers one or more bars or lounges.
 - iv. A 4-Star hotel is much more comfortable and larger, and provides excellent cuisine (table d'hote and a la carte), room service, and other amenities.
 - v. A 5-Star hotel offers most luxurious premises, widest range of guest services, as well as swimming pool and sport and exercise facilities
- A restaurant is an establishment which prepares food and drinks to serve to its customers in exchange of money which can be paid before or just after the meal. Some restaurants have tab system for certain type of customers. Food is prepared and eaten in the restaurant premises, but nowadays restaurants offer the service of packing and home delivery where food is prepared in the premises but eaten outside the restaurant premises. Ambience and cuisine vary according to different restaurant. The proprietor is called restaurateur, both words derive from the French verb *restaurer*, meaning "to restore". Restaurant is first originated in France in 1765, opened by a soup vendor A. Boulanger in Paris.
- Types of restaurant
 1. Fast food- Fast food or Quick Service Restaurants (QSR) is known for their speedy service. Small scale street vendor with carts to mega corporations like Mc'D and KFC fall under this category.
 2. Fast casual- Establishments which do not offer full table service with quality food and prices tend to be higher. They may offer non-disposable plates and cutlery.
 3. Casual dining- Restaurants serving moderately priced food in a casual atmosphere. Except for buffet style, they typically provide table service. Cater to the market segment between food establishments and fine dining restaurants. Often, they have a full bar with separate bar staff.
 4. Family style- A types of casual dining restaurant, here food is served on plates by service staff and diners serve themselves. Alcoholic beverages in family style restaurants are not served.
 5. Fine dining- Full service restaurants with specific dedicated meals, the ambience features high quality material and atmosphere desired by restaurateur. Wait staff are usually highly trained and wear formal attire. Rules are to be followed by diners and are usually expensive.
- (Peshave & Gujarathi, 2013), studies about the factors affecting the increasing attrition rate in hotels of Pune city, India. Factors such as salary & wages, long working hours, nature of work, poor work life balance, improper employment policies, low job profile and rise in competition resulting in customer dissatisfaction, loss of attraction of customers, increased cost regarding training & hiring of new employees, affect on goodwill & reputation, reduction in quality of workforce, increased workload on existing employees & decrease in moral of existing workforce. They suggested the hotel management of Pune must focus on salaries & long working hours, design employee centric policies; employee participation programmes & concentrate on the existing and loyal employees to boost their morale.
- (Laghane & Deshmukh, 2012), states that the hotels are valuable asset to the Indian tourism industry as well as contributing to creation of numerous job opportunities globally and number of leading hotel chains are present in India. Since, the major services provided by hotels are intangible and require more of the human element; therefore, many problems arise such as Retention of employees, retaining quality workforce, shortage of rooms, customer expectation, human resource development, manual back end, intense competition and image of India. Major problems faced due to high employee attrition rate in the hotels lead to higher cost of turnover, company knowledge is lost, leads to more turnovers, hamper customer service, goodwill and regaining efficiency. Certain techniques suggested to ensure employee engagement were job rotation policies, periodic meetings, appropriate employee workload scheduling, develop and train the existing quality workforce and retention bonus. Finally, the conclusion was Talent management integrates traditional talent-related functions that were considered as "administrative" functions into routine business processes. By "embedding" people management processes into standard business processes one can force line managers to think of recruiting, retention, development, etc. as essential activities that make a significant contribution to any manager's business results and success.
- (Dahiya, 2013), mentions human resource combined with technology and other significant factors contributes to the productivity in tourism and hospitality industry. Better the combination better the productivity. Therefore, the article has focussed on the growth and development of tourism and hospitality education system in India with the support of national and local governing bodies. Further it has been noted in 12th five year plans of Government of India that tourism sector will generate additional jobs for about 2.5 crore persons, both directly and indirectly, during the period 2010-16. Tourism and hospitality sector employees comprise mainly of unskilled and semi-skilled workers, 70% workforce comprise of women and those below 25 years of age. During the mid-1950s India saw its first training and education for hospitality industry funded by United Nations. Later in October, 1982 the program was transferred to Ministry of Tourism (M.o.T.) to present various private and government funded institutions have been established. The study also mentions that there are various flaws in the tourism and hospitality education system such as curriculum is outdated as well as not much difference in subjects between graduate and post graduate diploma or degree. The staff qualifications and structure is not up to the mark, most subjects dominating the curriculum are still not

related to tourism and hospitality. Lack of quality faculty resources, lack of domestic and international tie ups of tourism and hospitality education. Most of the time interns from the education institute during their internship at the industry are treated as employees as a result of discouraging them to find job in the industry, there is lack of standardized curriculum even University Grants Commission (UGC) is yet to develop a standardized curriculum for the tourism and hospitality education institutes, the Government of India also does little to fund, motivate and support the youths to join the industry. Clarity in the direction and objective of the curriculum is missing, good academic research in tourism and hospitality industry is either negligible or missing & numerous authorities and Government body interfere in the working of education institutes.

- (Kumar, 2013), mentions about the issues, challenges and career opportunities in hospitality and tourism education sector in India. Mentioning that the hospitality industry has had major changes in the past four decades, from just providing lodging and food to this present moment it has become one of the central point for recreation and leisure activities. At such a growing pace the institutions related to hospitality and tourism is still ill equipped and there is a big gap between demand and supply of human personnel. To overcome such problems there must be flexibility, standardization, more research and better equipped faculties in course curriculum. There are nearly 1,31,829 of accommodation units and employs around 18,63,595 workforces in India, 152 employees average work in 1 to 3-star hotel and at entry level there are about 2,197,06 personnel hired in India. Maximum growth percentage in hotels segment is in south India which is about 12% as compared to other regions in India.

NEED/IMPORTANCE OF THE STUDY

The project contributes to the existing, newly opened and those entrepreneurs who want to open a new hotel and / or restaurant in Lucknow city and how to retain their employees and minimize the unexpected departure from the job without prior notice.

SCOPE

The research project will be applicable in hotels & restaurants owned by individuals or partners in Lucknow, Uttar Pradesh, India.

STATEMENT OF THE PROBLEM

The sudden departure of employees without prior notice results in financial and non-financial losses to hotel and restaurant.

1. Financial loss
 - i. Recruitment and selection cost
 - ii. Training the new employee cost
 - iii. Loss of customers due to lack of adequate service
 - iv. Hike in wage demanded by existing employees
 - v. Loss of goodwill of the restaurant
2. Non-financial loss
 - i. Replacement pressure of the previous employee
 - ii. Psychological pressure on restaurateurs
 - iii. Dissatisfied customers
 - iv. Motivates existing employees to follow the same way of leaving the job

OBJECTIVES

Main Objective

1. To find out the reasons of attrition in hotels & restaurant.

Sub Objective

1. To find out the type of internal factors affecting attrition in hotels & restaurants.
2. To find out the type of external factors affecting attrition in hotels & restaurants.

HYPOTHESIS

H₀: Long working hours has insignificant impact on attrition in hotels

H₁: Long working hours has significant impact on attrition in hotels

H₀: Salary offered by competitors has insignificant impact on attrition in hotels

H₁: Salary offered by competitors has significant impact on attrition in hotels

H₀: Long working hours has insignificant impact on attrition in restaurants

H₁: Long working hours has significant impact on attrition in restaurants

H₀: Salary offered by competitors has insignificant impact on attrition in restaurants

H₁: Salary offered by competitors has significant impact on attrition in restaurants

RESEARCH METHODOLOGY

- A. Research Design Type - Descriptive research design
- B. Sample design
 1. Population

Universe – The personnel working in Hotels and restaurants in Lucknow city, Uttar Pradesh, India for minimum three years.

2. Sample size

Hotels -27

Restaurants -52

3. Sampling method- Complex Random Sampling Method
4. Sample units- Individual Owners/ managers of hotels & restaurants in Lucknow city
5. Sampling procedure- Probabilistic sampling
6. Sample selection technique- Systematic sampling.
7. Area of Study- Lucknow City

C. Level of confidence - 95%

D. Level of Significance- 0.5%

E. Data Collection Method

1. Primary data via questionnaire in which dichotomous question (Yes or No), Likert scale to know the opinion and rating scale out of 100 (0 minimum effect- 100 maximum effect).

Variables of the questionnaire is used from the exploratory study conducted.

- 2. Secondary data collection via books, online journals, website, etc.
- F. Statistical Tools Used
 - z test
 - t test

RESULTS

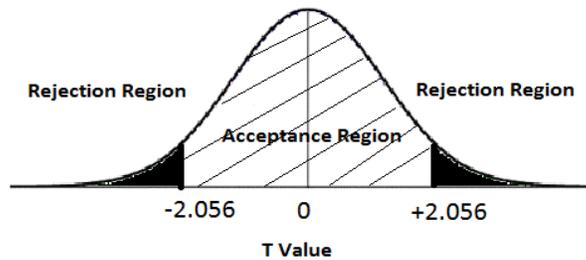
H₀: Long working hours has insignificant impact on attrition in hotels

t-test calculated with level of significance 0.05%, since q value is 0 and p value is 100% and not touching the x axis being to near perfect, we reject H₀ and accept H₁

H₀: Salary offered by competitors has insignificant impact on attrition in hotels

t-test calculated with level of significance 0.05%, p value is .96 and q value is .04 where critical value is 2.056. T value is 6.89, since it falls outside the rejection area, therefore, we reject H₀ and accept H₁.

FIG. 1

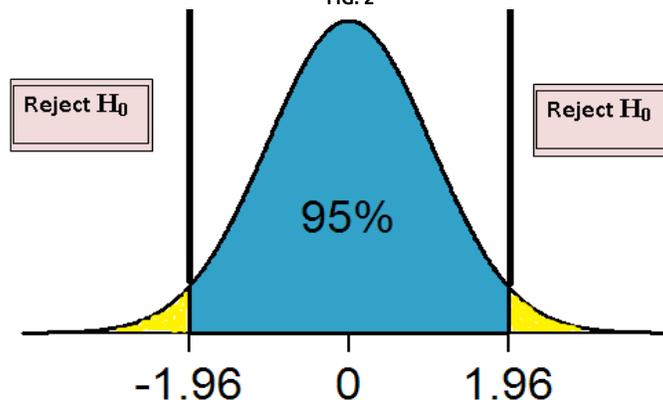


As per the standard normal probability distribution curve where $\mu = 0$ and standard deviation = ± 1 , with level of significance as 5% the area between -1.96 to +1.96 is the area acceptance and the area before -1.96 and after +1.96 is the area of rejection. In case if the value of Z calculated on standard scale falls between -1.96 to +1.96 i.e. in the area of acceptance, then we accept the null hypothesis. If the value of Z calculated falls before -1.96 or after +1.96 i.e. in the area of rejection, then we reject null hypothesis in favor of alternative hypothesis.

H₀: Long working hours has insignificant impact on attrition in restaurants

Since Z_{cal} (8.67) falls in the area of rejection therefore, we reject H₀ in favor of H₁ i.e. Long working hours has significant impact on attrition in restaurants.

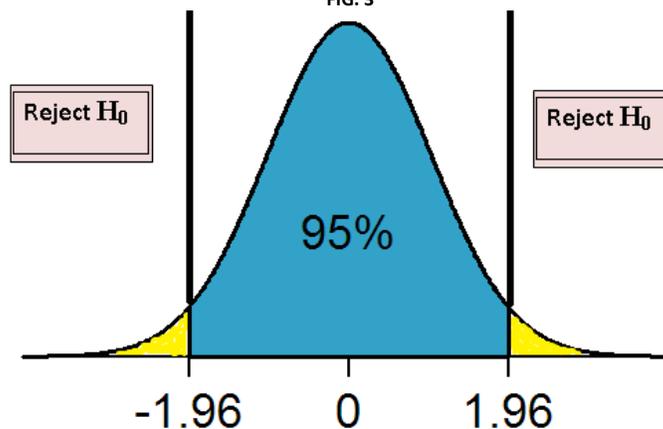
FIG. 2



H₀: Salary offered by competitors has insignificant impact on attrition in restaurants

Since Z_{cal} (12.36) falls in the area of rejection therefore, we reject H₀ in favor of H₁ i.e. Salary offered by competitors has significant impact on attrition in restaurants.

FIG. 3



FINDINGS

- It has been found out that 10 to 15 % employees quit the organization yearly.

The internal factors mainly are:

1. Long Working Hours- Hotels and restaurants a service oriented business; therefore, employees have long work timings which is about 10 to 12 hours a day. Such long timings are very hectic for the employee and they quit the job due to it
2. Odd Working Hours- The hotel and restaurant business is a 24-hour service provider since travellers, tourists and guests can visit the premise anytime for accommodation and food or beverage. As a result, employees have to be present in the property at any time. Even during holidays and festival season which is a family moment yet they have to work in the organization.
3. Work Pressure- Employees also face a problem of coping up with the work pressure. Hotels and restaurant have a very demanding job profile which the employees find it very hard to adjust to. The work profile also includes cleaning and maintenance of rooms as well kitchen which may not be liked by the employees.

The external factors mainly are:

1. Salary Offered by Competitors- Salary comprises of basic salary, provident fund, health coverage and House Rent Allowance (HRA), which is a prime motivating factor for most of the employees. Generally, the employees who have quit have been offered higher salaries by the competitors.
 2. Health Problems- Health of the employees also affect the attrition of employees, it is connected to the internal factors and at times employee health deteriorate forcing them to quit the job.
 3. Family Problems- Employees have also quit as family problems like out of town employee, old age parents, marriage of the employee and the only support to their family. Family problems does affect the concentration as well as working of an employee towards his responsibilities and duties.
- Employees if adjusted to the work environment of the organization they prefer not to quit the organization unless there is some conflict with the management.

CONCLUSIONS

The study conducted shows that employees of hotels and restaurants in Lucknow, Uttar Pradesh, India prefer to work for a short period of time or since inception of the property. Naturally monetary benefits attract the employees but non-monetary benefits and problems faced by employees affect the attrition. Owners/ managers are finding it difficult to retain skilled and semi-skilled employees as when they earn the experience they demand hike in salary which the current organization cannot afford. At the same time owners/ managers of hotels/ restaurants prefer to have positive attrition as it infuses new blood into the organization, the employees get a mandatory 10% salary hike every year which is a burden to the organization and the employees do not slack off.

LIMITATIONS

- Geographical constraints as the study is only done in Lucknow
- Guidelines regarding compensation issued by the Government might make the study ineffective.
- Guidelines regarding working hours issued by the Government might make the study results & recommendations ineffective.

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