INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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     INTRODUCTION

     REVIEW OF LITERATURE

     NEED/IMPORTANCE OF THE STUDY

     STATEMENT OF THE PROBLEM

     OBJECTIVES

     HYPOTHESES

     RESEARCH METHODOLOGY

     RESULTS & DISCUSSION

     FINDINGS

     RECOMMENDATIONS/SUGGESTIONS

     CONCLUSIONS

     SCOPE FOR FURTHER RESEARCH

     ACKNOWLEDGMENTS

     REFERENCES

     APPENDIX/ANNEXURE

     It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed *5000 WORDS*.

10.   **FIGURES &TABLES**: These should be simple, crystal clear, centered, separately numbered &self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.

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- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

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WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

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AN EMPIRICAL STUDY ON STAY INTERVIEW: A SPECIAL EMPHASIS ON WORKING ENVIRONMENT CASE OF ABC HOTEL HUBLI

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ABSTRACT

The study was conducted in ABC Hotel Hubli one of the finest luxury property for global business corporate who prefer a comprehensive business class as well leisure hotel with all the comforts of home, which is spread over nearly 10 acres launched by DRN Hospitalities Pvt. Ltd is all set to redefine hospitality in the heartland of Karnataka. The purpose of this paper is to identify the attrition rate, the factors reducing employee turnover and to explore the impact of retention strategies on employees. The Objectives of the research are to determine the employee turnover at ABC Hotel, to identify the facilitating factors and hindering factors that makes employee to perform better in organization, To study the impact of Career growth and Development, Relationship between superiors on Working environment and to suggest the intervention regarding improvements in retention strategy at ABC Hotel. The research was carried out in three phases. Phases one we were trying to identify the attrition rate for the month October to May. Phase two was face to face interaction with all the employees in order to understand the facilitating and inhibiting factors for the employees. Stay interview was conducted for 101 employees; with stratified random sampling. Phase three was all about designing and administering questionnaire to understand the impact of Career growth and development on Culture of the organistaion.The results of the research revealed that Better Career Opportunity as well as Relationship between the superiors plays an important role in enhancing the working environment of the ABC Hotel.

JEL CODE
M00

KEYWORDS
Career growth and Development, Facilitators, Inhibiting factors, Exit Interview, Job enrichment, Job rotation, Recreational Facilities.

INTRODUCTION

During the past decade, employee turnover has become a very serious problem for organizations. Managing retention & keeping the turnover rate below target & including norms is one of the most challenging issues facing business. All indications point toward the issue compounding in the future and even as economic time change, turnover will continue to be an important issue for most job groups. The causes of turnover are not adequately identified & solutions are often not matched with the causes, so the fail. Preventive measures are either not in place or do not target the issue properly, and therefore have little or no effect, and a method for measuring progress & identifying a monetary value (ROI) on retention does not exists in most organizations. Managing employee retention is a practical guide for manager to retain their talented employees. It shows how to manage & monitor turnover and how to develop the ROI of keeping their talent using innovative retention program.

Employees are the most important and valuable assets of an organization. Organizations today are doing their best to hold on to their employees. Retaining them is as important as hiring them in the first place. Retention is the next challenge after hiring the employees. Retention is important because to make good people stick in the organization.

Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees.

"Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as they'll as the employee". "Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs"

KEY AREAS IN EMPLOYEE RETENTION

1. COMPENSATION: Basic wage, House rent allowance, Dearness allowance, and City compensatory allowance.
2. ENVIRONMENT: Types of environment the employee needs in an organization: Learning environment, Supportive environment, Work environment.
3. GROWTH: Growth and Career Growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity. The important factors in employee growth that an employee looks for himself are: Work profile, Personal growth and dreams, Training and development
4. RELATIONSHIP - Relationship with the immediate manager, Relationship with colleagues, Induce loyalty.
5. SUPPORT: Employers can support their employees in a number of ways as follows: By providing feedback, By giving recognition and rewards, By counselling them, By providing emotional support.

REVIEW OF LITERATURE

The exploration of literature regarding retention yielded several dimension of work by researchers. According to Walker and Miler retention is a term given to keeping employees jumping from ship (2010). Retention is relative concept so it must be studied along with quitting process (Maertz & Campion, 1998). Traditionally factors propping up turnover are job satisfaction (Holdsworth & Cartwright, 2003), organizational commitment or psychological contract, career expectations, work life balance, lack of training and development (Tutuncu & Kozak, 2007; Carbery *et al.*, 2003; Davidson *et al.,* 2010) peer and supervisor relationship (Graen, Dansereau, & Minami, 1972) cultural context (Sheridan, 1992), rewards (Hansen, Smith, & Hansen, 2002), seasonality of business, and nature of jobs (i.e. part time, casual, or seasonal) (Hartman, & Yrle, 1996; Deery, & Shaw, 1997; Ladkin, & Juwaheer, 2000; McCabe & Savery, 2007; Willie, Jayawardena, & Laver, 2008). Control over these factors can save this "labor intensive hospitality industry" (Birder, 2002; Brien 2004; Chalkiti, & Sigala, 2009) from bearing high cost of turnover (Davidson *et al.*, 2010). Lashley and Chaplain (1999), claims "labor turnover is not only a significant tangible dollar cost but also intangible cost, with loss of skills, inefficiency and replacement cost". In addition to this 'retention' and 'turnover' is strongly related to good will and repute of organization as potential employer. Knox and Walsh (2005) suggest in a research conducted on hotel industry of UK that hotel size is a factor that reduces turnover because of adoption of HRM practices (Lockyer, & Scholarios, 2004). In cultural context of Faisalabad, human resource is often considered as cost instead of asset. Staff must be treated as human with feelings, aspirations, and self-esteem, their dignity may not be invaded and they must not be considered as cost or burden instead of asset (Lucas & Deery, 2004; Abeysekera, 2006). In the theory of Human Capital given by Becker in 1964, he proposes that individual's skills, experience, and knowledge bring economic value to the organization. This serious problem of turnover is underestimated many a times. Increased turnover results in: increased cost, stress, disenchantment with industry, loss of business and productivity, and wastage of trained and experienced employees (O'Leary & Deegan, 2005; Davidson, *et al.*, 2009). Babak *et al.*, (2010) found in their study that under influence of global business culture now employer do understand the cost of loosing employee even in a country where high level of unemployment prevails and they (employers) are using different tactics like decentralization and attractive rewards to overcome employee turnover. A study also showed that turnover in UK is less than America and approximately non-existent in hotel *9 European Journal of Economics, Finance and Administrative Sciences Issue 29 (2011)* industry of Singapore because of un employment (Holtom, Mitchell, Lee, & Eberley, 2008). This reminds of the work done by March and Simon (1958) Theory of organizational equilibrium; describing two important factors one is job satisfaction and other is availability of opportunities in market. Employees with higher satisfaction and lack of alternatives are less mobile. Employee retention is also influenced by psychological, behavioral, and demographic factors (Hausknecht, 2008). From the point of view of Susskind *et al.*, (2000) turnover problem should be dealt with carefully crafted strategies concentrating human resource problems. Areas like career progression, team support (socialization), comfortable environment, communication, etc, if administered properly then can enhance employee retention and can save tangible and intangible cost of organization (Davidson, *et al.*, 2010; Chalkiti, & Sigala, 2009). Proactive approach of employer regarding retention cultivates employee satisfaction, enhanced goodwill and germinates trust that ultimately leads to productivity (Willie, *et al.,* 2008; Earle 2003).

NEED OF THE STUDY

With the resurgence of hotel trade off in Hubli and entry of big established players in hotel industry in the Hubli market, the competitive scenario is becoming more challenging day by day. In this context the hotels should focus more on the resources that gives sustainable competitive advantage (more relevant for service industry like hotels). Amongst various resources the Human Resource tops the list of sustainable competitive advantage. As it is found that the attrition rate at ABC Hotel is far from the healthy rate hence the study was undertaken to find out the strategies that would help ABC Hotel to improvise the working environment and hence achieve healthy rate of attrition

STATEMENT OF THE PROBLEM

Inadequate working environment leading to retention challenges of ABC Hotel, Hubli.

OBJECTIVES

1. To determine the employee turnover at ABC Hotel.
2. To identify the facilitating factors and hindering factors that makes employee to perform better in organization.
3. To study the impact of Career growth and Development on Working environment
4. To study the Relationship between superiors and workers role on Working environment
5. To suggest the intervention regarding improvements in working environment at ABC Hotel

HYPOTHESES

H1: There is significant relationship between Career growth and Development at ABC Hotel with its Working Environment.
H2: There is significant relationship between Supervisors support at ABC Hotel with its Working Environment.

RESEARCH METHODOLOGY

The study was conducted in ABC Hotel Hubli one of the finest luxury property for global business corporate who prefer a comprehensive business class as well leisure hotel with all the comforts of home, which is spread over nearly 10 acres launched by DRN Hospitalities Pvt. Ltd is all set to redefine hospitality in the heartland of Karnataka*.*

Stay Interview was conducted in order to identify the factors that motivate employees to stay in the organisation as well as the hindering factors that demotivate employees and affect their performance. A sample size of 101 respondents was selected through Stratified Convenience sampling for true representation. Descriptive and Exploratory Research was conducted to determine the reasons for attrition across departments. Primary Data includes Face to face interaction with all the employees, The information is collected from personal visit to company, Direct Observation and Discussion with concerned Person. Secondary Data are those data which is obtained from the help of company's annual reports welfare journals text books, questionnaire keeping in the view the nature of information and data that has been collected from the organization manual files, browsing internet. Phases one we were trying to identify the attrition rate for the month October to May. Phase two was face to face interaction with all the employees in order to understand the facilitating and inhibiting factors for the employees. Stay interview was conducted for 101 employees; with stratified random sampling. Phase three was all about designing and administering questionnaire to understand the impact of Career growth and development on Culture of the organistaion.The results of the research revealed that Better Career Opportunity as well as Relationship between the superiors plays an important role in enhancing the working environment of the ABC Hotel. Likert scale was used to rate the practices that enable the employee to perform better. The attrition rate of the organization as well as the attrition rate of every department was calculated using the formula,

Attrition = (Number of employees left the hotel / the total number of employees in hotel) * 100.

Descriptive statistics like frequency distribution, mean and standard deviation. Regression analysis and Chi square test was applied to check the relationship and the significance of independent variables with working environment (dependent variable) by processing the data using SPSS.

RESULTS AND DISCUSSIONS

TABLE 1: CALCULATION OF THE ATTRITION RATE FROM OCTOBER AT ABC HOTEL

Month	Attrition rate of ABC Hotel	Attrition rate of Front Office	Attrition rate of Housekeeping	Attrition of Admin	Attrition rate of Maintenance	Attrition rate of Production	Attrition of Service	Attrition of Spa	Attrition of UNUK
October	8.9	9.0	0	0	0	11.1	4.16	0	0
November	5.7	6.2	6.6	12.5	0	6.6	6.25	0	0
December	11.4	25	6.6	0	7.1	0	22.8	0	0
January	7.0	0	10.7	11.1	0	4.8	8.3	0	14.8
February	7.4	17.6	3.8	0	0	11.6	7.5	0	0
March	8.8	11.7	3.4	0	0	15.2	17.5	0	9.5
April	11.2	5.5	16.6	0	0	19.0	11.9	28.5	0
May	4.7	0	0	0	0	0	0	0	0
Average	8.1	13.2	6.8	3.37	1.0	9.7	11.2	4.08	3.4

Attrition rate calculated in presented in Table 1, which indicates the attrition rate of entire hotel as well as every departments. The above table shows fluctuating attrition rate across the departments. Front office as well as Service department has a very high attrition compared to other departments in the Hotel. The next level of research is to determine the reasons for the attrition level. Stay interview was organized for all the 101 employees to determine the factors that were motivating and demotivating employees to stay in the organization. Fifteen minutes interview was conducted, where in the employees were asked to share their ideas, views and comprehension regarding Working environment, prerequisites to perform the job better, Job related training, plan before you starts your work, Career growth and Development, Flexible work hours, support from supervisors and coworkers, cafeteria facilities, appropriate salary, recognition, stress at job if any, Role of Human Resource Department, and their perception towards Human Resource practices.

TABLE 2: IMPLICATIONS OF STAY INTERVIEW

Facilitating Factors	Inhibiting Factors
1. Happy with the salary 2. Designation given 3. Working environment 4. Accommodation to the employees. 5. Management 6. HR manager 7. Architecture of the Hotel 8. Effective team members 9. Maintenance and cleanliness	1. System and procedure are not yet developed. 2. Food Quality that is provided to the employees. 3. Location. 4. Unskilled Staff. 5. Senior people are dominating. 6. Lower level employees are not respected. 7. More roles and responsibilities to the HOD. 8. Difficulties in man management by the HOD. 9. Low staffing. 10. Difficulty in hiring professional staff. 11. Working hours

TABLE 3: DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR SOCIO – ECONOMIC CHARACTERISTICS

Parameters	Frequency	Percentage
Age		
18-25	34	33.7
26-35	41	40.6
36-45	19	18.8
46-55	4	4.0
Above 55	3	3.0
Gender		
Male	82	81.2
Female	19	18.8
Marital Status		
Married	51	50.5
Unmarried	50	49.5
Department		
Front Office	10	9.9
House Keeping	21	20.8
F and B pro	18	17.8
F and B service	17	16.8
Maintenance	8	7.9
UNUK	16	15.8
Admin	11	10.9
Qualification		
Undergraduate	31	30.7
Graduate	18	17.8

From the table we can observe that 81% were male and 18% were female in which 41% of them were aged between 26-35 years and 34% of employees were aged between 18-25 years. Among the entire sample 51% of employees were married and 50% were unmarried. Of which 31 employees were undergraduate and 18 of them were Post graduate (Hotel management) and many employees were uneducated. The sample was more form Housekeeping department i.e. 20% and followed by F&B production, F&B service, UNUK, Admin and so on.

TABLE 4: DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR OPINION ABOUT THE FOLLOWING STATEMENTS

Sl.no	STATEMENTS	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1.	Do you get the necessary equipment to carry out your job?	34.7	58.4	4	2	1
2.	Do you get job related training and plan before and during the work?	18.8	54.5	7.9	14.9	4
3.	Do you consider the company as a good place for career growth and development?	43.6	40.6	14.9	0	1
4.	Are you happy with the work and working environment?	35.6	58.4	5	0	1
5.	Do you have flexible working hours?	38.6	48.5	5	2	5.9
6.	Do you have Support from supervisors and coworkers to carry out your job?	53.5	40.6	5	0	1
7.	Are you happy with the cafeteria facility provided at ABC Hotel?	11.9	23.8	27.7	26.7	9.9
8.	Do you get appropriate pay which is relevant to your job?	5	49.5	13.9	24.8	6.9
9.	Do you get on the spot appreciation from your supervisor for your good work?	12.9	47.5	28.7	5.9	5
10.	Is your working hours or work load is more than you can handle?	11.9	35.6	25.7	18.8	7.9
11.	Is your work affecting your personal/daily life?	13.9	16.8	29.7	24.8	14.9
12.	Is HR department helping you to carry out your work happily with HR policies and HR activities?	15.8	54.5	24.8	2	3
13.	Convenience in approaching location of organization (ABC Hotel)?	24.8	53.5	9.9	7.9	4
14.	Is ABC Hotel as the brand making you to stay in this organisation?	22.8	57.4	11.9	5	3

Few variables were studied to determine the level of impact they have on retention of employees in the ABC Hotel. The most effective variables that motivate an employee are the Career growth and Development, Working Hours, Work itself, working environment, Work Life balance, Support from supervisors as well as coworkers. The next preference given by the employees that enhances their performance are Prerequisites to do the job, Spot appreciation, Image of the Hotel, Role of Human Resource Department, flexible working hours and Plan before work. The Inhibiting factors that have to be comparatively improved at ABC Hotel are Job related Training, Cafeteria facilities, and Pay scale. The parameters where in more focus is to be given are Cafeteria, Spot Appreciation, Work Load, Working Hours as the employees are not very clear that these facilities / practices are provided up to the expectations or requirements.

TABLE 5: MEAN AND STD. DEV. OF THE FOLLOWING STATEMENTS

	Mean	Std. Deviation
1. Do you get the necessary equipment to carry out your job?	1.7624	.70920
2. Do you get job related training and plan before and during the work?	2.3069	1.06529
3.Do you consider the company as a good place for career growth and development?	1.7426	.78299
4. Are you happy with the work and working environment?	1.7228	.64990
5. Do you have flexible working hours?	1.8812	1.02262
6. Do you have support from supervisor and coworkers to carry out your job?	1.5446	.68593
7. Are you happy with the cafeteria facility provided in ABC Hotel?	2.9901	1.17894
8. Do you get appropriate pay which is relevent to your job?	2.7921	1.08919
9. Do you get on the spot appreciation from your supervisor for your good work?	2.4257	.96277
10. Is your work hours and work load is more than you can handle?	2.7525	1.13495
11. Is your work affecting your personal/daily life?	3.0990	1.25304
12. Is HR department helping you to carry out your work happily with HR policies and HR activities?	2.2178	.84385
13. Convenience in approaching location of organisation?	2.1287	1.00661
14. Is ABC Hotel as the brand making you to stay in this organisation?	2.0792	.90203
15. How do you rate ABC Hotel to the other competitor?	1.2673	.44477

This table indicates the mean and std deviation of the question asked and measured using likert scale, in relation to working environment .The mean and std deviation for all these question ranges from 1.26 to 3.09 and 0.4 to 1.25 respectively which indicates that the there is less variation among the responses and hence validates the data.

TABLE 6: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723[a]	.523	.518	.45123	.523	108.441	1	99	.000
2	.767[b]	.588	.579	.42157	.065	15.423	1	98	.000

a. Predictors: (Constant), 3.Do you consider the company as a good place for career growth and development?
b. Predictors: (Constant), 3.Do you consider the company as a good place for career growth and development?, 6. Do you have support from supervisor and coworkers to carry out your job?
c. Dependent Variable: 4. Are you happy with the work and working environment?

TABLE 7: ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.080	1	22.080	108.441	.000[a]
	Residual	20.158	99	.204		
	Total	42.238	100			
2	Regression	24.821	2	12.410	69.831	.000[b]
	Residual	17.417	98	.178		
	Total	42.238	100			

a. Predictors: (Constant), 3.Do you consider the company as a good place for career growth and development?
b. Predictors: (Constant), 3.Do you consider the company as a good place for career growth and development?, 6. Do you have support from supervisor and coworkers to carry out your job?
c. Dependent Variable: 4. Are you happy with the work and working environment?

TABLE 8: REGRESSION ANALYSIS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.677	.110		6.154	.000	.459	.895					
	3. Do you consider the company as a good place for career growth and development?	.600	.058	.723	10.414	.000	.486	.714	.723	.723	.723	1.000	1.000
2	(Constant)	.368	.129		2.847	.005	.112	.625					
	3. Do you consider the company as a good place for career growth and development?	.559	.055	.674	10.202	.000	.451	.668	.723	.718	.662	.964	1.037
	6. Do you have support from supervisor and coworkers to carry out your job?	.246	.063	.259	3.927	.000	.122	.370	.387	.369	.255	.964	1.037

a. Dependent Variable: 4. Are you happy with the work and working environment?

An initial look identifies the key elements of analysis. Two models were tested after meeting the entry requirement of probability of F value established between Entry value of .10 & Removal value of .20: Model one with career growth and development as predictor variable of work & work environment at Dennison's. This predictor (independent) variable is explaining 52.3 % (R square = .523) of variance in criterion (Dependent variable).Where as model two with inclusion of supervisor & coworker support variable, is explaining around 58.8%(R square =.588) of variance in criterion variable i.e work & work environment.

The Beta values indicate the relative influence of the entered variables, i.e. career growth & development has greatest inference on work and work environment at ABC Hotel (Beta =.647), followed by supervisor & coworker support at ABC Hotel(Beta = .259).

This output also demonstrates the changes in the variables from step to step as new variables are entered into the regression equation. Referring to table 6 we can find that the multiple R (The multiple correlation between the dependent variable (work & working environment) and the two variable in the regression equation i.e. Career growth & development & supervisor & coworker support, along with R square (the portion of variance accounted for by the independent variables i.e. Model1 – 52.3%, Model 2 =58.8 %),and the adjusted R (Population estimate - Model1= .518, Model 2=.579), all increases in value with addition of new variable .Further the std error (the std deviation of expected value of work & work environment) is shrinking as new variable is added to the equation (Model 1- .451, Model 2-.421),followed by R square change (Subtraction of R square for model 1 minus model 2 i.e. 0.588-0.523 =0.65) which indicates the inclusion of second variable i.e. supervisor & coworker support explains an additional 6.5% of the variance.

The significance F value is indicating that the likelihood of the given correlation between independent & dependent occurring by chance is less than 1 in 10,000 ,hence f<.000 for both model 1 & 2.

The regression equation therefore can be written as follows:

Work & Working environment at ABC Hotel (Predicted)= .368 + .559(Career growth & development) +.246(Supervisor &coworker support

FINDINGS

Table 1 indicates that amongst the various departments functioning in ABC Hotel Front office and Service are more vulnerable to the attrition rate (13.2 and 11.2 respectively). It is clear that the hypothesis 1 and 2 are accepted signifies that there is relatively good relation between Career growth and Development and Supervisors and coworkers support with the work and working environment. Table 4 it's quite apparent that the factors the most effective variables that motivate an employee are the Career growth and Development, Working Hours, Work itself, working environment, Work Life balance, Support from supervisors as well as coworkers. The next preference given by the employees that enhances their performance are Prerequisites to do the job, Spot appreciation, Image of the Hotel, Role of Human Resource Department, flexible working hours and Plan before work. Table 2 statistically proves that the inhibiting factors also revolve more around senior people dominating, lower level employees not respected, difficulties in man management and so on.

RECOMMENDATIONS AND SUGGESTIONS

Employee satisfaction is very imperative in service industry as it is a decisive factor for ultimate customer experience. Dissatisfied employees may not be willing to commit themselves for the organization. The satisfaction of the employees is highly influenced by the working environment which in turn as per this study is affected by career growth opprtunites.To achieve this HR department of this hotel should work on crafting clear career path for different employees at different levels. A general organization study done revealed that the organization structure does not pave the way for better career growth within the organization.HR intervention is required in terms of job enrichment, job rotation, robust appraisal system for timely promotion and above all a better orientation programs to orient new employees on career opportunities and ways to tap the same.

Proper canteen facilities, recreational actives will also be appreciable. Exit interviews should be done to know the root cause for the turnover intentions.

CONCLUSIONS

The setting of hypothesis and testing the same has statistically proven the role of career opportunities & coworker support in creating good working environment. The amount of variance explained by this to predictable variable is quite significant i.e 58%.This findings will definitely aid the hotel to take informed decision to improvise the situation by bringing down the attrition in the run of achieving sustainable competitive advantage

SCOPE FOR FURTHER RESEARCH

The Research was restricted only to ABC Hotel, with the sample of 101 employees; the study could be researched on a larger sample size considering few more hotels per se. Few more retention strategies could be determined with the exhaustive questionnaire.

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