

Attrition at Work Place: How and Why In Hotel Industry

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Abstract: *The present study is to investigate the various factors that are affecting high attrition rate in hospitality industry. The type of research employed for the present study was descriptive and survey method approach. The data were collected on both primary and secondary sources from Country inn & Suites hotel and resorts, Sahibabad. A study conducted by an industry chamber located in New Delhi reveals that the attrition rate in the hospitality industry in India is set to double to nearly 50 per cent by 2010, up from the earlier 25 per cent growing at an alarming rate of 10 per cent per annum. Country inn & Suites hotel and resorts, Sahibabad is currently facing attrition at an alarming rate of 7.1 % where 5% is considered to be average and 2-3 % is considered good. The Primary data comprises of questionnaire and interview method undertaken to collect the data from the employees and the secondary data was picked up from the company records of attrition during past 6 months from December 2010 to May 2011, which contributes to a total of 202 separating employees. The total 30 sample was collected through purposive sampling technique as primary data. The result was showed that the lack in salary, compensation, better opportunities and departmental issues were the major reasons behind the problem of attrition in the company.*

Key Words: *Attrition, work place, job satisfaction, career opportunities, hospitality industry*

I. Introduction

A reduction in the number of employees through retirement, resignation or death as a cause of which it is highly essential to identify the reasons behind attrition and to find the answer to this essential question, as to "Why employees are leaving the organization". There are a number of reasons for employees leaving the organization. Well, the most obvious reason for employees leaving any organization is higher pay. The main problem is that employees are moved from one location to another location along with their family. But this problem is taken care of by a salary hike which may be around 20%-35% per annum. Work timings: In some organizations, work timings are such that they are making employees leave the organization. Career growth: In many organizations, only 20% of employees are able to go to senior levels. This means that the remaining 80% of employees look for other organization where they can get opportunities for growth. One more reason for leaving the organization is higher education. These days, in many organizations, employees are joining at very young age because of lucrative salaries being offered. But with time, they apply for higher education and try to move on to other organizations or sectors to occupy top management positions. Other factors include accident making the worker permanently incapable of doing work, dislike for the job or place, unsatisfactory work conditions leading to strained work relationships with the employer; lack of security of employment et al also contribute for higher attrition rate. Thus we can say, employees leave organizations for a range of reason. A Fortune magazine survey some years ago found that nearly 75 per cent of employees have suffered at the hands of difficult superiors. Most employees leave their work for reasons other than money - and any organization can correct these reasons. Most leaving employees seek opportunities that allow them to use and develop their skills. Leaving employees want more meaning in their work. They often indicate that they want to use their qualities and skills in challenging teamwork led by capable leaders.

A range of reasons are, selection of the wrong job, lack of proper induction / orientation, creates frustration, lack of future scope, lack of promotion opportunity, poor perception / relation with boss, lack of career planning, poor implementation of performance appraisal, lack of performance management system, lack of pay for performance, travel hazard, prefer close to home, high expectation of the employee, prefer self employment, a flat organization, hence limited scope for progress, lack of proper induction / orientation, creates frustration, monetary factors, lack of good working conditions, no flexible work schedules, lack of respect, very few supportive colleagues, organisation is more concern towards business, employee needs pride in where they work & what they do, lack of appreciation, lack of challenge in job, job or workplace was not as expected, mismatch between job and person, little coaching and feedback, lack of support, stress from overwork and work-life imbalance, loss of trust and confidence in senior leaders, less frequency in giving rewards. The hospitality industry is seeing a surge in the northern region especially in East Delhi, NCR with all major groups setting their foot here. Commonwealth Games 2010 alone had created job opportunities for nearly 50,000 skilled professionals, as about 70 hotels were likely to be commissioned in the next three years, assuming that each

hotel will need about a 600-strong regular workforce. This provides for greener opportunities to the employees working currently in the hotel industry. And avails them with more option to switch jobs if need arises. But rising attrition rates are posing a major threat to the hotel groups. Even though there has been an increase of over 15-20 per cent in packages being offered to the youngsters here, they seem to taste foreign waters for more lucrative opportunities. Countries like the US, UK, Canada, Dubai, Australia etc are being explored by the aspiring youth to start a career in hospitality industry.

II. Literature Review

An organization's human capitals are frequently described as its most valuable assets (Coulson-Thomas, 1993) and most companies place a high priority on retaining trained and productive workers (Anderson, 2005). Employee performance affects the quality of customer service (Taylor and Bain, 2003) and high turn-over in an organization results in financial loss associated with recruitment costs and lowered productivity during the time it takes new workers to complete the learning curve (Atchley, 1996). High attrition rates, regionally or nationally also give rise to wage inflation, as salary levels spiral upward in an attempt to retain existing staff and attract new ones (Economist Intelligence Unit (EIU), 2007).

The problems faced by managers who are not of particular areas origin underlines the fact that employees do not like to receive orders from 'outsiders'. Hence, the managers should know about the employee expectations and mindset (Hora, 2005). A clear career progression path should be laid out in front of the employees, so that they can look forward to growing with the company. Challenging assignments and adequate recognition for the efforts go a long way in making the employee feel wanted. The gap between HR and the employees needs to be bridged and the focus should shift from a command and control model to a trust to deliver approach. The need of the hour is to set up a functional model which would map the work environment and the employees' needs. The concept of gold collared workers (Gupta, 2004) talks about the employers' need to take care of the human assets, who in turn, bring in the revenues. The reasons for attrition may be many. However, these factors need to be identified for each employee. There cannot be a generic classification of factors affecting employee turnover. Generally speaking, however, the reasons identified by industry professionals may be distilled into areas, such as highly demanding, stressful employment exacerbated by night shift work; lack of clearly defined career growth opportunities; mismatch of aptitudes and expectations between employer and employees; competitive pressure in the industry, resulting in heavy inter-firm 'poaching'; and the desire to pursue higher education or alternative occupations.

High employee attrition rates have been recorded widely within the service industry and compound difficulties in establishing a sustainable competitive advantage (Khatri et al., 2001; Anderson, 2005; and McCabe and Savery, 2007). Attracting the right service professionals, training them and motivating them to stay long enough in a company to recoup recruitment and training costs is an escalating challenge for managers of service industry firms (Brooker, 2008; and Manpower, 2008b). Employee attrition can be attributed to both push (Internal work environment with in the organization) and pull (External conditions or driving forces) factors. Push factors involve employee intentions to switch jobs as a result of situational elements, and are usually related to job dissatisfaction. Pull factors, on the other hand, act as driving forces that attract an individual toward alternative work placements.

Internal work environmental factors create conditions that influence an employee to withdraw from the work situation. Internal to the job, evolving as a result of unhappiness, or employee mis-match, with job requirements, interpersonal relationships or organizational values (Capelli and Hamori, 2006). In earlier studies, internal working factors had a negative effect on employee job satisfaction and eventually led to a decision to leave the work environment (Atchley, 1996). These factors most commonly include perceived interference with work family-lifestyle balance, poor relations with co-workers, work stressors, unsatisfactory supervisory relationships and perceived inequity in remuneration or work assignments (Anderson, 2005).

The relationship between work stressors and turn-over intention has been studied extensively in a range of occupational settings (Udo et al., 1997; and Elangovan, 2001; and Firth et al., 2004) and can likely be generalized to the service environment (Siong et al., 2006). Conflicting demands and organizational constraints, role ambiguity, and conflict with service managers, teams and customers, lead to job stress among client interfacing employees (Wetzels et al., 1999; and Price, 2001). Unmanageable workloads and inadequate resources, as well as other job-related factors increase the amount of stress at work (Price, 2001). Immediate superiors and co-workers form the social support pillars for employees of an organization. Having an unsatisfactory relationship with supervisors or with peers negatively impacts individuals' performance and satisfaction and can push them to resign from their workplace (Price, 2001).

Given the importance of personal fulfilment to Gen Y employees (Glass, 2007), work life balance has emerged as a factor in employee attrition. Long working hours, work overloads, limited leave and requirements for relocation all have the potential to interfere with employees' home and lifestyle priorities. The consequence

of this interference could either be work-family conflict (Armstrong et al., 2007) or a work-lifestyle imbalance that eventually contributes to voluntary turn-over (Dunne, 2007).

On the other side external conditions that attract employees away from their work, usually to another job, career or employer. External factors offer intrinsic or extrinsic rewards that become available if employees quit their current jobs. Its most commonly include offers of better compensation, more interesting work, better opportunity for promotion, and/or a desire to return to academic studies. Attitudes toward money influence turn-over intentions (Tang et al., 2000). Taylor and Bain (2003) found that an attractive compensation package offered by competitive firms helped lure employees to move from their current employment. The promise of interesting work makes a job seem more worthwhile and binds individuals to new organizations (Cohen and Prusak, 2001). The convergence of various industries, multinational corporations and local businesses has resulted in a 'flattened world' (Friedman, 2006) and has encouraged the improvisation of new forms of business operation. These new ways of doing business – virtual business, free or less restricted labor mobility and global positioning opportunities – attract employees by giving them greater opportunity to engage in interesting work. An opportunity for promotion and career development elsewhere also encourages staff to leave their current employment (Iverson and Deery, 2007). According to McBey and Karakowsky (2001), research has largely supported the argument that education is positively related to employee turn-over. It is not unexpected that, in this knowledge-based era, skill and academic upgrades promise an individual a competitive advantage and provide opportunities for promotion. Understanding that personal improvement demands more time, effort, and dedication, individuals frequently tend to withdraw themselves temporarily from the workforce in order to pursue academic studies. Change is the only constant and this can only be brought about when the is open to receive feedback from the employees and shows real interest in implementing some of the valid and reasonable suggestions. An open benefits and compensation plan should be in place which should not be under wraps but should be demystified, so that the employees understand the true value of what the organization is doing for them. The Employee Satisfaction Survey conducted in 2005 (Chakravorty, 2005) to investigate the reasons of stress in workplace, concludes that stress is an integral cause of employee turnover and depleted productivity.

Angeline Cheng & Alan Brown (1998), the hotel industries in both Singapore and Australia revealed a comparable range of HR policies and practices being adopted, with an explicit recognition of the contribution an organization's human resources have on the bottom-line. There was a clear convergence towards minimizing turnover primarily through the recruitment, selection and induction processes. This was despite fundamental social, economic and labour differences between Singapore and Australia.

Roderick D. Iverson¹ & Margaret Deery (2007) The turnover culture was the most important determinant of intent to leave, followed by the variables of job search behaviour, job opportunity, organisational commitment, union loyalty, job satisfaction, career development, routinisation, promotional opportunity, role conflict, and negative affectivity.

II. Rationale Of The Study

The attrition rate of the company is 7.1% as per the data of past 6 months that is from December 2010 till May 2011, when the average is considered to be 5% and around 2-3% is considered to be stable. So this study was focused on why such a high rate of attrition occurs and the possible ways to reduce it. The study was investigated and the fulfilled of the objectives researcher under taken such study that is why and how attrition at workplace in a hotel industry.

III. Objective Of The Study

To identify the level of employee's attitude, the dissatisfaction factors they face in the organization and for what are reasons they prefer to change their job.

IV. Hypothesis

H1:- There is significance affect on attrition and work environment¹, career opportunities², benefits and rewards³ in hotel industry.

H0:- There is no significance affect on attrition and work environment¹, career opportunities², benefits and rewards³ in hotel industry.

Work environment (Cooperation within your division/ department, Cooperation with other division/department, Physical working conditions, Organisational Culture), **2.Career Opportunities** (Career development/advancement opportunities, training provided on the job, company's performance review system, company's employee orientation program, opportunity to learn), **3. Benefits & Rewards** (rate of pay/compensation for your job, food in the staff cafeteria, uniform that was provided to you , employee promotion, benefits & welfare).

VI. Methods

The fulfilment of the research objective of the present study was adopted purposive sampling technique. The 202 sample size was collected from secondary record of employees that have left the organisation in the past six months from December 2010 to May 2011. The primary data of the sample size was taken 30 employees who have separated from the organisation in the month of April -May 2011. The data collection was both primary and secondary data from Country inn & suites hotel and resorts, Sahibabad. The secondary data is the reports generated by the HR manager regarding attrition in the company before the research was initiated and primary data were collected in the form of questionnaires for supporting to the secondary data. The questionnaire were constructed based on the following types, open ended questions, close ended questions, Likert rating scale type question and personal interview was conducted. The interview was conducted in English as well as in Hindi. Proper care was taken to frame the interview schedule in such a manner it should be easily understood in view of educational level of the employees. Generally 5-10 questions are prepared and asked to the employees. Secondary data was collected from company records and details of exit interviews. These Exit Interviews provide an excellent source of information of internal problems, employees' perceptions of the organization, underlying workplace issues, managers' leadership abilities and other issues causing attrition in employees.

The employees leaving the organisation are asked to go through an exit interview process, where they were asked to fill the questionnaire which has kept these factors as an option in inquiring their reason for resigning from the company. Although its a general observation that employees have certain inhibitions in mind in revealing their actual reasons of resigning. Such inhibitions are like; the feeling of the employee that if he/she talk of some drawbacks in the system, it would upset the management and people concerned and might hamper his impression, relationships or future concern with these people. And thus he decides to limit his discussion to "Personal Reasons" or "Better Prospects".

VI. Result Analysis

6.1 Age Level Analysis

Analysis on age level of employees using percentage method

S. No	Age	No. of Respondents	Percentage
1	18-25	95	47%
2	26-35	84	41%
3	36-45	18	9%
4	Above 45	5	3%
		202	100%

TABLE 6.1: Classification of respondents based on their age level

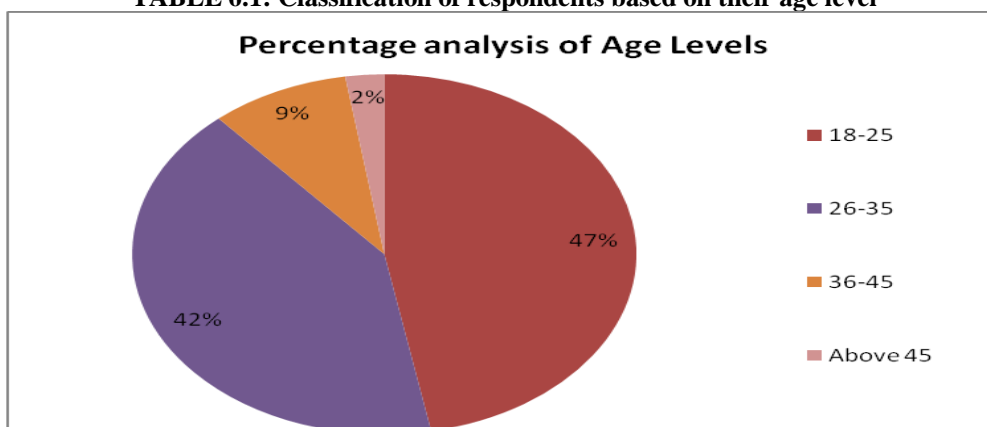


FIGURE 6.1: Percentage of employees in each age group

(Source: Secondary data, company records of employee separation from December, 2010 to May2011, Sample size: 202 employees)

Interpretation: The above available data tells us the classification on the basis of age levels of separating employees in country inn & suites hotel, Sahibabad. This data suggests us that during the tenure of past 6 months that is from December 2010 to May 2011. The highest attrition has been observed in the age group of 18 to 25 years, followed by second highest attrition levels in age group of 26 to 35. And then a marginal percentage

of 9% and 3% of attrition levels in age group of 36 to 45 and 45 above respectively. From this data somewhere it can be inferred that attrition is higher in lower Age groups and decreases with increase in age group of employees. This may be because with ageing comes more stability in life of mankind. Since, in the initial stages of a man's career graph which is around the age group of 20 to 30 in a man's life. A man is more eager to switch jobs in order to achieve progress in terms of better opportunities like salary hikes, promotion, and more & more exposure contributing to an employee's learning. But as the man reaches his late 30's and 40's, his believes change to settling down at one place rather than switching over the job's too often. And then comes his/her stage of retiring. After which if an employee joins some organisation, he surely is at the best of his life's stability.

6.2 DEPARTMENT WISE ANALYSIS

Sl NO	Departments	Count of Attrition in Departments	Percentages
1	Banquet Sales	2	0
2	Cost Control	3	1
3	Engineering	6	3
4	F&B Production	45	22
5	F&B Service	55	27
6	Finance	4	2
7	Front Office	17	8
8	Health Club	2	0
9	Housekeeping	14	7
10	Human Resources	2	0
11	Kitchen Stewarding	6	3
12	Laundry	6	3
13	P R Marketing	1	0
14	Planning & Strategies	1	0
15	Public Relations	1	0
16	S&M - Corporate	2	1
17	S&M - Leisure	3	1
18	Sales & Marketing	4	2
19	Security	25	12
20	Stores & Receiving	3	1

TABLE 6.2: Tabular presentation of data on attrition in different departments of the company.

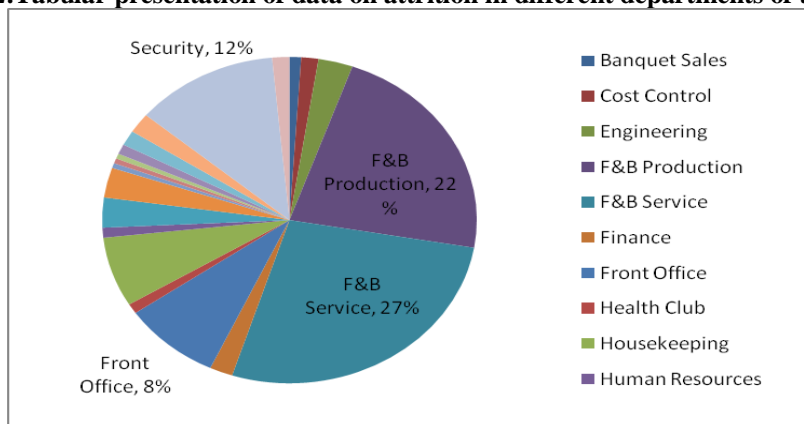


FIGURE 6.2: Department wise analysis on attrition

(Source: Secondary data, company records of employee separation from December 2010 to May 2011, Sample size: 202 employees)

Interpretations: The above available data tells us the departmental wise analysis of attrition in country inn & suites, Sahibabad. This data suggests us that during the tenure of past 6 months that is from December 2010 to May 2011. The highest attrition has been observed in the F & B Service department, after which follows F&B production, Then Security and Front office respectively. The other departments have a very marginal impact on

the rate of attrition as there are hardly any employees who have separated from these departments. So our focus shall remain on these four areas of concern. The causes of attrition in these four departments shall be identified and worked upon in order to recover through the problem of attrition. One of the factors influencing the results is that these departments comprise of maximum number of employees working in the hotel which influences the comparative percentage calculated. Whereas other departments comprise of smaller portion of employee population as a result the impact of attrition in numerical terms appear to be lesser, although their impact could be much larger in the real terms. Also the more significant factor behind high attrition in departments like F&B services and F & B production in hotel industry is that it is for the benefit of the individual employee who is seeking better prospects or salary hikes, as it comes to him through frequent switching of jobs. Reversely in other departments which are the supportive departments of any hotel like HR , PR , Banquet Sales , Marketing , Finance etc. the employee's growth is dependent on his/her stability in an organization. for example, any HR , marketing or finance personnel will have no advantage of switching the jobs frequently rather it will disrupts his/her career graph as an employee takes atleast one year to understand the organization completely and it takes him another one year to show his performance in these departments .so to grow and develop an employee in these departments needs to have more stability of at least 2 to 2.5 years in comparison to the operations people, who have the benefit in switching jobs.

6.3 TENURE WISE ANALYSIS

S. No.	TENURE (YEAR)	TOTAL	% OF EMPLOYEE
1	0.0 - 0.1	34	17
2	0.2 - 0.6	69	34
3	0.7 - 1	29	14
4	1.1 - 1.6	31	15
5	1.7 - 2	25	13
6	2.1 - 2.6	14	7
			100

TABLE 6.3: Tabular presentation of the average tenure of an employees work life.

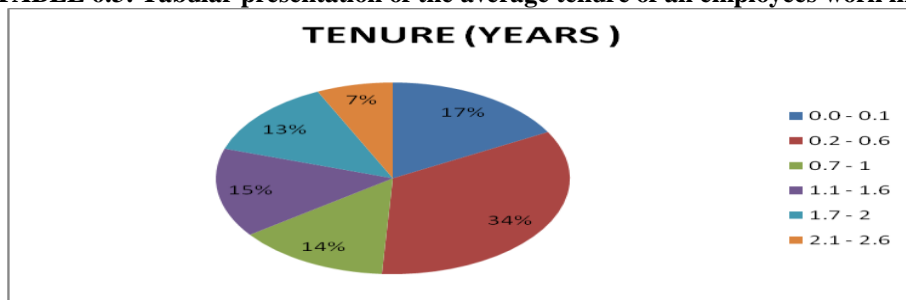


FIGURE 6.3: Tenure wise analysis on attrition

(Source: Secondary data, company records of employee separation from December, 2010 to May, 2011, Sample size: 202 employees)

Interpretation: The tenure wise analysis focuses on the analysis of time period for which commonly an employee is retained in this organisation, country inn 8 suites, Sahibabad. The above data suggests us that the maximum period for which an employee is retained is 2 to 6 months from joining. That is almost 34% employees resign or separate from the organisation within 2 to 6 months from joining. Next is about 17% of employees resigning within 1 month of joining or right at the day of joining that is they do not join(DNJ).after which comes the 15% population of employees' who are retained for about 1 to 1.5 year. 14% retained for more than 6 months and less than a year.13% retained more than one & a half year and less than 2 year. And 7% of them resign after 2 year of their work in the company. This tells us that majority of our employees separate at a smaller tenure than longer and only few believe in having a loyal relation with the company of more than 2 years. The probable reason behind attrition in the tenure of 0 to 1 month could be the common tendency of an individual to have applied in more than one company before making the final decision of joining, this is done so that the best deal for an individual is finalised, in term of salary package, opportunity, and suitability .Thus the level of attrition at tenure of 0 to 1 month is as high as 17% of total separated employees in the past 6 months. For the same reason the attrition level extends to its maximum in 2 to 6 months of tenure of an employee in the company. From these 6 months onwards till the 2nd year of tenure of employee in the company there is balance

in attrition at approximately 13, 14,15% after which the employee gains stability at hence the attrition falls down to mere 7 %.

6.4 RESPONSIBILITY LEVEL ANALYSIS

RESPONSIBILITY LEVEL	COUNT OF EMPLOYEE	% OF EMPLOYEE
RL1	6	3
RL2	18	9
RL3	34	17
RL4	75	37
RL5	69	34
	202	100

TABLE 6.4:Tabular presentation of data on attrition at different responsibility levels.

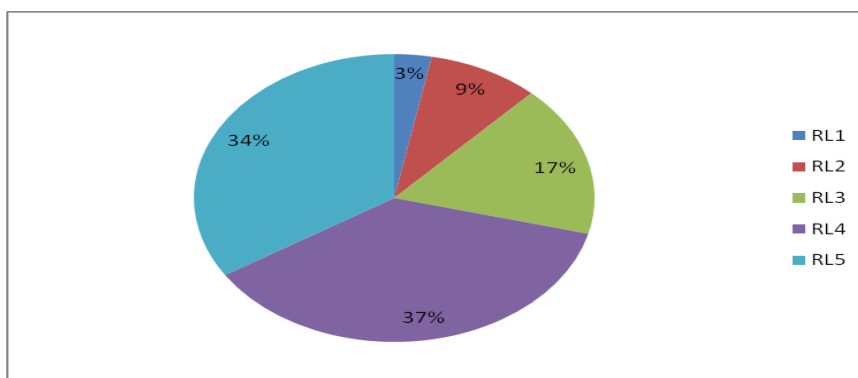


FIGURE 6.4: Responsibility Level wise analysis on attrition

(Source: Secondary data, company records of employee separation from December 2010 to May2011, Sample size: 202 employees)

Interpretation: Responsibility levels talk about the position of an employee in the chain of hierarchy. RL 1 refers to employee with higher responsibility level , at this level lies the GM's (general managers) , HOD's(head of the departments). RL 2 is in reference to the managers, RL 3 is in reference to the assistants and executives and RL 4 & 5 are in reference to the bottom line mostly duty managers , utility workers respectively. The above data tells us that 37 % that is the max number of employees who separate from the organisation leading to high attrition rate are the employees of responsibility level 4,5or 3 respectively in descending orders. This suggests us that the maximum employees contributing to attrition are from the bottom line and not from the senior managers or HOD (Head of department) level. Surely the stability is much more at higher levels of hierarchy in an organisation than the lower levels as the bottom line is constantly looking for better prospect and opportunities of growth outside. Whereas, the age factor, authority level, power, responsibility level contribute to the stability of an employee at RL 1, 2 levels.

6.5 REASONS OF ATTRITION ANALYSIS

SI No	REASONS	COUNT OF EMPLOYEES
1	Service Abandoned	50
2	Better Prospects	68
3	DNJ	17
4	Further studies	1
5	Personal reasons/Family problem/Getting married	51
6	Medical Problem/DNJ as medically unfit for duty	2
7	Planned Separation	13
		202

TABLE 6.5:Tabular presentation of data on the basis of reasons of attrition.

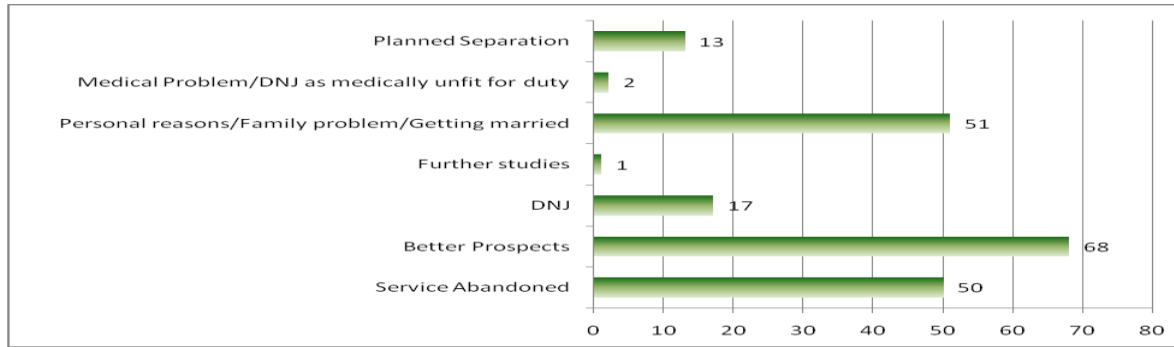


FIGURE 6.5: Analysis on Reasons of attrition

(Source: Secondary data, company records of employee separation from December, 2010 to May, 2011, Sample size: 202 employees)

Interpretation: Better prospects refer to the better opportunities offered to an employee from an outside organisation in terms of salary hikes, designation/ promotion, or change in job profile. The data tells us that the maximum number of employees have separated from the organisation for the same reason which are 68 employees in past 6 months out of the total of 202 separated employees. Next 51 employees left the Hotel for some personal reasons like marriage, family problem, or other such personal reasons. Also the data tells us that the services of 50 employees were abandoned due to reasons of misconduct etc. 17 employees did not join, 13 had a planned separation that is they were asked to resign so that their career does not get disrupted as a result of termination and also the better of the company is insured from the separation of such employees. 2 did not join for medical reasons that is either resigned due to illness or were medically unfit for the job. And 1 employee left for the reason for further studies.

6.6 REASON OF RESIGNATION

The above analysis of reasons of attrition also talks about reasons like planned separation, service abandoned and did not join (DNJ). Therefore, our further analysis on reasons of resignation will now focus on why employees wish to discontinue their services in a company for various internal or external factors which have an impact on their decision. As these employees could be of real value to the company, their wilful separation owes for the actual loss to the company. Thus determining these factors and overcoming them is our main concern behind undertaking this project. This analysis is based on collection of primary data from a sample of 30 separating employee in past 1.5 month. The questionnaire method was undertaken a set of 13 options were listed out of which employee could mark 4 to 5 reason behind their resignation from the company. These are:

S.NO	Reasons of resignation	No of responses
1	Perusing higher studies	7
2	Personal reasons (please specify)	11
3	Friction with superior/line manager/peers/supervisors	1
4	Salary/compensation related problem	5
5	Promotion avenues are not there	2
6	Better opportunity	10
7	Hours/shifts/working conditions	0
8	Dissatisfied with job role due to job and person mismatch	1
9	Lack of trust and support in co-workers, seniors and management	0
10	Location does not suit to you	0
11	Less of reward/ recognition/appreciation & respect	2
12	Unsafe or unhealthy conditions	0
13	Stress from overwork and work life imbalance	0

TABLE 6.6: Analysis on Reasons of resignation

(Source: Primary data, Questionnaire, sample size 30 employee)

Interpretation: The no of response as per the primary data states that most of the employees resigned for personal reason like family problems or getting married. And the next most common reason of resignation is getting better opportunities. After which follows the reason of pursuing higher studies. But it is important to note that a significant amount of people are leaving for the reason of better opportunities. That means employees are constantly looking for better opportunities outside. And there must be some reasons for employee to be doing so. Also its a natural factor that most of the separating/leaving employees do not come out openly with their actual reasons of resignation as they fear it will harm their relations with the people and the management in the company. Which not many employees want to do at the end of their terms with the company. So it is important to get their actual feedback to support these reasons or to certify these reasons through some indirect investigating question which is our next question in the questionnaire about rating the different facilities and policies of the company. So that we can indentify if these are personal reasons only and not employees dissatisfaction that is causing high attrition and what is causing employees to constantly seek for better opportunities.

6.7 DESCRIPTIVE STATISTICS

This analysis is undertaken in order to further throw light on the actual reasons influencing an employee's decision of separating from the organisation. At times the employee who is leaving the organisation has certain inhibition in mind in confessing the actual reason of his/ her separation which acts as a limitation in coming up with the accurate conclusion of this research undertaken. Thus, such an analysis will help us identify the actual loop-holes in the system which could be the possible factors influencing or adding to the employees decision. This will also help the company identify the weak links in its HR policies or; in the functioning of the organisation as a whole; in not being able to satisfy its employees.

These factors are : **1. Work environment** (Cooperation within your division/ department ,Cooperation with other division/department, Physical working conditions , Organisational Culture),**2. Career Opportunities** (Career development/advancement opportunities ,training provided on the job, company's performance review system, company's employee orientation program, opportunity to learn) , **3. Benefits & Rewards** (rate of pay/compensation for your job , food in the staff cafeteria, uniform that was provided to you , employee promotion, benefits & welfare).

The above listed factors have been asked to be rated under four categories that is Excellent, Good Fair , Poor .for the purpose of objective analysis these four factors have been categorized on the basis of Likert rating scale. Rating 1 is given to the option "excellent", Rating 2 is given to the option "Good". And Rating 3 & 4 is allotted to the options "fair" and "poor" respectively. Now the statistical tool "Chi – Square" will be applied to this Likert rating scale based question to come up with the conclusion. Here the observed data has been as stated below. That is data in each cell tells us the number of employees who have given the respective ratings. For example, in the first cell number 11 states that 11 employees rate the factor 'cooperation within your division/department' as "Excellent" and so on. Thus, on this basis the observed values are listed below:

Sl.No	FACTORS	Excellent	Good	Fair	Poor	ROW TOTAL
1	Cooperation within your division/ department	11	18	1	0	30
2	Cooperation with other division/department	5	21	4	0	30
3	Training provided on the job	10	11	8	1	30
4	Company's performance review system	6	18	4	2	30
5	Company's employee orientation program	5	15	6	4	30
6	Rate of pay/Compensation for your job	3	12	13	2	30
7	Career development/advancement opportunities	3	15	10	2	30
8	Food in the staff cafeteria	3	17	8	2	30
9	Uniform that was provided to you	3	14	13	0	30
10	Physical working conditions	5	18	5	2	30

11	Organisational Culture	3	20	6	1	30
12	Employee promotion, benefits & welfare	1	14	14	1	30
13	Opportunity to learn	2	17	10	1	30
	COLUMN TOTAL	60	210	102	18	390

Table 6.7 : Various factors measures attrition on hotel industry

(Source: Primary data: Questionnaire method, sample size 30 employee, statistical tool used: chi-square)

Expected value (Ei) = (Row total *Column total)/full total. Thus the expected values for each cell in column 1, 2, 3 & 4 are 4.61, 16.15, 7.84, 1.38 respectively. These expected values are now compared with the observed values of each cell in order to identify the value of chi square calculated. The formula for **Chi Square Calculated** is $[(F_i - E_i) * (F_i - E_i)] / E_i$. Here, "Fi" stands for observed values in each cell and "Ei" stands for expected value in each cell. Therefore, on applying the above stated formula, we obtain **Chi Square Calculated = 64.71**. Before we proceed we need to know how many degree of freedom we have. When the comparison is made between one sample and another, a simple rule is applied that is degree of freedom = (r - 1)(c - 1), here "r" denotes number of rows and "c" denotes number of column $(13 - 1) * (4 - 1) = 12 * 3 = 36$. Also it's important to note that at degree of freedom as 36, the level of significance appears to be "ALPHA=0.01". This value of alpha as 1% is the indicates the level of risk, which signifies that the level of certainty is 99%. Looking at chi square table for Degree of freedom = 36, under Alpha as 0.01. Therefore, **Chi Square Tabulated = 58.62**. Hence, 58.62 is the critical value when degree of freedom is 36 at the level of risk as 1%. Now, since chi square calculated (64.71) > chi square tabulated (58.62). Therefore, the statement of null hypothesis (H0) is rejected and the statement of alternate hypothesis (H1) is accepted. This shows that the stated factors have significant impact on the resignation of employees.

6.8 ANALYSIS USING WEIGHTED AVERAGE METHOD

Sl No	Point Weightage	1	2	3	4			
	FACTORS	Excellent	Good	Fair	Poor	TOTAL	AVERAGE	RANK
1	Cooperation within your division/ department	11	36	3	0	50	0.0583	11
2	Cooperation with other division/department	5	42	12	0	59	0.0688	10
3	Training provided on the job	10	22	24	4	60	0.0699	9
4	Company's performance review system	6	36	12	8	62	0.0722	8
5	Company's employee orientation program	5	30	18	16	69	0.0804	5
6	Rate of pay/Compensation for your job	3	24	39	8	74	0.0862	2
7	Career development/advancement opportunities	3	30	30	8	71	0.0827	3
8	Food in the staff cafeteria	3	34	24	8	69	0.0804	5
9	Uniform that was provided to you	3	28	39	0	70	0.0815	4
10	Physical working conditions	5	36	15	8	64	0.0745	7
11	Organisational Culture	3	40	18	4	65	0.0757	6
12	Employee promotion, benefits & welfare	1	28	42	4	75	0.0874	1
13	Opportunity to learn	2	34	30	4	70	0.0815	4

Table 6.8: Analysis using weighted average method

Interpretation: From the data derived in the above table it can be inferred that the company shall give more emphasis and priority on improving the following factors in the stated order/rank:-

1. Employee promotion, benefit & welfare.
2. Rate of pay/Compensation of employees.
3. Career development/advancement opportunities.
4. Opportunity to learn and Uniform that is provided to the employees.
5. Company's employee orientation programme and food in the staff cafeteria.

After which if possible the company can focus on improving the rest of the factors in the given order:-

6. Organisational culture
7. Physical working conditions.
8. Company's performance review system.
9. Training provided on the job.
10. Cooperation with other division/ department
11. Cooperation within the division/department.

VII. Results and Conclusion

Attrition in Employee is more prominent in the younger age group of 18 to max 35 year of an employee. And is observed to be lesser in older aged employee's in Country Inn & Suites hotel Sahibabad, U.P. that is the age group of 35 and above. which surely implies that with ageing comes maturity and stability in an employee's career graph whereas at the initial stages lies the period of struggle and switch over in order to seek better prospects and more & more exposure.

Attrition is more in the departments like F&B production and F&B services followed by security and front office respectively. The attrition in rest of the departments is comparatively at minor level. This is because these four departments contribute towards the major chunk of the employees population in any hotel like country inn & suites. Also it is in the favour of the employees of these departments to switch jobs frequently for growth of their personal profile. Whereas in other supportive departments like HR, PR, Sales etc. its visa-versa as Stability is in favour of both companies and employees personal development.

Attrition is at its maximum in the first six months of an employee's employment. After which the graph shows a plateau formation, that is average 14% of attrition from 6 months till 2 years of employment. And after 2 years of employment, comes the stage stability and loyalty of an employee towards the company. As the attrition percentage shows a major falling trend after 2 years of tenure of an employee in the company. The cause of high attrition in first 6 months is assumed to be probably a result of high eagerness in employees at initial stages to search for better prospects.

The attrition is higher at the responsibility level 4 & 5 and shows a falling trend as we move up in the hierarchy to responsibility level 1. Surely the stability is much more at higher levels of hierarchy in an organisation than the lower levels as the bottom line is constantly looking for better prospect and opportunities of growth outside. Whereas, the age factor, authority level, power, responsibility level contribute to the stability of an employee at RL 1, 2 levels. Also its identified that the major categories contributing to attrition are Resignation by employees, followed by service abandoned. Retirement and Death as a reason have no contribution in the reason of attrition in country inn & suites, mostly because its just been 2.5 years since the company has commenced. Than on further investigating the reasons of resignation its identifies that the three most common reasons of resignation are 1. Personal reasons (family problem / getting married) 2. Better opportunity_3. Perusing higher studies

In order to certify if these were the actual reasons or were their other reasons as well contributing to employees dissatisfaction in the company and being a cause of their resignation further analysis was undertaken from which it was concluded that certain factors like 1.Employee promotion, benefit & welfare.2.Rate of pay/Compensation of employees.3.Career development/advancement opportunities.4.Opportunity to learn and Uniform that is provided to the employees.5. Food in the staff cafeteria and company's employee orientation programme.Needs some improvement in order to keep the employees motivated and loyal to the organisation.

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