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A STUDY ON GENERAL FACTORS THAT LEAD TO ATTRITION IN HOTEL INDUSTRY

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ABSTRACT:

In the most ideal situation, workers would love their occupations, similar to their associates, work efficiently and effectively for their managers, are paid well for their work, have sufficient shots for progression, and adaptable timetables so they could take care of individual or family needs .And

above all never leave their workplace. But in reality, workers, do leave, either on the grounds that they need more cash, better working conditions, conflict with peers , need a change, or on the grounds that their life partner gets a dream job in another state. Retaining the existing workforce is fruitful rather than going for new enrollment. Firms should have an effective retention plan for its employees, which have many advantages as compared to recruit new staff. This article highlights the various attrition reasons that a hotel industry encounters. This list will further help the HR and management with device necessary corrective retention strategies to retain and engage their current staff.

KEYWORDS: Attrition, causes for attrition and so on.

MEDIA ETHICS

Businesses for the most part think about Attrition as loss of significant workers and their ability. Employees leaving one organization and joining another, is just not as simple as it sounds. The after effects of attrition are more than employees switching jobs. If attrition is not catered in the beginning, it can prove very detrimental for the health of the organization in the long run. As workers leave an association, they take with them much-required expertise and

capabilities that they created during their employment.

Although Attrition leads to deep holes in the skill inventory of any firm, one cannot ignore the fact that Attrition promotes promotion of junior staff to higher level and inject fresh blood from the market to keep the motivation levels high of their existing employees. Then again, junior experts with promising capabilities would then be able to succeed into larger amount positions or entrepreneurs can present greater assorted variety in experience or skill. Likewise, there are advantages and hindrances to Attrition. At the

end of the day Worker, steady loss eludes to the loss of representatives through a number of conditions, for example, resignation and superannuation.

The Hospitality sector in our country faces a crunch of well-qualified and trained staff. This part is confronting serious difficulties from different ventures. This industry is inadequate of some prime persuasive angles like alluring pay, keeping up a decent work life balance, better chances to develop. The market today is exceptionally invaded with lodgings crosswise over different market sections. With time, the

customer's base has additionally begun to turn out to be progressively different.

Panwar (2012) clarified why employees of various firms are not ready to meet up the demands of the firm's requirement with the dynamic changes in the industrial environment. This was done through a review of different representatives at hotels and it was discovered that larger part of the workers needed to change to other hospitality sector like retail, ecommerce, aeronautics or the travel industry related divisions. Compensation and extended shift timings are the two noteworthy regions of discontent for the employees from hotel industry.

Sugandha (2010) likewise featured significant parts of employee turnover in hotel industry. Her examination centered on different instruments and methods used to better the maintenance of workers in the hotel business.

Lee (2010) focused on understanding business related qualities that had an effect on the fulfillment of workers and their maintenance. As per his investigation, it was discovered that distinctive business related attributes contributed largely as retention strategies for employees. His examination likewise derived that work place condition related issues like achievement at work spot must be managed autonomously regardless of any other personal attributes of the worker.

The reason for steady loss might be either willful or automatic, however layoffs do not form part of attrition. Every industry has its own norms for acceptance of Attrition rate, and these rates can likewise vary among talented and incompetent positions. Due to the costs related with preparing new workers, any kind of worker steady loss is normally observed to have a money related expense. It is additionally workable for an organization to utilize worker Attrition for its benefit in certain conditions, for example, depending on it to control work costs without leading to huge layoffs.

There are a wide range of ways for an organization to lose workers, a large portion of which are ordinarily considered to guarantee that the firm can work productively. Steady loss alludes to the loss of representatives because of reasons other than terminating and other corporation relating factors. This implies a business has no immediate authority over what numbers of staff are lost to worker turnover. Retirement is one noteworthy reason for worker steady loss, and since individuals will in general superannuate around an explicit age this is a factor that can be accounted and arranged for. Different reasons for employee turnover, for example, workers who quit because of delayed sickness, disappointment with the organization, or different reasons, can be increasingly hard to gauge.

Number of workers quitting an organization in a given period is also referred as churn rate. Churn rate also includes employees who are terminated by the firm. High churn out rate is a threatening sign for any firm or any industry. High churn out rate results in productivity loss, high recruitment cost to hire a replacement, high training cost to train the new recruit to perform as per the requirement. Firms that deploy individuals with high skills face lower churn rate. The reason for same is due to the niche skill, employers take due care of their resources as a gap in their skill inventory may not only cause a loss in their profit, it might also affect their competitiveness in the market as compared to their competitors.

Controlled Attrition is advantageous for the firm in the long run. Controlled, because if the turnover is not maintained it will lead to gap in the skill inventory for the firm. Controlled Attrition benefits the firm in number of ways it helps the firm to keep a check on their labour cost.

Layoff is a way to minimize employee cost for any firm. However, one cannot ignore the fact that lay off demotivates the existing staff of any firm. A feeling of insecurity and distrust develops amongst the employees. Therefore, it is important for the firm to focus on their work force requirements and timely review their existing employee strength so that extreme steps like layoffs can be avoided. However, employees superannuating and resign will ensure that a balance is maintained in the firm concerning manpower requirement. This is also known as Good attrition. Good Attrition keeps the morale of existing employees high.

CAUSES FOR ATTRITION:

It is difficult to discover with respect to who contributes and who has the control on the employee turnover. Different investigations/reviews and research highlights that everybody is adding

to the existing employees. Steady loss does not occur for a couple of reasons. The manner in which the business is anticipated and speed at which the organizations are extending has a noteworthy part in employee turnover. The explicit explanations behind Attrition are shifted in nature and it is fascinating to know why the general populations change occupations so rapidly. Indeed today, the principle purpose behind changing occupations is for higher compensation and better advantages. Attrition cannot be ascribed to workers alone, let us understand the various probable factors that result in Attrition in any firm.

Broadly, the reasons for Attrition can be categorized into six headings.

- 1) Corporate issues
- 2) Working condition
- 3) Job role
- 4) Compensation & benefits
- 5) Personal factors
- 6) Poaching

Let us elaborate on each of the factors.

1) Corporate issues:

Manpower of any organization continuously evaluates the culture, practices and the firm's goodwill in the market. Today's business environment is very volatile and dynamic. Organizations have to keep them abreast of all the happenings and changes in the business world. This situation creates unrest amongst the employees, as there is no stability in the market. Therefore, employees constantly evaluate their situation and their firm's situation in the market. The moment they feel their insecurity has reached the next level, they switch their jobs and look for stable organizations.

2) Working condition:

Working condition is the most significant reason for steady loss. The present Gen Next workers anticipate an expert methodology and a worldwide style working condition. They anticipate a well-disposed and learning condition. Workers search for opportunity, great treatment from the bosses, great consolation, cooperative methodology from everyone, and great inspiration.

3) Job role:

The occupations today demand the employees to be on their toes and to be flexible and adaptable to their surroundings. This creates tremendous pressure and stress for the working staff. A fear of not being able to handle stress can cause them lose their jobs, further contributes to their mental stress. In such situation, the employee is under dilemma and he tends to switch his job without even realizing that the situation might be worse in another organization.

Employees who manage to stay are troubled by monotony, which sets in due to similar routine. Monotony is one of the crucial factors that add to Attrition in any firm. Job-hopping is extremely normal among adolescents who see employments as being brief. Another reason for an alternate option is to move to such different procedure where there is practically zero pressure of deliverables. The workers move out if there are stressed relations with the bosses or with the subordinates or any smallest discontent.

4) Compensation & Benefits:

Switching jobs from one firm to another for better remuneration, challenging positions and enhanced perquisites and benefits is one of the leading causes for attrition. Multinational hotels are better paymasters as compared to their Indian counterparts. The staff expects their employers to revise their salary as per the inflation demands. It is difficult for hotels to revise the pay packets on continuous basis due to loss of income, loss of clientele, increased competition etc. This forces the employee to look for another job where financial needs can be met.

5) Personal Factors:

The individual reasons are numerous. They differ broadly from being hitched to migrating for wellbeing/ family reasons. Another significant individual reason is going for advanced education. Wellbeing is another perspective, which contributes for employee turnover.

6) Poaching:

The need for competent and specialist staff is very high. Poaching has turned out to be very common amongst the job market. The sharp rise in number of manpower placement agencies has resulted in Poaching. Poaching means hiring trained and qualified personnel from their competitors. This results in skill inventory gap for their competitors. To curb recruitment cost, many firms stress on ERS (Employee referral scheme). This further adds to poaching. ERS not only benefits the firms as existing employees will refer their friends who they feel are adjusted to their firm, therefore attrition will be less. In addition, employee earns a referral amount, which motivates him further to contribute effectively and efficiently for their firm.

CONCLUSION:

Apart from the above factors, there are numerous other reasons that lead to attrition in hotel industry. Factors like career path, work life balance, organizational climate, peer subordinate relationship, non-monetary benefits to name a few. Hotel industry has to pay special attention to ensure that its existing staff is highly motivated and update as per the industry norms. The HR has to work jointly with the top management to device retention strategies that cater to the attrition reasons of the gen next staff.