

HUMAN ASSET MANAGEMENT, A CHALLENGE FOR SERVICE SECTOR: AN ANALYSIS FROM EMPLOYEE RETENTION PERSPECTIVE

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Abstract: Employee retention is an issue for all concerned whether service or manufacturing organization, as human resource is the most critical resource for success in the competitive world. The current study is an endeavor to highlight the factors influencing the employees' decision to stay with or leave the organisation. Hence, a careful investigation of the literature on the captioned subject has identified the factors impacting employee retention in general and hotel and accommodation sector in service industry in particular. The research studies are discussed under three major factors like demographic, organizational and personal factors. The studies found that compensation & benefits, reward & recognition, job satisfaction, training & career development, supervisory support, long working hours employee participation, work environment, leadership are most influential aspects for employee retention, followed by demographic aspect like age marital status length of service and the personal aspects like, family support, work-life balance, communication, motivation and perceived alternative employment opportunity. The literature review also explored and synthesized literature on employee retention with a view to facilitate a broader understanding of the key theories, issues and challenges related to employee retention in accommodation sector.

Keywords: Employee retention, employee turnover, accommodation sector, issues & challenges.

1. INTRODUCTION

Twenty first century has witnessed a significant growth in service sector. Technical advancement and business beyond boundary created ample employment opportunities in developing countries like India. Today, India has become one of the global hubs not only in IT & ITES but in hospitality & tourism also. Studies have shown that one of the important factors contributing to the growth of service sector in India is liberalization and economic reforms **Chanda (2002), Gordan and Gupta (2003), Banga and Goldar (2004) and Jain and Ninan (2010)**.

Employees are the life-blood of any organization. Although most of the organisations are technology driven, there is always the need for adequate human

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resources to manage the technology efficiently. They are the cog in the wheel of any dynamic and progressive organization. Human resource is such an asset, which cannot be imitated by the competitors and considered as the competitive advantage particularly in the service industry. So, many studies suggested on their management and retention. **Bidisha, L.D. and Mukulesh, B, 2013** viewed that, "securing and retaining skilled employees play an important role for any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive". However, skilled and committed employee retention is a challenge before the organization in addition to other assets management. However, the issues related to employee retention highlights two more terms interchangeably used in business world i.e. employee turnover and employee attrition. The performance of the organization suffers due to high turnover and attrition. So, it is pertinent to search the causes of high turnover or attrition which will ultimately solve the problem of retention. Many business under service sectors are prone to this problem particularly Hotel and Accommodation units.

Keeping in view the importance of the issues of employee retention in hotel and accommodation sector an attempt is made to review the available literature on the factors affecting employee retention and solutions their off. It is earlier mentioned about the concept of employee turnover and employee attrition which are most frequently used in relation to the concept of employee retention. Hence it urges to be described before investigating about retention issues in general and service and hotel industry in particular.

2. EMPLOYEE TURNOVER AND ATTRITION

The scope of the term depends upon the understanding and uses of the terms. **Grobler, et al. (1998)** defined employee turnover as the "entrance of new employees into the organization and the departure of existing employees from the organization". **Harkins, P.J., (1998)** defined turnover rate as "how many new recruitments were hired to replace resigned employees". **Mondy, R.W., (2010)** stated "turnover is a voluntary cessation of membership of an organization by an employee of that organization". **Nel, P.S., et al. (2001)** suggested that the turnover of employees is the movement of workers in various organizations, occupation and jobs and also between the unemployment and employment states.

According to **NSDC, (2010)**, turnover can be defined as "the termination of an employee's intra organizational career trajectory which is composed of a sequence of job changes from job entry to exit". **Yankeelov, P.A., et al., (2008)** opined employee turnover is the voluntary leaving of employees from the organization for different reasons and thus affecting the functioning of the organization in terms of costs and delivery of adequate services. **Hom and Griffeth (1995)** defined employee turnover as a "voluntary terminations of members from organizations". **Ivancevich**

and **Glueck (1989)** opined staff turnover is the end of a relationship between the employee and the employer and at the same the entry of newly recruits to the organization. **Kossen (1991)** described turnover as “the amount of movement in and out (of employees) in an organization”. **The Chartered Institute of Personnel and Development (2007:1)** defined employee turnover as the “ratio comparison of the number of employees an organisation must replace in a given time period to the average number of total employees”. **Iverson and Pullman (2000)** categorized turnover as ‘voluntary’ and ‘involuntary’. That is, withdrawal of an employee’s services out of his choice and due to layoffs and expulsion from the organization. **Chikwe (2009)** described the turnover rate as how quickly the employers lose and recruit employees in their organizations. **Mondy (2010)** explained turnover rate as the number of newly recruits in place of employees leaving the organization.

But, the term ‘employee attrition’ was coined in the later part of the 20th century from the old concept, that is, ‘employee turnover’ or ‘labour turnover’. According to the Webster’s Dictionary the term attrition is defined as “the process or state of being gradually worn down”. The basic difference between employee attrition and turnover is that attrition is a function of reducing workforce whereas turnover is a function of both reduction and the authors describe increase in workforce as it. However, both the concept indicates that people by leaving the organization create a gap in business growth. Therefore, in business the importance of employee retention is a problem in industry.

Walker and Miler (2010) stated retention to stop employees from leaving the organization. **Maertz and Champion (1998)** explained retention is a relative term and should be examined with leaving process. “Retention is a voluntary move by an organization to create an environment which engages employees for a long term” **Chaminade (2007 cited in Chibowa et al. 2010)**. **Humphreys et al. (2009)**, defines retention is “some notion of adequacy or sufficiency of length of service”. **Frank et al. (2004)**, defined retention as, “the effort by an employer to keep desirable workers in order to meet business objectives”. So, employee retention is a strategy to be perceived or examined from various angle by the business organization. Hence, the paper aims to examine what the research studies revealed in relation to causes, effects, and solutions. Some authors say it is a problem with age, tenure, level of education, gender like factors which influence the retention, where as some other viewed it as personal, organizational and business environmental factors responsible for such problem in particular industry.

Demographic Factor

Relates to the influence of demographic factors like age, tenure, level of education, level of income, job category, gender have influence on employee retention. (**Arnold and Feldman, 1982; Cotton and Tuttle, 1986; Gerhart, 1990; Mobley et. al, 1979;**

Price and Mueller, 1986; Wai & Robinson, 1998; Weil and Kimball, 1995) found that factors such as age, tenure, and income level that have negative relation with turnover intention in organisations. Whereas **Berg (1991) and Cotton & Tuttle (1986)** in their study found out that the level of education has positive relation with turnover and educated employees tend to quit more than uneducated one's. **Wai & Robinson, (1998)** and **Price and Mueller, (1986)** indicated that the intention of non-managerial employees to quit is more compared to managerial employees. There is no significant relationship between gender and employee retention. **Pinar et al., (2011)** stated that, while competing with male counterparts female employees are quite powerless reasons being previous marriage, mother hood inequality, and stereotyping. This problem intensifies when the job demand long working hours and high degrees of mobility. **Ng and Sorensen (2008)** studied that experienced employees may have expertise in their job and have better career growth compared to employees with less experience. On the contrary, study conducted by **Kavanaugh et al. (2006)** disclosed that nurses with different level of incumbency with different levels of tenure are not encouraged to stay with an organization with the very same incentives. **Crawley (2005)** in his study on marital status, found that in case of unmarried officers with no children, wish to stay in the job. According to **Collins & Ponniah (2014)**, retention factors have strong association with various demographic characteristics like gender, age, marital status, education, income, and work experience. Though the demographic factors sometimes have some relation or impact on employee turnover, the research studies are not sufficient to draw a conclusion on this.

Organizational factors like good compensation, better work environment, organization's HR policy, reward and recognition have direct impact on employee's stay or departure from the organization. So the researcher's finding on the same are quite pertinent.

Compensation and Benefit

Becker and Huselid (1998), Cho et al., (2006), Guthrie (2001), Huselid (1995), Milman and Ricci (2004) and Walsh & Taylor (2007) have pointed out that compensation, rewards and employee relations have an impact on turnover and attrition. The study found compensation is vital factor to attract and retain valuable employees who are outstanding performers and are crucial to the organization. **Bohlander, Snell, and Sherman (2001)** suggested as pay provide employees with a substantial reward for their services for which it is considered as one of the important aspect in human resource management. According to **Khan, R, I. Aslam. H. D, and Lodhi, I, (2011)**, organizations use pay as the main component to attract and retain their most valued and reliable resource. Whereas **E. N. C. Hong, L. Z. Hao, R. Kumar, C. Ramendran, and V. Kadiresan, (2012)**, found from their study that compensation is directly proportional to employee retention. **Lockwood, (2006)**

maintained that “Organizations that have high levels of compensation,” “have lower turnover rates and larger numbers of individuals applying to work for them.” In addition, he expostulated; “workplaces with high wage” may turn out to be a “culture of excellence.” **Staw (1980)** argued, “money gets employees in the door, but it doesn’t keep them there.” **Griffith, Hom and Gaertner (2000)** examined the relationship between employee’s endeavor, pay package and employee turnover. The analysis revealed that employees, who are inadequately rewarded, tend to leave the organisation and the reverse is true as well. **Guthrie (2001)** identified the traditional method of rewarding employees as per their skill sets and knowledge is a common practice in almost all the organisations. **Collin Pitts (1995)** found reward, pay packages are one of the most important factors in motivating employees, and it might lead to dissatisfaction if they are not suitably rewarded. This may also have an adverse effect in selection, recruitment and retention of valuable employees. **Mondy’s (2010)**, study suggested when the workforce becomes aware of the fact that their firm is not in a position to fulfill their demands in terms of compensation, they may quit the organization. **Parker and Wright (2001)** explained an equitable wage is the fundamental component of implicit and agreement between employees and employers, it is assumed that, money can motivate the employees. **Williams and Dreher (1992)** suggested the vital factor that can exert influence on employee attraction and retention is pay package, and is also crucial in hiring process. **J. Gruber and B. Madrian (1994)** expressed that benefits are positively related to retention. **Aquino, Griffith, Allen, Hom, (1997)** classified money as a “satisfier,” as it is a necessity, but not a primary factor to retain the employees. In the contrary **Collins, (2007)** agreed money cannot alone motivate the workers. It is not the key retention factor **Brannick, (1999)**. **Pfeffer (1998) and Collins (2007)** argued, without offering high remuneration there are many organization that practice excellent retention strategy. **Smith (2001)** opined, money can attract employees to the organization but may not retain them. **Branch (1998)** said although the employees give the money as a reason for their resignation, it is nothing but a “white noise”. It may motivate them for a while but if they are disinterested in the job, money alone cannot keep them in the organisation.

Rewards, Recognition and Motivation

J. Goodale, M. Koerner, and J. Roney (1997) stated, “Reward system is anything that is extrinsically or intrinsically reinforced, maintain, and improve the employees’ behavior in an organization”. **Armstrong (2003)** elaborated that money, appreciation, and bonus are considered as reward. The basic objective of reward scheme is to develop strategies and implement, which will help in attracting, retaining, and motivating talented human resource. A study by **Taplin, Winterton, and Winterton (2003)** affirmed that rewards, as provided by organizations, are positively related to employment satisfaction and worker retention. **P. Bamberger and I. Meshoulam**

(2000) and **J. P. McDuffie (1995)** stated, the employee performance and their intention to continue with an organization might be affected by reward practice. **Farris, (2000)** viewed; companies adopt financial rewards frequently to retain the employees in the organization. According to **Padron, (2004)**, employees feel committed, when their boss recognizes their hard work, and in turn, they are rewarded. **Sutherland (2004)** demonstrated that as a rudimentary component reward determines the benefit an employee receives for his hard work he puts in for achieving the organizational goal. She deduced that by recognizing, rewarding and providing good work culture might contribute to increased retention. **Shoib et al. (2009)** attested that it is essential for the employers to plan a strategic reward policy for addressing the fair and suitable compensation for their work force. **Shechtman (2008)** opined that a prolific employee could be retain if suitable reward strategies are comprehended and embedded in the organisation culture. According to **Walker (2001)** although monetary rewards provide recognition, non- monetary rewards offer recognition which are important to motivate an individual. Besides, appreciation from superior, colleagues, involvement of employee in making decisions etc. are also found vital (**Davies, 2001; Gold, 2001**). **Buckingham & Coffman, (1999)** from their study found that through recognition employees can achieve job satisfaction which in turn may lead to retention. **Urichuk (1999)** argued, employee turnover is caused due to improper reward and recognition. He further stated an organization can retain dedicated and sincere employees who in turn can prevent the money and time spend in recruiting new employees and also helps in encouraging other employees to perform better. **Hansen, et al. (2002)** noted “intrinsic motivation is driven by the particular behavior of extrinsic motivation and strategic recognition needed by an organization while implementing the reward strategy”. **Booth, Burton and Mumford (2000)** pointed out that “commitment is a process of recognition”. When an employee is more committed to an organization he believes and follows the organization’s principles, objective and mission and it motivates the employee to continue in the organization for long period. **Watson Wyatt (2002)** annual survey on “worker attitudes toward employers and workplace, work” **USA 2002** found that employees get motivated if they are appreciated and recognized.

Gagné and Deci (2005) suggested that both intrinsic and extrinsic motivations are required for employees to get involved in any activity. According to **Honore (2009)**, the top ten factors that affect employee motivation are good salary and wages, appreciation for good job done, type of work, job security, proper working conditions, growth, and job promotions, sense of belongingness, loyalty towards employees, discipline, and sympathy. **Lee (2000)** also expressed the ten needs of employees in the following categories – work appreciation, taking pride in work and organization, autonomy and control, opportunity to express views and ideas, opportunity to learn and grow sense of belongingness, flexibility and work-life balance, good work and opportunity to create an impact at the workplace. **Davies,**

(2006) affirmed that many organizations are unable to retain good employees as they do not know how to retain them. He stated that motivation, listening skill, good interpersonal skill are very important to retain good employees. **Manzoor (2012)** suggested that in order to motivate the employees, friendly approach from the management is of paramount importance. **AlBattat and Som (2013)** pointed out that the managers need to know their employees really well so that they can motivate them to get the work done. Reward, recognition, and motivation fulfill one's self esteem at work place and create positive impact on employee performance and future growth which ultimately encourages employee retention.

Job Security and Job Satisfaction

Though job security is not so emphasized by modern business culture, but it attains a level of confidence among the employees and brings "my organization feeling". On the other hand. Job satisfaction is a psychological state an employee enjoys from his duty or work which also to a certain extent boosts job security. **Abegglen (1958)**, conducted a study on Japanese workers and found that, security of job, permanent employment and seniority based system results in employee dedication, satisfaction of job as well as less turnover of employees. Research conducted by **Ashford et al. (1989)**, **Davy et al. (1991)** revealed that, insecure employees are more dissatisfied with their job. On the contrary, **Rosenblatt and Ruvio (1996)** found from their study on job insecurity that there was a negative co-relation between job insecurity, job performance and commitment.

Hom and Griffeth (1995) stated employees who are satisfied are less likely to leave than dissatisfied employees. **Hamdia and Phadett, (2011)** identified factors that have an effect on job satisfaction were salary and benefit, workers quality, supervisor relationship and work environment. **Al-Hussami (2008)** affirmed, satisfied employees are more creative and productive. This in turn will motivate them to stay in the organization. **R. B. Abdullah et al. (2010)** found employees working in a supervisory position for more than 6 years are satisfied and likely to serve the organization for a longer period. **Mueller, Boyer, Price, and Iverson (1994)** stated that "when employees are both satisfied with their jobs and committed to the organization, the bond with the organization will be strengthened and will result in greater cooperation and a reduced the intent of quitting".

Satisfaction being a positive psychological state restrains the employee's intention to leave the organization unless there is such attractive forces in other organization.

Training and Career Development

Training is not an activity to benefit the organization rather it is more beneficial to the employees for their career growth. Training creates opportunities for learning,

changes work attitude, deprives from monopoly and helps in career growth. **Babakus, Yavas, Karatepe and Avci (2003)** reported that organizations with efficient training and development policies give a positive impression to its employees about employer's commitment in retaining them and the customer. **Jackofsky (1983)** unambiguously stated organizations could retain their employees by making more expenditure in training and development. **Lynn (1997)**, asserted effective training and development practices in the organisation can reap rich results such as creating a healthy work atmosphere, providing with opportunities for career development and improving commitment of employees. A study by **Steel, Griffeth, and Hom (2002)** revealed that on numerous occasion high performers quit the organisation due to inadequate training and career opportunities. **Bradley, Petrescu and Simmons (2004)** reported that organization's efficient training practices results in excellent performance, which reduces employee turnover. A study by **Duxbury and Higgins**, quoted in **Beauregard and Fitzgerald (2000)**, found a positive co-relation between employee dissatisfaction and lack of opportunity to enhance skills, which leads to employee absenteeism from job and turnover. **Kaiser and Hawk (2001)** and **Paré et al (2000)** confirmed the relation amongst training and retention is stronger for skilled employees. **Gomez et al, (1995)**, opined that shortcoming in employees performance can be overcome by providing specialized training in their areas, while the employees develop requisite skills to perform better in the organization. **Storey and Sisson (1993)**, advocated that training is a value added proposition, which is an indicator of company's commitment towards workforce. **Mill, (1998)** noted that a well-trained employee results in decrease in cost, absenteeism, stress and turnover corresponding increased productivity and satisfied customer.

Vos and Meganck (2009) suggested that for retention of employees, the employees' career advancement strategy is quite important as it increases employee commitment. **Hannay and Northan (2000)** debated career growth opportunities has a direct bearing on employees' morale by motivating them to continue in the organization. According to **Hall & Moss, (1998); Woodruffe, (1999)** organization who wish to build healthy relationship with its staff should invest in their growth and development. **Hall (1996)** opined career advancement is essential for both staff and management. According to **(Hall, 1996; Kyriakidou and Ozbilgin, 2004)** advancement in career not only benefits the employees but also the employers as well. **Prince (2005)** suggested there is a need of skillful and dynamic workforce for organization to achieve sustainability in this cutthroat competition. **Hartman and Yrle (1996)** studied that; employees may quit the organisation if they feel that they have a very little career growth. **Harder (2007)** explained that the "The opportunity to learn a new skill, or take on a new challenge for career development is one of the top reasons employees leave their job." **Arthur (1994)** witnessed employees have a tendency to shift from one company to other for their career growth rather than

moving sequentially in the same organisation. **Costen and Salazar, (2011)** found out that employee bond well with the organisation when they feel that they have a better career prospects and succession plan for them. **Morgan and Jay (2011)** indicated, it is through talent management that the organisations send a positive message to their employees that they are highly valued and they wish to see them prosper. According to **Mosadeghrad, Ferlie and Rosenberg, (2008b)** if an employee sense that promotion practices are unfair in the organization, then his dedication is degraded.

Training or career growth in the same organization always go side by side. So, if employees get opportunity for learning to enhance the competency and career path is clear to them they do not prefer to move out.

Supervisor's Support

Chat-Uthai (2013) expressed that although there are various reasons for employees leaving the organisations but the major cause of employee separation is inadequate supervision as well as worker and supervisor relationship.

Atif, Kashif, Ijaz, Muhammad and Asad, (2011), voiced that, the relationship between the mentor and mentee is the deciding factor for mentees skill development and turnover intention. **Karasek and Theorell (1990)** and **Keashly and Jagatic (2000)** revealed that employee dissatisfaction and turnover intention is an effect of poor supervision. **Harmon, Scott, Behson, Farias, Petzel, Neuman and Keashly (2007)** in their work, argued that proper supervision increases job satisfaction and reduce turnover. **Shanock and Eisenberger (2006)** opined that whenever supervisor provides right supervision to his subordinate, it would create a positive result for both employees and organization. **Simth (2005)**, posited that efficient and supportive supervisors encourage better retention and increased productivity. **Mathisen, Einarsen and Mykletun (2011)** explained that good relationship between the manager and employee could build healthy environment, which would reduce stress in the organisation.

Gentry et al., (2007) argued that supportive supervision creates a sense of belongingness amongst the employees towards the organization, which encourage retention. Hence, the saying that "employees do not leave jobs, they leave their supervisors" holds well. **Gibbons (as cited in Hughes & Rog, 2008)** suggested that, manager's personal relationship with the subordinate is the key in deciding employee engagement and retention in the organization.

Interpersonal relationship between supervisors, subordinates is a component of organization culture. Openness and trust can strengthen it. But, it is a factor combines the personal characteristics of the employees and the organizational work culture and system.

Employee Participation

Employee participation in decision-making is another aspect which satisfies the self-esteem of the employees, as suggested by a number of studies.

Cotton et al., (1988) explained the involvement of employees in making decisions has a positive effect on their output than the compensation and benefits practices. **Pierce et al., (1991)** assumed that a sense of ownership on the part of the employees significantly brings about an attitudinal and behavioural change towards work and performance. **Romzek (1989)** expounded that, those employees who have better participation in their job are likely to have healthier relationship with their families and social environment, which develops an emotional bonding with the organization. **Hewitt (2002)** revealed that present day employers update their employees of all-important activities of business to get them involved in decision-making processes and nurture the talent across the organization. **Noah (2008)** in his study found that when employees are involved in various steps of decision-making, they develop ownership, which in turn creates an amiable work atmosphere by building a healthy association between the management and the employees.

Work Environment, Work stress, and Leadership are some more factors which also affect the employee retention in the industry.

Oldham and Brass (1979) suggested that the performance, motivational level and satisfaction level of the employees greatly depends upon the environment they work in and keep changing and declining with the change in workplace. **Sell and Cleal (2011)** developed a model on job satisfaction which combined both economic and work environment variables to study employees' reaction in hazardous work with high monetary benefits and non-hazardous work with low monetary benefits. The study revealed that monetary rewards failed to show any improvement in dissatisfaction level amongst employees. However, factors such as place of work and support does impact on job satisfaction.

According to (**Luddy, 2005; Makie and Smit 2006; Mariani et al., 2003**), excessive work load, unsafe working environment and other factors are responsible for employees' dissatisfaction which may prompt them to leave the organisation for greener pastures.

Zeytinoglu and Denton (2005) elucidated that for retention of employees work environment plays a vital role. According to **Normann (1986)**, the working environment of services sector varies from production sector as the prior is concerned with customers and the later with products. According to **Miller, Erickson & Yust (2001)**, employees feels satisfied if the physical work environment gives a sense of belongingness.

J. C. Thomas & Herson, (2002), categorised jobs stress into the following: job based stress which includes work overload, long working hours and work

atmosphere; job role based stress which comprises duties and responsibilities, role ambiguity and conflict; stress due to relationships between supervisors, coworkers, subordinates and managers; career related stress which comprises insecurity of job, lack of promotion and job opportunities and finally stress due to work and family. According to **Caplan, Cobb, French, Harrison and Pinneau, 1975; Perrewe and Anthony 1990; Bohle and Quinlan, 2000; Smith (2003)** job stress may have ill effect on health both psychological and physical whereas (**Caplan, Cobb, French, Harrison and Pinneau, (1975); Perrewe and Anthony, (1990); Spector, (2003)** opined job stress may have adverse effects such as increase in absenteeism, ineffective employee performances, employee turnover, and reduced output at workplace. **Spector (2003)** explained work stress has different outcomes such as absenteeism, low productivity, and employee turnover. **El Shikieri and Musa (2012)** remarked there would be insecurity as far as the employment is concerned if employees are stressed at workplace. **Pater and Lewis (2012)** opined that lessening of work stress depends upon the cooperation from the management in the organisation. **Schwer, Mejza, and Grun-Rehomme (2010)** indicated work pressure in the organisation could cause friction amongst employees. **Choi, Khairuzzaman, Wan and Salmiah (2011)** found out that the fall out due to work stress could be employee leaving the organisation and the financial implications on the organisation's performance. **Wu, Robson, Hollis and Tanner (2013)** suggested the management must initiate sympathetic steps to counter work stress and imbibe positivity amongst the employees. **Taplin and Winterton (2007)** explained that the employees might get into depression in the long run if they remained in the organisation in spite of the long and stretched schedule. **Chen et al. (2010)** indicated that work stress causes discomfort amongst employees, which in turn may lead to employee turnover. These phenomena can further lead to unhappiness at the workplace. **Minkov (2011)** pointed out that work stress can be caused by differences amongst team members and cultural insensitivity. **Briggs and DeVreede (2009)** stated that when employees work in a multinational environment, they experience cultural differences that cause discomfort.

Eisenberger and associates (1990) opined the employee's perception about the organisation is dependent upon their association with the manager. **Greenhaus & Callanan (1994)** expounded that the employees' intention to leave the job is less if the manager advocates open line of communication and has a good bonding with them. **Ontario (2004)** is of the opinion that the people do not leave the organisation instead, they leave their bosses. Therefore, the leadership role is of utmost importance. **Silbert (2005)** highlighted the role of leader in organization where the employees are supported, encouraged, and admired for their jobs in their professional set-up. **Freyermuth (2007)** recommended that it is the responsibility of the organisation to train leaders to create a healthy environment for the sustainability and growth of employees. **Lakshman (2007)** articulated that the performance of any organisation is

dependent upon the working relationship between the leaders and their employees, which is the hallmark of an efficient leader. **Lian and Tui (2012)** suggested that a leader may come up with cooperative skills and persuasive strategies to motivate and inspire followers. **O'Neill et al., (2009)** explained the fact that, employees in the hospitality industry who do not leave the organisation are influenced by the leaders who are concerned about their well-being and the overall productivity. **Y.Y. Chung & Tsai (2011)** are of the opinion that in order to gain trust and support, command respect from the management, the leader should develop synergetic relationship with the employees.

Galinsky, Kim and Bond (2001) described that workplace pressure and high demands lead to the situation where employees feel they are overworked, involved in too many activities at the same time and having no time for their social life.

Personal Factors

Personal factors such as Work Life Balance and Family support in many situations are found to compel the employees to leave the job or organisation. **Nyoka (2006)** suggested that strategies to retain employees by the management should be to strike the right balance between work and life by providing with flexi-time that would enable them to fulfill their personal needs. **Spherion (2010)** stated, "Employees at organizations where work/life balance programs are offered are much more likely to stay with their employer for at least the next five years and report higher job satisfaction". **Hyman et al (2000)**, conducted a research in U.K and found that, when work demand intervenes into employee's personal life, they become stressful and emotionally exhausted. **Staines and Pleck, (1983)** affirmed that the long working hours affect the employees' performance and work-life balance. **Hochschild (1997)** argued, erratic working hours and hectic schedules along with the changing work pattern have intensified the work life of employees.

Gaan (2008) indicated that support from supervisor, peer group, family support, flexi-time, work-life balance, etc. within the organisation leads to employee retention. **Allen (2001)** recognized that organizational support in assimilating between household and job decrease the turnover intention of the employees. **Pasewark and Viator (2006)** suggested that flexi-work timing is an important factor for the employee retention. **Yanadoria and Katob (2010)** found out, there is direct relationship between retention of employee and work family support. **Lee and Mitchell (1994)** said that the conflicting issues between family and work can be a reason for an employee to leave or stay in the organisation. Therefore, it can be concluded that if the employees fail to balance their personal and professional life they tend to move out of their jobs or organisation.

The above factors depend on some personal ability to manage and accept which ultimately influence the intention to leave the organization.

Communication

Communication is seen as another aspect which deeply influences the employee to stay in an organisation. **Harris (2004)** opined communication plays a major role as far as the retention of employees is concerned in the organisation. **Honore (2009)** emphasized, employees regard open communication to be a topmost priority in the organisation. **Khan, Farooq and Imran Ullah (2010)** argued that one of the reasons of barrier in motivating the employees is the lack of communication, which affect the employees' intention to stay or leave the organisation. **Ongori (2007)** stated that in order to maintain a low turnover of employees, effective communication strategies among employees is the need of the hour. **Branham (2005)** emphasized that lack of proper communication amongst employees, departments and management is the main reason for the workers to leave the organisation. **Katcher and Snyder (2007)** elucidated that when there are clear lines of communication with regard to dissemination of information to employees in terms of what is expected of them and what value addition they can bring to the organisation, employee retention becomes much easier. **Branham, (2005)** is of the opinion that employee should be fed with required information from time to time about their progress and other related activities. This will enable the management to increase productivity and control unnecessary rumours. **Yang, Wan and Fu (2012)** expounded that ineffective communication will lead to employee dissatisfaction which in turn will have a bad impact on job satisfaction and engagement of employees leading to turnover.

Free communication, whether inter-personal, inter-departmental, inter-hierarchical or between the management creates an open climate where employees are satisfied and feel free to work.

Alternative Employment Opportunity

Besides all the above factors, if employees get alternative employment opportunities they are tempted to move out. In this connection, **Trevor (2001)** found that good performers have better job opportunities available to them whereas the below par performers do not, hence, good employees or performer are more likely to leave the organisation. **Lee and Mitchell (1994)** suggested that organisations cannot control the attrition rate of employees in spite of all the strategies in place due to plenty of alternative employment opportunities or job alternatives. This is very closely related to the availability of job vacancies in the market. **Hulin, Roznowski and Hachiya (1985)** revealed that there is a direct relationship between turnover and job availability. Further, the educational qualification of the employees also affect perceived alternative employment. **Mor Barak et al (2001)** investigated that employees with higher qualifications have better perceptions about employment opportunities because highly educated workers will have an edge over their lesser qualified counterparts.

Investigating the causes of employee turnover and attrition from the research findings it has been observed that if organizations take care for its employees with good policies and practices respecting their human, particularly psychological and esteem needs then it can retain its employees for a lifetime.

Employee Retention Issues in Service Industry

As far as employee retention in service industry, particularly in the hotel and accommodation industry is concerned, very few research findings can be cited to find out the causes and solutions thereof.

Service industry being a labour intensive one, employee retention issues owe more importance in current time. According to (**Cheng & Brown, 1998; Hinkin & Tracey, 2000**), employee turnover in the hotel industry is global scenario and is a persistent problem which results in huge direct expenditure. Being a problem with hotel and accommodation sector where the service quality gains utmost importance, the skilled and committed employees can bring the business success. So, the retention issue of such people had drawn the attention of the researchers. Some of the findings are reflected in the following paragraph.

Many studies reasoned out compensation and financial benefits are the major cause for employees leaving organizations. The studies of **Getz, (1994), Woods, Sciarini and Heck (1998), Milkovich and Newman (2002), Brien, (2004), Barron, Maxwell, Broadbridge and Ogden (2007), Tracey and Hinkin (2008), Richardson, (2008), Panwar, Jagbir and Kaushik (2012), Gangai, Arokiasamy and Gupta, (2013), Kiruthiga and Magesh (2015)**, established the reasons of employee turnover. Similarly, job stress out of long working hours, erratic work timing, highly demanding work schedule, work in shift system and inadequate rest period found to be the additional cause of employees turnover. The studies conducted by **Hom (2002), Wallace (2003), Almeida, (2004), Bloome et al. (2010) Hsieh and Eggers (2011)** have pointed out the above aspects. The studies also revealed that, the employees prefer to work in other hospitality sectors like, financial services than hotels and other accommodation units. Furthermore, many researchers also reasoned out that lack of healthy work environment, reflecting respect for employee's self-esteem by appreciating their work, **Moncarz et al., (2009)**, sharing communication and innovative work design, **Quek (2011)**, friendly and conducive work environment, **Levine (2005), Moncarz (2009)**, scope for employee empowerment and nurturing talent by **Galletta et al., (2011), Al-sharafi and Rajiani (2013)**, were some of the other aspects leading to employee turnover. Whereas, promotion **Barron, Maxwell, Broadbridge and Ogden (2007)**, supervisory relationship, **Woods (2006)**, training and development, **Swain and George (2007)**, low self-respect and self-assurance, **Bharwani and Butt (2012)**, skill and work performance, **Guerrier (1999), ILO, (2001), & Matzler and Renzl (2007)**, job design with flexible boundaries,

Bloome et al. (2010), were some of the factors blamed for employee turnover which can be taken care of to improve employee retention in hospitality industry. Besides, poor communication and ambiguity in job description **Woods (2006)**, inter and intra departmental problems, **Gangai (2013)**, amalgamating people management process with business process, **Laghane and Deshmukh (2012)**, job security, poor communication channel and ineffective leadership, **Arokiasamy (2013)**, **Kumar and Singh (2015)**. Poor work life balance and non-transparency **Samson Kuria (2012)**, **Blomme, Van Rheede and Tromp (2010)** were found some of the added reasons for employee satisfaction, which in turns leads to employees leaving organization.

Searching out the impact of demographic factors like gender, marital status, job tenure and education, particularly employees skill were some of the aspects highlighted by **Guerrier (1999)**, **(Erbes, 1973; Kusluvan 2003)**, **Sarker, Crossman and Chinmetepituck (2003)**, **McCuddy et al., (2010)**, **Blomme, Van Rheede and Tromp (2010)**, **Yang Yun (2014)**, **ILO, (2001)** etc.

4. CONCLUSION

Taking above studies in to account it can easily be estimated about criticality resource in accommodation sector. By and large, they contribute in achieving organizational goals, objectives and mission. Particularly for service sector a committed workforce can take service organisation to any heights. So the importance of employees can easily assessable for the growth of accommodation units. Accommodation is an indispensable dimension for growth of tourism. It is a major tourism product for the travelers. So, it is imperative for the hotels to reduce employee turnover in order to improve organizational productivity by retaining the productive employees. Thus, employee retention is an important tool for the organizations to stop the employees from leaving their jobs. Although hiring the right people for the right job is essential is important for the organization, but retention is more important than hiring. Because, employee retention encompasses a set of activities for the organization to ensure that it attracts, motivates and retains its talented employees for the future. Hence, it is of paramount importance that the management should formulate effective HR policies and practices to reduce attrition rate in the organization.

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