

# Understanding the Factors that Influence Employee Turnover in the Hospitality Industry: A Qualitative Study

Harry George<sup>1</sup>, Joji Jose<sup>2</sup>

<sup>1</sup>Assistant Professor, Atal Bihari Vajpayee Vishwavidyalaya, Bilaspur, Chhattisgarh, India

<sup>2</sup>Assistant Professor, Dr. Harisingh Gour University, Sagar, Madhya Pradesh, India

## ABSTRACT

Employee turnover is a significant challenge that many organizations face, particularly in the hospitality industry. This qualitative study aims to understand the factors that influence employee turnover in the hospitality industry. The hospitality industry is known for its high turnover rates due to various reasons such as low wages, long working hours, and limited opportunities for career growth. The study aims to identify the underlying reasons that lead to employee turnover, and explore how employers can improve employee retention in the hospitality industry. Through in-depth interviews and focus group discussions with current and former hospitality industry employees, the study seeks to gain insights into the experiences, perceptions, and opinions of employees in the industry.

The study also aims to understand the role of management practices, working conditions, job satisfaction, and career development opportunities in influencing employee turnover. The findings of this study can be used to help employers in the hospitality industry to develop effective strategies for improving employee retention, creating a more positive work environment, and fostering career development opportunities for their employees. Ultimately, the study aims to contribute to a better understanding of the factors that influence employee turnover in the hospitality industry and to provide insights that can help to reduce turnover rates and improve employee well-being and job satisfaction.

**KEYWORDS:** *career opportunities, employee turnover, wages, work culture*

## 1. INTRODUCTION

Employee turnover is a critical issue for organizations, particularly in the hospitality industry, where it is prevalent. Factors such as low wages, long working hours, and limited opportunities for career growth contribute to high turnover rates in the industry (Chen Choi, 2008; Kim, Cho, Lee, 2016). A qualitative study that aims to understand the factors that influence employee turnover in the hospitality industry has the potential to contribute to the literature and aid in the development of effective retention strategies.

Qualitative research methods such as in-depth interviews and focus group discussions are valuable tools for exploring employees' experiences, perceptions, and opinions in the hospitality industry (Zopiatis, Theocharous, Varnavas, 2014). By

examining the role of management practices, working conditions, job satisfaction, and career development opportunities in employee turnover, this study can provide insights that can be used to improve employee retention (Huang Huang, 2015; Tse Lam, 2012). Ultimately, the findings of this study can help employers in the hospitality industry create a more positive work environment, foster career development opportunities for their employees, and reduce turnover rates (Mowday, Porter, Steers, 1982; Tett Meyer, 1993). By doing so, employers can improve employee well-being and job satisfaction, leading to increased productivity and profitability (Batt Colvin, 2011; Yildiz Esen, 2018).

## 2. LITERATURE REVIEW

The hospitality industry is known for its high turnover

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rates (Alam DeLacy, 2018). Turnover can be costly for organizations, as it can result in increased recruitment and training expenses, decreased productivity, and reduced customer satisfaction (Hinkin Tracey, 2000). Therefore, understanding the factors that influence employee turnover in the hospitality industry is critical (Lu'2015).

One of the primary factors that contribute to employee turnover in the hospitality industry is job dissatisfaction (Chen Choi, 2008). Studies have shown that low job satisfaction levels are associated with increased turnover intentions (Kim, Cho, Lee, 2016).

Factors that contribute to job dissatisfaction in the hospitality industry include long working hours, low wages, lack of recognition, and limited opportunities for career growth (Zopiatis, Theocharous, Varnavas, 2014).

Another factor that can influence turnover in the hospitality industry is management practices. Poor management practices, such as ineffective communication, lack of support, and inadequate training, can lead to employee dissatisfaction and turnover (Huang Huang, 2015).

It has been clearly found that the hospitality industry is facing the challenge of high employee turnover. To reduce these various measures can be taken by the organisation like work centered working environment, skill development, better compensation etc. Dwesini, N. F. (2019).

Working conditions can also play a role in employee turnover in the hospitality industry. For example, studies have shown that job stress, work-family conflict, and physical work demands can lead to increased turnover intentions (Chen Choi, 2008; Yildiz Esen, 2018).

Finally, it is suggested that the the retention of the employee can be based on the following factor: Sustainable Working Environment, sustainable growth opportunities, effective communication, and effective recruitment. Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., ... & Araya-Castillo, L. (2022).

Therefore, providing career development opportunities, such as training and mentoring programs, can improve employee job satisfaction and reduce turnover intentions (Tse Lam, 2012).

### 3. RESEARCH METHODOLOGY

The research methodology adopted for examining employee turnover in hotels in Chhattisgarh employs a mixed-methods strategy to ensure a comprehensive investigation. Qualitative data will

be obtained through surveys and semi structured questionnaires distributed among hotel employees, facilitating the analysis of turnover rates and relationships between identified factors. Qualitative insights will be derived from interviews with hotel managers, human resources personnel, and employees, offering nuanced perspectives on subjective experiences. The analysis will involve thematic analysis for qualitative data, ensuring the reliability and validity of the findings. Triangulation will enhance the credibility of the results, and a well-defined research timeline will guide the systematic progression of the study. While recognizing potential limitations, the research aims to present a comprehensive report with practical recommendations to address employee turnover challenges in Chhattisgarh's hotel industry.

## 4. FINDING AND SUGGESTIONS

### Findings

There are several factors that may contribute to employee turnover in hotels in Chhattisgarh. Some of these factors include:

#### Low Wages and Benefits

One of the most common reasons for employee turnover is low wages and inadequate benefits. If employees feel that they are not being compensated fairly for their work, they may look for other opportunities that offer better pay and benefits.

#### Lack of Training and Development Opportunities

Employees are more likely to stay with an organization if they feel that they have opportunities to learn and grow. A lack of training and development opportunities can lead to employee frustration and disengagement, which can increase turnover.

#### Poor Working Conditions

Hotel employees may be required to work long hours, weekends, and holidays. If the working conditions are poor, such as inadequate ventilation, insufficient lighting, or uncomfortable temperatures, employees may feel stressed and unhappy, leading to turnover.

#### Lack of Recognition and Appreciation

Employees want to feel that their contributions are valued and appreciated. If employees feel that their work is not being recognized, they may feel undervalued and demotivated, leading to turnover.

#### Management Issues

Poor management practices, such as lack of communication, unclear expectations, and a lack of support, can lead to employee turnover. Employees may feel that their concerns are not being heard, and they may become frustrated and disengaged.

### **Career Opportunities**

Employees are more likely to stay with an organization if they see opportunities for career growth and advancement. If there are limited opportunities for career advancement within a hotel, employees may look for other opportunities that offer more growth potential.

### **Workplace Culture**

The workplace culture can also impact employee turnover. If the culture is toxic, with high levels of stress, conflict, and negativity, employees may not want to stay with the organization.

### **Suggestions**

Here are some suggestions to address the factors that contribute to employee turnover in hotels in Chhattisgarh:

#### **Offer Competitive Wages and Benefits**

Hotels can review their compensation packages and ensure that they are offering competitive wages and benefits that are in line with industry standards. This can help attract and retain employees who are looking for fair compensation.

#### **Provide Training and Development Opportunities**

Hotels can provide employees with opportunities to learn and grow, such as training programs, mentorship, and career development plans. This can help employees develop their skills and feel more engaged with their work.

#### **Improve Working Conditions**

Hotels can take steps to improve working conditions, such as providing adequate lighting, comfortable temperatures, and good ventilation. They can also ensure that employees have access to break rooms and other amenities that help them feel more comfortable and supported.

#### **Recognize and Appreciate Employees**

Hotels can recognize and appreciate their employees through regular feedback, rewards and recognition programs, and employee appreciation events. This can help employees feel valued and motivated to stay with the organization.

#### **Address Management Issues**

Hotels can work to improve their management practices by ensuring that there is clear communication, expectations are clearly defined, and there is support available to employees. This can help create a positive work environment where employees feel heard and supported.

#### **Create Career Growth Opportunities**

Hotels can create opportunities for career growth and advancement by offering internal promotions, cross-training, and development programs. This can help

employees see a future with the organization and encourage them to stay.

### **Foster a Positive Workplace Culture**

Hotels can foster a positive workplace culture by encouraging teamwork, open communication, and a supportive environment. This can help create a positive work environment where employees feel happy and motivated to stay with the organization.

By implementing these suggestions, hotels in Chhattisgarh can create a positive work environment that helps reduce employee turnover and improve employee retention.

## **5. CONCLUSION**

Chhattisgarh is a state located in central India, known for its rich cultural heritage, natural beauty, and industrial growth. The hotel industry in Chhattisgarh is rapidly expanding, with a focus on promoting tourism and attracting business travelers. However, like any other state, Chhattisgarh is also facing the challenge of employee turnover in the hotel industry. To address this challenge, hotels in Chhattisgarh can take steps to improve working conditions, offer competitive wages and benefits, provide training and development opportunities, recognize, and appreciate employees, address management issues, create career growth opportunities, and foster a positive workplace culture. By doing so, hotels can create a positive work environment that helps reduce employee turnover and improve employee retention, ultimately leading to improved business outcomes and a thriving hotel industry in Chhattisgarh.

Employee turnover is a significant challenge in the hospitality industry. Factors such as job dissatisfaction, poor management practices, working conditions, and limited career development opportunities can contribute to high turnover rates. Therefore, employers in the hospitality industry should strive to create a positive work environment, foster career development opportunities, and implement effective management practices to reduce employee turnover and improve job satisfaction.

Employee turnover can be a significant challenge for hotels in Chhattisgarh as it can lead to a range of negative consequences, such as increased recruitment costs, decreased productivity, and decreased employee morale. To reduce employee turnover, hotels need to address the underlying factors that contribute to it. One of the most important factors that contribute to employee turnover is low wages and inadequate benefits. This is especially true for the hospitality industry, where the work can be physically and emotionally demanding. To address this, hotels can review their compensation packages and ensure that they are offering competitive wages and benefits.



This can help attract and retain employees who are looking for fair compensation and help to reduce the likelihood of employees seeking employment elsewhere.

Another factor that contributes to employee turnover is the lack of training and development opportunities. Employees want to feel that they have opportunities to learn and grow, and a lack of these opportunities can lead to employee frustration and disengagement. Hotels can address this by providing employees with training and development opportunities, such as mentorship programs, cross-training, and career development plans. This can help employees develop their skills and feel more engaged with their work.

Poor working conditions can also contribute to employee turnover. Hotels can take steps to improve working conditions, such as providing adequate lighting, comfortable temperatures, and good ventilation. They can also ensure that employees have access to break rooms and other amenities that help them feel more comfortable and supported. This can help reduce stress and increase job satisfaction, leading to improved retention rates.

Recognition and appreciation are essential to creating a positive work environment, and a lack of these can lead to employee disengagement and turnover. Hotels can recognize and appreciate their employees by providing regular feedback, rewards, and recognition programs, and employee appreciation events. This can help employees feel valued and motivated to stay with the organization.

Management issues can also contribute to employee turnover. Poor management practices, such as a lack of communication, unclear expectations, and a lack of support, can lead to employee frustration and disengagement. Hotels can address these issues by ensuring that there is clear communication, expectations are clearly defined, and there is support available to employees. This can help create a positive work environment where employees feel heard and supported. Limited career growth opportunities can also lead to employee turnover.

Hotels can address this by creating opportunities for career growth and advancement, such as offering internal promotions, cross-training, and development programs. This can help employees see a future with the organization and encourage them to stay.

Finally, fostering a positive workplace culture is essential to creating a work environment where employees are happy and motivated to stay. Hotels can foster a positive workplace culture by encouraging teamwork, open communication, and a supportive environment. This can help create a

positive work environment where employees feel happy and motivated to stay with the organization.

In conclusion, hotels in Chhattisgarh can reduce employee turnover by addressing the factors that contribute to it. By offering competitive wages and benefits, providing training and development opportunities, improving working conditions, recognizing, and appreciating employees, addressing management issues, creating career growth opportunities, and fostering a positive workplace culture, hotels can create a work environment where employees are happy and motivated to stay. This, in turn, can lead to increased productivity, decreased recruitment costs, and improved employee morale.

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