

**A Study on Impact of Human Resource Practices on Employee Retention
in Star Hotels of Coimbatore District.**

By

ILAKKIYA.M

17PTA007

Thesis submitted to

**Avinashilingam Institute for Home Science and Higher Education for
Women, Coimbatore – 641043**

In Partial Fulfillment of the Requirement For

Master Degree

in

**MASTER OF BUSINESS ADMINISTRATION
(TOURISM AND TRAVEL MANAGEMENT)**

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CERTIFIED AS BONAFIED RESEARCH WORK



Signature of The HOD

**Signature of the
External Examiner**



Signature of the Guide

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CHAPTER -I

INTRODUCTION

1.1 TOURISM

Tourism plays an enormous role in developing the economy of a country. Tourism is the second largest foreign exchange in India. Also, this industry employs a large number of people, both and unskilled. It promotes national and international economy.

According to Tourism society of England (1976) “Tourism is the temporary, short-term movement of people of destination outside the places where the normally live and work and their activities during the stay at each destination. It includes movements for all propose. In 1981 International Association of technical experts defines tourism in terms of particular performance selected by choice and undertaken outside the home surroundings. Tourism is an activity done by an individual or a group of individuals, which leads to a movement. It is an visit to a place or some places in the purpose of enjoyable which leads to exposure towards culture, civilization and history.

The tourism industry has a huge economic impact that continues to expand to new markets and destination. According to the UNWTO (2015),”The total export value from international tourism amounted to US\$1.4 trillion of tourism dollars earned are the US, Europe, Asia, Pacific and Africa. Only the Middle East posted negative growth at the time of the report This is shows that tourism has a great scope for growth and development.

Tourism relies on, as well greatly impacts, the usual location in which it operates. In some destination, there is a grand appreciation of the ecological resources as the sources of the tourism production as well as environmental guard policies and tactics in place. Preservation of these important resources benefits not only tourist but also the local residents as well.

1.2 THE HOSPITALITY INDUSTRY

When locking at tourism it’s important to consider the term hospitality (Bolla, 2000).Hospitality is “the industry of helping persons to feel welcome and stress-free and enjoy themselves. Hospitality industry is the combination of the accommodation and food and beverage groupings collectively create the principal section of the industry. The hotel; sector is an important segment of tourism industry in any economy and the employees play crucial role in delivering services to the customers or the tourist visiting the hotel. Hotel

industry is the world's largest industry that employs the largest amount of human resources. Thus, the service industry plays a significant role in national economic development. The governments of different countries selected potential service industries and supported them either resource, in order to energize economic development. However, it is the liability of human resource that needs to put an effort in recruiting and retaining the brilliant staff in the industry. Each hotel works in its own pattern, when a new employee is appointed by the hotel it takes months of stress and strain the staff and make him suitable and adaptable to the purpose and operation of the hotel.

The hospitality industry is a broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. A hospitality service is also known as "accommodation sharing", or "hospitality exchange", "home stay network". It is a centrally organized social networking service of travellers who offer or seek home stays (lodging in a home) either on the house or for money. A hospitality service may collect commission on each home stay, charge a membership fee, or be completely free. The hospitality industry is the industry that responsible for providing mainly food service and accommodation in places such as hotels, resorts, conferences centres and theme or enjoyment parks. The cantering industry, which over helps with the hospitality industry, primarily provides food services to institutions (such as school, hospitals, or governmental operations), private industry (such as corporate cafeterias or motion picture studios), and private parties. And also in a much boarder view, non-commercial institutional provides food and lodging.

Both tourism and hospitality are inter-related and grouped together as a single industry. Through the hospitality and tourism industries are viewed as two individual sectors. There is an overlapping between these two. Tourism is defined as the people travel and goes for the places outside of their standard environment for less than one year to accomplish their industry purpose and leisure; they are not employed there on visiting places. Hospitality is the provision of the accommodation, venues, meals and drinks to those people who are out of their homes. Both of these industries covert the restaurants, accommodations, hotels and exhibition activities. Tourism is not the subsector of the hospitality merely a source of the tourist services. Hospitality may include following sectors;

- Licensed clubs
- Food shops
- Catering activities
- In-house catering

- Exhibition and fair organizer's activities
- Activities of conference organizers
- Other food services

These are the areas of hospitality industry which provide the services in different ways. Hospitality is the focal point in those countries where tourism is the major export industry. The hospitality is the main source of foreign currency exchange and largest employers to employ the workforce. Hospitality brings different cultures together in global community. Countries suffering from trade balance look the hospitality and tourism as a great scope. Therefore, hospitality plays a vital force in the worldwide marketplace. Hospitality companies need the worldwide think to live and challenging hospitality organizations work maturely in UK and US. the companies competing in all aspects of the hospitality industry will move across their national boundaries.

Hotel developments are important for the new opportunities of jobs and stimulate the local economics. Generally hotels provide the two types of the services: (i) accommodation and (ii) dining services. Customers of this industry include the foreign visitors, domestic household and institutional buyers. Competitive pricing, availability of service and extent free service are the main three factors which affect the lodging facilities and selection of hotels. In the five years, the visitors are growing at the tremendous annual rate of 9%. Hotels are main and popular source of accommodation for more than 50% of foreign region visitors. Due to improved demand of accommodations the every section of the hotel industry are steady expanded.

Hospitality industry keeps the hotel business with different products, methods, and technology and less easy to analyze it. Hotel industry produces in varying sale markets of the world. It keeps close contacts with its customers who consume the products at the sale points.

1.3 HOSPITALITY INDUSTRY IN INDIA

The Indian tourism and hospitality industry has materialized as one of the key drivers of growth among the services sectors in India. It contributes to 6.23 percent to the national GDP and 8.78 percent of the total employment in the country. Constant transformation, functional growth and improving standards have gained the hospitality industry of India approval all over the world. The industry is broadly divided in two segments.

Tourism: The tourism sectors include medical and healthcare tourism, adventure tourism, heritage tourism, eco tourism, rural tourism, wildlife, tourism and pilgrimage tourism.

Hotels: these include business hotels, resort hotels, airport, extended apartment hotels, resort hotels, timeshare hotels, casino hotels, convention centres and conference centres.

1.4 HOTEL INDUSTRY IN COIMBATORE

This research is mainly based on hotels in Coimbatore, a major city of Indian state of Tamil Nadu. Coimbatore which is known as Manchester of South India is the fastest growing cities in India and a major hub for various industries. Coimbatore cuisine is predominantly south Indian with rice as its base. Most local restaurants still retain their rural flavour, with many restaurants serving food over a banana leaf. Coimbatore has an active food culture and various cuisine options for dining. The major star hotels are Vivanta by Taj, Hotel Le Meridien, Aloft, The Residency Towers, Gokulam Park, Radisson Blue Hotel CAG Pride.

In addition to the comfort, star hotels provide round the clock open reception, 24 hours accessible by phone, lobby with seats and beverage service, breakfast buffet or via room service, mini bar, daily room cleaning, bathtubs and showers, high class furniture, Linen shelves, bath towels, dressing mirror, telephone and internet access, heating facilities. The superior class luxury includes ironing service, workout rooms, personal care products, the internet with PC, Doorman service or valet parking.

1.5 CLASSIFICATION OF THE HOTELS

Every hotel is unique according to the features associated with it that can be its location, number of rooms, special services, specialty restaurants, banquets, etc. the variety in facilities and services provided by each hotel makes it different from each other. Therefore it is quite difficult to have an exact classification of hotels. The Standard classification of hotels which is given by the government authorities and committees are the star ratings which are awarded depending upon several criterions.

Star Rating: The Indian hotel industry follows the star rating system which indicates the standard of facilities offered by the hotel. The classification of hotels is done by a central government committee called the Hotel Restaurant Approval and Classification Committee (HRACC) which inspects and assesses the hotels based on the facilities and services offered.

- **One Star Hotel:** These are generally small and independently owned properties with a family atmosphere.

- **Two Star Hotel:** These hotels are typically small to medium sized and offer more extensive facilities than one star hotels.
- **Three Star Hotels:** These hotels will usually have a comparatively big size to support higher staff and significantly higher quality and range of facilities to offer.
- **Four Star Hotels:** These hotels will have luxury as well as quality in décor, furnishings and facilities offered and also the variety in cuisine.
- **Five Star Hotels:** These hotels offer luxurious and spacious accommodation according to the standards also will offer a wide range of facilities compared with other star categories.

1.6 HUMAN RESOURCES MANAGEMENT

Human Resource Development, Organization Development and Industrial Relations are three important aspects of Human Resource Management in an organization. Each has their own specialties. They are playing an active role in developing people and improving effectiveness. It encourages HRD staff to create a development culture and ensures that they have a reasonably satisfied and committed people. Today HRM is the crux of management.

It is now globally recognized that managing human resources is the basic job of management. It is more recognized in recent time not only in developed countries but also in developing countries like India. Our country has second largest manpower in the world. Therefore, Indian management is now on the threshold of revolutionary change in the practice of management particularly with the country becoming a member of WTO. HRM is now everybody's concern. With the advent of liberalization, privatization and globalization of business, HRM has now emerged as the most spectacular aspect of management.

Different terms are used to denote human resource management. They are labour management, labour administration, labour management relations, employee – employer relations, industrial relations, personnel administration, personnel management, human capital management, human asset management, and the like.

Human resource management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and

organizational requirements. Human resources management is the central sub-system of an organisation and it permits all types of functional, such as production management, marketing management and financial management. The human resource management consists of interrelated, interdependent and interacting physiological, sociological and ethical components.

1.7 HUMAN RESOURCES PRACTICES

Any practice that deals with enhancing competencies, satisfaction, commitment and culture building can be considered an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule, or just a way of doing things. Good Human Resource practices do make a difference in the functioning of the organization. Good Human Resource practices are those that contribute to one or more of the three C's: Competencies, Commitment and Culture. They need to be identified and implemented cost-effectively, reviewing and revising them from time to time to enhance their effectiveness and appropriateness'.

HR Practices can play there major roles, these roles are :

- i. Building critical organizational capabilities
- ii. Enhancing employee satisfaction
- iii. Improving customer and shareholder satisfaction

Good HR practices do make a difference in the working efficiency of the organization. They enhance internal capabilities of an organization to deal with current or future challenges to be faced by an organization. Good Human Resource practices also promote the wellbeing of the employees of the organization. The commitment and motivation built through good Human Resource practices can lead to hard work and can have a very good influence on the organization.

This system, comprising of good HR practices can create a sustainable and lasting capability of the organization to manage itself internally and face external challenges.

HR Practices include:

- HR Planning
- Recruitment & Selection
- Induction
- Training & Development

- Performance Appraisal
- Career Planning
- Fringe Benefits
- Reward & Recognition
- Welfare Activities as per Statutory Requirement
- Safety, Health and Environment Policy
- Suggestions Scheme Promotion & Transfers
- Exit Policy

HR Practices have a continuing and significant influence on the working output of the employee. The best practices in the industry should cope with challenges such as an increasing number of employees, encountering new working environments, cultures, restructuring and the pervasive and often deleterious effects of technology. The changing Practices in Human Resources will be useful to the organization, as it will reduce the expenditure on the employee while increase his productivity. Therefore it is expected of the HR managers to implement these changes effectively for the betterment of the organization. By implementing some of the innovative HR practices, the quality of internal organizational processes improves dramatically.

1.8 HUMAN RESOURCES PRACTICES IN HOTEL INDUSTRY

Human resources in the hospitality sector require not just a human touch and “service with a smile” but also yearn for individuals who are multi skilled, cross-trained, forward looking in terms of perspective and mindset, and embody strategic creative and systematic thinking. To encourage tourists to choose a specific hotel, the hoteliers must meet or exceed the guests’ expectations of service quality. But human resource managers in the hospitality industry are experiencing rapid changes due to the inundation of information technology and ever increasing globalization, HR progress through education, training, and development of employees at all levels is a vital component in sustaining the industry’s competitiveness in the international arena.

The success of tourism has given rise to the increased demand for quality professionals. The increasing demand for skilled and qualified human resources is posing a major challenge to the industry. In this fascinating industry, the effective utilization of human resources can give a hotel a competitive advantage in the market place. Hotels must develop human resource practices which enable them to recruit, select, and retain competent employees who can contribute to the

achievement of desired organizational objectives.

The hospitality industry expects prospective employees to have formal educational qualifications, experience, and trade skills before entering the field. Introduction of several new hospitality institutes across India has significantly improved the quality of hospitality education, and graduates are increasingly becoming better skilled and better trained to work in this glamorous and fast growing industry. Hospitality institutions must conduct training programs in order to produce trained and qualified professionals to work efficiently in the hospitality sector. Educational institutions are developing model curricula to enhance the skills of the students for the hospitality industry. Some of the incorporated changes include written and oral communications; interpersonal skills and computer literacy as part of skills enhancement, but students fail to learn to utilize these skills in a fashion expected by the industry. Many academic institutes do not possess necessary infrastructure to teach these skills and are in need of investment to develop educational and training infrastructure to face future challenges and major opportunities in the hospitality sector of India.

1.9 EMPLOYEE RETENTION

Employee retention is the capability of the organisation to retain the employee in a longer time. It is one of the simple tactics used by the organisation to gain their employees in a longer run. Head Premium Malls – DL F explains that the cost required to replace the employees directly is as high as 50 – 60 % of the personnel's annual income and the turnover gained by the organisation by the same employee rates between 90 – 200 % of the employee's annual income. This shows that study on employee retention is very essential in today's corporate world. There are huge numbers of retention programmes conducted by many organisations to retain their employees. A few programmes that help in increasing retention of employees are career development, executive coaching programmes, motivating programmes, orientation and on boarding programmes. To develop a long term retention strategy, it is essential for the employee to clearly understand the organisational environment. To understand the environment it is vital to recognize why the employees join, stay, and leave the organisation. Employee retention helps in corporate growth rapidly. Hence employee retention plays a vital role in organisation, because as long as the employees stay in one job they tend to acquire more skills and knowledge in the business.

Through longer retention of employees, the company can save cost, make the personnel's loyal and make them well trained and skilled employees. It requires huge time and cost to

substitute the old employee with the new one, so it is pertinent for the corporate industry to use various tools like incentives, bonuses, and advance salary to satisfy the employees. There are certain strategies which is used to calculate the rate of retention of employee in an organisation. To calculate the retention rate, the organisation uses a formula, which is that the percentage can be got by dividing the number of employees who left during a period by the total number of employees at the end of the period.

1.10 THE THREE R'S OF EMPLOYEE RETENTION

To keep employees and keep satisfaction high, you need to implement each of the three R's of employee retention are respect, recognition, and rewards.

- **Respect** is esteem, special regard, or particular consideration given to people. As the pyramid shows, respect is the foundation of keeping your employees. Recognition and rewards will have a little effect if you don't respect employees.
- **Recognition** is defined as "special notice or attention" and "the act of perceiving clearly." Many problems with retention and morale occur because management is not paying attention to people's needs and reactions.
- **Rewards** are the extra perks you offer beyond the basics of respect and recognition that make it worth people's while to work hard, to care, to go beyond the call of duty. While rewards represent the smallest portion of the retention equation, they are still an important one.

1.11 EMPLOYEE RETENTION IN PRESENT INDIAN SCENARIO

Some of the sectors that have witnessed high retention rate in India in the last few years is IT, ITES, healthcare and banking in the range of 20-25 percent. In India, better ambience, lucrative salary, comfortable timings, growth prospects are some of the factors which prompt an employee to stay in an organization. To retain the employees, the Indian companies are coming up with innovative mechanism and offers various types of practices like ESOP (Employee Stock Options), Management Development Programs, free food and even 'summer hours' policy in which an employee can choose to work half-an-hour more each day from Monday to Thursday and take off early on Friday at noon.

For example, the retention strategies followed in Infosys company are class wise accommodation facilities, restaurant's, café, theatre, gym, swimming pool, super market, synthetic track, battery cycles, electronic coffee machine with any time break, and library.

1.12 ROLE OF HR IN EMPLOYEE RETENTION

The Human Resource team plays a vital and important role in the success of any organization. The survival of an organization will largely depend upon the talented employees so they should be identified and retained. The employees who spend a more extended term at a specific organization know better about the standards, rules and strategies of the organization and hence can conform better.

- **Discover the reasons:** At whatever point in time if an employee leaves the organization, it is the duty of the HR department to discover the reasons which provoked the employee to leave because nobody leaves the organization without a genuine reason.
- **Examine the issues:** It is the responsibility of the HR to sit with the employee and examine the different issues personally. The issues should be listened carefully and should never be focused on conducting exit interviews, rather more emphasis should be given on retaining the employees.
- **Provide a solution:** The HR should always try and provide a better solution to the problem. The HR should check the reputation of the employee who wishes to leave. It is vital for the top management to hold those employees who have the potential and are truly indispensable for the hotel.
- **Correct Recruitment:** The HR must ensure that a right employee should be placed for the job as a mismatch will look for a change very soon. Each individual has been assigned responsibilities as per his or her specialization also it must be justified with a good salary acceptable to the other person the hike should be on the present salary and must match with payment offered by the competitors.
- **Motivation and Training:** The human resource department must conduct motivational activities and training programs on a regular basis. The HR should organize sessions which help the employees to learn something extra apart from the routine work. The employees should be engaged in extracurricular activities which are important for their overall development and also encourage them to interact with each other further increasing their comfort level.
- **Incentives:** There should be a provision of various incentive schemes for the top performers to motivate them, as a result of which the employees will feel that they are important for the organization and endeavour hard to perform far better next time. Incentives like cash prizes, lucrative perks and certificates etc. could be provided.

- **Monitoring Performance:** The performance of the talented employees should be monitored on a regular basis as to make sure that it is consistent. There should be a performance based appraisal system in place for competitive performance in the future. The employee job rotation technique can be one of the effective ways to retain employees.

The HR department must attempt their level best to inspire the employees and make them feel unique in the organization with the goal that they don't search for a change.

1.13 OBJECTIVE OF THE STUDY

- To analyze different frequencies of demographic factors towards the impact of Employee retention in Star Hotels.
- To analyze the gender differences towards the impact of Employee retention in Star Hotels.
- To determine the age group difference towards the impact of Employee retention in Star Hotels.
- To examine the marital status difference towards the impact of Employee retention in Star Hotels.
- To identify the educational qualification differences towards the impact of Employee retention in Star Hotels.
- To assess the factors of Human Resource Practices which are highly influencing for employee retention in Star Hotels.

1.14 NEED OF THE STUDY

The boom in the Hotel Industry has led to the opening of many Hotels in Coimbatore district and in turn provides extensive job opportunities to the professionals of the Industry. Further, on the other hand availability of skilled, semi-skilled and un-skilled but possessing basic work knowledge of the work culture are the assorted options available for the employers to choose their employees. This is a scenario where both the sides of the Industry, the employers and the employees have varied opportunities and options for creating their stand in the market. This is a major reason for the instability of recruitment as well as retention balance. However, hotels would always prefer skilled and trained employees to be retained in the organization than to recruit a fresher and spend time and money on their development. They would rather prefer more on raising their employees work standards by providing them with the new trends and technique training and development opportunities.

Human Resource department of hotels is on a vantage point of developing employee centric practices to hold them for a longer tenure in the organization. Employees will remain with the organization as long as they are satisfied with the human resource practices pertaining to significant areas of their anxiety.

These employees are livelier towards learning, growth and development, and more importantly desire job satisfaction and respect in the organization. The Human resource department of hotels is always on a lookout for developing employee centric practices that will satisfy the employees while working with the organization. Pertaining to the options available in the market the employees will remain in the organization only as long as they are satisfied with the practices of their concern. Hence the need of analyzing the effectiveness of various practices followed by hotels and also analyzing the impact of human resource practices followed by star hotels in Coimbatore district for retention of their employees is understood.

1.15 SCOPE OF THE STUDY

This study deals with the challenges the hotel Industry is facing with specific focus on the Star Hotels in Coimbatore district towards retention of its employees and the impact that the HR practices have on the Employee Retention.

Hence the scope of study is limited to the star hotels in Coimbatore district. A comprehensive analysis of the star hotels in Coimbatore, the challenges faced by them and the HR practices which are followed for retention of employees is covered to understand the problem and the gap between recruitment and retention. There is no job in the market in current scenario which provides complete job security. The hotel industry is also not an exception for that. There is no hotel that gives a confidence of retaining employees for a lifetime. Similarly, there is no employee whose guaranteed continuation of service could be confirmed. Hence, the next best deal that could be offered is an effective employee retention practice. An appropriate employee centric human resource practices has become one of the most effective motivational tools in the hotel industry for effective retention. Moreover, irrespective of the practices framed and implemented there is a need to check the effectiveness of these practices on satisfaction levels of the employees. This would ultimately result in their decision of retaining themselves in the organization.

1.16 LIMITATIONS OF THE STUDY

A study could be successful only if the Researcher is able to have access of the employees in a hotel frequently, continuously and also regularly. Considering the extensive working hours, heavy work load and departmental pressures, there were instances when this access was more that difficult to grasp. The support required from the management of the hotels is limited due to various reasons. There is sometimes a hesitance and lag in sharing of information with clarity and detail. Information could be sought only through references or with immense follow up procedures and becomes a time consuming process. Hence a lot of time is utilized during data collection and getting appointments of the hotels.

Further, referring to the other inputs received on the basis of the questionnaire cannot be always applied to the target audience due to diversity of thoughts, different work processes of hotels, employees though working in Coimbatore district but belonging to varied geographical locations. This dilutes the impact of feedback received as the samples are diverse.

1.17 CHAPTERISATION

Chapter 1 – Introduction

In this chapter a holistic perspective of service is provided. The chapter provides brief introduction about human resources management, human resources practices, and employee retention, the three R's of employee retention, role of hr in employee retention, objective of the study, need for the study, and scope of the study and limitation of the study.

Chapter 2 – Review of literature

This chapter includes review of related literature conducted on tourism, human resources management, human resources practices, employee empowerment, appraisal system, employee training, pay structure and compensation, and employee retention.

Chapter 3 – Research Methodology

In this chapter, it briefs on research design, source of data, questionnaire design, sample plan, sample size and various tools used in the analysis. It also gives a detail account on Employee Retention in hospitality industry in Coimbatore.

Chapter 4 – Analysis and Interpretations of the Result

In this chapter, data is analysed in detailed and interpreted in terms of the primary theme of the dissertation. The result of the analysis and its discussions are given to disclose the proposed research problem.

Chapter 5 – Findings, Suggestions and Conclusion

In this chapter, the finding of the study is summarized. It also proposes various suggestions for paving way to Employee retention in hospitality industry in Coimbatore.

CHAPTER - II

REVIEW OF LITERATURE

2.1 INTRODUCTION

This chapter is dedicated to all the literature that was reviewed with regards to the research topic. Review of literature was a crucial part of the secondary data collected for the research. Literature related to the core subject of Human Resource Practices adopted in Hotels, with emphasis on its importance in the industry, employee engagement, employee satisfaction and motivation, and its effect on employee retention was reviewed. Articles, Books, PhD Thesis, Research Papers and Websites pertaining to the hospitality scenario were reviewed to get an overview in the scope of the research.

2.2 TOURISM

Herman walz (2018) tourism is a dynamic and competitive industry that requires the ability to adapt constantly to customers changing needs and desire, as the customer's, safety and enjoyment are particularly the focus of tourism businesses.

Chen& Chen (2010) suggested that tourism development should be identified as a way to revitalize the economy of a destination where Murphy (1985) argue that tourism industry heavily realise on the goodwill and participation of local people because they are part of its product where development planning does not fit in with local resident aspirations and capacity, resistance and hostility, entire industry's potential will be destroyed. plan for tourism development should be implemented in the sense, it should be feasible and realistic one that helps to maintain a balance between economic, socio-cultural and environmental characteristics of a destination.

Tugberk Ugurlu (2010) defines "Tourism is a collection of activities, services and industries which deliver a travel experience comprising transportation, accommodation, eating and drinking establishments, retail shops, entertainment businesses and other hospitality services provided for individuals or groups travelling away from home".

United Nations World Tourism Organization 2008 "Tourism is a cultural and economic phenomenon which entails the movement of peoples to countries or places outside their usual environment for personal or business or professional purpose. These people are called visitors and tourism has to do with their activities, some of which imply tourism expenditure".

Charles Goeldner et al., (2006) have explained that Tourism is alive with dynamic growth with new activities which brought new destinations, new technology, new markets and rapid changes which supports the growth of the tourism industry.

Stear (2005) believes “Tourism is travel and temporary stay involving at least one night away from the region of a person’s usual home that is undertaken with the major expectation of satisfying leisure needs that are perceived as being at places outside of, and qualitatively different to, the home region.”

Sekhar (2003) has viewed tourism as an industry which is a very environmental friendly way to revitalize distressed rural communities and economies. He has also believed that it develops the economic value and growth of the place.

2.3 HUMAN RESOURCES MANAGEMENT

Gary Dessler (2013) "Human resource management refers to the policies and practices one needs to carry out the people or human resource aspects of management position including recruiting, screening, training, rewarding and appraising."

Edwin Flippo (2012) defines “Human Resource Management as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

G.R.Agrawal (2010) "Human resource management is a process concerned with the management of human energies and competencies for achieving organizational goals through acquisition, development, utilization and maintenance of a competent and committed workforce in a changing environment."

Milkovich et al., (2008) “Human Resource Management is a series of decision that affect the relationship between employee and employer: it affects many constituencies and is intended to influences the effectiveness of employee and employer.

Huselid (1995) Human Resource means individuals or staff or workforce within the boundary of an organization they are responsible for performing the tasks assigned to them and they aim to meet the organization objectives and make the profit. Human resource can provide a sustainable competitive advantage by giving them different practices.

2.4 HUMAN RESOURCES PRACTICES

Ling et al., (2010) It is important for an organisation to adopt supportive HRM practices that can motivate and encourage employees to be creative and innovative.

Bondarouk et al., (2005) HRM practices: “Human resource management (HRM) innovation concerns new HRM ideas and practices that strive to add value to HRM and organisational performance.

Laursen (2002) “HRM practices’ is the overall label put on a host of contemporary changes in the organization of the employment relation, referring to team-based organization, continuous (often team-based) learning, decentralization of decision rights and incentives, emphasis on internal knowledge dissemination, etc. At the same time it should be noted that other types of practices, such as for instance, recruiting, training or career paths, are disregarded in the present analysis. While there may be strong financial performance effects, productivity effects and flexibility advantages of HRM practices”.

Ahmad et al., (2003) Human resource management practices are training, performance appraisal, employee participation, job definition and compensation shows a positive impact on employee job satisfaction and organizational performance. Past empirical research has mostly investigated the effects of HRM practices on financial performance and some on efficiency and employee turnover.

Huselid (1995) Human Resource means individuals or staff or workforce within the boundary of an organization they are responsible for performing the tasks assigned to them they aim to meet the organization objectives and make the profit. Human resource can provide a sustainable competitive advantage by giving them different practices.

Lado et al., (1994) Human resource practices mean the process or the functions that used to manage the employees and it directed the firm toward the development.

2.5 IMPORTANCE OF EMPLOYEE RETENTION

- Hiring is not an easy process.
- An organization invests time and money in grooming an individual and makes him ready to work and understand the corporate culture.
- When an individual resigns from his present organization, it is more likely that he would join the competitors.
- The employees working for a longer period of time are more familiar with the company’s policies, guidelines and thus they adjust better.

- Every individual needs time to adjust with others.
- It is observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization.
- It is essential for the organization to retain the valuable employees showing potential.

Ramlall et al., (2006) concludes that the total cost of voluntary retention varies between 150% to 250% respectively. This cost also includes recruitment and training costs, public perception of the company, employee morale and productivity and many other factors. Losing even one key employee may have dangerous consequences and may badly affect the efforts of the organizations to attain its objectives. With the changing economic, social and political environment, the needs, desires and expectations of the human resources are also changing. Organizations need to hold their employees tightly because they can make as well as break an organization. Employee retention is crucial for successful functioning of business.

McCann (2004) finds out some reasons of leaving organization, which are poor salary and benefits, lack of effective communication, negative working environment, lack of reward and recognition, immoral treatment, did not find work interesting, no job security and work life balance.

Glebbeck et al., (2004) investigates that the performance of the organization is affected if the rate of voluntary turnover of employees are high. expresses that employees with poor performance quit from the organization.

2.6 HUMAN RESOURCES PRACTICES IN EMPLOYEE RETENTION

Goswami et al., (2012), the study is about various issues and causes related to attrition of employees and the major challenge faced by an organization is to retain their talented bunch of employees. According to the author employee attrition is a very serious problem and an annoyance of every industry. The survey explains that just obtaining the skilled employees is not enough but to retain them is also a very stimulating issue. The research also states that any organization for that matter has to prepare and implement plans and policies in such a way that the skilled workforce should be retained, if the company does not do so it will lose a knowledgeable, trained and skill employee, which not only has direct impact but also can cause serious damage to the company's growth. The survey reveals that not only Indian but foreign companies are also facing problems in controlling

attrition especially voluntary individual turnover. The turnover of employees has negative effects on the performance and production. An employee who leaves the organization also leaves a gap in the execution competence and human resource functioning it results in a decrease in productivity, loss of team work, harmony and social goodwill. The companies are engaged in preparing innovative business models for effective retention of talent. According to the survey there are many factors which cause attrition and organizations are consciously trying to make such plans which can preserve an employee committed towards the organization. Furthermore the survey suggests that organizations should take a good care of the attrition problem, and should not be ignored because ignoring an attrition problem is ignoring the greatest assets of an organization that are the employees. Workforce of any organization has feelings, hopes, dreams, creativity and innovation hence the management should take attrition problem seriously and take suitable actions to curb it. It is very important to take care of the employees for the success and stability in the domestic as well as the international market. A good retaining plan reduces the attrition, cost of hiring and developing and at the same time it increases stability, productivity and engages employees emotionally. It also helps in the smooth running of business operations.

KPMG – ESOP (2011), the first ESOP survey by Knylveld Peat Marwick Goerdeler (KPMG) was conducted in 2010-11. This survey was carried taking into account the changing regulatory environment; further this survey was re-launched to understand the current trends. The survey report provides information on ESOPs based on the data gathered from respondents. The highlights of the survey state that, ESOPs can be a vital tool for attracting and retaining employees. This tool gives a feeling of ownership and also encourages employees to boast long-term career aspirations in the organisation. While it is significant to ensure that the ESOP is attractive for employees, simple to understand and administer, compliant with various tax and regulatory requirements, it is also required to convey the fundamental message of the employer i.e. retention. This includes preparing an appropriate plan, ensuring that it is accommodating all the current provisions of listing requirements, foreign exchange regulations, corporate law, income- tax, etc. In recent times, accounting of financial implications relating to ESOPs is also undergoing substantial change and is an important factor in the decision making process of any hotel.

Findings: The ESOP space is continued to be dominated by the information, communication and entertainment sector, followed by financial services, and manufacturing and consumer goods sector; Private companies are gradually considering ESOPs as a kind of compensation mechanism to meet their objectives; Allotment of equity shares under an ESOP is adopted to be the most popular incentive plan in India; Employee

retention still continues to be one of the main drivers for companies preferring to incentivize its employees by implementing ESOPs; Companies have a preference to source the plan by way of issuing new shares under the plan instead of dilution by promoters and market purchasers; Companies prefer to have a uniform plan for all employees rather than having different types of plans for different employees; Companies usually review their plan annually to assess impact vis-à-vis objectives. Companies tend to prefer granting options at fair market value; they follow the fair value method of accounting for ESOPs; and prefer an annual vesting period of three to four years under the plan; they also do not interpose a lock-in period (post allotment) for shares allotted under the plan.

2.7 FACTORS OF EMPLOYEE RETENTION

The factors of employee retention are Employee Empowerment, Appraisal System, Employee Training, Pay structure and compensation, and Employee Retention.

2.7.1 EMPLOYEE EMPOWERMENT

Dr. Yasar et al., (2010) Generally, empowerment is delegating the power of decision and action to the employees and giving more responsibility and authority to complete their task.

Hummayoun Naeem (2010) Empowered employees tend to be more confident and try to give their best to employer because they are given more authority in decision-making process.

Stanfield (2006) The goal-setting process that involves employee can enhance employee empowerment as employee consider himself more empowered knowing his or her job.

Osborne (2002) It means that employees have sufficient authority to determine how they perform their tasks. In a broader view, empowerment includes involvement of employee in goal-setting, decision-making and motivational techniques and enabling employees to work in a participative environment.

2.7.2 APPRAISAL SYSTEM

Amin et al., (2014) Performance appraisal is the process to access the individual performance and productivity. It means how well he or she is performing on the job and establishing the plan for improvement.

Amin et al., (2014) If it is not present in an organization, it caused many problems like low morale, decreased employee productivity and low enthusiasm to support the organization, and it declines the organizational performance.

Gruman et al., (2011) Performance appraisal is a process of inspecting and evaluating an

individual's performance in his duty to facilitate the decision of career development of the individual. It evaluates the individual overall contribution to the organization through assessment of his internal characteristics, working performance and his capability to pursue higher position in organization.

Ramlall (2004) Performance appraisals are employed to determine who needs what training, and who will be promoted, demoted, retained, or fired. When people perceive an imbalance in their outcome-input ratios relative to others tension is created.

2.7.3 EMPLOYEE TRAINING

Huselid (1995) Training plays an important part in job satisfaction. Providing formal and informal training experiences, such as necessary skills training, coaching, mentoring, and management development can further influence employees' development.

Saed et al., (2012) Training is a marshaled activity that aims to impart instructions or information to improve the performance, knowledge, or skills of the trainee.

Salas (1999) Training should impart new knowledge and skills if the training is relevant, meet employee and organizational needs, efficiently and effectively designed and delivered.

Landsman (2004) suggested that training is a valuable activity for enhancing skills and improving staff performance, and that training can address some of the factors contributing to staff retention, such as perceived support from the supervisor, the agency, and community. Training can define roles more clearly to employees, thereby minimizing job stress. Organization with sufficient training opportunities should thus have higher retention rate.

2.7.4 PAY STRUCTURE AND COMPENSATION

Pradeep Kumar (2011) advocates that the organizations can retain employees by motivating them in the following aspects: Open communication, Employee reward program, Career development program, Performance based bonus, Recreation facilities, Gifts at some occasions.

Tooksoon (2011) Compensation is a pay practice one of the human resource management practices which normally refers to pay, wages, salary, and benefit, etc.

Vlachos (2009) The compensation system in any organization has a significant effect on the employee's productivity and the organization's growth. Performance-based compensation has a positive effect on employee and organizational performance.

Fitz (1990) recognizes that employee retention is not influenced by a single factor, but there are hosts of factors which are responsible for retaining employees in an organization. Management need to pay attention to factors such as compensation & rewards, job security,

training and developments, supervisor support culture, work environment and organization justice.

2.7.5 EMPLOYEE RETENTION

Pritchard (2007) opines that training and development is one of the important retention programmes incorporated in an effort to retain their employees.

Stein et al., (2001) is observed that organization must utilize an extensive range of human resource management factors to influence employee commitment and retention.

2.8 EMPLOYEE RETENTION IN TOURISM INDUSTRY

Liu et al., (2005) A Intrinsic link between tourism industry success and the availability of an appropriate labour supply employee attraction and retention in tourism and, in particular in remote destinations, is a critical concern for human resource managers. Nonetheless, this topic is neglected and has prominent significance in academic research domain in tourism sector.

Fotheringham et al., (2007) Research shows that image significantly impacts a destination's viability to tourists Thus, an analysis of what makes a destination's or place's image positive, negative, or both may also inform a destination's tourism recruitment and retention strategy. The difficulty with this line of research is the challenge of measuring place image and the factors that may increase attractiveness, as suggested by authors.

Ezulike (2012) advocates that as a human relations best practice, each organization has their set of effective retention policies in place to address rewards and recognition, employee development, and compensation in the tourism sector. Employee retention is one of the main challenge that manager faces in retaining the human resources and research on this study has a huge significance to the tourism industries.

2.9 EMPLOYEE RETENTION IN HOTEL INDUSTRY

David McMillin et al., (2013) as per the author, employees may join and leave in many sectors, but it is happening at a much faster stride in the hospitality industry. The turnover rate of hospitality employees is approximately 20 times higher. According to a new research improving employee retention in the hospitality industry starts with one simple leadership trait i.e. authenticity. As per the survey there is a strong correlation between authentic leadership and an

employee's organizational commitment. This connection ultimately interprets to potential increase employee turnover retention.

Lee Chang et al., (2010) the article talks about variation of individual employment characteristics may influence how employees feel about their work environment. The study intended to identify employment characteristics that influenced employee satisfaction with work environments related to employment retention. According to the author there are many factors which play different roles in measuring job satisfaction and employee retention according to individual employment characteristics, while factors related to the work environment, location, communication; accomplishment and department should be addressed regardless of employment characteristics. It is recommended that hoteliers provide a customized improvement agenda directed to and focused on individual groups according to that group's employment characteristics.

Paul Heney (2009) has stated in his article in Hotel and Motel Management that companies must understand that having a certain amount of flexibility to the staff members gives a feeling of a sense of ownership in satisfying customers and that it is only service that will keep your best customers coming back to the hotel.

Aishwarya Mudaliar (2008) has stated her opinion on expresshospitality.com that since the hospitality industry is contended with high attrition rates, a trainer can assist the human resource purpose in retaining employees

Yashodhan Jadhav (2008) in his article, in Hospitality biz, titled "Empowering the Commons", has opined that employee empowerment within the hotel sector results in increasing levels of customer satisfaction and superior service to add to the customer experience. There is also better co-operation amongst the staff, since managers and employees will work together as a team.

Vishakha Talreja (2007) the article 'Hospitality spices up menu to retain talent', talks about good food and guest comforts remain on top of the menu of the hospitality industry, the hotels are also adding pampered employees to the list. Lacks of availability of good talent, staff shortages and rampant poaching have forced the hotel industry to look at innovative ways to retain people.

CHAPTER -III

RESEARCH METHODOLOGY

3.1. RESEARCH METHODOLOGY

Research methodology is the way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. It involves various data collection technique, the methods of data analysis & interpretation, their interruption and final summarization. This chapter deals with the Research methodology, which consist of certain scientific steps for successful exhibition of the research. This chapter explains the steps and techniques adopted for achieving of the study. It includes the overall research design, the sampling procedure, data collection method and analysis procedure.

The first process is topic selection. The knowledge, observation and interest on a topic help to finalize the topic. After that theories and literatures have been searched to support the research. Next, the problem and the research question have been developed and research methods have been selected. The next step is to collect data with using the methods planned. After the data is collected, we analyze the data with selected theories. At last, the conclusion is drawn.

3.2 RESEARCH DESIGN

Research design is the detailed plan of conducting a research. Descriptive research is adopted for the research. Descriptive research is also called statistical research. The main goal of this research is to describe the data and the features about whatever is being studied.

Descriptive research involves gathering data that describe events and the organize, depict and describe the data collected. In order to collect data from view point of the employees, the strategy of the research is the survey. Survey in the form of questionnaire is chosen for this research. A survey is a kind of research which is more rigid than interviews. They are usually used to gather ideas from the large population. Each respondent is asked to respond to the same set of questions, it provides an efficient way of collecting responses from a large sample prior to quantitative analysis.

The questionnaires are prepared as self-administered and published electronically using the internet, internet-mediate questionnaires. Since the nature of the questionnaire help to reach a large population, inter-mediate questionnaire makes that one step further and it was possible to reach more respondents.

3.2.1. TYPE OF RESEARCH METHOD

In this research, **descriptive study research** method has been done in order to find, the opinion of respondents towards factors of Employee retention in Star hotels in Coimbatore.

3.2.2. DESCRIPTIVE STUDY

Descriptive research includes surveys and fact-finding enquiries of different kinds. It tries to discover answers to the questions who, what, when and sometimes how. Here the researcher attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events. The major purpose of descriptive research is description of the state of affairs as it exists at present.

3.3. SAMPLING DESIGN

Strategy: In order to address the research aim the participants were selected using a probability sampling method.

Types of universe: For the purpose of the study, on star hotels in Coimbatore were selected as population.

Sampling unit: Sampling unit is consisted of the beneficiaries from the above mentioned population.

Population: Polit and Hungler (1999) refer to the population as a aggregate or totality of all the objects, subjects or members that conform to a set of specification. Population is the aggregate of all the units with specific characteristics on which the samples are drawn. All the items in any field of enquiry constitute a universe or population. According to our research area Population is finite and number of items is certain. Hence, the population taken into consideration for the study is 1578.

Sample size: The sample size refers to the number of items to be selected from the universe to constitute a sample. These techniques are deemed to be appropriate for this particular analysis because the main purpose of this study is to explore the main determinates of employee retention. From a total of 260 questionnaires distributed. Thereby yielding a response rate of about 90 percent, a response rate considered sufficiently large for statistical reliability and generalizability. This relatively high response rate attributed to the self-administered approach undertaken in distributing questionnaires and approaching respondents at the various locations in Coimbatore city.

The sample (N=260) in this study consists of employees in tourism industry of an organisation. The study focused on the employees working on various departments like sales, frond office, human resources, account, food beverage, housekeeping, security, engineering and group tours at various hieratical levels like top level, middle level and lower level. The hotels in Coimbatore 792. Out of these 792 star hotels, 20 stars hotels are selected depicting around 25% which shows that it is the major response of the population.

3.3.1 SAMPLE HOTELS

Table 3.3.1: List of Hotels sampled in Coimbatore district and number of respondents

S.NO	HOTEL NAME	NUMBER OF THE RESPONDENTS
5 –Star Hotels		
1	Vivanta By Taj Surya	12
2	WelcomHotel Coimbatore	11
3	Radisson Blu	10
4	The Residency Towers	10
5	Le Meridian	10
6	SHS Grand Park	10
4 – Star Hotels		
1	Lemon Tree Hotel	12
2	Aloft Coimbatore	11
3	Poppys Hotel	15
4	Kiscol Grand	17
5	Silver Key	12
6	Fairfield by Mariott	12
7	Hotel Alangar Grand	10
3 – Star Hotel		
1	Hotel Heritage Inn	15
2	City Park	15
3	Hotel Apple Park	15
4	Hotel Fortune	10
5	The Orbis	18
6	Hotel Vijay Park Inn	21
7	Hotel Prince Gardans	15
GRAND TOTAL	20	260

Sampling procedure

The sampling procedure used is stratified random sampling. Stratified sampling is a method of sampling from a population. Stratification is the process of dividing members of the population into homogeneous subgroups before sampling. In computational statistics, we have divided the population into three strata's in which each strata's represent the star hotels. from the stratus simple random sampling has been applied to arrive a sample size of 260.

3.4. SOURCE OF DATA

3.4.1. Primary data

The primary data those which is collected are fresh for the first time and thus happen to be original in characters. The questionnaire is considered as the heart at the survey opinion. Thus the primary data has been collected through a structured questionnaire and multiple choice questions. It covers the local communities in and around Coimbatore.

3.4.2. Secondary data

The secondary sources are those which have already been collected by someone else and which have already been passed through the statistical process such as articles, journals internet and published survey report.

3.5. DATA COLLECTION

3.5.1. Questionnaire

A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of form. The respondents filled the multiple choice questions and Likert's rating scale questions.

3.5.2. Questionnaire design

The structured questionnaire consists of mainly two kinds of questions:

- Multiple choice questions
- Likert's scale questions

3.5.3. LIKERT SCALE

Likert scales are developed for utilizing the item analysis approach wherein a particular item is evaluate on the basis of how it discriminates between those persons whose total score is high and those score is low. In a Likert scale, the respondents are asked to respond each of the statement in terms of several degrees, usually 5 degrees of agreement or disagreement. The questionnaire was administered in the following way;

SCALES SCORE

Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

3.6 LOCATION OF THE STUDY

The study is done on employee retention of employees in hotel industry in Coimbatore city. Coimbatore district is a district in Kongu Nadu region, located in state of Tamilnadu. Coimbatore is the district head quarter. It is one of the important industrialised district and a major textile, industrial, commercial, educational, informational technology, health care and manufacturing hub of Tamilnadu. The region is bounded by Tirupur district in the east, Nilgiri in the north, Erode in the north-east, Palghat district and Idukki district of neighbouring state of Kerala in the west and south respectively. As of 2011 Coimbatore district had a population of 3,458,045 with a sex ratio of 1000 and literacy rate of 84%. Coimbatore district is the part of Kongu Nadu and is ruled by Cheras and is served as Eastern entrance to Palakkad Gap, the principal trade route between the West coast and Tamilnadu. Coimbatore is a middle of roman trade route that extended from Muziris to Arikamedu in South India.

Hotel Industries in Coimbatore are developing whereby people from world over visit Coimbatore to visit the Tourist places. The hotels gives tourists good service according to their budgets. Reason for Coimbatore as a favourable destination is because of its peaceful environment and clean city in which is in par with those in Chennai, Bangalore and Hyderabad. Coimbatore is one of the best star hotel in India with best facilities. Since it is also one of the most favourable tourist destinations in Tamil Nadu, and it combine with the tourism board and implement many schemes to develop the star hotels. Coimbatore is considered as one of the leading places for promoting the hotel industry.

3.7 TOOLS USED

Various statistical tools are used in the study. The statistical analysis is done through SPSS 17.0 version. The various study are:-

- Simple percentage analysis

- ANOVA
- Regression

3.7.1 simple percentage analysis

The percentage method is used for finding the percentage and different demographic factor. The collected data represented in the form of tables and pie charts, in order to give effective visualization of comparison made. Percentage analysis is a statistical tool which is used to identify the percentage from the respondents responds to a single question which is accounted samples. It is used to compare the relative terms and distributions of two or more data

Number of respondent

$$\text{Percentage} = \frac{\text{Number of respondent}}{\text{Total number of samples}} * 100$$

Total number of samples

The percentage analysis of this study are done on the gender, age, education, experience and employment status.

3.7.2 ANOVA

Analysis of variance (ANOVA) is a collection of statistical models and their associated procedures used to analyse the differences among group. It is an extremely useful technique concerning researches in the fields of economics, biology, education, psychology, sociology and business/industry and in researches of several other disciplines. This technique is used when multiple sample cases are involved. ANOVA is essentially a procedure for testing the difference among groups of data for homogeneity. There may be variation between samples and also within sample items. The basic principle is to test for difference among the mean of the population by examining the amount of variation within each of these samples, relative to the amount of variation between samples. One way ANOVA is to find the difference between the various constructs and demographic factors among the employees in tourism industry. The ANOVA technique is important where more than two population groups are compared. The basic principle of ANOVA is to test for difference among the mean values of the population groups by variation within each of these samples relative to the amount of variance between the samples. ANOVA is to find if there is any of significant difference along the factors with respect to demographic variables.

3.7.3 Regression

Regression is to find the level of impact of independent variables on dependent variable. A mathematical measure of the average relationship between two or more variables in terms of the original units of the data. In regression analysis, there are two types of variables. The variable whose value is influenced or is to be predicted is called dependent variable and the variable which influences the values or is used for prediction is called independent variable. In this study, effect of relationship between all the dependent variables and their corresponding independent variables is calculated using regression analysis. The independent variables in this study are pay structure and compensation, company image, scope of growth and development, reward and recognition practices, quality of life. The dependent variable is employee retention.

3.7.4 RELIABILITY

Table 3.7.1 – Reliability

SI. NO	FACTORS	CRONBACH'S ALPHA
1.	Employee Empowerment	0.70
2.	Appraisal System	0.68
3.	Employee Training	0.66
4.	Pay structure and compensation	0.65
5.	Employee retention	0.61

Cronbach's alpha developed by Lee Cronbach in 1951 is the most common form of internal consistency reliability coefficient. Higher values of alpha are more desirable. Some professionals as a rule of thumb, require a reliability of 0.6 or higher before they will use an instrument. From the above Table 3.1 it is found that the reliability value is accept because the reliability values for all the factors are greater than 0.6 which shows that the collected data is reliable and valid.

CHAPTER-IV

ANALYSIS AND INTERPRETATION

The chapter deals with the analysis of data that has been collected from the respondents by administering questionnaire. The researcher analysed and tabulated the database on demographic profile of the respondent. Based on the analysis, interpretation has been given.

Analysis of the data includes studying the tabulation material in order to determine the inherent factor. It is a process down the complex factor into simple form and putting new arrangement for the purpose of interpretation. Interpretation is the search of the process to find meaning for the research. The analysis is to summaries the collected data and researches a way that they provide answer to the question. The analysis is to study be relationship among the various items in detail and interpretation will be given for the explanation of real fact in the study.

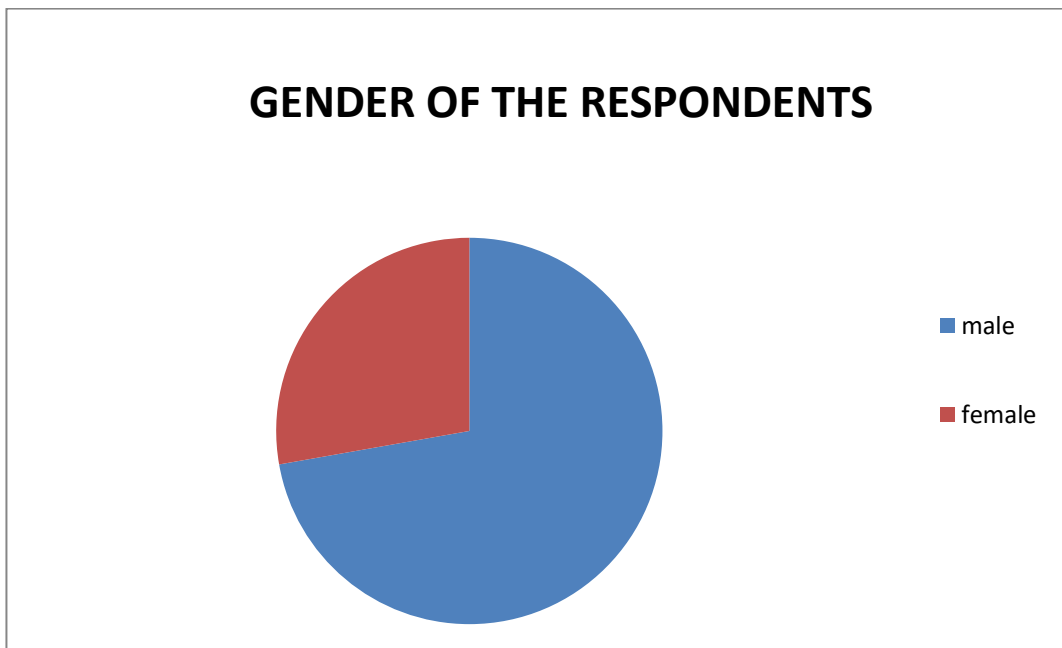
Analysis is the systematic procedure for problem solving. It refers to the computation of certain measure alone as well as relationship that exists among the data collected. It involves the identification of purpose, fact the statement of defensible assumption and formulation of conclusion.

Table-4.1.1

GENDER OF THE RESPONDENTS

Gender	Frequency	Percent	Valid percent
Male	155	59.6	59.6
Female	105	40.4	40.4
Total	260	100.0	100.0

Figure-4.1.1



From the above table (4.1.1), it is shows that 59.6% of respondents are male and 40.4% of respondents are female respondents.

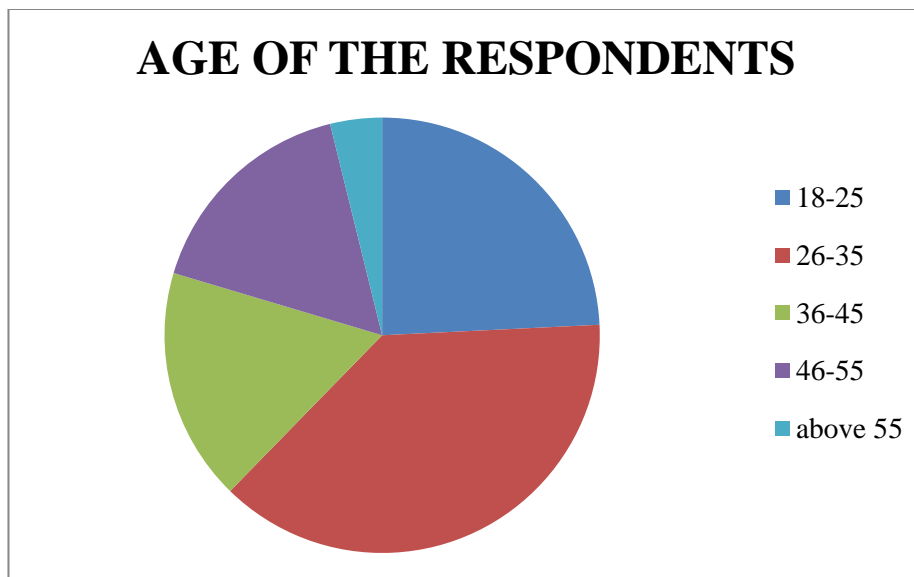
Hence the majority of the respondents are male respondents (59.6 %).

Table -4.1.2

AGE OF THE RESPONDENTS

Age	Frequency	Percent	Valid Percent
18-25	63	24.2	24.2
26-35	99	38.1	38.1
36-45	45	17.3	17.3
46-55	43	16.5	16.5
above 55	10	3.8	3.8
Total	260	100.0	100.0

Figure 4.1.2



From the above table (4.1.2), it is shows that 24.2% of respondents are in the age group 18-25 years, 38.1% of respondents are in the age group 26-35 years, 17.3% of respondents are in the age group of 36-45 years, 16.5% of respondents are in the age group 46-55 years, and 3.8% of the respondents are in the age group of above 55 years.

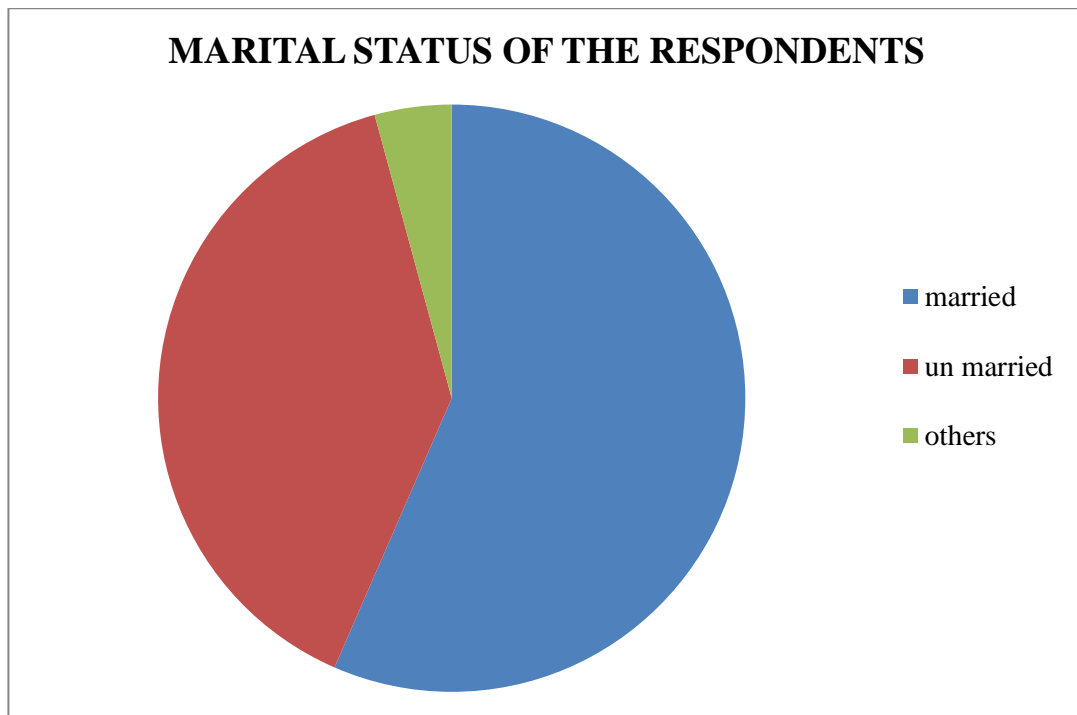
Hence the majority of the respondents are in the age group are 26-35 years (38.1%).

Table – 4.1.3

MARITAL STATUS OF THE RESPONDENTS

Marital Status	Frequency	Percent	Valid percent
Married	147	56.5	56.5
un married	102	39.2	39.2
Others	11	4.2	4.2
Total	260	100.0	100.0

Figure -4.1.3



From the above table (4.1.3), it is shows that 56.5% of the respondents are married, and 39.2% of the respondents are unmarried and 4.2% of the respondents are other category.

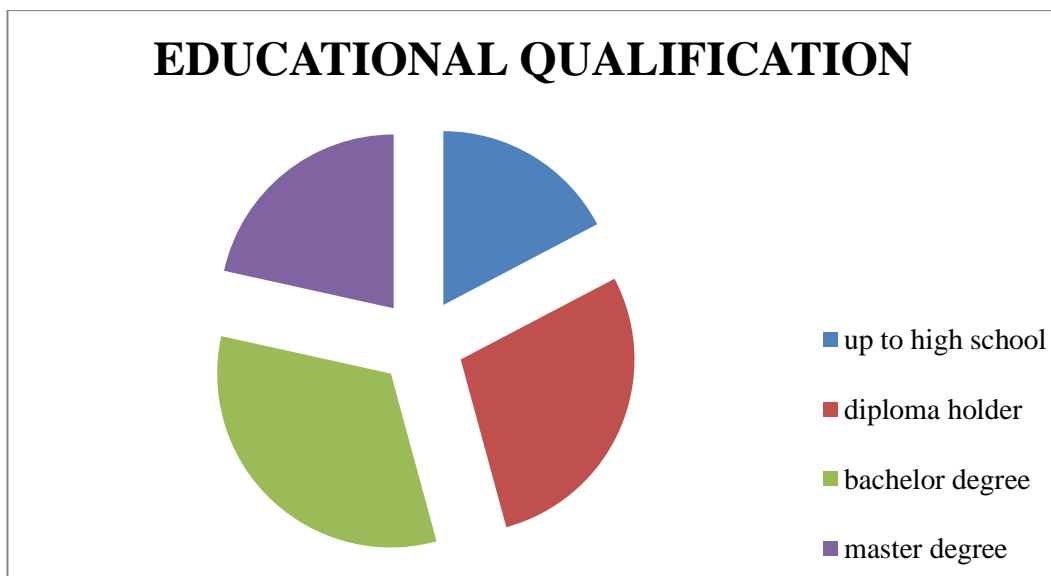
Hence the majority of respondents are married (56.5%).

Table – 4.1.4

EDUCATIONAL QUALIFICATION

Educational Qualification	Frequency	Percent	Valid Percent
up to high school	45	17.3	17.3
diploma holder	74	28.5	28.5
bachelor degree	85	32.7	32.7
master degree	56	21.5	21.5
Total	260	100.0	100.0

Figure – 4.1.4



From the above table (4.1.4), it shows that 17.3% of the respondents are up to high school, 28.5% of the respondents are diploma holder, 32.7% of the respondents are bachelor degree, and 21.5% of the respondents are master degree.

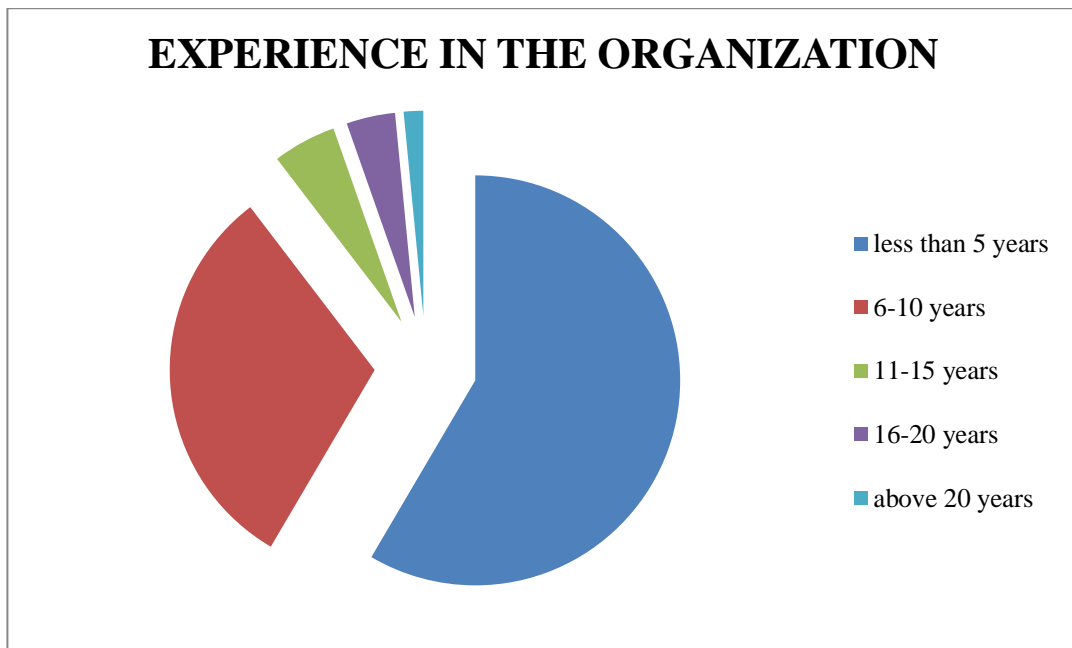
Hence the majority of the respondents are bachelor degree (32.7%).

Table 4.1.5

EXPERIENCE IN THE ORGANIZATION

Experience in the organization	Frequency	Percent	Valid Percent
Less than 5 years	152	58.5	58.5
6-10 years	81	31.2	31.2
11-15 years	13	5.0	5.0
16-20 years	10	3.8	3.8
Above 20 years	4	1.5	1.5
Total	260	100.0	100.0

Figure 4.1.5



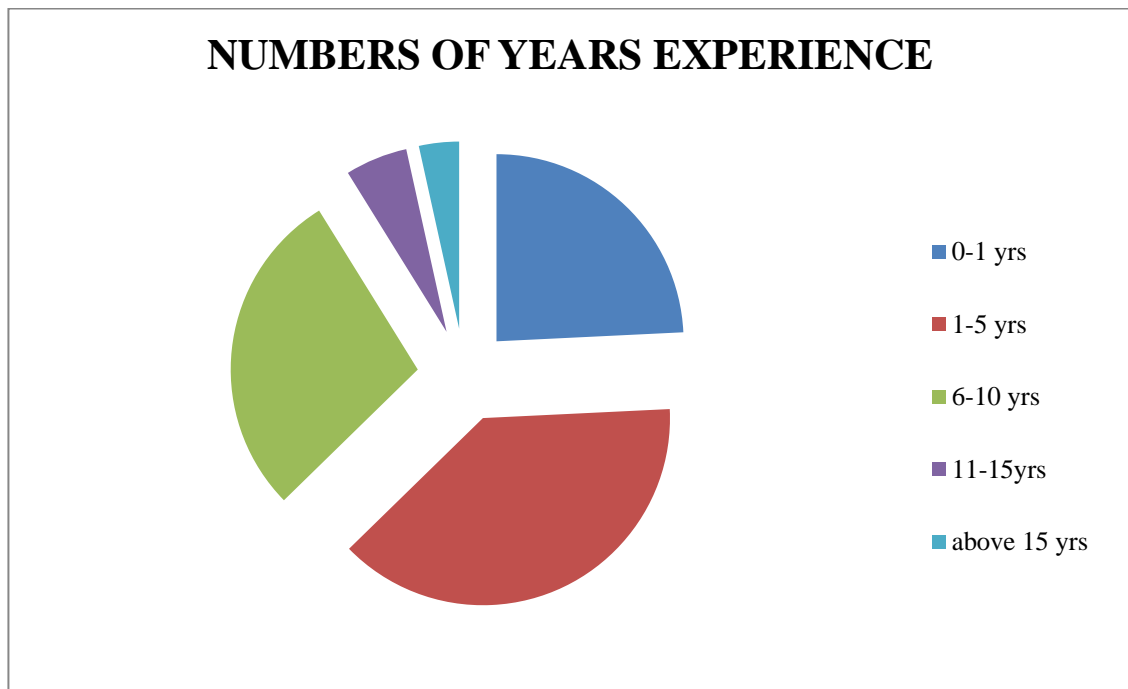
From the above table (4.1.5), it is shows that 58.5% of the respondents are less than 5 years, 31.2% of the respondents are 6-10 years,5.0% of the respondents are 11-15 years, 3.8%of the respondents are 16-20 years, and 1.5% Of the respondents are above 20 years.

Hence the majority of the respondents are less than 5 years (58.5%).

Table 4.1.6
NUMBERS OF YEARS EXPERIENCE

Numbers of Years Experience	Frequency	Percent	Valid Percent
0-1 yrs	63	24.2	24.2
1-5 yrs	100	38.5	38.5
6-10 yrs	74	28.5	28.5
11-15yrs	14	5.4	5.4
Above 15 yrs	9	3.5	3.5
Total	260	100.0	100.0

Figure 4.1.6



From the above table (4.1.6), it is shows that 24.2% of the respondents are 0-1 years, 38.5% of the respondents are 1-5 years,28.5% of the respondents are 6-10 years,5.4% of the respondents are 11-15 years,and 3.5% of the respondents are above 15 years.

Hence the majority of the respondents are 1-5 years (38.5%).

Table 4.1.7

ORGANIZATIONAL HIERARCHY

Organizational Hierarchy	Frequency	Percent	Valid Percent
Top level	31	11.9	11.9
Middle level	175	67.3	67.3
Lower level	54	20.8	20.8
Total	260	100.0	100.0

Figure 4.1.7



From the above table (4.1.7), it is shows that 11.9% of the respondents are top level, and 67.3% of the respondents are middle level and 20.8% of the respondents are lower level.

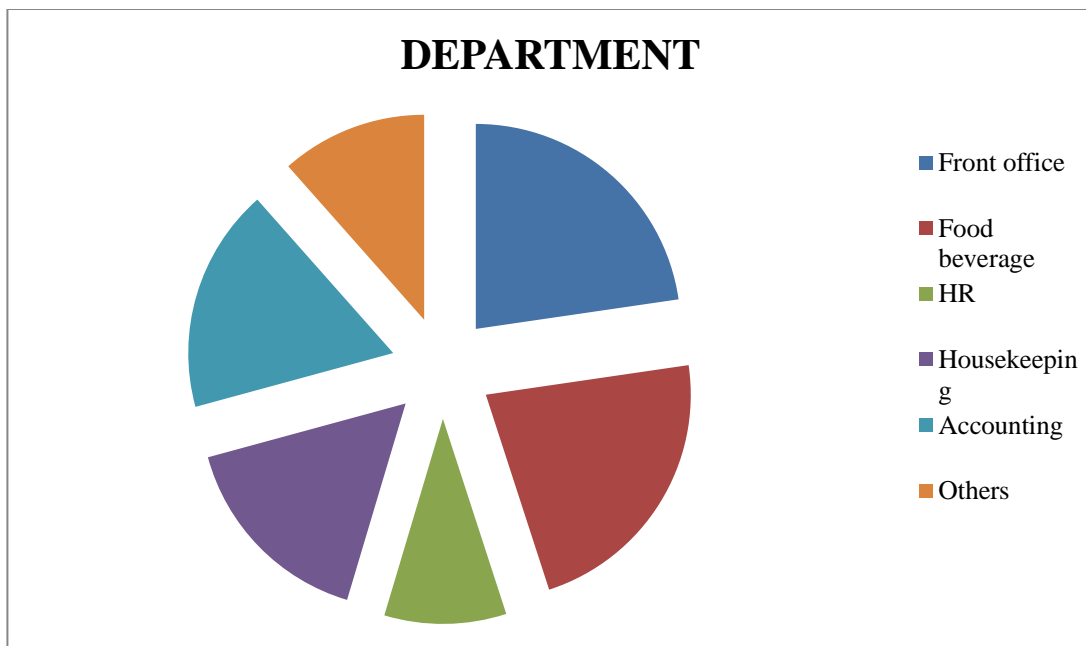
Hence the majority of respondents are middle level (67.3%).

Table 4.1.8

DEPARTMENT

Department	Frequency	Percent	Valid Percent
Front office	59	22.7	22.7
Food beverage	58	22.3	22.3
HR	25	9.6	9.6
Housekeeping	42	16.2	16.2
Accounting	46	17.7	17.7
Others	30	11.5	11.5
Total	260	100.0	100.0

Figure 4.1.8



From the above table (4.1.8), it is shows that 22.7% of the respondents are front office,22.3% of the respondents are food and beverage, 9.6% of the respondents are HR,16.2% of the respondents are house keeping,17.7% of the respondents are accounting, and 11.5 % of the respondents are others.

Hence the majority of respondents are front office (22.7%).

4.2 Z-TEST

4.2.1 TO ANALYZE THE GENDER DIFFERENCES TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: To analyze the gender differences towards the impact of employee retention in star hotels..

Table – 4.2.1

Factors	Gender	N	Mean	F	Df	Sig(2tailed)	Significance	Null Hypothesis
Employee Empowerment	Male	155	21.4000	1.033	258	.482	.310	Accepted
	Female	105	21.2095			257.975		
Appraisal System	Male	155	21.0839	.064	258	.875	.801	Accepted
	Female	105	21.1429			242.861		
Employee Training	Male	155	20.2516	2.923	258	.125	.089	Accepted
	Female	105	20.8667			128.893		
Pay Structure and Compensation	Male	155	18.5935	4.219	258	.027	.041	Rejected**
	Female	105	19.2952			243.300		
Employee Retention	Male	155	21.1097	1.083	258	.824	.299	Accepted
	Female	105	21.1524			235.305		

Note:* Significant difference at 5% level

From the above table (4.2.1), it is inferred that there is significant difference in opinion exists among male and female for the factors of *pay structure and compensation*. Hence the null hypothesis is rejected for the factors *pay structure and compensation*.

Hence, there is no significant difference in opinion exists among the male and female respondents for the factors of *Employee Empowerment, Appraisal System, Employee Training and Employee Retention*. Hence, null hypothesis is accepted for the factors of *Employee Empowerment, Appraisal System, Employee Training and Employee Retention*.

4.3 ANOVA

4.3.1 TO DETERMINE THE AGE GROUP DIFFERENCE TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: Different Age group of respondents have same opinion towards the impact of Employee Retention in star Hotels.

Table – 4.3.1

Factors	Age group	Sum of Squares	Df	Mean Square	F	Sig.	Null Hypothesis
Employee Empowerment	Between Groups	28.246	4	7.061	1.557	.186	Accepted
	Within Groups	1156.616	255	4.536			
	Total	1184.862	259				
Appraisal System	Between Groups	25.198	4	6.300	.722	.578	Accepted
	Within Groups	2225.786	255	8.729			
	Total	2250.985	259				
Employee Training	Between Groups	36.359	4	9.090	.902	.463	Accepted
	Within Groups	2568.641	255	10.073			
	Total	2605.000	259				
Pay Structure and Compensation	Between Groups	80.650	4	20.163	3.301	.012	Rejected**
	Within Groups	1557.411	255	6.107			
	Total	1638.062	259				
Employee Retention	Between Groups	39.647	4	9.912	4.569	.001	Rejected**
	Within Groups	553.164	255	2.169			
	Total	592.812	259				

Note: *significant difference at 5% level

From the above table (4.3.1), it is inferred that there is significant difference exists among the age groups of the respondents for the factors of *Pay structure and compensation, Employee Retention*. Hence, the null hypothesis is rejected for the factors of *Pay structure and compensation, Employee Retention*.

But, there is no significant difference in opinion exists among the age groups of the respondents for the factors of *Employee Empowerment, Appraisal System, and Employee Training*. Hence, the null hypothesis is accepted for the factors of *Empowerment, Appraisal System, and Employee Training*.

4.3.2 TO EXAMINE THE MARITAL STATUS DIFFERENCE TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: To examine the marital status difference towards the impact of employee retention in star hotels.

Table – 4.3.2

Factors	Marital Status	Sum of Squares	Df	Mean Square	F	Sig.	Null Hypothesis
Employee Empowerment	Between Groups	.020	2	.010	.002	.998	Accepted
	Within Groups	1184.842	257	4.610			
	Total	1184.862	259				
Appraisal System	Between Groups	59.618	2	29.809	3.496	.032	Rejected**
	Within Groups	2191.367	257	8.527			
	Total	2250.985	259				
Employee Training	Between Groups	36.123	2	18.061	1.807	.166	Accepted
	Within Groups	2568.877	257	9.996			
	Total	2605.000	259				
Pay Structure and Compensation	Between Groups	1.027	2	.514	.081	.923	Accepted
	Within Groups	1637.035	257	6.370			
	Total	1638.062	259				
Employee Retention	Between Groups	16.328	2	8.164	3.639	.028	Rejected**
	Within Groups	576.484	257	2.243			
	Total	592.812	259				

Note: *significant difference at 5% level

From the above table (4.3.2), it is inferred that there is significant difference in opinion exists among marital status respondents for the factors of *Appraisal System and Employee Retention*. Hence the null hypothesis is rejected for the factors *Appraisal System and Employee Retention*.

Hence, there is no significant difference in opinion exists among the marital status respondents for the factors of *Employee Empowerment, Employee Training, Pay structure and compensation*. Hence, null hypothesis is accepted for the factors of *Employee Empowerment, Employee Training, Pay structure and compensation*.

4.3.3 TO IDENTIFY THE EDUCATIONAL QUALIFICATION DIFFERENCES TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: To identify the educational qualification differences towards the impact of employee retention in star hotels.

Table – 4.3.3

Factors	Educational Qualification	Sum of Squares	Df	Mean Square	F	Sig.	Null Hypothesis
Employee Empowerment	Between Groups	38.504	3	12.835	2.866	.037	Rejected**
	Within Groups	1146.358	256	4.478			
	Total	1184.862	259				
Appraisal System	Between Groups	73.959	3	24.653	2.899	.036	Rejected**
	Within Groups	2177.026	256	8.504			
	Total	2250.985	259				
Employee Training	Between Groups	51.714	3	17.238	1.728	.162	Accepted
	Within Groups	2553.286	256	9.974			
	Total	2605.000	259				
Pay Structure and Compensation	Between Groups	50.109	3	16.703	2.693	.047	Rejected**
	Within Groups	1587.953	256	6.203			
	Total	1638.062	259				
Employee Retention	Between Groups	9.711	3	3.237	1.421	.237	Rejected**
	Within Groups	583.101	256	2.278			
	Total	592.812	259				

Note: *significant difference at 5% level

From the above table (4.3.3), it is inferred that there is significant difference in opinion exists among different educational qualification group of respondents for the factors of *Employee Empowerment*, *Appraisal System*, *Pay Structure and Compensation*, *Employee Retention*. Hence, the null hypothesis

is rejected for the factors of *Employee Empowerment, Appraisal System, Pay Structure and Compensation, Employee Retention.*

But, there is no significant difference in opinion exists among the different educational qualification respondents for the factor of *Employee Training* .Hence null hypothesis is accepted for the factors of *Employee Training.*

4.3.4 TO EXAMINE THE DIFFERENT EXPERIENCE IN THE ORGANIZATION TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: Different experience in the organization towards the impact of employee retention in star hotels

Table – 4.3.4

Factors	Experience in the organization	Sum of Squares	Df	Mean Square	F	Sig.	Null Hypothesis
Employee Empowerment	Between Groups	17.212	4	4.303	.940	.441	Accepted
	Within Groups	1167.650	255	4.579			
	Total	1184.862	259				
Appraisal System	Between Groups	2.200	4	.550	.062	.993	Accepted
	Within Groups	2248.784	255	8.819			
	Total	2250.985	259				
Employee Training	Between Groups	16.660	4	4.165	.410	.801	Accepted
	Within Groups	2588.340	255	10.150			
	Total	2605.000	259				
Pay Structure and Compensation	Between Groups	15.027	4	3.757	.590	.670	Accepted
	Within Groups	1623.035	255	6.365			
	Total	1638.062	259				
Employee Retention	Between Groups	21.689	4	5.422	2.421	.049	Rejected**
	Within Groups	571.122	255	2.240			
	Total	592.812	259				

Note: *significant difference at 5% level

From the above table (4.3.4), it is inferred that there is significant difference in the organization opinion exists among different experience in the organization of respondents for the factors of ***Employee Retention***. Hence, the null hypothesis is rejected for the factors of ***Employee Retention***.

But, there is no significant difference in opinion exists among the difference experience in the organization respondents for the factor of ***Employee Empowerment, Appraisal System, Employee Training, and Employee Training***. Hence null hypothesis is accepted for the factors of ***Employee Empowerment, Appraisal System, Employee Training, and Pay structure and Compensation***.

4.3.5 TO ANALYZE THE NUMBER OF YEARS EXPERIENCE TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: To analyze the number of years experience towards the impact of Employee Retention in Star Hotels

Table – 4.3.5

Factors	Number of Years Experience	Sum of Squares	Df	Mean Square	F	Sig.	Null Hypothesis
Employee Empowerment	Between Groups	32.065	4	8.016	1.773	.135	Accepted
	Within Groups	1152.797	255	4.521			
	Total	1184.862	259				
Appraisal System	Between Groups	28.362	4	7.091	.813	.518	Accepted
	Within Groups	2222.622	255	8.716			
	Total	2250.985	259				
Employee Training	Between Groups	5.242	4	1.311	.129	.972	Accepted
	Within Groups	2599.758	255	10.195			
	Total	2605.000	259				
Pay Structure and Compensation	Between Groups	154.743	4	38.686	6.651	.000	Rejected**
	Within Groups	1483.319	255	5.817			
	Total	1638.062	259				
Employee Retention	Between Groups	16.535	4	4.134	1.829	.124	Accepted
	Within Groups	576.276	255	2.260			
	Total	592.812	259				

Note: *significant difference at 5% level

From the above table (4.3.5), it is inferred that there is significant difference in opinion exists among different number of years experience of respondents for the factors of *Pay structure and compensation*. Hence, the null hypothesis is rejected for the factors of *Pay structure and compensation*.

But, there is no significant difference in opinion exists among different number of years experience respondents for the factor of *Employee Empowerment, Appraisal System, Employee Training, and Employee Retention*. Hence null hypothesis is accepted for the factors of *Employee Empowerment, Appraisal System, Employee Training, and Employee Retention*

4.3.6 TO EXAMINE THE DIFFERENT ORGANIZATIONAL HIERARCHY OF RESPONDENTS TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: Different organizational hierarchy of respondents towards the impact of Employee Retention in Star Hotels.

Table – 4.3.6

Factors	Organizational Hierarchy	Sum of Squares	Df	Mean Square	F	Sig.	Null Hypothesis
Employee Empowerment	Between Groups	31.648	4	7.912	1.749	.140	Accepted
	Within Groups	1153.214	255	4.522			
	Total	1184.862	259				
Appraisal System	Between Groups	11.030	4	2.757	.314	.869	Accepted
	Within Groups	2239.955	255	8.784			
	Total	2250.985	259				
Employee Training	Between Groups	41.166	4	10.291	1.024	.396	Accepted
	Within Groups	2563.834	255	10.054			
	Total	2605.000	259				
Pay Structure and Compensation	Between Groups	152.015	4	38.004	6.521	.000	Rejected**
	Within Groups	1486.047	255	5.828			
	Total	1638.062	259				
Employee Retention	Between Groups	30.656	4	7.664	3.476	.009	Rejected**
	Within Groups	562.156	255	2.205			
	Total	592.812	259				

Note: *significant difference at 5% level

From the above table (4.3.6), it is inferred that there is significant difference in opinion exists among different organizational hierarchy of respondents for the factors of *Pay Structure and compensation, and Employee Retention*. Hence, the null hypothesis is rejected for the factors of *Pay Structure and compensation, Employee Retention*.

But, there is no significant difference in opinion exists among the organizational hierarchy respondents for the factor of *Employee Empowerment, Appraisal System, and Employee Training*. Hence null hypothesis is accepted for the factors of *Employee Empowerment, Appraisal System, and Employee Training*.

4.3.7 TO EXAMINE THE DIFFERENT DEPARTMENTS OF RESPONDENTS TOWARDS THE IMPACT OF EMPLOYEE RETENTION IN STAR HOTELS

Ho: Different departments of respondents towards the impact of employee retention in star hotels.

Table – 4.3.7

Factors	Department	Sum of Squares	Df	Mean Square	F	Sig.	Null Hypothesis
Employee Empowerment	Between Groups	29.395	5	5.879	1.292	.268	Accepted
	Within Groups	1155.467	254	4.549			
	Total	1184.862	259				
Appraisal System	Between Groups	26.889	5	5.378	.614	.689	Accepted
	Within Groups	2224.096	254	8.756			
	Total	2250.985	259				
Employee Training	Between Groups	97.426	5	19.485	1.974	.083	Accepted
	Within Groups	2507.574	254	9.872			
	Total	2605.000	259				
Pay Structure and Compensations	Between Groups	135.533	5	27.107	4.582	.001	Rejected**
	Within Groups	1502.529	254	5.915			
	Total	1638.062	259				
Employee Retention	Between Groups	45.405	5	9.081	4.214	.001	Rejected**
	Within Groups	547.407	254	2.155			
	Total	592.812	259				

Note: *significant difference at 5% level

From the above table (4.3.7), it is inferred that there is significant difference in opinion exists among different departments of respondents for the factors of *Pay Structure and compensation, Employee Retention*. Hence, the null hypothesis is rejected for the factors of *Pay Structure and compensation, Employee Retention*.

But, there is no significant difference in opinion exists among the different departments respondents for the factor of *Employee Empowerment, Appraisal System, and Employee Training*. Hence null hypothesis is accepted for the factors of *Employee Empowerment, Appraisal System, and Employee Training*.

4.4 TO ASSESS THE FACTORS OF HUMAN RESOURCE PRACTICES WHICH ARE HIGHLY INFLUENCING FOR EMPLOYEE RETENTION IN STAR HOTELS

Table 4.4.1 – Impact of Employee Retention in Star Hotels – R Values

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.762	.749	74.779

- a. Predictors: (Constant), Pay Structure and Compensation, Appraisal System, Employee Training, Employee Empowerment.

Table 4.4.2 Impact of Employee Retention in Star Hotels - ANOVA

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.899	4	32.475	17.889	.000 ^a
	Residual	462.912	255	1.815		
	Total	592.812	259			

- a. Predictors: (Constant), Pay Structure and Compensation, Appraisal System, Employee Training, Employee Empowerment
- b. Dependent Variable: Employee Retention

From the above table (4.4.1) it is clear that that R value is 87% R square value is 76.2% therefore it is inferred that factors like Pay Structure and Compensation, Appraisal System, Employee Training, Employee Empowerment which is found from the factors analysis are highly influencing the human resources practices on employee retention.

Table 4.4.3 Impact of Employee Retention in Star Hotels – Significant Values

Co efficient

S.NO	Factors	Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.669	1.020	.179	13.397	.000
	Employee Empowerment	.127	.043		2.956	.003
2	Appraisal System	.019	.030	.137	1.638	.524
3	Employee Training	.108	.028	.227	3.808	.000
4	Pay Structure and Compensation	.155	.035	.258	4.414	.000

a. Dependent Variable: Employee Retention

The table 4.4.3 shows that, $y = a + bX = 3.669 + 0.127[\text{Factor 1 Employee Empowerment}] + .127[\text{Factor 2 Appraisal System}] + .108[\text{factor 3 Employee Training}] + .155[\text{Factor 3 Pay Structure and Compensation}]$.

From the above table, we infer the R value Factor 4 is (.155) which is highly influencing towards impact of human resource practices in employee retention.

Since the R value is 87.3% and R square value is 76.2 %, it is observed that r value is 87.3% and r square value is 76.2%, which is higher than the actual value of 30%. The factors influencing with t values are pay structure and compensation (t= 4.414), employee training (t=.808), employee empowerment (t=2.956) and appraisal system (t=1.638). This shows the factors contribute the influencing rate at 76.2 and found be statistically significant. Among the factors pay structure and compensation is highly influencing factor of impact on human resources practices on employee retention.

FINDINGS, SUGGESTION AND CONCLUSION

5.1 FINDINGS

The aim of this study is to identify the impact of human resources practices in employee retention in star hotels in Coimbatore.

- Among the respondents, 59.6% of respondents are male and 40.4% of respondents are female respondents. Also, 56.5% of the respondents are married, 39.2% of the respondents are unmarried and other respondents are 4.2%.
- Among the respondents, 24.2% of respondents are in the age group of below 18-25 years, 38.1% of respondents are in the age group 26-35 years, 17.3% of respondents are in the age group of 36-45 years, and 16.5% of respondents are in the age group of 46-55 years and 3.8% of the respondents are 3.8% and also 17.3% of the respondents are up to high school, 28.5% of the respondents diploma degree, 32.7% of the respondents are bachelor degree, and 21.5% of the respondents are master degree.
- By the help of Z-test, shows the male and female respondents have different opinion towards the factor of pay structure and compensation, but they have same opinion for the factors like employee empowerment, appraisal system, employee training and employee retention
- By Applying ANOVA, it is found that the Null Hypothesis is rejected for the age group of respondents for the factors like Pay structure and compensation, Employee Retention .But they have same opinion for factors like Employee Empowerment, Appraisal System and Employee Training.
- By Applying ANOVA, it is found that the Null Hypothesis is rejected for the marital status of the respondents for the factors like Appraisal System and Employee Retention. But they have same opinion for the factors like Employee Empowerment, Pay Structure and Compensation, Employee Retention.
- By Applying ANOVA, is found that the Null Hypothesis is rejected for the Educational Qualification respondents for the factors like Employee Empowerment, Appraisal System, Pay Structure and Compensation, Employee Retention. But the factor of Employee Training has same opinion.
- By Applying ANOVA, is observed that the Null Hypothesis is rejected for the Experience in the Organization respondents for the factors like Employee Retention. But they have same opinion for the factors like Employee Empowerment, Appraisal System, Employee Training, Pay Structure and Compensation.
- By Applying ANOVA, is found that the Null Hypothesis is rejected for the Number of Years experience of respondents for the factor of Pay Structure and Compensation. But they have same

opinion for the factors of Employee Empowerment, Appraisal System, Employee Training and Employee Retention.

- By Applying ANOVA, is found that there is significant difference exists among Organizational Hierarchy of the respondents towards the factors of Pay Structure and Compensation, Employee Retention. But they have same opinion for the factors of Employee Empowerment, Appraisal System and Employee Training.
- By using ANOVA, is found that Null Hypothesis is rejected for the department of the respondents for the factors like Pay Structure and Compensation, Employee Retention. But they have same opinion for the factors like Employee Empowerment, Appraisal System and Employee Training.
- When regression is administered it is found that R square (76.2%) which is higher than the actual value of 30%. The factors influencing with t value are employee empowerment ($t=2.956$), appraisal system (1.638), employee training ($t=3.808$), pay structure and compensation ($t=4.414$). This shows that the factors contribute the influencing rate are at 76.2% and it is found to be statistically significant. Hence employee empowerment, appraisal system, employee training and pay structure and compensation has an impact on employees retention.

5.2 SUGGESTION

- A study can be performed comparing star category hotels for understanding which HR practices are yielding more appropriate results in retaining employees.
- It is suggested that hotel industry should strictly adhere and adopt a functional Employee Retention Management System.
- A special attention should be given towards overcoming the challenges of implementing the Human Resource Management System.
- It is important to understand that different parameters would be required to be adopted while preparing an effective Employee Retention Management System for the Departments, Genders and Star categories.
- Employees always look forward to a transparent system which is self explanatory and unbiased. Suitably the structure of HR practices should support work transparency and a balanced approach for employee and organization well being.
- The hotels should have department specific HR practices considering the diversity of challenges faced by different departments. The focus could be on a particular departmental challenge and accordingly effective HR practice could be framed to cope with it and improve efficiency and employee strength.

- The hotels should have occasional in house activities for their staff members who would act as a stress buster and boost their energy by diverting their attention from routine work and driving them back a-fresh.
- The system of having an employee friendly work culture in the hotel also required. It should be practiced to create good bonding amongst the employees.
- The hotel should have an effective grievance handling mechanism to resolve differences of employee or organizational level.
- The hotels should overcome challenges like hard work and long working hours by justified work load distribution or introducing appropriate compensation. This could be done through better monetary benefits like salary incentive, overtime compensation and bonus during festivals which are peak working seasons.
- The hotels should have occasional in house activities for their staff members who would act as a stress buster and boost their energy by diverting their attention from routine work and driving them back a-fresh.
- A study based on an organizations experience of operating locally and globally would help to understand their orientation towards HRM practices.
- The concept of “Succession Planning” is also observed in most of the hotels for enhancing the skills of the staff. This process helps in recruiting employees, developing their knowledge and skills and abilities to prepare them for future challenges and opportunities within the organization.

5.3 CONCLUSION

The high rises in demand for manpower arises out of the situation where employees are switching jobs for better or competitive offers. This results to a high rate of attrition. To overcome the problem of high attrition rate, hotels have started taking initiatives towards framing of effective Human Resource Practices.

Hotel organizations implements some innovative practices with utmost dedication, remains ahead of their competitors because such practices have a significant association with building competitive advantage, job satisfaction, financial performance, employee turnover, service quality, employee commitment etc. and leads to an overall commendable corporate performance. It is also important for hotels to design and implement employee centric practices and analyze the effectiveness of these practices from time to time as per the changes in the employment market scenario.

The top management along with the managers should show keenness and involve the associates in designing the HRM practices.

CHAPTER-V

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QUESTIONNAIRE

“A STUDY ON IMPACT OF HUMAN RESOURCES PRACTICES ON EMPLOYEE RETENTION IN STAR HOTELS OF COIMBATORE DISTRICT”

I am an MBA Student pursuing research on **A STUDY ON EMPLOYEE RETENTION IN STAR HOTELS OF COIMBATORE DISTRICT**. I request you to kindly fill up the questionnaire. The purpose of this study is purely academic. I assure that your responses will be kept confidential.

PART A (Kindly fill in)

**General Information about the respondent: Please make a
Tick (√) in the appropriate questions**

1. Gender:

- a. Male () b. Female ()

2. Age Group:

- A.18-25 () b. 26-35 () c. 36-45 ()
D.46-55 () e. above 55 ()

3. Marital status

- a. Married () b. Unmarried () c. Others ()

4. Educational qualification

- a. Up to High school () b. Diploma Holder ()
c. Bachelor Degree () d. Master Degree ()

5. Length of Service in the present organization (in Years):

- a. Less than 5 yrs () b. 6-10yrs () c. 11-15yrs ()
d.16-20yrs () e. above 20yrs ()

6. No. of Years of Experience in Total:

- a. 0-1 yr () b. 1-5 yrs () c. 6-10yrs () d.11-15yrs () e. above 15yrs ()

7. Organizational Hierarchy:

- a. Top Level () b. Middle Level () c. Lower Level ()

8. Department:

- a. Front office () b. Food Beverage () c. HR ()
 d. Housekeeping () e. Accounting () f. others ()

PART-B

S.NO	PARTICULARS	5	4	3	2	1
1	I have the opportunity to determine how I do the job.					
2	I take appropriate action without waiting for approval.					
3	My work makes good use of my skill and ability					
4	I make decision about implementation of new program in the hotel					
5	I believe that I am empowering employee.					

All the questions were scored on a five-point Likert's scale (5-Strongly agree, 4-Agree, 3-Neutral, 2- Disagree, 1-Strongly disagree)

Employee Empowerment

Appraisal System

S.NO	PARTICULARS	5	4	3	2	1
1	The quality of my work is an important factor in evaluating my job performance.					
2	I am regularly given feedback on my job performance.					
3	I am satisfied with existing performance appraisal system.					
4	The performance ratings were done periodically					
5	Appraisal system helps to identifying the strength and weakness of employee					

Employee Training

S.NO	PARTICULARS	5	4	3	2	1
1	I am sent to extend higher qualification program.					
2	I have received sufficient training at firm to do my job effectively.					
3	I am trained in quality improvement skills					
4	I am arranged with a mentor to facilitate career planning.					

5	I am given training at a regular basis.					
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Pay structure & Compensation

S.NO	PARTICULARS	5	4	3	2	1
1	I am satisfied with the pay that I receive.					
2	I earn more than others who do similar work at other hotels.					
3	My pay encourages me to improve the quality of my work.					
4	I will receive a reward if I do something to improve my work.					
5	The non-monetary benefits, such as vacation time and medical insurance that I receive here are better than those I could get at similar hotels.					

Employee Retention

S.NO	PARTICULARS	5	4	3	2	1
1	I am prepared to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful.					
2	I plan to make this job my own career.					
3	I feel a lot of loyalty to my work					
4	If I were up to me, I will definitely be working for this company for next five years.					
5	I would recommend this job to a friend if he/she is looking for a job.					

Thank you for your valuable support.