

A Review on Literature: Employee Retention

^aHarish K. Padmanabhan, ^bMadhulika.A.Sonawane

^aAsst. Professor, Dept of MBA, SNJB KBJ COE, Nashik, Maharashtra, India

^bAssociate Professor, School of Management Studies North Maharashtra University, Jalgaon, Maharashtra, India

Abstract

Employee Retention has become a key issue in today's global market scenario. The retention of employee depends on both tangible and intangible variable that determines the level of job satisfaction. The hospitality industry always faces a major setback on retention of talented and skilled employee due to various factors. This paper highlights the major determinants of employee turnover in hotel industry. The present study reviews literature and research work carried out on employee retention and the factors affecting employee retention and job satisfaction in various industry or sector. The employee job satisfaction and employee retention relies on the best HR Practices followed in industry depending upon its nature and size as a universal solution.

KEYWORDS: Retention, Satisfaction, HR Practices, Work environment & Employee Relations.

Introduction:

The success and survival of any organisation depends upon the availability of quality workforce and its optimum utilization for achieving individual and organizational goal. Hotel Industry is purely a labour intensive industry, which requires human resources at various levels varying from skilled and unskilled positions with diverse Talent, Ability, Skills and knowledge (TASK). The access to the human resources is highly frequent in hotel industry as compared to other industry due to the nature of unorganized sector. Employee Retention is a collective effort of employer and management to create and maintain a work environment and policies. Employee retention could be described as the efforts by any business or organization to develop strategies and initiatives that support current staff into remaining with the organization. Retention is "the ability to hold onto those employees you would want to keep for longer than your competition" (Johnson, 2000).

Human resources are the life-blood for any organization. The retention of employee in hotel industry depends on effective implementation of HR Practices in terms of Manpower Planning, Recruitment, Selection, Training and Development, Performance Appraisal, Compensation & Benefits, Employee Relations and Social Security. Many researchers have proved that there is straight relation between HR practices and employee retention in any organization. Hence, management should take due consideration in formulation and implementation of HR policies. Job Satisfaction and organizational commitment goes hand-in hand which determines the turnover rate of talented employees. Employee Job satisfaction can be observed in terms of employee involvement, job attitude, co-worker relations and productivity. Hence, employee retention has become a crucial challenge for HR managers for the survival of Hotel Industry due to dynamic change in global market, economic fluctuation, labour market and government intervention in policy formulation.

Employee retention is an effort taken by employer to enhance the job satisfaction level among employee. Retention of employee is the process of encouraging employee consistently through motivation, involvement, rewards & recognition, job attitude, open communication, fair treatment, good leadership and team support with the aim of making them to stay in the organization for the maximum period of time. Employee commitment, employee satisfaction, employee productivity or performance, employee loyalty and employee attitude are the direct outcomes of employee retention of any organization. Employee retention carries the advantages like:

- a) Low cost of operation (Recruitment, Training & Development)
- b) Smooth attainment of individual and organizational goal.
- c) Long terms survival of organization.

Objective of Study:

The study is carried out to review the literatures and articles on employee retention with the following objectives:

- a) To discover the various research works that has been done for employee retention in various industries.
- b) To determine the major factors that affect employee retention in organization.

Research Methodology:

The study is descriptive in nature and hence, purely secondary data has been used from various research papers, articles, reports and books.

Limitations of Study:

- 1) The study is limited to the number of research papers referred.
- 2) The study emphasis only to find out the factor affecting employee retention and does not suggest any measure to overcome.

Factors affecting Employee Retention:

1) Manpower Planning: Most of the hotel industry undertakes manpower planning for long term perspective with expectation of increase in sales, expansion and technological changes. Only few hotels are understaffed due to non availability of competent people. (G.P.Prasain 2014). Manpower planning must be prepared by conducting motion studies, time studies or applying data analysis depending on the demand of workforce and transition stage to overcome high staff turnover and absenteeism, underutilization or overutilization of staff (De Villiers, J.D, 2011).

Recruitment & Selection: The employee must be recruited in terms of skills and abilities that match with the job requirements. Poor analysis of the job requirements results to increase employee turnover (Kiruthiga.V.2015). The most important task of HR Dept in hotel industry is to identify the best suitable candidate for job requirement and preferences. The right candidate should be fit in right position with work experience, qualification and education, personality skills which suits the job perfectly. This indicates scientific recruitment practices and leads to motivate employee with positive attitude and commitment (Kiruthiga.V.2014). Advertisement in local newspaper, Walk-in and employee referral is the major sources of recruitment

in Hotel industry. The recruitment and selection process is carried out by using traditional method to fill the vacant position. **(G.P.Prasain 2014)**. By keeping focus of long working hours at the work place, the managers should select proper employee for retaining and reducing the turnover crises **(Ahmad Rasmi AlBattat, 2013)**. A realistic job preview should be informed to the prospective employees at the recruitment stage to avoid effect in future **(Sugandha Mahajan 2010)**. Good recruitment system must involve workforce with similar habits and attributes in a department to make cause easier and gain big returns for organisation **(De Villiers, J.D,2011)**. The number of professional in hotel industry has reduced due to availability of other job option in global market **(S.J.Manjunath 2011)**. The sound selection methods and a good match between employees and jobs based on JDI (Job Description Index) will enhance their job satisfaction **(Lise M. Saari 2004)**.

- 2) **Training & Development:** Job rotation and Cross Training is given to adjust the gap due to shortage of employees or absenteeism and not for learning **(Ajay Bhakat 2015)**. Training and development is the backbone of any organization to motivate and train technically their staff for preparing them for higher task or responsibilities with new skills and knowledge. It also helps for employee retention **(Arundhati Mishra 2014)**. Most of the hotels do not undertake any training and development programmes for their employees. Lack of training results to under performance, low motivation among employee **(G.P.Prasain 2014)**. The employee training helps to improve the productivity. Training should be given to both new and old employee to refresh, re-engage and develop new skills through training programs **(Milind A. Peshave 2013)**. Training program should engage workers with career challenge, advancement opportunities, incentive and supportive work environment to enhance employee growth prosperity and retention of employee **(Chandranshu Sinha 2012)**. The employees are not satisfied with the induction or orientation program provided by hotel Industry **(S.J.Manjunath 2011)**. Line managers should be take efforts to organize training for developing skills of employee before promotion so as to reduce turnover rate in their team **(Sugandha Mahajan 2010)** The competencies required for hotel industry is not meet through education industry to match the requirement of hotel industry. This is due lack of education institutes, competent faculties, initiative of government. The industry must also impart technical and practical oriented training for their workforce **(Vinnie Jauhari 2009)**. Training enhances employee knowledge and skills for effective productivity. Training must be designed careful considering for current and future challenge work so that employees motivated can be maintained **(Muhammad Rizwan et..al 2012)**.
- 3) **Salary & Wages:** Compensation paid in the hotel industry is lower than the compensation provided by other industry with longer working hours compared to employees of the other industry **(Kiruthiga.V 2015)**. The employees working in hotels are paid very less working hours, efforts as compared to other industries. Employees leave the hotels industry and search for better pay packages in other industry **(Milind A. Peshave)**. The salary offered to employees of hotel industry for same position is found to be very less as compared to market standards and other industry. The poor salary and wage administration is the common problem in all

hotels including star category also. The compensation benefits are also very low. This creates dissatisfaction among employee to leave organization. (**Arundhati Mishra 2014**). The monthly average salary paid to employees at different position is low in hotels which arises problem of high labour turnover and absenteeism (**G.P.Prasain 2014**). The salary structure must be revised and offered to match with the competition, so that employees will not look for alternative career options (**Dr.Asma Farooque 2015**). The major determinants of employee turnover in the hospitality industry were identified as the poor reward and compensation system, the deplorable and repulsive working environment (**Tsatsu MacCarthy 2014**). The monetary benefits paid to employees are very less as compared to other industry in terms of basic salary, overtime allowance and incentive schemes. Employee can be satisfied and motivated if their compensation strategies are revised regularly with market standards (**Milind A. Peshave 2013**). Compensation structure must support the organization to retain the most talented employee. The pay must be raised based on performance and the position of employee where he is promoted (**Chandranshu Sinha 2012**). Employees are not satisfied with the pay and benefits package they received did not meet their needs, and it was not comparable to the same job at other companies (**Fox, Robert, J 2012**) The salary and benefits offered in hotel industry is very low and unattractive as compared to other sector of hospitality industry (**S.J.Manjunath 2011**).

- 4) **Long working hours:** The working hour of is characterized with long hours of work where the working extends to more than 12 hours during peak season or rush hours with no extra monetary benefits (**Milind A. Peshave**). The most prior reason for employee turnover is long working hours and work pressure which make employee more hectic and repetitive task decrease the quality of output (**Arundhati Mishra 2014**). The working hours of employee in hotels are very long and exhaustive due to customer oriented work place (**S.J.Manjunath 2011**).
- 5) **Work life Balance:** The social life of employee working in hotel industry is very poor, hence employee decide to change their field (**Dr. Surjeet Kumar 2015**). Employee downsizing, organizational restructuring, longer hours and weekend work brings imbalance between a personal life and a work life (**Kiruthiga.V.2015**). Proper work load distribution must be carried out along with working hours so as to reduce stress level and maintain work life balance between family and work (**Dr. Asma Farooque 2015**). The hotel industry is characterized with long working hours, shift pattern, hard work, and unpredictable weekly off leads to imbalance between work and life and negligence towards social life. The average working hours of employee in hotel industry is 12-14 hours which results of poor work-life balance and results to increase attrition rate of employee (**Milind A. Peshave 2013**). Work life policies related to maintain a balance between work and life of employee. The work life policies doesn't mean rescheduling of work methods and arrangement, but it should be cost-effective and productive for organization. The work-life imbalance results to frustration, stress and low productivity (**Dr.Uma Narang 2013**). The biggest challenge in hotel industry is work-life imbalance of the employees at all levels of hierarchy due to long working hours for which employee has to sacrifice his family or

social life (**Milind A. Peshave**). The working hours of employee should be given flexibility with high preferences by considering their employees domestic responsibilities to avoid absenteeism (**Sugandha Mahajan 2010**)

- 6) **Employee relation:** The quality of leadership, supervision and communication channel is very poor because employee are treated with low respect due to the nature of work involved by them (**Dr. Surjeet Kumar 2015**). The employee relation is a cordial understanding between their supervisors, peers, subordinate who always work together in same organization for common goal. Hence there should be open communication channel through regular meeting, updates, reviews (**Kiruthiga.V.2014**). The retention of employee depends upon leadership skills and better employee-management relation which will motivate employee to stay in organization (**Tsatsu MacCarthy 2014**). The retention of employee depends upon the existing relation between superior-subordinate. The supervisor must become coach and help the employee to manage their career and goal for driving their efforts (**Chandranshu Sinha 2012**). Superior support and relationship which helps employees to improve their commitment towards organization and are likely less to leave an organization with open communication. Employees are opinion that their superior should always attend their complaints to ensure smooth running of organization without any ignorance. (**Dr.Uma Narang 2013**). Managers must be support religious sensitivity, ethnic values for relationship building to carry harmonious workflow at workplace (**Ahmad Rasmi AlBattat, 2013**). Employees feel that goals of their departments and organization. But open communication and regular management meeting is necessary to avoid major issues and build healthy team (**Fox, Robert, J 2012**). Management should avoid discrimination and unfair treatment among employees (**Sugandha Mahajan 2010**). In organization, employees must have teamwork with good leader for executing high performance. Efficient teamwork and employee satisfaction are closely related to each other (**Muhammad Rizwan et..al 2012**). Group cohesion includes (1) open communication, (2) giving workers a greater share in decision making, (3) sharing of critical information, and (4) true sharing of perceptions and feelings (5) Organizational trust (6) job satisfaction (7) organizational commitment for affective organizational attachment and employee attitudes (**Mark G. Resheske 2001**).
- 7) **Rewards & Recognition:** Employees and their family should be offered rewards for extra performance which helps to retain efficient employees (**Shivaraj Patgar 2015**). Employee appreciation and recognition for their performance is most effective tool for motivating and retaining his employee (**Kiruthiga.V.2015**). Employees get motivated, highly morale and more productive if their contribution towards organization goal are recognition and rewards from time to time (**Dr. Asma Farooque 2015**). For retaining talented employees, rewards and financial incentives should be offered for motivating to enhance better performance (**Arundhati Mishra 2014**). The employee recognition is the methods of informal/formal and timely acknowledgement of an employee's or team's behaviour. Employees want to be recognized, respected and valued for their contribution made for organization growth. This is a motivator tool for uplifting the employee's commitment towards

organization and personal objective. **(Kiruthiga.V.2014)**. Employee recognition is a communication tool that reinforces and rewards that create business. The common recognition tools are rewards, appreciation and monetary schemes **(Milind A. Peshave 2013)**. Rewards can be either financial or non-financial or intrinsic or extrinsic. An attractive reward scheme helps to improve employee's behavior, recognition, and status and performance level. Most of the employees agree that a reward package is high satisfactory variable as if it is designed as per allocation of work or performance **(Dr.Uma Narang 2013)**. Employee skill Recognition is one of the elements for retaining talented employee. Skill Recognition helps employee to positive behavior, ethical motivation, team work, confidence and growth, learning opportunities that enhance individual performance, effectiveness and retention **(Chandranshu Sinha 2012)**. Employee self esteem, special regard, recognition and rewards have effects for improving employee morale and retention **(Sultana Nazia 2013)**. The reward and recognition includes honor, acknowledgement respect at work that encourages team spirit and motivates of the employees **(Muhammad Rizwan et..al 2012)**. Rewards and recognition helps to attract the employee to career option. Better reward and recognition systems that can help to identify and foster talent in the firm **(Vinnie Jauhari 2009)**.

- 8) **Work Environment:** Unhealthy work environment with safety and unfavorable Work culture forces an employee to leave the organization **(Dr. Surjeet Kumar 2015)**. The major reason for employee turnover is unfavorable working condition that make employee to leave the organisation **(Shivaraj Patgar 2015)** The nature of Hotel job is very hectic all time round the clock with long working hours and unattractive work environment results employee to take decision for exiting the organization. The work place must be equipped with proper equipment, machinery and computer technology, adequate lighting, work space and ergonomically-correct seating. Poor working conditions leads to low productivity and dissatisfaction **(Kiruthiga.V.2015)**. A sound work culture is the basis of employee retention which includes open communication between employees and management, transparent policies, attractive pay packages and good relationship between employees **(Arundhati Mishra 2014)**. Work environment is major factor of any organization that stabilized the people to stay in organization. Work environment comprises of culture, system, policies, employee relations that helps to manage their career goal with organization objective. Employee get satisfied with employee relation in terms of colleagues support at work place make them to show positive willingness to stay back in organisation **(Dr.Uma Narang 2013)**. Work culture is the crucial part for building "Team Bonding" that creates free work atmosphere. Healthy work place is characterized by fair and just policies, employee interaction, briefing and discussion in terms of transparency, effectiveness and its utility (**Milind A. Peshave 2013**). Hospitality industry has rigid work environment with long working hour, regular job stress, nature of work will force an employee to quit from their job which can be reduced by providing better work conditions and increased wages **(Ahmad Rasmi AlBattat, 2013)**. Employees believe that their jobs are interesting only if they had positive and good working conditions and not tactful job discipline **(Fox, Robert, J 2012)**. There is significant positive relationship with workplace environment contributes job satisfaction. It

includes workplace, job discipline, working situations like ventilation, lighting, cleanliness (**Muhammad Rizwan et..al 2012**). The work environment of hospitality industry is characterized by long working days, with little or no compensation for extra and/or overtime working in a somewhat rigid and bureaucratic work environment. A positive work environment and work culture comprises trust and integrity among people to cope with the challenges at work (**Vinnie Jauhari 2009**). Positive Work environment components include Tasks, collegial environment, learning opportunity, benefits, lack of pressure to perform, avoid gossip, cordial co-workers, cohesiveness between departments, trust and open communication, less supervision, lighten work load, better office and easier access to technology (**Mark G. Resheske 2001**.)

- 9) **Employee Motivation:** The leader or supervisor should understand their role in retaining employees and treat the people with respect and motivate them for high performance (**Shivaraj Patgar 2015**). The work place of hotel industry involves lots of stress and frustration which leads to quit job. Hence counseling should be given to cope up with professional challenges at work place (**Dr. Asma Farooque 2015**). The management should take initiative to meet their employees frequently to determine their satisfaction with the job. A high performing worker, if given with a routine job without any challenges will eventually gets bored. This will ultimately result in stress leading to employees quitting the job (**Kiruthiga.V.2015**). Employee motivation plays an important role for retention of talented workforce. Career opportunity and compensation are the two major variables as a challenging task of motivation for talented employee to attract and retaining (**Chandrashu Sinha 2012**). Employees are not addressed at personal problem, appreciated, respected, feeling a sense loyalty, feeling of job secure are not satisfactory which in turn demotivates and demoralize (**Fox, Robert, J 2012**). Employees voice must be considered through proper channels while sorting out problems or policies to avoid dissatisfaction and attrition rate (**Sugandha Mahajan 2010**)
- 10) **Job Satisfaction :** Employees under utilization of skills, knowledge, and talent lead to dissatisfaction, frustration or boredom resulting in employee turnover (**Kiruthiga.V.2015**). Employee should be given sense of belongingness with fair and equal treatment which results to build long term relationship (**Magesh R. 2015**). Employee perception towards level of job satisfaction depends on attributes like “Salary and Reward”, ‘Compensation’, ‘Career opportunity’, ‘motivation’ and ‘professional and nonprofessional tussle’ and ‘Work environment’ (**Sasmitha Mohanty 2014**). The factors like job security, physical conditions/ working environment, fringe benefits, and pay, recognition, freedom, position advancement, learning opportunities, nature, and kind of job and social status, new challenge and interesting work, job security, location of company, better culture, life-work balance, more freedom/autonomy, well reputation of organization, values, more benefits, good boss. (**S. Janani 2014**). The factors which influence the job satisfaction of employees are Compensation, Training and Development opportunity, Career opportunities and Promotion, Reward and Recognition, Work life balance, Working environment, Performance appraisal, On the job interview, Leadership, Distributive justice,

Supervisor support, Leave policy and Role clarity (**Bidyut Bijoya Neog 2014**). Social measures like provident funds, leave encashment are the tools used to increase employee job satisfaction and retain (**G.P.Prasain 2014**). Job flexibility among employees can improve higher level of individual commitment, satisfaction, productivity, loyalty and motivation. Job Flexibility can be accommodated by work time, workloads, responsibilities and location of work. The job flexibility should be cost effective for employer and satisfy the needs of all employees. (**Chandranshu Sinha 2012**). Employee are not satisfied with current job due to low salary, lack of recognition, lack of respect, lack of career growth, stressful job, odd working hours. Employees are not involved in decision making related to policy formulation and change adoption by top management (**S.J. Manjunath 2011**). Job Satisfaction causes an influence on employee productivity, loyalty and absenteeism (**Aziri B 2011**). Job Embeddedness is a tool to measures the extent of how employees feel stuck, connected, attached or embedded in their jobs including both on-the-job and off-the-job dimensions in organisation (**Laurina Yam 2011**). The relationship between job satisfaction and performance is correlated with rewards, compensation, superior support, communication level, working condition which develops intention among employee to stay or quit the organization (**Geeta Kumari 2011**). Employer should ensure and take efforts for high job security and stability with greater value as far as possible. This result to impress employee and maintain job satisfaction (**Sugandha Mahajan 2010**). Employee job satisfaction means the feelings and thoughts of employees about their work and place of work in term of age, sex, educational level, work environment, colleague's relation and working hours (**Muhammad Rizwan et..al 2012**). Employer must need to build a culture of trust, openness and fairness at all organizational levels to avoid job switch over and create sense of belongingness. (**Vinnie Jauhari 2009**). Job satisfaction indicates impact on performance and outcome of work. More dissatisfied employees are likely to quit their job or remain absent than satisfied employee (**Lise M. Saari, 2004**). Job satisfaction level deems higher when valuable service, opportunity to do variety of tasks, supervisors with open door policy, responsibility for planning their own work activities, and using professional skills (education, training) regularly. It deems lower in terms of benefit package and fair compensation for work (**Mark G. Resheske 2001**).

11) Commitment: The organisation gives high commitment to attract the employees towards the job without the intention to fulfill. In return it results to negative attitude and mistrust among employee towards organisation (**Kiruthiga.V 2015**). Organizational commitment ensures high job satisfaction and motivation among employee and will continue with same job (**Magesh R. 2015**). The employees must be assigned with realistic job, so that positive attitude can be developed to retain them (**Shivaraj Patgar 2015**). Organization commitment helps to build commitment for employee. There is inverse relationship between commitment and turnover. Commitment shows positive impact on job performance and workforce retention (**Chandranshu Sinha 2012**).

12) Career Opportunities: The employees have very low chance of promotion and no growth in career advancement in terms of status, recognition and salary (**Dr. Surjeet**

Kumar 2015). Most of the employees wants better position in their career that make them to change organization because the existing job provides very less or no scope for growth (**Ajay Bhakat 2015**). Employee's loyalty can be gained in terms of excellence contribution towards organization and personal goal (**Magesh R. 2015**). The retention of employee in industry requires active role of HR department to develop career progression programs, knowledge retention strategies, commitment from management through motivation and appreciations (**Shivaraj Patgar 2015**) The employees must be communicated about the career path or growth opportunities in each job while recruitment only in terms of vision, mission of the industry (**Kiruthiga.V.2015**). The career ladder of employee on higher position based on performance and seniority; whereas few hotels do not promote employees internally. There is a close and positive correlation between promotion and job satisfaction which in turn provides scope for career growth. Advance plans, internal promotion and accurate career review are the methods for enhancing growth opportunities for employees (**G.P.Prasain 2014**). A career path of employee in organization should be made informed to employees at the initial stage of recruitment, which helps to reduce employee turnover suddenly. Employees will remain motivated, if they know their career position in future with the organization (**Kiruthiga.V.2014**). The scope for employee career growth in hotel industry is very low or evens no scope. The career path has a blockage due to flat hierarchy structure of organisation which has very less scope of internal promotion as the number of position towards the top level is very few (**Arundhati Mishra 2014**). The employees quit their job for better opportunities due to absence of a promising career progression scheme and personal growth and advancement (**Tsatsu MacCarthy 2014**). Career Development is one of the most important variable as a system which is organized, formalized and planned effort for achieving a balance between individual career needs and organization workforce requirement. Most of the employee expects chances of promotion in their current job and which results to show high willingness to stay with organization for long term (**Dr.Uma Narang 2013**). Career Development program should provide scope for employees to job security, promotion in organization. Career development should include training, mentoring, job mobility, counseling which helps to retain employee in organization (**Chandranshu Sinha 2012**). Organizations must create maximum opportunities for employees to develop their skills and move on for in their careers (**Sugandha Mahajan 2010**). The manager must map out the competencies for different positions to be required and expose to employees for preparing their own career path for leadership position (**Vinnie Jauhari 2009**).

- 13) HR Policies & Practices:** The employment policies practiced in hotels are not employee centric rather it is work centric. The HR policies designed like working hours, compensation, work-life balance, facilities are not very rigid which distracts employee to leave the organization (**Milind A. Peshave**). There is no reliable data on recruitments and resignations in the industry. reliable database on human resources on manpower planning, recruitment, selection and reward and compensation (**Tsatsu MacCarthy 2014**). Performance appraisal of employee is done through observation and customer feedback for giving cash prize, gifts and disciplinary action. Hotel carries appraisal purely for pay hike and promotional purpose (**G.P.Prasain 2014**).

HR Practices have direct influence on employment relationship of an employee which in turn makes employee to decide his intention to quit or stay. Therefore employers must design HR Policies like Recruitment and Selection, Training, Career Growth Opportunities, Performance Appraisal, Compensation carefully and revise regularly to reduce employee turnover cost (S. Nivethitha 2014). Good HR policies and practices like fair treatment, compensation, job security, information sharing, training and development, recognition should minimize the employee turnover and maintain goodwill of organization (Rajesh Kumar Mishra 2014). Organization should proactively design the HRD practice with integrated approach to achieve and sustain superior performance in changing business environment and competitive advantage (Dr. Shashi Anand 2014) The satisfaction of employees depends on the implementation of HR policy like compensation & Benefit Package, appraisal system, Job Security, Regular Training, Retirement benefit facilities, Flexible & satisfactory Working Time, Fair & respectful treatment from Supervisor, Reasonable Workload, Salary & Responsibilities are equal, Fair amount of Team spirit, Leave policy (Krishnendu Hazra 2013). The major HR policies that describe ideal practices are Recruitment, Training, Compensation, Delegation of Authority, Employee counseling and job satisfaction (Himanshu Malik 2013). Fringe benefits, flexible working schedules, promotion expectations, firm-specific training, organizational commitment, turnover intentions, job performance, working environment are the major determinants of employee turnover in hotel industry (Huang-Wei Su 2011). The policies design must include clarity for job content, career progression, competitive compensation and work life balance are all important (Vinnie Jauhari 2009).

- 14) Welfare Facilities:** The success of the hotel industry largely depends on the quality of work environment and facilities provided towards the welfare of employees working in the organisation. The employer must provide Facilities for Sitting, Drinking water, Medical and First Aid Box, Shelter, Restroom and Lunch Room facility, Cleanliness surrounding (Lissy Bennet 2015). Employer should provide welfare facilities like relaxation rooms, recreation clubs, transportations, accommodation, and education facilities for their children, medical facilities, family insurance to curb the rate of attrition (Dr. Asma Farooque 2015). The basic employee welfare practices which are not commonly followed like on job meals, transportation facility, accommodation facility, Family medical benefits, Child education and Family Insurance / Pension schemes (Milind A. Peshave 2013). The administration should encourage housing scheme, hospital and clinics, basic infrastructure for training, technical and higher education, recreational and amusement, institutions & sports club for the staff and their children (Dr. Asiya Chauday 2011).
- 15) Exit Interview:** Every organization should conduct Exit interviews which help to understand the reason of employees leaving organisation and take precaution no happening of same incident with other employees (Shivaraj Patgar 2015). The hotels do not conduct exit interview which is very important to find the root cause of employee leaving (Arundhati Mishra 2014).

Conclusion:

Human Resource is an asset which determines the survival of any organization. Every employer should incur expenses as an investment on HR activities like training & development, rewards & recognition, welfare facilities, recruitment, manpower planning, employee counseling and motivation. The investment incurred on such activities determines the satisfaction level of employee towards organisation and job, which ultimately helps them to take decision either to remain or quit the organization. Hence investment on employee will give return for long-term survival of organization. This research paper has revealed the various factors that determine employee retention in organization contributed by various researchers done in their research work to bring deep insight on employee retention.

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