The importance of motivation for employee retention: A study on hospitality sector at London

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Dissertation submitted in partial fulfilment of the degree of
Master of Business Administration (MBA)
at Dublin Business school

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May 2019
DECLARATION

‘I declare that this dissertation that I have submitted to Dublin Business School for the award of [Degree or Diploma] is the result of my own investigations, except where otherwise stated, where it is clearly acknowledged by references. Furthermore, this work has not been submitted for any other degree’

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ACKNOWLEDGEMENT

I would like to thank the following people who helped me immensely to complete my dissertation successfully. First and foremost, I would like to thank my thesis supervisor Mr. Philip Hickey, for his constant support throughout the course of my research. His guidance and support have been crucial in the completion of my work.

Secondly, I would like to thank all the participants of my interviews and survey questionnaires. Without their inputs I would not have been able to obtain meaningful data from which I formed my thesis analysis.

Finally, I would like to thank my friends for helping me with my research during the difficult times. I would like to thank my friend Mr. Jebin Varghese particularly for proof reading and helping me with typing up parts of the paper when my hand was fractured.

All above, I am thankful to god, who blessed me with great luck and keeping favourable situations.
ABSTRACT

The purpose of this study is to unravel the management strategies required to enhance the policy of employee retention. The workers are expected to stay with the organisation when the retention strategies of the organisation can make quitting the firm less beneficial. Different motivational theories have been incorporated in the research work and it is found that motivation of employees plays a vital role in the field of hospitality both practically and theoretically. The main role of the human resource manager is to ensure job commitment from the employees at the workplace which is possible only by way of motivation. It has been observed that the retention strategies have become a very crucial part of the business strategy of any organisation. The strategies such as creation of an exchange of positive relationship, making a more satisfactory job and compensation are needed to be incorporated. Again, leadership and its various styles followed by different leaders can have significant impact upon the employee retention policies of the organisation. There are some forms of leadership which motivate the employees to put more efforts for the company which will help them in their personal growth and development. In this study, inductive approach is utilised for investigating the present theoretical constructs and supporting qualitative methods. Inductive approach enables analysing new theories in relation to the significance of motivational factors for employee retention. In this research, five managers of London based hotels are selected using the purposive based non-probability type of sampling. As the present study is qualitative; therefore, the thematic analysis technique is being applied. After reviewing response of the participants, it can be stated that employee retention strategies are to be considered as the key elements for quick growing industries like hotel organization. In order to improve the retention strategies, the hospitality organizations should consider the effective employee motivation schemes which makes them feel more encouraged and welcome to work for the organization. In the recommendation section, it is stated that there is also a profound need of orientation for the employees. This makes the employees familiar with the company where they are going to work. They also feel valued when they get an appreciation on the part of the management. It is also important to provide justified compensation to the employees so that they get the requisite job satisfaction.
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Chapter 1: INTRODUCTION

For over a decade, the service sector has been a major contributor in the development of economies in many nations all around the globe. How-ever the service sector takes into a account number of sub sectors, hotel and hospitality industry is considered as an important segment. Since a substantial amount of revenue gets generated out of tourism, different global tourism organisations including the World Travel and Tourism Council as the biggest industry around the world. It hires the largest number of people and it is regarded as the largest export earner of the world surpassing motor vehicles and crude petroleum.

The presence of a positive relationship consumer satisfaction and employee satisfaction is regarded as very crucial in hotel industry. Gone are the days when the employees were regarded just as an input to the goods and service production process. Such a kind of thinking has been changed after the research known as Hawthorne Experiments carried out by Elton Mayo between 1924 and 1932. These studies have found that it is not that the employees are only motivated by the financial perks. But their way of behaviour is concerned with other factors, such as level of motivation, leadership skills, employer-employee relationship, etc. The Hawthorne studies have introduced the Human Relationship approach to the managerial practice, wherein the needs and motivation of the employees become one of the most important factors for the managers to put focus on (Guilding et al., 2014).
Business leaders of late have put more emphasis on attracting the skilled people and retaining them to higher profitability of the organisation (Ramlall, 2012). Guilding et al., (2014) argued that the industry (hospitality) has witnessed more than average level of turnover. These days, more and more and more leaders are accepting that becomes more costly to replace a worker rather than retaining the worker.

1.1 Background

Retention of an employee is a crucial factor which can put an impact upon the accomplishment of the hotel industry (Guilding et al., 2014). The employee turnover and retention crises have been observed in many industries which also include hotel business (Gursoy, et. al., 2012).

Retention in case of hospitality sector is regular and evolving practice for keeping the best available labour talent (Han & Hyun, 2015) since the industry faces the hurdle of dealing with the workforce which is ever changing (Alexakis, 2011). The researchers have also found that the some of the managers either have tried to fix the issue with poor success rate or have not considered it as an issue at all. The workers are expected to stay with the organisation when the retention strategies of the organisation can make quitting the firm less beneficial. Poor management regarding retaining employee in the hospitality industry can cost firm thousands of pounds considering the loss of human capital (Freedman & Kosová, 2014). The American Bureau of Labour Statistics (2014) stated that a total of 4.5 million employees’ departure in 2014 contributed to a high rate of employee turnover due to reasons such as layoffs, quitting as well as discharges. The issue with the business which is being cited more than any other problem is to retain the employees which eventually affect overall profitability and employee satisfaction.
1.2 Intend to Achieve

The purpose of this study is to unravel the management strategies required to enhance the policy of employee retention. The implications regarding positive social change includes possible changes to impact on the business practices by facilitating the strategies for hospitality managers for improving the policy of employee retention and therefore, improving the employee stability and level of customer satisfaction (Malik & Usman, 2011).

1.2.1 Research Questions

Given is the set of research questions the study will incorporate:

- How the motivation levels of the employees affect the staff retention policies in hotel industry?
- What is the impact of staff turnover on the hospitality industry?
- What are the employee retention strategies adopted by the hotel industries?
- What is the expectation of current workers which can be helpful for the management to retain the employees?

1.2.2 Aim and Objectives

The study will be incorporating the following objectives for the research work:

- To ascertain the extent of motivation level of the employees which can affect the staff retention policies in hotel industry
- To figure out the impact of staff turnover on the hospitality industry
- To chalk out the employee retention strategies adopted by the hotel industries
- To determine the expectation of current workers which can be helpful for the management to retain the employees
1.2.3 Hypothesis

H1: The satisfaction of the employees is directly related to the level of motivation

H2: The employee retention depends on the employer-employee relationship

1.3 Dissertation Roadmap

The chapters, that are to be considered while carrying out the research work are being put forward below:

Chapter 1: Introduction- It introduces the topic and discusses the background of the study. It also incorporates the aims and objectives as well as the research questions.

Chapter 2: Literature review- In this chapter, the researcher will consider the already conducted research work which is relevant to the topic of employee retention in the hospitality industry. This chapter will incorporate a comprehensive knowledge of the research topic

Chapter 3: Research methodology- This chapter will evaluate different research methods with regards to the pros and cons of the justified selection of the appropriate method for the research study considering the underlying assumptions. The research process will consider the data accumulation and with selection of the most relevant methodological aspects in line with the topic selected.

Chapter 4: Data analysis -It incorporates the analysis of the data accumulated from interview and questionnaire.

Chapter 5: Discussion- Here the data collected from different sources will be discussed.
Chapter 6: Conclusion and recommendation - This chapter includes the concluding remarks for the study coupled with the recommendations and future scope of research. It also incorporates the reflection and references.

1.4 Scope and Limitations of the Research

In the words of Leedy and Ormond (2013), limitations of the study are nothing but the possible weaknesses which are not under the control of the researcher. There have been instances where the confidentiality policies of the company confined the details and the quality of responses provided by the participants whereas, in some organisations, the respondents were not that willing to give the responses spontaneously. Furthermore, the data collected for the research is limited to the employees are belonging to a geographical area in hospitality industry and this may not reflect the views and opinions of the employees working in the same industry located in a different geographical location.

1.5 Major Contribution of the Study

An appraisal of the values of the study is going to assist the business leaders make a distinction on potential critical issues with respect to the business environment. Stakeholders, managers, practitioners and scholars might find this research paper helpful to comprehend effective business strategies for retention. An interpretation of the contribution to the existing business practices and the indication of a social change can help the leaders of the industry a foundation for developing as well as executing the employee retention strategies. This study offers an extensive overview of discussions on the hospitality leadership and the hospitality leadership. Apart from that, the study can be a source of information for future research with regard to strategies on employee retention in service and hospitality industry.

The employees make significant contribution to any business and help significantly to enhance the organisational profitability (Gruman & Saks, 2011). The competitiveness of the
companies enhance when they spend more on the development of human resource compared to customer service (Daskin & Tezer, 2012). The study outcome can contribute to business practices about improvement by facilitating information which might have significant impact on employee retention. It will also help in raising the awareness of the leaders and better comprehension on the strategies of employee retention. The hospitality managers will have the opportunity to employ the research outcomes to discover the reason of high rate of turnover of the employees and implement the strategies for an advanced level of retention. This outcome can also help the employees working in different leadership positions by facilitating the strategies they can implement in business practice.

With the help of the study, the managers can attempt to support greater loyalty among the employees which help the organisations stay successful even in difficult economic conditions (Gursoy et al., 2012).

The role of employees in service organisations is important to both service manufacture and service distribution. In the service sector, it’s all about the employees as they appear to be the most tangible evidence to the service quality. The employees are regarded as a vital link between the guests and the company. What the employee showcase is what the clients observe and apply their assessment of their service assessment. While hospitality and tourism sector can be regarded as one of the fastest growing industries in terms of revenue and earnings as well as in terms of employee hiring, it also becomes important to address the glitches in the industry such as high rate of turnover. In the words of Lashley (2001), “In the service zone the quality of the service conveyed is used as a competitive instrument in many hotels. Hence a satisfied, motivated and stable workforce is a serious success factor for any Hotel, and that can only be achieved with retention of the skilled employees and improving the turnover ratio.”
Chapter 2: LITERATURE REVIEW

2.1 Introduction

The long-term organizational success largely depends on the retention of employees. To a stronger extent the organizational performance, job satisfaction, motivational factors and theories act as connecting elements to retain the best employees in any types of organization. For rapidly growing industries like hotel, retaining employees for longer period is very much essential. Since decades, employee retention, job satisfaction, motivational factors have been the most interesting aspects of the researchers and the leaders of the organization. Through this literature review, various aspects will be covered that are related to the importance and factors of employee retention, strategies of employee retention in hotel industry, factors related to employee motivation and its theories, and job satisfaction of the employees in the hotel industry. This study will consider the review of potentially contributing authors who have stated their thoughts in several research papers in connection with the employee retention and motivation in the hotel industry.

2.2 Job Satisfaction of the Employees in the Hotel Industry

Hospitality industry is one of the fastest developing divisions in the world. Michael, (2017) stated that in order to maintain the culture of the organization, management should value the
presence of employees within the organization. Employee that feels more valued will eventually remain satisfied with their job roles. The owners of the hotel industries that carry out the practices of servant leadership are the major contributing factors to ensure the job satisfaction of the employees. When the employees working in any organizations are satisfied with their job roles, they tend to work for that organizations more dedicatedly and support for long run.

Swamy & Nanjundeswaraswamy, (2015) identified the quality of work life in terms of seven different variables to measure the level of job satisfaction of the employees. The seven variables mainly include fair compensation, effective flow of communication, employee motivation, job satisfaction, sound work environment, growth opportunities and flexible working hours. Though the result of the study mainly revealed the fact that, in many of the established organization the quality of work life were not highly developed for the employees. The researcher identified the relationship between the business ethics and organizational leaderships by contributing not only towards the quality life of the organization but also creating positive influences on the employees of the organization.

Rajarajan&Vetrivel, (2015) highlights in their study that “the quality of work life holds both direct and indirect relationship with the social and economic well-being of the employees that lies beyond the domain of Industry”. Improvement in the training program, maintaining good relations with all the workers, improved working condition and the quality of work plays a vital role in enhancing the satisfaction level of work among the employees. Top management should take in account all the factors that promote satisfaction level of the employees among the workers.

Menguc, et al., (2013) stated that it is the duty of the employees to cope with the needs of the employers and the customers. Taking this into account, the guests of the hotel industry, they
often request for checkout time extension despite of the fact that they are informed about the notification of the checkout times. So, in order to manage the situation, the employees need to take risk, understand the chances of failure, and encouragement allows the workers to remain motivated to deal with the risk and other traits of job satisfaction.

2.3 Impact of Motivation over Employee Retention in Hotel Industry

Retention of employees is a voluntary move that is usually taken by organizations to engage the employees for a longer period. The main objective of retaining the employees is maintained the profitability and productivity of the organization without losing the competency of the employees. Now a days retaining the employees especially in the hotel industry has become of the major challenging task for the higher-level managers.

According to Olowu & Adamolekun, (2005), motivation of employees plays a vital role in the field of hospitality both practically and theoretically. The main role of the human resource manager is to ensure job commitment from the employees at the workplace which is possible only by way of motivation. If the hospitality industry adopts right motivational practices, then it sure that they can successfully retain the large number of employees to expand their workforce and the business as well. Job satisfaction of the employees, bonus, rewards, training and development acts as a significant impact on the retention of the employees. However, all these factors that has been recognized in the review of literature directly or indirectly holds synergic implications on the performance of the workforce.

Motivation should be considered as the significant factors that influence the satisfaction level of the job among the employees. For quickly growing industries like hospitality industry, it is of utmost importance that they should undertake all sorts of practices that lead to motivation of the employees within their organization (Handy, 2008). As a result of the various
motivational practices, the hospitality industry can focus on reducing the turnover rate and at the same time promoting the performances of the employees. Several researchers and scholars are of the view that the importance of motivation relies on both the aspects that is from the side of the employees and organization as well. Higher level of motivation among the hospitality industry employees and greater contribution of team work generally guarantees greater success and profitability in the sector. In terms of hospitality industry, if the employer provides working conditions that satisfies the requirement of the employees than they can effectively work on cultivating the morale of the employees.

The variables of motivation should be clearly focused by the rapidly growing industries like hotel industries. The intrinsic and the extrinsic factors of motivations should be considered while implementing the practices of motivation. Intrinsic motivations across the hospitality industry mainly includes work appreciation that are executed in the organization, feeling of actively involved in the activities of the organization, loyalty towards employees, growth and development opportunities etc (Testa, 2008). The extrinsic factors also include better conditions for work with good discipline in the organization, suitable wages and job security. All these factors if adopted by the hospitality industry across the world, then the issues related to the employee retention which is more common in case of the hotel sectors would be reduced to a greater margin.

According to Jones & George (2016), the organizations that are growth oriented (Hospitality Industry) mostly overlook the policy of the employee retention. As a result of which, the workers tent to leave the organization which mainly happens because they do not remain satisfied with their job roles. Absence of training and development practices, lack of feedback from the side of the supervisor, along with the ineffective pay scale adversely influences the employee retention strategies. The strategies of the employee retention mostly depend on the skills of the management and leaderships, and human resource management (Wells &Thelen,
In order to improve the policies related to the employee retention, the hospitality sector should first train their supervisors and the managers to initiate all sorts of practices by way of considering the motivational factors to retain the employees within the organization for the long-term purpose. If the hospitality industry puts greater concentration on the attracting and retaining the large number of employees, then it will surely bring much profitability and quality result for the industry which will in turn leads to greater satisfaction level of the customers. Several studies reveal that the staff or their management team that are more trained professionally can hold the potential to retain the employees at a greater extent.

2.4 Motivational theories and employee retention

In his theory, Abraham Maslow (1943) has emphasised on the fact that people have the basic necessity for development and growth which should be satisfied. He figured out the individual needs as (a) physiological b) social c) self-actualisation d) esteem and e) safety. He opined that a person is required to attain the lower level needs such as safety, prior to opting for the higher-level needs such as esteem, followed by self-actualisation. He pointed out a crucial drawback in attaining the self-actualisation where the needs are required to be addressed in a pre-determined hierarchy without any sort of deviation. For instance, an employee will opt for work in order to satisfy the needs of the employees which are more complex than the physiological needs and turn a deaf ear to address the area of needs in a proper way (Boyd, 2014). In their findings, Blower and Mahajan (2013) pointed out that ignoring the needs of external and internal stakeholders can turn out to be a serious obstacle for the organisational success.

The application of the motivational theory of Maslow (1943) regarding employee retention was that the manager does not necessarily undertake the task of satisfying the needs of the employees. On the contrary, an employee is motivated to work by their lowest extent of the
need which remained unsatisfied (Shuck and Herd, 2012). To consider the same theory, it has provided a very important link between the work motivation of an employee and the incessant adaptation of the managers to the changing needs of the employees to keep their workforce engaged (Shuck & Herd, 2012). A thorough understanding of the framework of need can lead to support the employee retention policies (Shuck & Herd, 2012). The external values of an employee and the needs which were unsatisfied needs can come in the way of achieving self-actualisation within the confinement of work environment (Boyd, 2014). Fassin (2012) stated that the external values of an individual are being influenced by the actions undertaken by the organisational manager which lacks in strategies to develop the policies of employee retention. Maslow figured out that the people alter their actions for accomplishing the personal need for individual growth. The typical form of motivation for self-actualisation leads the individuals to go for need resolution. For instance, an employee might need job security while the other might opt for professional assistance to satisfy a need (Russ, 2011). Kellerman (2013) opined that the geographical locations have not been given importance while putting emphasis on the Maslow’s theory as because the human needs, the demand with respect to the fundamental requirements and satisfying such needs are not achieved completely in the workplace. The business leaders and the research scholars criticise or execute Maslow’s motivational theories; for exploring throughout the employee retention strategies, incorporation of Maslow’s theory as a conceptual framework is considered for an initial evaluation of the human needs’ satisfaction.

**Existence, relatedness, and growth (ERG) theory**

Alderfer’s ERG theory is inclusive of a limitation which has resemblance with that of Maslow’s theory but still it has considered the malleable movements between the requirements of the employees (Guillén, et. al., 2014). He mentioned that the presence of needs as safely or physiological needs, which an employer satisfied by facilitating good
working environment and earning options. The relatedness needs can be considered by as an individual’s actions to carry on a person’s actions for carrying on meaningful interpersonal relationships coupled with those with managers and colleagues. The growth needs to showcase a person’s willingness for self-fulfilment with the help of seizing upon the opportunities to become more creative and productive by performing relevant tasks (Steidle et al., 2013).

To get benefit out of the ERG theory implementation, it is crucial that the hospitality managers must figure out the multiple needs of the employee’s regarding existences, growth and relevance (Russ, 2011). The managers who have identified that the various needs of the ERG theory have an edge which can lead an employer comprehend the behaviour of employees and work on motivating them. Alderfer considered the fact that if a manager concentrates on only one employee, others may become frustrated. However, a manager might provide a need fulfilment concerned with the work, if it is not work-related need of the employees are not met by them and they decide to quit the job. The managers can look for safeguarding themselves and satisfying all their obligations to all the workers in the workplace (Steidle et al., 2013).

The researchers have raised questions on whether the ERG approach can be better executed to such organisations which experience challenges in employee retention occasionally (Altman, et. al., 2013). The managers who emphasis more than one kind of need, at a point, they won’t be able to motivate the employees working under them (Guillén, et. al., 2014). The execution of ERG theory could well be valid, although the leaders who advocated the application of the theory have reported fewer use of the theory in course of retaining multiple workers (Konrad, et. al., 2012). The researchers have deduced that the devising a range of strategies which address different driving forces of employee motivation can nurture a sustainable workforce. (Altman et al., 2013; Kara, et. al., 2013).
**Expectancy theory**

The relationship that exists between work-related behaviour and the level of motivation in an employee has garnered much attention (Jodlbauer, et. al., 2012). The expectancy theory of motivation by Vroom (1964) had emphasised on the link between performance-reward, efforts-performance and the relationships on rewarded personal goals. Vroom is of the opinion that emphasising more on the motivational factors while comprehending why and how individuals work on decisions to meet minimal pain and optimum benefit. Kessler (2013) is of the opinion that the organisational systems must be of fair quality and should be of value to the employees. The commitment level on the part of the employee can alter based on their observed value on the rewards that are being offered. In such a case where the employee has observed that his or her enhanced level of efforts did not reflect upon the extrinsic or intrinsic reward, it would be quite unlikely that the employee would value the reward (Gupta & Shaw, 2014). Russ (2011) has opined that the employees who did not considered the value of the reward might end up with leaving the organisation. The hospitality managers can lead to formulate dynamic, attractive as well as challenging jobs in order to make sure that the employees must have the feeling of getting rewarded or praised for their performance (Downes & Choi, 2014).

**2.5 Employee Retention Strategies in hotel Industry**

The managers who can make sure that the employees feel supported as well as valued and have ability to retain the employees. Hence, can serve as a stabilizing influence on the organisation at the time of change (Shahid & Azhar, 2013). High rate of turnover can mark as the sign of the managers dealing with challenges of employee retention. It has been observed that the retention strategies have become a very crucial part of the business strategy of any organisation such as hotels (Ghosh, et. al., 2012). On having a better level of comprehension
regarding the causes for which the employees quit or inclined to quit an organisation can help in lowering down the rate of employee turnover. The managers in hotels work in an economic environment which is quite unlikely to predict. The knowledge about the workers is also a very significant source of gaining competitive advantages. They also have stated that the importance of job embeddedness of the employees and the competition of job market have been increasing due to absence of adequate emolument to the employees. An amount of salary which is just perceived to be adequate can never guarantee an employee’s stay in the business. The competition in the job market can well be a crucial factor which regarding to the decision of an employee to leave the present job he/she is doing. Retention strategies which is regarding to hospitality industry are regarded as very much crucial as because the job skills of many employees can well be transferred to the competitive organisations (Strom et al., 2014). The mangers are not the only ones who are on the quest for enhancing the performance of the organisation efficiently. The moment the employees experience some issues or figure out opportunities for further improvement, they put themselves into an improvement-oriented voice, which result in raising the voice or take an exit from the group (McClean, et. al., 2013). The organisational performance relies upon the managers who are having adequate knowledge of the factors which determine the employee performance. Given is the discussion on some subthemes which is concerned with employee retention strategies, which includes a) creation of an ambiance which is employee centred, b) making a balance of job outcomes and job performances, c) creation of an exchange of positive relationship, d) making a more satisfactory job, e) compensation and f) formulating strategies of employee retention.

**Creation of an ambiance which is employee centred**

Gilbreath (2012) has pointed out that the managers have the biggest influence on the workplace functionality. Dissatisfaction on the part of the employee is risky to ignore as it
may lead to a lower the chance of a manager to retain an employee. The managers are accountable to develop an ambience and facilitate incentive plans so that the employees get motivated to attain satisfactory performance and understand the overall aims and objectives of the company (Braun, et. al., 2012). Developing an organisational culture about the non-working needs of the employees may help in bring in more employees and retaining the existing ones.

**Giving value to the employees**

The employees are critical to the success of the success to any business. The hospitality industry is certainly labour oriented and customer driven service industry. The turnover rate of the employees adversely impact on the productivity of the employees leads to customer discontent. Freedman and Kosová (2014) made an opinion the cost of losing an employee is inclusive of the loss due to the measure on productivity and the time involved for learning the important competencies to change that employee.

**Knowledge management**

In the words of Wang, et. al., (2014), the employees have valuable knowledge which is specific to organisation. Such a knowledge includes facts, ideas, expertise, and judgements on organisational performance. Chong and Besharati (2014) pointed out that the knowledge on employees could leverage into the firm’s competitive advantage with the help of sharing of knowledge. Sharing of knowledge makes sure that the valuable knowledge of the employees is being transferred within the ambit of the hospitality sector to equip workers to satisfy the demands of the customers.

**Making a balance of job outcomes and job performances**
Managerial performance is being calculated because of the return on equity, return on sales and net growth rate. The organisational leaders put emphasis on the performance of the company which can result in some employees considering themselves as undervalued (Ryu& Lee, 2013). The time when the employees are satisfied with their jobs, the employers are more likely to retain their employees. It is a very crucial on the part of the managers to enhance their organisational performance by working on the turnover retention equilibrium.

**Job satisfaction**

The satisfaction of the employees regarding the job they are doing is very crucial for any business and hospitality sector is no exception to it. This has been observed that a high rate of employee retention score is concerned with the lower rate of employment termination possibility. It has also been observed that the employees who were entitled to have continuous co-worker and management support have experienced a high rate of bonding as well as satisfaction with respect to their jobs. Job satisfaction can be termed as one of the predictive regarding the turnover intention of the employee (Regts&Molleman, 2013).

**Compensation**

The quanta of compensation the employees attain play a crucial role in course of employee retention. It has been observed that the companies that took a survey of the employees at the time of conducting interviews stated that the biggest reason for which the employees quit their present job is to get higher paying jobs in different organisations (Gupta & Shaw, 2014).

### 2.6 Service and Hospitality Industry Sector

The researchers have considered it as challenge to figure out the two crucial factors of hospitality and service. To differentiate both the terms was a challenge owing to lack of consensus (Kandampully et al., 2014). An elaborated interpretation of the discussion which
encompassed the ever-trait of hospitality and service was outside the purview of this research. If the review of the current debates is considered, it is widely accepted that there is no easy way of defining service and hospitality (Symons, 2013). The researchers have found out some essential aspects with respect to the frame contributions and the resultant reviews, which are inclusive of the value of the service factor (Prakash & Mohanty, 2013).

Teng (2013) defined a hospitality organisation as a concern to meet the full array of requirements such as beverages, foods and accommodations. The hospitality industry has host–guest interactions on a regular basis and such organisations serve to the requirements of the diverse set of the client groups. Symons (2013) opined that a likely definition for hospitality can stand out to be an obligation, custom, performance and pleasure industry. Furthermore, it was also added that the term hospitality is a massive and at the same time, a vague concept. The existing set of literature does cover the various distinctions that are drawn between the guests and the host relationship can be figured out in an interactional setup (Kirillova, et. al., 2014). The hospitality is a basic aspect of customers and the concerned people of the organisations engaged in the interactions in service perspective (Thirkettle & Korstanje, 2013). As stated by Teng (2013), a small research conducted on the important ingredients of leadership roles in the hospitality management to propel the competencies of the management professionals and help the industry to by sharing the employee retaining skills. In the words of Nwosu (2014), an approach to training and credentialing the future workforce of the hospitality industry would be significantly beneficial for the organisational leaders to retain the skilled workforce in the concern. The managers working in the hospitality sector can get an understanding of the efforts the other leaders of the organisation have put in retaining the employees. This can aid in higher level of employee retention and lower rate of employee turnover in the workforce at the hospitality sector.
The service provided in the hospitality sector can well circumscribe the contentment which is, connected with the selling the tangible goods (Kandampully et al., 2014). It is also pointed out that service is hard to capture and explain. Service provided by an organisation is as varied as the product they put on offer. The very idea of service is limited and relied upon the one who is showcasing the service and the objective of offering it (King et al., 2013). Many of the scholars are of the opinion that service as economic activity provided by one individual or group to another, in exchange of effort, time or money (King et al., 2013). The managers contribute to a significant extent in the hospitality industry as they influence or develop the standards, policies, penalties, rewards, trainings and provide the resources required to follow satisfactory practices in service (Arendt et al., 2013). Retaining employees in a field like hospitality can be a real challenge for the managers without effective retention strategies (Vijayakumar, 2012). The ever-increasing significance of service sector in the economy has intensified the interest in comprehending in what way the hospitality industry can be designed to get optimal performance (Elliot, 2011).

The very nature of service sector has evolved from the requirement of an organisational leader to coordinate the work which helps in enhancing the organisational efficiency and retaining the employees (Oreg&Berson, 2014). The projected cost of retaining the competent employees to satisfy the growing demands of the hospitality market helps in driving the service sector (Strom, et. al., 2014). Since the hospitality sector endeavours to survive under the existing challenges prevailing in the economy, Vijayakumar (2012) opined that the employees promote such an ambience which can help them in paying serious attention to the cost of doing business at the time of incorporating policies that can address the needs of the employees. Such business units prosper when there lies a well-defined connection that comes out the interactions between guests and the individual workers (Ruizalba et al., 2014). The
hospitality industry is composed of both service and production aspects. The goal of an organisation is to go above the expectations of the customers at the time of service exchange.

The efforts put by a manager in order to create a productive working environment can lead to play a crucial role in assisting an organisation to achieve the financial targets (Daniels, et. al., 2013). Managers have the obligation working in accordance with the HR guidelines in order to make sure that the employee retention strategies are in line with the business objectives. Human resource planning is emphasised on bringing in and retaining the competent staffs, which will benefit the hospitality industry in the short as well as in the long run (Saad, 2013).

The managers into the service sector, irrespective of the category, such as factory, retail or hospitality, have the same sort of challenges with respect to retaining highly skilled employees (Daniels et al., 2013). The managers who work on the labour intensives service must put emphasis on employee issues and performance matters. Saad (2013) stated that the organisational leaders who regard the employees as indispensable assets of the company are likely to have the capability to manage human capital by employing positive practices on HR and managerial styles. From the perspective of social change, the managerial styles and the HR practices are precious to the leaders as the employees aid in their business operations with respect to their constant efforts to facilitate quality products and services. The managers, who have taken into consideration the challenge of employee turnover, have directed their organisations in the path of setting up a reliable workforce (Daniels et al., 2013). Saad (2013) deduced that a working environment which has a good number of employees can add value to the company by with the help of an enhanced competitive advantage. He was also of the opinion that the competitive advantage which can be inclusive of the environmental factors concerned with the contentment and or to the capability to retain the employees, might not well be within the control of the managers.
The environmental forces can serve as a reward for a performance which is of an acceptable level (Kim, 2014). The hospitality environment can be called as market where the prevailing demands on competition perspective compel the managers to opt for retaining the frontline employees who can deliver the top-level customer service. Kim (2014) had pointed out that excessive turnover in the hospitality and tourism industry is likely to cause dissatisfaction to millions of people sporadically. This impact is ignored regarding the financial systems of present times. The more the employees remain with the hospitality industry; they are more likely to become loyal to it which in turn will help the company to perform well (Hofhuis, et. al., 2014). The managers can help the employees to get inspired to remain if they wish to in that organisation (Andert, et. al., 2011). Lowering down the number of workers who leave the organisation is of top priority to the leaders (Harris, et. al., 2014). Various business houses throughout the service industry stated that retaining the workforce is not only costly but also difficult to deal with. This is true because the reason of an employee leaving an office varies from person to person. The factors perceived in this respect include lack of openness and trust, growth opportunities and poor leadership (El-Ramly, 2012).

2.7 Motivation in leadership and its impact in employee retention

Right from the inception of the first business organisation, leadership is regarded as a crucial part of the prosperity or collapse of any organisation. Graybill (2014) believed in spite of the significance of leadership concept, there is no clear definition for this. Leadership, as stated by Dhawan and Zubin (2011), as the skill to lead by employing various strategies to achieve the goals of the organisation collectively.

One of the basic signs of top leaders is the competence or ability to motivate the followers to achieve great things (Grant, 2012). The encourage the concept of motivation by involving in behaviours that inspire others such as communicating a compelling goal, putting emphasis on
collective identities, giving reference to essential values and showing optimism and vigour (Grant, 2012). The leadership behaviour is also inclusive of the attainable tasks and the efforts undertaken to maintain others who are in course of completing others. The effectiveness of the managers can be measured on the scale of productivity, turnover, job satisfaction, employee motivation and cost. The effectiveness of measurement, regarding the leaders are concerned with their behaviours and their ability if employee retention.

The leaders who demonstrate the given leadership style of develop a corporate culture which puts its influence on the organisational performance. Leaders support different leadership styles due to a combination of different group values, competencies and individual styles, etc. Liu, et. al., (2013) narrated that the leadership styles affect the self-perception that lies within the organisation. The managers continuously work in course of growth and development programs and strive to encourage such behaviours which can lead to contribute to the professional advancement of the workers (Sawa & Swift, 2013). The managers can lead to develop leadership abilities to reinforce the goals or missions of organisation with respect to the workers. The exchange and contact relationship between the manager and his subordinates are built through the leader follower dyad (Liu et al., 2013). A top-quality leader-follower exchange vouches for mutual influences and expectation, which can lower down the intentions of an employee to leave. It was found that the leaders can play very crucial role in defining the culture and tone within the hospitality industry. The dominant organisational leadership style and preference can help in determining the type of business practices and the opportunities which are provided to the employees (Sawa and Swift, 2013). Dinh et. al. (2014) identified that when the managers bring together any of the leadership practices, the employees may show contentment and a deeper level of organisational commitment and enhance their level of efficiency (Dinh et al., 2014). When the managers
incorporate one or more than one leadership styles, it could certainly put a positive impact on their organisation and can also help in retaining employees.

2.8 Different leadership styles and employee retention

Dinh et al., (2014) has figured out those different styles of leaderships which is inclusive of autocratic, charismatic, servant, bureaucratic, authentic, transformational, laissez-faire and transactional etc. The time when the top management incorporates leadership practices, it is more likely that the employees will exhibit more contentment, deeper organisational commitment and enhanced level of efficiency. When the top management executes one or more than one style of leadership, it could well have significant impact on their organisation (Ologbo, et al., 2012).

Authentic style- The researchers have figured out that a leader carrying the authentic style of leadership has notable similarities with charismatic, servant and transformational form of leadership (Ologbo, et al., 2012). The application of authentic form of leadership is gaining momentum (Murphy & Johnson, 2011). In the words of Wong and Laschinger (2013), the managers who put more importance in top class ethical standards, transparency, self-awareness, balanced processing and enhanced level of performance and job satisfaction. The leaders with behavioural awareness are the ones following the authentic leadership. This authenticity is inclusive of the strict models, ethics and a top level of awareness. To search out for the same kind of attributes in others, help the employees to seize upon the opportunities to develop by facilitating the more needed supports and requisite resources (Breevaart, et al., 2014). To be more precise, the managers following authentic leadership style are more inclined to develop a more empowering and positive working atmosphere. Genuine leaders are aware of work environment and showcase their optimism and determination. On the other hand, the authentic leaders establish their set of beliefs and personal opinion over other people, which are going to develop some personal values which
are going to result in some potential biases and the followers of these leaders, might need to deal with some difficult situations in course of following such leaders (Ford & Harding, 2011).

**Autocratic style.** The leader who takes control and executes decisions is incorporating the autocratic style of leadership (Xanthopoulou et al., 2009). The autocratic leaders tend to demonstrate an attitude of control over the team and takes decisions without discussing it to other peers or employees. Such sort of leadership style is quite common in non-democratic nations and in case of military regimes (Zingheim, et al., 2009). Regarding the autocratic attitude of the leaders, the researchers have argued that such leaders always present a strong direction of task. However, an autocratic leader will not take part into account the perceptions, feelings and opinions of the subordinates (Brad, et al., 2011). The main attributes of the autocratic leadership style include pulling up a control over the information flow and for keeping a strong hold upon the authority and communication. Apart from that, an autocratic leader is expected to delegate little to his/her subordinates.

**Bureaucratic style.** This form can be compared to the autocratic style of leadership (Green & Roberts, 2012). They argued that the leaders in this form grab the power with the help of detailed orientation and through control (Haider, et al., 2015). The autocratic leader is expected to give more and more emphasis on the influence and power on an individual. Elena (2012) found that the leaders at government operations consider the bureaucratic style of leadership. A bureaucratic leader can demand for stricter form of conformity to the number of regulations as set by the governing body (Green & Roberts, 2012), which develops the style quickly adjustable to accommodate a modern organisation in given work environment. The bureaucratic form of leadership practice is executed at a place where the maintenance of procedure and prevailing system are very crucial to attain success. The leaders on this form of
leadership give up the aspect of creativity and do not entertain any diverse set of ideas (Saul, et al., 2015).

With regarding to the bureaucratic form of leadership, the leaders don’t consider of any input from outside to the tune of alienating any other person. The leaders in such form of leadership take control of power with serious enforcement of accountability and precision. These leaders manage the available resources and tend to delegate only a handful of assignments. This form of leadership can only be helpful for the firms who seek for putting an emphasis on the reliability, regularity as well as efficiency (Milosevic & Bass, 2014). The employees whole heartedly welcome the leaders who develop a fixed task division, detailed set of rules and a hierarchy-based supervision with a basic requirement of order and regularity. The effective leaders in this form of leadership always encourage precision, accountability, routine, and layers of control and regulation with the help of information control (Groves & LaRocca, 2011).

Autocratic and bureaucratic leadership styles can let a company lose its most important asset, the employees. A thorough control as well as little or no opportunities of employee participation in management can lead to mass resignations and consequently the business might lose its profitability and reputation to a significant extent.

**Charismatic style.** In this form of leadership, the leaders consider the other employees as valuable properties of the organisation (Hayibor, et. al. 2011). They make a visible portrayal of their skill in motivating the followers. They come up with high level of motivational intelligence and know what can be said to the employees to motivate them to attain the expected results (Enz, 2010). This kind of leaders bear confidence, enthusiasm coupled with the ability to instil the employees with such qualities (Dionne et al., 2012). The charismatic leaders can apply their charisma to have influence and power, while taking risks if any. A distinction regarding the servant, transformational and spiritual styles of leadership
which could help the researchers to differ from relative trust, honesty as well as optimism behaviours. It is also being observed that such leaders have the inclination of claiming themselves to be authentic but exercise the power, especially to help themselves rather than the subordinates (Murphy and Johnson, 2011). The charisma in such a leader can also attract the employees to stay in the same business for a longer period. Therefore, such form of leadership practice can help management to retain its valuable employees.

**Laissez-faire style:** A leader in this form of leadership allows the subordinates to have absolute control over their work tasks (Hughes & Rog, 2008). This form of leadership considers a relaxed form of approach. In the words of Mehmood and Arif (2011), the leaders in this style do not have the desire to bear the role and responsibility of being a leader.

**Servant style.** In this form of leadership, the servant leader makes a demonstration of a helping attitude which guarantees the individuals that they can fulfil their personal goals. A servant leader wants to satisfy the requirements of the followers rather than leading them (Sun, 2013). This form of leadership deviates from the other forms of leadership but bears similarities with transformational form of leadership. This form of leadership has its scope beyond the transformational style owing to the motives of connections between the subordinates and the servant leader. They also have an ability to develop an ambience of organisational service with the help of modelling and social exchange. The service leaders keep focusing on the requirements of the followers with the help of interactive relation of social exchange, mutual influence and sharing the responsibilities in leadership. Such leaders give more importance to the individual growth and development of the employees. They tend to disassociate from the employees to find out new set of opportunities, solving issues and make a formulation of organisational goals ((Allen, 2008). The servant leaders can be recognised for their sudden split from their subordinates to give priorities to the necessary directives to the employees and to focus on the priorities for the overall vision. The research
work carried out by Shekari and Nikooparvar (2011) mentioned that there could well be some employees who would not be responding to this form of leadership. The servant leaders who are more responsive to the needs of the employees help in lowering down the perception of the employees towards them as an authoritative figure (Allen, 2008).

**Transformational style:** The leaders in this form of leadership are more inclined towards carry on the task in a way that goes beyond the status quo. This form of leadership has achieved a big deal of attention in the literature on this topic (Farahani et al., 2011). A transformational form of leadership gives encouragement to the employees in order to exceed their expectations and gives rise to fundamental changes in the management. The transformational leaders who are known for incorporating a highly effective organisational changes, put a positive impact on the employees (Chugh & Bhatnagar, 2006). More specifically, this form of leadership is quite popular when the management is in need, the exceptional performance on the part of the employees. These leaders can help in increasing scores on fulfilment and employee satisfaction. The researchers have figured out that on working under transformational leaders, the employees tend to have an increased level of commitment to their employer and to their jobs. These leaders are more inclined to carry out the work with a strong base and stimulate the employees in an intellectual manner to inspire them to work without just being driven by self-interests. When they need to deal with a challenging situation, these leaders can have an impact upon the retaining the employees. Application of open communication allows such leaders to motivate the employees with the help of an ambitious vision, risk taking, high level of anticipation and establishing high performance standards (Meyer & Allen, 2012).

They have also found that the relationship between the employees and the transformational leaders becomes even stronger if the employees know that they have the requisite skills and knowledge to execute the assigned task. These leaders have the capability to make a
connection between the job success and the satisfaction for taking up a career (Davidow & Uttal, 2009).

The transformational leader has a strong sense of value and self-confidence, but in the words of Hernandez et al. (2011), transformational leaders can portray a behaviour which could will be less authentic and questionable. The limitation regarding authenticity with respect to this form of leadership calls for a difference between the charismatic and transformational leadership. This is of paramount importance for chalking out the negative behavioural aspects of each leadership style (Murphy & Johnson, 2011).

Transactional style. The leaders, who follow such a form, use a process of exchange with which the follower gets a performance reward for a certain task or job. The transactional leadership is all about a reciprocal form of exchange about a mutual process of trade (Ram & Gantasala, 2011). The leaders who implemented this form of leadership have executed the reward distribution and corrective measures and to have a control over the behaviours of the subordinates (Groves & LaRocca, 2011). The leaders in this form put more emphasis on the accomplishing the tasks correctly as opposed to the doing the correct thing. The researchers are of the opinion that the transactional leaders put way more importance the things that are otherwise considered as superficial rather than shifting their attention on the significant organisational issues (Ram & Gantasala, 2011). These leaders chase leadership by various controlling and monitoring methods where the means concerned with economy as well as rationality are considered as mere enticements (Zhu, et. al., 2011).

2.9 Employee Retention and HR Practices

Improving the organisational performance largely depends upon the internal factors where the philosophy of fundamental investments towards the employees, are vital perspectives. Now a days retaining the employees in the organization for long run is found to be one of the critical issues for the organization especially for the industries that are rapidly growing. The
Indian companies should make greater efforts to build up the job satisfaction of the individual as well as promoting the internal social networks. If every business organization focuses on talent retention strategies then they can develop better competence, organizational planning and growth (Saul, et al., 2015). Career growth, family and personal reasons, working condition, salary, welfare of the workers, and the quality of work life etc are some of the attrition factors that influence the intention of the employee turnover in the organization. By way of increasing the employee retention strategy, the rapidly growing organization like hotel industry can enhance its efficiency level. Several researchers are of the view that job satisfaction of the employees, rewards and bonus, greater exposure in career towards managing teamwork, is considered to some of the significant elements which an organization can provide for retaining the employees within the organizations (Ejiofor & Mbachu, 2001).

Hospitality industry if concentrates on practicing the training and development program regularly, then it will create a significant impact on the employee retention strategies of the organization. Both the managers and the employees working in the hospitality sector should develop a team spirit for the purpose of developing strong collaboration with and each other by way of performing in teamwork.

There are various other variables that are connected towards improving the performances of the employees. Some of these variables mainly include personal satisfaction of the employees by his or her work, welfare benefits that are provided by the organization, organizational culture etc holds significant influence on the employee turnover. With special reference to the hospitality sector, the employees tend to leave the organization mainly for two purpose that is either for the problem of the working condition of the organization or for the problem of compensations (Zingheim, et al., 2009). The results of several studies reveal that the strategies for retention holds direct impact on the turnover ratio of the employees. The hotel industries can work effectively on increasing the employee retention if it switches to sound
HR practices like performance appraisal, better compensation policy, training and development programme etc.

By focusing on the drivers of employee engagement that are non-financial like support of the supervisor or the manager, communication, work engagement, recognition, clarity in the role of the employees along with effectiveness in the team work can help the organization to enhance the employee retention strategies of the organization. Better human resource policies and the employee rewards influences the strategy for effective employee retention in the organization. The results of several research study showed that the organization that deals with fair reward system encourages the employee to work more efficiently for the organization which in turn influences long term retention strategies of the employees within the organization. According to Rich, et al., (2010) the hospitality management should focus on providing the intrinsic values in the job roles which make the employees who are working in the organization feel happier and satisfied. It has also been revealed in the studies that sound human resource policies and the job satisfaction holds positive influence or connection with the employee retention strategies.

Human resource activities play a major role in determining the efficiency of the organization as well as employee performance. In the hospitality organization, majority of the employee turnover intention lies with the attributes of the human resource management (Xanthopoulou et al., 2009). Information sharing and communication, safe working condition, health and welfare facilities of the employees, job security, compensation and incentives are some of the most prominent factors that help in generating or increasing the turnover intentions of the employees within the hotel sector. The turnover intentions of the employees have also observed to be depending on the push and pull factors (Oliveira & Silva, 2015). The push and pull factors also determine the efficiency level of the organization to retain its employees for the long-term purpose and achieve greater productivity out of it. The push factors of any
organizations including the hospitality sector includes behaviour of the boss, size of the organization, internal fights among the employees, better work encouragement, motivation, family problems, job difficulty, health issues and social status. The pull factor that influences the employee turnover intentions includes promotion, high salary expectations and reputations. However, in comparison with the push factors, it has been observed that the pull factors tend to play more significant role in executing the employee retention strategies in the organization. Stronger employee commitment and the satisfaction level of the employees can be attained by following the effective HR practices and locally oriented style of management. Therefore, the fair and effective practices of human resource management tend to enhance the performance level of the organization. The innovative strategies and the human resource practices not only hold significant impact on the employee turnover intention rather it also tends to boost the productivity of the hospitality sector. Higher organizational productivity and quality human resource practices influences the employee’s intention in the organization.

The perception of the job security, satisfaction, organizational tenure and the demographic variables like education, gender, organizational commitment, age, and the intention to look for another job etc are the predictors of the employees in leaving the firm (Ologbo, et al., 2012)

2.10 Motivational Drivers Influencing Employee Engagement and Retention

Isa & Ibrahim, (2014) stated that employee retention can be defined as the process of retaining the employees within the organization which act as the fundamental requirement for ensuring the success of the organization. The employees act as the driving force for achieving the objectives of the organization. At the initial stage of the recruitment process, the retention and engagement of the employee starts. It is the never-ending process of the employee retention holds significant impact in almost all aspects of the organization. The employees
remain long term in their working place, if they receive the motivating elements by way of bonus, remuneration, career growth opportunities etc. In comparison with the financial incentives, some researchers are of the view that the non-cash motivators are the considered to be the most effective tool for retaining employees. Non-cash motivators mainly involve better training facilities, improved benefit programs, stock options and the organizational culture.

**Career Development**

Career development is the new field of gaining skills that benefits both the organization and the employees. Employees tends to achieve greater benefit by developing the ability in taking greater responsibility in their career and on the same coin the organization also achieves greater benefit by holding more skilled and productive employees. If the hospitality sectors do not recognize the need of an individual to grow, then “development” turns out to be the main cause for job resignation. The hotel industries who are in strong need of large number of employees, they should focus on investing their time and money in promoting the development programs for the employees. by developing the opportunities for the career development, the hospitality managers can help the employees to promote their employability. Nowadays large number of employees holds the willingness to grow in their career for which they look for employers who can provide effective guidance and training activities for facilitating career improvements. Therefore, when the employees receive better career development opportunities from the organization or the sector in which they are working, they tend to remain more loyal, dedicated and committed to the organization.

**Nature of Job**

People not only work for the money rather they also work by looking into the job nature. The job that provides substantial independence, freedom and proper schedule of work are likely to
The nature of job builds the assumption among the employees that people should not only work for money rather they should also work for the satisfaction and purpose in their life. When the employees find that the work of the organization are turning more challenging with greater skills of learning opportunities, they are less likely to leave the organization (Brad, et al., 2011).

**Management**

Management plays a vital role in the organization without which no organization can think of surviving in the long run. Effectiveness in the working of the management helps an organization to achieve its objective in a most ethical and efficient manner. It is the duty of the hospitality manager to influence the commitment level of the employees for bringing positive outcome for the organization. Effective management practices hold direct impact on the turnover of the employees. One of the most important factors that influence the decision of the employees to work and remain engaged within the organization is the responsibility of the manager to develop the trusting relationship with the employee (Haider, et al., 2015).

According to the survey reports, the hospitality managers who valued the competency skills of the employees, promoted the work life quality, offered learning opportunities, paid attention to the desires of the employees, got the most engaged and loyal employees. A manager that holds better skills and quality will encourage the employees to contribute greater effort which will in turn motivate them to keep long term connection with the organization.

**Work-life Balance**

In today’s world, the work pressure in the hospitality sector has grown up to a large extent. Even 24 hours falls short to deal with the working load. Balancing the work life is now considered to be a major issue in the working place of the hospitality sector. Maintaining a
better work-life balance is one of the most prominent employee retention factors. Work life balance policies helps in reducing the stress level of the employees which enables them to maintain both the personal; as well as work life in a proper manner.

**Feedback**

The positive or the negative feedback holds greater impact on the mental, social and the economic condition of the employee. The positive feedback from the senior level manager or the supervisor is significantly correlated with the retention level of the employees. When the employees who are working under hospitality sectors receive positive feedback from the organization, it will not only motivate the productivity level of the employees but at the same time it will also enhance the retention rate (Ram & Gantasala, 2011).

**2.11 Job Stress and its influence in employee retention**

**Various factors resulting in job stress among the employees in hospitality sector**

The ability of an organisation to retain its employees is also highly impacted by the levels of job stress that employees experience in their working places. This is one major issue that needs to be addressed while also addressing the factors that influence the retention of employees in different organisations - in this case the Hospitality sector.

The rising levels of competition in different fields in the current day and age have led to the rise in the levels of stress among people working in various different organisations but this has also significantly impacted another group of employees who work in the hospitality industry or are in the field of hotel management. This has turned out to be a major reason of worry for those heading the hospitality businesses around the world since a rise in the levels of stress among employees is not only detrimental in the performance levels of the employees but also to the entire establishment in which the person is working in. some of the research’s concluded that the levels of stress in the field of hotel management could be due to the lack of
good and healthy conditions of working. Other researchers also claim that the nature of the work or the inadequacy of resources as well as the lack of the prospects in the careers and lack of information also have a significant amount of impact on the varying levels of stress among those working in the hospitality industry.

Another major contributing factor behind the rising levels of stress among the workers could be due to the overload in their works as well as the growing levels of expectations that have been imposed over them by their colleagues, employers or subordinates of the establishment. Also, when an employee is loaded with a lot of expectations from their colleagues, they find it very difficult to maintain a healthy and a friendly relationship with their colleagues and this in turn leads to a lot of fights and conflicts among the employees therefore resulting in stress in their respective work places (Goswami, 2015). Moreover, in another research that was conducted in Northern Cyprus on 22 different banks in the country, it was seen that factors like cronyism, favouritism and nepotism are also great contributing factors towards the levels of stress among employees in organisations (Arasli, Turner, 2008).

There can be many other factors which can influence job stress among employees in the hospitality industry and those might include factors such as the lack of support from the management, the appraisal of the performance, dealing with the guests, the setting of higher targets, technological related issues as well as longer working hours (Ali and Farooqi, 2014). One major factor behind job stress among the people in the hospitality industry is the lack of the support from the management. This lack of management support can negatively impact the psyche of the employees and that makes it more likely for them to quit their jobs. Also, in this regard, another researcher has stated that the theory of person-environment fit is a theory that is based upon the concept of making an employee adjust and adapt to the nature of the work that he or she has been assigned with. This theory also clearly tells how the condition of an employee of a hotel management organisation as his or her capability as well as his or her
behaviour require to be in perfect sync with the setting of the overall working environment (Sengupta et al., 2015). Another group of researchers also concluded in their research that the rise in the level of stress among the employees working in different organisations is also due to the reason that they are compelled to work for longer period (Jha et al., 2017). It has also been observed that the meetings which are held late at night also contribute heavily towards the level of job stress among employees in different commercial establishments (Jensen et al., 2013). The level of stress in working places is a major factor which influences the chances of an employee sticking with the job or not. This also influences the performance of the employees as it decreases significantly, also leads towards the rise in absenteeism. Several other researchers have also concluded in their researches that when employees receive appraisals, it creates a lot of stress in the minds of the employees as it raises the collective levels of expectations from the employees in order to get their work done at the earliest. The employees, in turn, are then forced to feel that they need to get their tasks done within a certain period in order to sustain themselves in a competitive environment (Cetin et al., 2012).

2.12 Importance of quality of service about retaining employees

The quality of service in any hospitality firm is of utmost importance as the employees realise that their efforts are being put to good use or not and that would also influence their decision on if they wish to continue with the job or not. For this purpose, it is essential that the employees in the hospitality business maintain a healthy and a cordial relationship with their guests, also to ensure that they have a good overall experience in that organisation.

Several researches have been conducted in this regard. One of the researches argued that it is not only enough for the hospitality firm to provide their guests with the best standards of the services and the products but it is also essential that the value of the experience of the
products as well as the services that are being provided are of supreme standards. It also plays a big role in keeping a track of the overall quality of the experience of the guests that is being provided. Also, other researchers that were conducted on this subjected concluded that managing the experiences of the guests in a more systematic manner as well as the DE commoditization of the business offerings is what the staff and the top managers in an establishment need to do in order to improve the overall levels of their engagement with the guests and the experiences they offer to them in the firm (Bhawani & Jauhari, 2013). The researchers further laid a great amount of emphasis on the nurturing or an emotional as well as a personal bond with the customers so as to result in the best and the highest levels of satisfaction of the customers and their engagement with the firm. This also results in the employees being more committed towards the company (Chung-Herrera et al., 2003).

Furthermore, there are several other factors which influence the experiences of the employees in a hospitality business and those include aspects such as the kind of perks or salaries that the employer is providing to his employees, the experiences that he or she has with the guests of that establishment, the environment within which the employee is working under, the technologies that are being currently used by the establishment and also the quality of those machines or technologies used, the rapport or the relationship between the employer and the employee among various other such aspects (Binkhorst and Den Dekker, 2009). Another research, which was conduct and was personally focused upon certain luxurious or high-quality hotels of Europe and the experiences of the employees of those hotels, revealed that various factors such as the personal, organisational and the operational factors also must be taken into consideration so as to augur the overall levels of experience and satisfaction of the employees. Moreover, other researchers have said that hospitality is beyond just its commercial aspect but also is a business which is driven by the services it provides and manages. There are several other factors which contribute towards improving the overall
levels of satisfaction of the employees in the hospitality such as the employee-employer relationship, generosity, safety and the security of the employees, theatre and performance as well as surprises and gifts for the employees.

Studies that were followed up by other researchers, meanwhile, in order to know the various different dimensions and the sub-constructs that might possibly be the reason behind impacting the experience of an employee in the hospitality business, one also has to study the emotional intelligence as well as the cultural intelligence of the employees (Berry and Carbone, 2007).

Employees have been considered as the major determining factors behind the satisfaction levels of the customers and their loyalty towards the firm, the competitive advantage of the company over its rival companies, the overall performance of the establishment, the quality of the service that is being provided (Boyatzis et al., 2002). The same group of researchers have also emphasised upon the emotional, aspirational as well as the participative qualities which they consider as being very essential towards determining the overall quality and the level of satisfaction and experience of the employees (Chung, 2000). Researchers have also focused greatly upon the quality of the services that are being offered which are inclusive of the metaphor in theatrics of casting, performance and staging.

One more very essential aspect of auguring the overall experience of the employees who are working in the hospitality business is to also make sure that the employees are co-creating those kinds of experiences for themselves which are unique as well as memorable. These experiences will help in training and developing the skills of the employees and also ensuring that they get the know the littlest of the intricacies that are involved in the social behaviour while also possessing the capability to ascertain and anticipate the requirements of the guests
at any given point of time while also catering to their requirements and needs whenever required.

Furthermore, the researchers have suggested that more emphasis needs to be laid upon the hospitality sector such that the employees can consider ensuring the quality of their jobs as their priority and it is also essential for the establishment to properly study the requirements of their employees with the required amount of attention and to frame the service experience offerings on the basis of the study. Also, other researches particularly emphasised upon the need of emotional intelligence as well as cultural intelligence as being equally essential factors that are required while developing the required qualities that would impact the manner in which the employees in a hospitality firm or business go about with their job or profession. Doing so would significantly reduce the chances of them quitting the job and the hospitality firm retaining their employees. The employees also need to be developed in such a way that, they are able to make the shift from being service providers to being experience providers. The study that has been conducted also shows that there are several factors which influence the overall experience of an employee in the hospitality business and those include the personal traits of the particular employee, the physical environment within which a certain hospitality firm is located in as well as the personality traits and the experiences that employees have with the guests also have a lot of influence over the experience of the employee in the organisation (Baum, 2006). There are also other who have identified several variables or factors which are considered important in determining the level of satisfaction in the jobs of the employees. Some of these variables include factors like the flexibility in the hours during which the employees work in the hospitality firm, the various opportunities of growth that the hospitality establishment provides to its employees, the working environment within which the organisation operates, the level of satisfaction from the job, the motivation
level in the employee, the free and fair flow of communication as well as the standards of compensating the employees.

2.13 Summary

It is a proven truth that for retaining the employees and increasing the turnover, one of the most traditional ways is to motivate them through reward or incentive system. In order to ensure better efficiency level of the hotel industry it is necessary that they should introduce proper reward system. The introduction of the reward system act as a motivational tool which not only helps the employees to attain the objectives of the organization but also helps in balancing the productivity of the workforce in the hospitality industry.
Chapter 3: RESEARCH METHODOLOGY

3.1 Introduction

Methodology chapter plays an important role in enhancing the knowledge regarding the applied methods in a given research project. The chapter is outlined to archive a comprehensive analysis of the suitable methods like the research philosophy, approach, analysis method, data retrieval method and sampling approach (Maxwell, 2012). This chapter also helps to describe the justification behind choosing the research methods from the available varieties. The useful research methods are selected for achieving an easy collection of data related to the importance of motivation for retention of employees specifically in the London based hospitality sector. Ethical considerations, limitations and summary are also described in the ending phase of this chapter.

3.2 Research Philosophy

Research philosophy has been regarded as the belief, phenomenon and set of assumptions regarding the manner of accumulating, interpreting and evaluating the research findings. The prominent categories of philosophy in research involves interpretivism as well as positivism (Silverman, 2016). Interpretivism type of philosophy mainly relies on sociological knowledge obtained through interviews and observation to be interpreted and examined in a systematic manner from the sociological or human perspectives. On the different side, positivism philosophy utilises knowledge framework which is constructed based on natural or original phenomenon retrieved using experimental approaches (Bell, Bryman and Harley, 2018).

In the present research, the utilised philosophy is of interpretivism type because the nature of current research subject is qualitative which involves socially constructed informative framework to be interpreted for reaching desired results. The strength of application of interpretivism philosophy in the current research is that it helped in generating interest of
human in the research subject by involving sociological assumptions and worldly phenomenon in the findings related to motivation factors’ importance for employee retention in the hospitality sector (Bell, Bryman and Harley, 2018). On the different side, positivism philosophy is rejected because of the weakness as it provides inflexible results based on the experimental phenomenon which are not required with consideration of research subject. Moreover, positivism philosophy also lacks human-oriented assumptions and beliefs which have been required in the current research for analysing the motivational factors influencing employees' retention in hotels. Thus, interpretivism philosophy is justified to be utilised in the research as it provided social phenomenon from human prospects about importance of motivational factors in raising the retention of employees in the hotels operating in London (Bryman, 2016).

3.3 Research Approach

Research approach plays a vital part in producing a research plan and align the research procedures in relation to wide suppositions and beliefs associated with suitable methods of research. Research approaches are commonly distributed in two classes, firstly, deductive and secondly, inductive (Jackson, 2015). The deductive approach is used to test research hypotheses and offering a research flow that proceeds towards specific data in a top to bottom way. In contrast to it, the inductive approach facilitates the formation of new theories. Inductive approach is used to achieve generalisation by following a bottom to top research flow. (Sekaran and Bougie, 2016).

In the current research, inductive approach is utilised for investigating the present theoretical constructs and supporting qualitative methods. Inductive approach enables analysing new theories in relation to the significance of motivational factors for employee retention. This approach also assists in reaching generalisations in a flexible way (Wilson, 2014). Deductive
approach is infeasible to be used as it increases rigidity and is more inclined to support quantitative data. In this research pertinent concept is not needed to be examined under the formation of hypothesis (Maxwell, 2012).

3.4 Research Design

In any research-based project, the design is recognised as the ultimate strategy of selecting and integrating overall crucial elements related to the study in a logical, comprehensive and coherent manner. The most commonly used research designs involve exploratory and descriptive types of designs. Exploratory design's definition can be given as the design which involves the exploration of valuable data on the research-based subject because there is concise or limited information available on the subject in existing databases (Gravetter and Forzano, 2018).

Apart from it, the descriptive design is the one which includes a description of certain behavioural patterns, characteristics and opinions of individuals' large group regarding analysing research-based variables. In the current research, the utilised design is exploratory as only the limited amount of useful data is available in the prevailing database in relation to motivational factors' significance for securing employees' retention mainly in London based hotels (Bryman, 2016). Thus, the strength related to exploratory design is to explore wider new knowledge on the importance of factors related to motivation to raise the retention of employees working in hotels of London. In this way, the exploratory design has been useful and relevant in terms of addressing existing literature based identified gaps by facilitating new explored information about a research topic to confirm significant contribution towards available literature and originality of the present work (Forrester and Sullivan, 2018).

However, the descriptive design has a weakness as it is only helpful in establishing relations and associations among variables, which is not useful and applicable in context to present
research as it requires to explore and investigate data on motivational based factors’ importance in deriving employee retention. Moreover, the descriptive design is also limited to describe certain behaviour and attitudes, unlike exploratory design which is relatively more flexible to cover wider dimensions of research phenomenon to address the research problem (Gravetter and Forzano, 2018). Therefore, the exploratory design has been used in the present research.

3.5 Data Collection Method

Collecting appropriate and useful data is a vital process in a research project. The obtained data is helpful in forming a potential information platform that allows executing the research study under a defined purpose. Categorisation of the applicative data collection approaches is conducted in two types that are known as primary and secondary data collection approaches (Mertens, 2014). Primary approaches to obtain data involve interviews, survey, focus groups as well as observation. By applying these approaches, first-hand data is acquired from the selected human participants. The obtained primary data can be theoretical or numerical (Ritchie et al., 2013).

In contrast to the above, the secondary approach of gaining research information is applicable in the form of case study examination, library investigations and systematic review. Secondary approach provides theoretical based descriptive information that is relevant to the defined research purpose. The nature of the current study seems to be qualitative and descriptive data is required in specific reference to the hospitality domain of London for examining the importance of the motivation in achieving a considerable rate of employee retention. Therefore, it is justified to apply the interview method to obtain primary and qualitative information regarding the research subject (Ritchie et al., 2013). The reason behind using interview method in this study is that it offers dependable first-hand data by a
small number of human participants of the research. This approach also provides data from the prospect of reality. For commencement of interview, a questionnaire is developed in regarding to the research objectives and motivational factors that foster employee retention (Bell, Bryman and Harley, 2018). Quantitative approach to obtain data such as survey is not used as there is no need for gaining numerical data as well as examining the hypothesis. Furthermore, secondary research methods are not used as actual and first-hand data is not provided by these methods. However, to underpin the primary data collected by interview, literary information is obtained by journals, peer-reviewed articles and books (Forrester and Sullivan, 2018).

3.6 Sampling

Sampling, in research, is a well-known technique that is used for predetermining the population which is to be chosen for taking part in the research for facilitating required and valuable information about the research subject. The two prominent research sampling approach involves non-probability and probability-based sampling. Non-probability sampling is the one, which never provides all the population-based elements with equal or unbiased opportunities to be involved in the research such as purposive sampling wherein the specific range of population is short-listed for creating a sample for the research (Holloway and Galvin, 2016). However, probability sampling ensures a random selection of a huge population for gaining unbiased information to serve the research purpose. In this research, five managers of London based hotels are selected using the purposive based non-probability type of sampling. The strength of purposive type sampling is that it supported in selecting specific people (hotel's managers) to retrieve valuable and accurate information about the motivation's importance for retaining employees in the hotels operating in London (Bryman, 2016). The random sampling has been avoided because it might give a random sample with less knowledge about the selected research topic and it also needs huge time and efforts to
accumulate and interpret relevant data to be included in research findings. Further, 5 sample size is regarded as enough because more or less than this particular size would have given unmanageable or insufficient data respectively (Gravetter and Forzano, 2018).

3.7 Data Analysis

Removing segments of unwanted and unprocessed data is essential to develop a refined research study. This can be achieved by analysing the obtained data through the selection of suitable techniques of data analysis. Data analysis techniques are distributed in two main classes termed as the statistical and descriptive data analysis. Firstly, the descriptive technique involves thematic analysis where the obtained qualitative and comprehensive data is analysed by formulation of distinct research themes (Silverman, 2016).

Apart from it, under the statistical data analysis, numerical and quantitative data is analysed with the usage of graphical elements by the aid of Ms-Excel. As the present study is qualitative; therefore, the thematic analysis technique is being applied. For conducting thematic analysis, the objectives, purpose and question of this research are appraised, and the unique themes are formed having a close association with the defined purpose and objectives. In this way, the researcher arrives at the themes (Guest, MacQueen and Namey, 2011). Interview responses are mentioned under the relevant themes, and literature studies are used to support and analyse the interview data. The reason for selecting thematic analysis is that it eases the analysis process of the descriptive interview responses. Other analysis techniques such as statistical analysis is not applied in the present research because numerical data is not gathered and graphs cannot be used to represent and analyse the primary findings of the interview (Treiman, 2014).
3.8 Ethical Consideration

The research has used proper ethics in terms of providing ethics based and consent form to participants, maintaining the confidentiality of provided overall data by participants, avoiding the attempt to plagiarism, using authentic data sources as well as respecting participants’ values and dignity (Forrester and Sullivan, 2018). In this way, sincere efforts have been put for avoiding ethics issues in the research.

3.9 Limitations and Summary

The research utilised and adopted the interview method for collecting experience based and wider relevant knowledge on the influence of motivational factors potentially on retention of hotels’ employees in London. The research also used inductive approach, exploratory design and interpretivism philosophy for engaging flexibility in the findings by interpreting wider social phenomenon and avoiding a rigid framework of knowledge gained through experimental phenomena. However, the research also has considerable limitations as the survey method could facilitate relatively more accurate data as the interview raised a query about results' authenticity and validity due to being dependent highly on subject information. Moreover, the descriptive design could facilitate effective evidence of the impact of motivation on retention of hotels’ employees by describing information to test the variables in a systematic way (Bryman, 2016).
Chapter 4. THEMATIC AND DATA ANALYSIS

4.1 Introduction

This chapter incorporates the analysis of overall research-based phenomenon and findings with the alignment of research objectives. In this essence, relevant themes have been formed based on research-based problems and objectives under which the systematic evaluation or analysis of data is conducted. The analysed findings are further cross-examined by the literary evidence for ensuring the truthfulness and validity of the results.

4.2 Thematic Analysis

**Theme 1: Analysing the Motivational Factors required to influence Employees’ Retention in Hotels of London**

On the question regarding motivational factors for fostering retention of employees in London based hotels, Respondent A replied that "work-life balance is vital because while employees face difficulties in managing their personal life and professional life, they used to give resignation in search of some other jobs which are suitable for maintaining this balance. Presently, the employees in the hotel industry are encountering complexities in managing their family life along with the heavy workload due to which the high absenteeism and turn-over are observed in the industry." Apart from it, Respondent C asserted that "I believe that performance recognition is a highly valuable aspect which is anticipated by every employee working in the hotels of the UK. If the employees put sincere efforts in regard to enhance service performance in the hotels, then they also expect some monetary rewards or positive feedbacks in terms of performance recognition. This factor significantly influences the overall retention of employees because they feel a sense of motivation and satisfaction at the workplace where they are being valued for their good performance". From the above data, it is interpreted that the effective motivational factors for increasing the retention rate in the
London based hotels are performance recognition on a timely basis and maintenance of work-life balance. The literary evidence is also in support of the above findings according to which the London based hotels have heavy workload, as well as employees, are underpaid even while giving an effective performance (Roberts, 2015). As a result, the staff turnover rate has been increased in British hotels. From the overall interpreted data with the aligned literary evidence, it is clearly inferred that performance recognition or appraisal, as well as work-life balance, are prominent factors that are anticipated by employees in terms of motivational factors for retaining in the hotels operating in London, Britain.

On the other side, Respondent B reflected that "I feel that a positive working environment has high value in encouraging or motivating the employees to retain in the organisations. In this regard, equal treatment, positive behaviour, open communication, safety, participative decision-making and learning activities are considered as crucial for motivating employees to continue their jobs in the hotels". The literature data also gives similar data based on which the London based hotels are struggling to provide employees with equal wages and safety in the working environment due to which the discouragement is observed among them which enhanced their turnover rate (Tourism Concern, 2019).

Theme 2: Innovative Schemes necessary for hotels to retain their employees for the long term

In response to the interview question that is focussed towards analysing the innovative schemes that can offer long-term employee retention, the Respondent C, stated that, “Offering performance bonus schemes to the employees are identified as the crucial contributors towards achieving a considerable level of employee retention. Performance bonus is awarded to motivate the employees for offering their sincere deification and commitment to the organisation on an annual basis.” Contrary to the views of Respondent C, Respondent B, further added that, “Employees are also identified to be motivated by having
opportunities for training and development. By execution of the training schemes, the employees are provided with the chance of enhancing their weak areas and contribute towards maintaining a long-term employment contract with the organisation.”

Therefore, interpretations can be made from the above findings that for enhancing the employee motivation to be engorged with the organisation for a long term, it is profitable to offers a performance bonus and employee training programs. The performance bonus enables the employees to show efficient work performance and enhance the organisational revenue by remaining engaged with the organisation for the long-term.

Moreover, Respondent A exclaimed regarding the interview question that, “Defining flexible working hours seems to motivate the employees for remaining in association with the organisation for long-term. The flexible work timings enhance the work-life balance and allow the employees to work in a comfortable manner.” In addition to it, Respondent D also revealed that, “It is essential to offer the health insurance schemes to the workers in an organisation. With the presence of the health insurance schemes, the employees are identified to feel a sense of safety, and they are more committed to serve for an organisation for a long time period.”

In addition to it, Respondent E asserted that, “Offering a fair and equality based working environment and providing appraisal schemes in a timely manner enhances the motivation of the employees to stay committed with an organisation. The provision of offering timely appraisals is also identified to motivate certain employees as it encourages them based on monetary advantages of being involved with the organisation.”

Based on the above said responses, it is interpreted that the employees are highly motivated by the security, health as well as financial aspects. The employees are required to be offered
timely salary appraisals and health benefits in order to enhance their organisational loyalty and retention rate.

Above findings are analysed with the help of existing literature stating that offering a safe and secure working environment has motivated the hotel workers in New York. The employees are also granted fair salaries and effectively paid employment. However, in London hotels hotel staff is not paid a decent wage and are identified to show unethical behaviour by paying the nominal wage of £4 for cleaning a room that takes worth of 37 (Tourism Concern, 2019).

**Theme 3:** Examining the type of Issues faced by London based hotels which de-motivates employees to continue their jobs

Taking into account the interview questions which is related to examining the types of issues which de-motivates the employees to look forward to their jobs, Respondent A revealed that, “*Hotel Organizations spend large amount of money for hiring talent, and when the newly hired talents or employees are brought into the fold, they are left to make their own way in the organization. Several hotels that are large tend to provide few benefits that encourage the employees to remain loyal with the organization and reduce stress.*” Through this statement it can be analysed that the employers of the hotel industries must make appropriate plans to implement the execution of work in such a way that it reduces the stress of the employees to a greater extent.

Respondent C, in relation to the issues faced by the employees of the London based hotels is of the view that, “*With the frequently changing expectations of the consumers, it is becoming very much difficult for both the employees and for the organization to cope up and bridge the gap between the changing perceptions of the consumers. Meeting the changing needs of the customers followed by the growing demands from the hotel administration has turned out to*
be tough for the employees to walk for the long run.” Dealing with the different behaviour of the customers and incorporating work with the help of new technological advancement requires proper time and training without which the hotel managers and the employees face several problems to transform their business in the competitive environment. In addition to the above statements, Respondent B stated that “Lack of professional development and the mentoring act as a threat towards promoting a team culture and openness. There is a need to remove these barriers so that each employee can derive better understanding regarding how the things are being managed in the hotel.” The statements of the respondent proved that if the hotel industry provides adequate training, mentoring and focus on professional development, then fresh ideas can be generated which would further raise the employee productivity and satisfaction level.

Respondent D reflected that, “Managing the unrealistic expectations of the consumers is becoming one of the most serious issues that are being faced by the hospitality employees. For companies like Google and Amazon, the expectations of the customers are growing like anything which is becoming very much tough for the employees to deal with. If the unrealistic expectations of the customers are not satisfied, they start complaining on social media.” Today the hospitality managers not only manage the team performance, but they also must look after the day to day business operations, manage the expectations of the customers, etc. This becomes a real issue for the both the hospitality managers and the employees to deal with such cases 24 * 7.

Therefore, by taking into consideration the above statements of the respondents, it can be stated that the growing demands and expectations of the customers are increasing day by day for which the administration of the hospitality sector are constantly upgrading their service quality. The hospitality sector basically requires the customer centric employees who are interested to work for pennies over minimum wage. However, meeting the expectations of
the customers of hotel industries has always showcased an unrealistic gap between the service and the requirement of the customers. Since the most common problems that are being faced by the employees working under hospitality industry of London have been identified according to the statements of the respondents, the organization should focus on dealing with such issues that are being caused by the management and the customers.

**Theme 4: Assessing the Current Strategies followed by hotels of London in regard to motivate employees to confirm their long-term retention**

When the interviewees were asked about the current strategies followed by different hotels in London, Respondent C said that, “*The job -orientation is a component of onboarding, which can last for weeks or months, depending on the organization. There is a need to develop an onboarding process where new staff members not only learn about the job but also the company culture and how they can contribute and thrive, with ongoing discussions, goals and opportunities to address questions and issues as they arrive.*” On the questions regarding the strategies followed by the London Hotels in relation to motivate the employees for confirming their long term relation, Respondent A stated that “*Offering monetary rewards to the workers who demonstrate above average productivity would lead workers to perceive that they were being paid according to their worth thereby eliminating the main cause for turnover.*” Monetary rewards or attractive compensation plans are the most essential motivating strategies for the employees to make them feel more satisfied for remaining in the organization in the long run.

Respondent B is of the opinion that “*It's essential in this competitive labour market for companies to offer attractive compensation packages. That includes salaries, of course, but also bonuses, paid time off, health benefits, retirement plans and all the other perks that can distinguish one workplace from another. Every employee should have a full understanding of all the benefits they receive from the organization.*” Respondent A opined that, “*A healthy*
work-life balance is essential, and people need to know that management understands its importance. There is a need to encourage staff to take vacation time or offering late arrivals or an extra day off to compensate and increase job satisfaction. Many companies offer telecommuting or flexible schedules to improve work-life balance for their employees.” On motivation, the respondent added that, “Every person wants to feel appreciated for what they do. If the company makes it a habit to thank direct reports when they go the extra mile, whether it’s with a sincere email, a gift card or an extra day off, it motivates the employees. The management needs to show the employees you appreciate them, and share, how their hard work helps in the organizations. Some companies set up rewards systems that incentivize great ideas and innovation, but it can institute recognition programs even on a small team with a small budget.”

From the above responses, it can be pointed out that there is a profound need of orientation for the employees. This makes the employees familiar with the company where they are going to work. There is also a need to provide attractive bonus packages for the employees to retain them. They also feel valued when they get an appreciation on the part of the management.

Furthermore, respondent E stated that, “Keeping open lines of communication are essential for employee retention. Company’s direct reports should feel that they can come to you with ideas, questions and concerns, and likewise, they expect you to be honest and open with them about improvements they need to make in their own performance. The company has to make sure that it connects with each staff member on a regular basis and doesn't let issues build up for the annual review.” In addition to that, Respondent B, “When people work together, they can achieve more than they would have individually. Foster a culture of collaboration that accommodates individuals' working styles and lets their talents shine. A company can do this
by clarifying team objectives, business goals and roles, and encouraging everyone to contribute ideas and solutions.”

In the words of D, the company must “celebrate major milestones for individuals and for the team. Whether the team just finished that huge quarterly project under budgets, or an employee brought home a new baby, the management need to seize the chance to celebrate together with a shared meal or group excursion.” On the changes, respondent A added that “every workplace must deal with unpleasant changes occasionally, and the staff looks to leadership for reassurance. If the organization is going through a merger, layoffs or other big changes, the management needs to keep the staff informed as much as you can to avoid feeding the rumour mill. The company needs to make big announcements face to face, and make sure that it allows time for the questions placed by the employees.”

From the above responses, there is a need on the part of the management as well as the employees to deal with the environmental changes which regarding to business. Better form of communication and cohesiveness is also a crucial factor in employee retention.

**Theme 5: Identifying the Positive impact of Motivation on Employee Retention in the Hotel Industry**

With respect to the interview questions relating to the positive impacts of motivations for retaining employees in the hotel industry, Respondent B revealed that “The intrinsic and the extrinsic factors of motivation should be considered as the essential element for implementing the motivational practices in the hospitality organization. Work appreciation of the employees that are performed in the organization, employee involvement in all the organizational activity, growth and development opportunities, etc if considered in the hotel sector then it will create positive implication among the employees to remain for long run in the industry. If the hospitality industry across the world provides job security, appropriate
wages, good working condition etc then the issues related to the employee retention which is more common in case of the hotel sectors would be reduced to a greater margin.”

In the words of C, “Employee motivation is essential in order to improve the performance of the employees which leads to increase the productivity of the organization. The organization needs to implement proper motivation and retention strategies which will help to maintain a low attrition rate.” In addition to the statement of C, respondent A stated that, “Motivation of the employees is needed for the organizations that are rapidly changing and the motivated employees help the organization to survive. Motivated employees are willing to remain in the organization for a longer duration of time.”

Furthermore, respondent D mentioned that, “Motivation is a human psychological characteristic that contributes to a person’s degree of commitment. Motivated employees work hard for achieving the targets of the organization.” In relation to this statement, Respondent E mentioned that “The ultimate essence of motivating employees is to meliorate productivity. Hospitality industry relies on employees to produce and deliver high-quality products and services.”

By taking this into account the above responses, it can be stated that motivation is the vital need for the hotel industry that are solely depended on the workforce. The hospitality industries that are rapidly growing must understand the desires of the employees regarding what they want to achieve, encouraging them how to execute the work is considered to be the main principle that should be followed by the organization to create a strong, motivated and highly performing team.
Data analysis

In this section of the study, different information collected on the part of the research will be interpreted. This analysis will incorporate the questionnaire and the responses from the participants.

1. Managers of the hotel sector communicates its strategies and goals to all the employees working in the organization

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<th>Responses</th>
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<tbody>
<tr>
<td>12</td>
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<tr>
<td>5</td>
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<td>4</td>
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<td>Disagree</td>
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<td>4</td>
<td>Strongly Disagree</td>
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Fig 1: Communicating strategies and goals

It can be observed that more than half of the employees are in favour of the opinion that managers of the hotel sector communicate its strategies and goals to all the employees working in the organization. Whereas 1/5\textsuperscript{th} of respondents disagree with that notion.
2. The organization provides the career advancement opportunities to keep the employees motivated

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<td>12</td>
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<td>Disagree</td>
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<tr>
<td>2</td>
<td>Strongly Disagree</td>
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Fig 2: Organization providing career advancement opportunities

In terms of organizations providing career advancement opportunities, $\frac{3}{5}$th of the employees responded affirmatively. 7% of them preferred to stay neutral.
3. The hotel sector provides equal and fair treatment to all the existing employees

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<th>No of employees</th>
<th>Responses</th>
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<td>9</td>
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<td>5</td>
<td>Strongly Disagree</td>
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</table>

Fig 3: Hotel sector providing equal and fair treatment

When the respondents are asked about providing equal and fair treatment in the hospitality sector, more than 50% of the respondents agreed that they get fair treatment. But more than 1/3rd of the employees didn’t agree.
4. The organization provides the open environment where all the employees can communicate with the management directly.

<table>
<thead>
<tr>
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<td>Disagree</td>
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<tr>
<td>4</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 4: Organization provides the open environment

When the respondents were asked about whether the organization provides the open environment, the 13% stayed neutral. Whereas, 54% agreed that they get an open environment at their workplace.
5. The hospitality management trusts the employees in raising their productivity

<table>
<thead>
<tr>
<th>No of employees</th>
<th>Responses</th>
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<tbody>
<tr>
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<td>5</td>
<td>Disagree</td>
</tr>
<tr>
<td>3</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 5: Hospitality management trusts the employees

When the respondents were asked whether the management have trust upon them, more than 2/3rd of the respondents nodded to it. 27% of the respondents disagreed to the statement.
6. The organization makes regular effort to conduct the employee development programs

<table>
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<td>Disagree</td>
</tr>
<tr>
<td>2</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 6: Organization makes regular effort to conduct the employee development programs

The respondents were asked whether the organization makes regular effort to conduct the employee development programs, 60% of the employees have answered affirmatively. A significant 13% didn’t respond to it.
7. The hotel provides all the techniques and software for training the employees working within the organization

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<thead>
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<th>Responses</th>
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<td>Disagree</td>
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<tr>
<td>4</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 7: Hotel providing all the techniques and software for training the employees

On the statement of hotels providing all the techniques and software for training the employees 30% of the employees opined that they did not get such things at the time of training programs. Whereas, 60% of the respondents said they were provided with such opportunities.
8. All the department heads of the hotel organization hold better relationships with the subordinate staffs in the organization

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<thead>
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<td>Disagree</td>
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<tr>
<td>5</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 8: Department heads of the hotel organization and subordinate’s relationship

When the respondents were asked about the relationship between department heads of the hotel organization and subordinates, 43% nodded to the statement that there is a strong relation. But another 40% disagreed.
9. Every employee holds the freedom to decide how to perform the work in the organization

<table>
<thead>
<tr>
<th>No of employees</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
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<td>Neutral</td>
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<td>6</td>
<td>Disagree</td>
</tr>
<tr>
<td>2</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 9: Employees holding the freedom to decide how to perform the work

On the statement of employees holding the freedom to decide how to perform the work, almost half of the employees strongly agreed to it. 27% of the employees didn’t agree to the statement.
10. The contribution made by each employee are properly recognized by the managers and the senior departments

<table>
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<th>Responses</th>
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<td>Disagree</td>
</tr>
<tr>
<td>4</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 10: Contributions made by every employee

From the pie chart, the contribution made by every employee, $2/3$rd of the employees are properly utilised by the management, whereas 30% denied.
11. The organization provides the job security feeling to the employees

<table>
<thead>
<tr>
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<td>Disagree</td>
</tr>
<tr>
<td>5</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 11: Organization providing the job security feeling

On asking about how the organizations are providing the job security feeling, more than half of the employees said that they agree that their employer provides them the security. But a significant 37% didn’t agree.
12. The organization ensures safe and healthy working environment to the employees

<table>
<thead>
<tr>
<th>No of employees</th>
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<tbody>
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<td>10</td>
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<td>5</td>
<td>Disagree</td>
</tr>
<tr>
<td>5</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Fig 12: Organization ensuring safe and healthy working environment

1/3rd of the respondents said that the organisation didn’t ensure secure and healthy work environment, whereas, 60% agreed that they work in a healthy and secure workplace.
4.3 Summary

After reviewing responses from the participants, it is stated that employee retention strategies are considered as the key element for quick growing industries like hotel organization. In order to improve the retention strategies, the hospitality organizations should consider the effective employee motivation schemes which makes them feel more encouraged and welcome to work for the organization (Belbin et al., 2012). In order to keep a productive and successful workforce, it is necessary to keep the employees encouraged. It is very much difficult for fast growing organizations like hotel sector to survive with low employee turnover. Therefore, managers must hold the ability to create a motivating environment which encourages the employees to remain within the organization.
Chapter 5: DISCUSSION.

The knowledge that is being possessed by the employees is considered as the most significant elements which are essential for attaining the competitive advantage of the organization. The most challenging fact depends on exploiting the knowledge of the employees within the organization. Employees holding valuable talent and knowledge hold a tendency to leave organization for the better option which affects the smooth functioning of the organization (Deery, 2008). It is the duty of the organization to manage the talents and knowledge of the employees in such a way that it can be used as a competitive benefit for the organization. It is essential for an organization to develop the learning skills and conceptual which acts as the motivating factors for the knowledgeable employees in sharing their talents and values.

As per the Department of labour’s estimation in the United States the turnover of the hotel industry in replacing the lost employee can costs the organization almost one-third of the annual salary of the newly appointed and hired employee (Enz, 2010). Huge number of employees who is involved in the hotel sector develops the intention to leave one organization for another which in turn deteriorates the service quality of the hospitality sector (David et al., 2010). The service quality of the hospitality sector diminishes as this industry fully relies on availability of the employees. As compared to other industries, the rate of labour and managerial employees in hospitality sector is generally higher (Lockyer, 2007). The hospitality industry deals with high level of turnover because of the flexibility demand due to full day 365 days operation. As compared to the efforts contributed by the employees within the organization, if they do not get the better development opportunities and payments, the differences in the intention of the employees for staying or leaving the organization will arise (Hughes & Rog, 2008).
Retaining the employees working in the hospitality industry, two factors needs to be considered. The first factor which is essential for increasing level of commitment and encouragement of the employees is a kind of workplace that permits the active engagement of the employees with respect to their experience and second factor is holding the chance to influence and participate in the decision making process of the management. The intrinsic and the extrinsic rewards of the employee related to the pay are considered as the crucial element for keeping the employees satisfied with their job and retaining them. The study mainly discusses that the compensation plans, training and development plans, leadership style and working environment prevailing in the hospitality industry determines employee retention strategy in the organization. The hotel industry should concentrate on improving the working condition of the employees to enhance the retention strategies of the employees within the organization (Allen, 2008).

The study discusses about the various factors that holds significant impact on the employee retention policy of the organization. Some of these factors include work-life balance, management, feedback, nature of job, career development, organizational tenure, demographic variables, behaviour of the boss, size of the organization, internal fights among the employees, high salary expectations, reputations, better work encouragement, motivation, promotion, family problems, job difficulty, health issues, social status etc influences the employee turnover intentions within the organization. Some of the respondents are of the view that the style of leadership that is being followed by the top-level management strongly influences the employee retention (Chugh & Bhatnagar, 2006). The hospitality industry should concentrate on providing the employees with greater opportunity to grow and develop necessary skills by way of creating supporting environment for them to remain in the organization for long run. Compensation plans plays a significant role in retaining the employees within the organization thereby making them feel more motivated and wanted.
The hospitality sector are understanding the factors that help in identifying the degree to which the compensation plans satisfy the employees to remain engaged and motivated (Meyer & Allen, 2012). Since the work schedule of the hospitality sector are into operation for 24 * 7 so as a tool of motivation, the hospitality managers or the seniors’ authority should offer financial rewards or any sort of attractive packages to fulfil the materialistic as well as financial needs of the employees. The organization that holds attractive compensation plans not only adds monetary value for the employees but also for the organization as well. This further helps in developing the precise knowledge which regarding to the needs and preferences of the workforce.

The hospitality managers should also emphasize the need and importance of supporting the employees towards their growth and development. One of the important factors that proves to be helpful in retaining the employees is giving them challenges to deal with so that they can grow and develop in their field. The hospitality industry should concentrate on developing several policies that promotes the employee retention strategies within the organization (Mamoria, 2015). It is the duty of the hospitality managers to focus on the development of talent management practices so that the organization can deal with its employees for the long run. The study also influences about the work environment which helps in determining the performance level of the employees to remain with the organization. Depending on the good working environment of the hotel industry, strong workforce and commitment from the employees can be generated. The hospitality managers should be trained enough to make the employees feel motivated and valued by way of providing them correct feedback and growth opportunities (Davidow & Uttal, 2009) The various hotel industries are concentrating on formulating and restructuring the employees’ working environment with an intention to increase the retention rate of the employees. The hospitality sector all over the world largely depends on the employees without which the organization cannot even think of its existence.
in the market. The active involvement of the employees in decision making process acts as an important element for the organization to retain employees. Managers of the hospitality sectors must focus on improving the efficiency and effectiveness of the employees and the organization by way of developing the team spirit among the workers. Therefore, the hospitality sectors can increase the rate of employee turnover by implementing the effective retention policies.
Chapter 6: CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Although, there is a common factor in most of the business entities which states that their success is dependent upon competencies and experiences of their employees. Working on enhancing the employee retention is far more important than retaining the talent or facilitating rewards to them. The leaders who are of the opinion that is no longer relevant cause for concern regarding the impact of employee retention often ignore the fruits of retaining the employees and fail to comprehend how employee retention is crucial to the economic stability of the hospitality industry.

6.2 Recommendations

The recommendations for the work will be:

- There is a profound need of orientation for the employees. This makes the employees familiar with the company where they are going to work.
- The management must ensure that there is a balance between job performance and job outcomes.
- There is also a need to provide attractive bonus packages for the employees to retain them. They also feel valued when they get an appreciation on the part of the management.
- Providing justified compensation to the employees so that they get the requisite job satisfaction.
6.3 Recommendation for future research

In course of the conducting such a study, a researcher can opt for some more options to know more about the very idea of retention and the intricacies involved into it. Such a study can well be undertaken by considering the problems faced by the employees in hotel employees. This is so because; an employee is expected to leave a concern only when the he/ she is finding it difficult to carry on in the present organisation. Ascertainment of such problems will lead the researcher to figure out what improve is needed to be incorporated into the strategies related to employee retention.

Reflection

In course of carrying out the research, I have come across many new concepts and ideas which regards to the employee retention and the various motivational factors. I had to search out different theories of motivation to understand how it works to retain the workers. While taking interviews of the respondents, it was observed that some of them were quite spontaneous to respondent whereas some were not. Collecting information from various online as well as offline sources was also a very challenging job to execute. There was also a need to incorporate latest information on the topic and extract only the relevant information available.
References


Lashley (2001), Costing staff Turnover in Hospitality Service Organization. Journal of Services Research, Volume 1(2)


Chapter 7 APPENDIX

7.1 Survey Questionnaire

Importance of Motivation for Employee Retention on Hospitality Sector

Personal information

1. Your age category:
   a) Less than 20 years
   b) 20-29
   c) 30-39
   d) 40-49
   e) 50 or more

2. Which of the following describes your current qualification?
   a) No formal education
   b) Below secondary school
   c) Secondary school
   d) University degree/Bachelor
   e) Above Bachelor (Masters or PhD).
   f) Others specify ______________________

3. Income Level:
   a) 5000-10000
   b) 10000-20000
   c) 20000-30000
   d) 30000-40000
   e) 40000 and above

4. Which of the following best describe your current occupation, (please circle the number in the front of the statement):
   1) Professional (Event planner, lawyers, HR managers, Hotel General Manager, staff, etc.).
   2) Administrative/managerial and executive officers.
   3) Banking and finance.
   4) Academic/educators.
   5) Own business.
   6) Other, specify ______________________

Questions:

1. Managers of the hotel sector communicates its strategies and goals to all the employees working in the organization

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

2. The organization provides the career advancement opportunities to keep the employees motivated

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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<th>Disagree</th>
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3. The hotel sector provides equal and fair treatment to all the existing employees

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
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</tr>
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</table>
4. The organization provides the open environment where all the employees can communicate with the management directly

5. The hospitality management trusts the employees in raising their productivity

6. The organization makes regular effort to conduct the employee development programs

7. The hotel provides all the techniques and software for training the employees working within the organization

8. All the department heads of the hotel organization hold better relationships with the subordinate staffs in the organization

9. Every employee holds the freedom to decide how to perform the work in the organization

10. The contribution made by each employee are properly recognized by the managers and the senior departments
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12. The organization ensures safe and healthy working environment to the employees

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</table>
7.2 Interview Questions

Question 1: Do you think that motivation has a positive impact on employee retention in the hotel industry?

Question 2: In your opinion, what categories of motivational factors are necessary for influencing retention of employees in London based Hotels?

Question 3: What type of innovative schemes needed to be introduced by hoteliers and hospitality industry for motivating employees to retain them for a long time?

Question 4: What is the most suitable strategy for employees’ performance measurement to motivate them by giving fair values and recognition to retain them for a long time?

Question 5: What types of issues encountered by employees which used to de-motivate and restrain them from continuing the work at hotels of London?
Information Form and Consent Sheet

PROJECT TITLE: The importance of motivation for employee retention: A Study on hospitality sector at London.

I, Vrijesh kumar sj, student of DBS college, doing a thesis based on the hospitality sector so you are being kindly requested to take part in a research study on the importance of motivation for employee retention: A study on hospitality sector at London and this study will be incorporate to ascertain the extend of motivation level of the employees which can affect the staff retention policies in the hotel industry. I, Vrijesh Kumar is doing this research as a part of my final thesis. I am doing my research under the supervisor of my professor, Mr Philip Hickey, department of Business Studies at Dublin Business School. The project has been approved by both my professor and the research ethics committee.

WHAT WILL HAPPEN

In this study, you will be asked to answer my survey questionnaire and subsequent interview questions depending on your job role and experience. I will use this data to formulate my final analysis to form my conclusion.

TIME COMMITMENT

The study typically takes approximately 10 minutes to complete the questionnaire and the duration of the interview will be approx. 15 minutes.

PARTICIPANTS' RIGHTS

You may decide to stop being a part of the research study at any time without explanation required from you. You have the right to ask that any data you have supplied to that point be withdrawn / destroyed. You have the right to omit or refuse to answer or respond to any question that is asked of you. You have the right to have your questions about the procedures answered (unless answering these questions would interfere with the study’s outcome. A full briefing will be given after the study). If you have any questions as a result of reading this information sheet, you should ask the researcher before the study begins.

CONFIDENTIALITY/ANONYMITY

The data I collect does not contain any personal information about you except your name and your experienced advice and knowledge that you share with me along this interview and I will use that to complete my dissertation and thus how and I can formulate my analysis and to form my conclusion.

FOR FURTHER INFORMATION

I or / and Philip Hickey will be glad to answer your questions about this study at any time. You may contact my supervisor at Philip.hickey@dbs.ie or +353 (1) 4177500.
Consent form for participant A

PROJECT TITLE: The importance of Motivation for Employee Retention: A Study on Hospitality sector at London

PROJECT SUMMARY: Although, there is a common factor in most of the business entities which states that their success is dependent upon competencies and experiences of their employees. Working on enhancing the employee retention is far more important than retaining the talent or facilitating rewards to them. The leaders who are of the opinion that is no longer relevant cause for concern regarding the impact of employee retention often ignore the fruits of retaining the employees and fail to comprehend how employee retention is crucial to the economic stability of the hospitality industry.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

KEVIN JIBU

__________________________________________  __________________________________________
Participant’s name(printed)                    Participant’s Name signature

VRIJESH KUMAR SJ

__________________________________________  __________________________________________
Student Name (Printed)                         Student Name signature

Date: 23/04/2019

Dublin Business School 2019
Consent form for participant D

PROJECT TITLE: The importance of Motivation for Employee Retention: A Study on Hospitality sector at London

PROJECT SUMMARY: Although, there is a common factor in most of the business entities which states that their success is dependent upon competencies and experiences of their employees. Working on enhancing the employee retention is far more important than retaining the talent or facilitating rewards to them. The leaders who are of the opinion that is no longer relevant cause for concern regarding the impact of employee retention often ignore the fruits of retaining the employees and fail to comprehend how employee retention is crucial to the economic stability of the hospitality industry.

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DAVID.A

_____________________________  _______________________________
Participant’s name(printed)  Participant’s Name signature

VRIJESH KUMAR SJ

_____________________________  _______________________________
Student Name (Printed)  Student Name signature

Date: 25/04/2019
Consent form for participant C

PROJECT TITLE: The importance of Motivation for Employee Retention: A Study on Hospitality sector at London

PROJECT SUMMARY: Although, there is a common factor in most of the business entities which states that their success is dependent upon competencies and experiences of their employees. Working on enhancing the employee retention is far more important than retaining the talent or facilitating rewards to them. The leaders who are of the opinion that is no longer relevant cause for concern regarding the impact of employee retention often ignore the fruits of retaining the employees and fail to comprehend how employee retention is crucial to the economic stability of the hospitality industry.

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TERRY DEVOY
Participant’s name(printed)_____________________________Participant’s Name signature

VRIJESH KUMAR SJ
Student Name (Printed)__________________________________Student Name signature

Date: 26/04/2019
Consent form for the participant B

PROJECT TITLE: The importance of Motivation for Employee Retention: A Study on Hospitality sector at London

PROJECT SUMMARY: Although, there is a common factor in most of the business entities which states that their success is dependent upon competencies and experiences of their employees. Working on enhancing the employee retention is far more important than retaining the talent or facilitating rewards to them. The leaders who are of the opinion that is no longer relevant cause for concern regarding the impact of employee retention often ignore the fruits of retaining the employees and fail to comprehend how employee retention is crucial to the economic stability of the hospitality industry.

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JORDAN HENNAN

Participant’s name(printed)  Participant’s Name signature

VRIJESH KUMAR SJ

Student Name (Printed)  Student Name signature

Date: 26/04/2019
Consent form for participant A

PROJECT TITLE: The importance of Motivation for Employee Retention: A Study on Hospitality sector at London

PROJECT SUMMARY: Although, there is a common factor in most of the business entities which states that their success is dependent upon competencies and experiences of their employees. Working on enhancing the employee retention is far more important than retaining the talent or facilitating rewards to them. The leaders who are of the opinion that is no longer relevant cause for concern regarding the impact of employee retention often ignore the fruits of retaining the employees and fail to comprehend how employee retention is crucial to the economic stability of the hospitality industry.

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RICHARD MATHEW

Participant’s name(printed) ________________________________ Participant’s Name signature ________________________________

VRIJESH KUMAR SJ

Student Name (Printed) ________________________________ Student Name signature ________________________________

Date: 19/04/2019