

Speaking the Problems on Employees Turnover Intention in the Viewpoint of Human Resource Management Practices in Hotel Industry

Preeti Nagar , Pallavi Mathur

Bhartiya Skill Development University, Plot 001-002, DTA Mahindra World City, Off, Ajmer Rd,
Jaipur-302037
Rajasthan, India

Preetinagaar@gmail.com; Mathurpallavi67@gmail.com

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Abstract

This research paper confers widely on the topic of human resource management practices that show the adverse and negative outcome in hotel industry which results rise in employee turnover intention. Human resource managers prerequisite to perform effective roles to sort out the problem of the employee turnover intention in Indian hotel industry. This study base constructed on secondary data. Different journals, books, magazines, websites related to turnover intention and human resource practices are the source for the study data. The collected data has been extracted, determined, and reviewed to identify how turnover intention is a correlate in the direction of human resource practices in hotel industry.

This study can be benefitted to provide important analysis for future practitioners, research scholars to understand the unfold trends and skill gap analysis in human resource practices to overcome the turnover intention in the Indian hotel. The human resource management practices that discussed in this paper are recognition practices, competence practices, compensation practices, performance practices and training practices.

Previous research on this problem have been conferred in this paper to enable authors to extend recommendations.

This study will help the practitioners to take appropriate measures in order to curtail the turnover intention. In India region not much work has been done on this scenario.

Keywords: human resource practices, turnover intention, hotel industry.

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1. INTRODUCTION

Hotel industry have been recognized to show important performance in national economy and are considered the spine of employment in addition of revenue generation. As per the report of [1], the contribution of this sector in GDP is approximately USD 47 billion. As per the [2], the hotel industry is facing a high attrition rate which is significantly 40-50%. India is facing lack of skilled manpower in the hotel industry. The major reasons are as per the [2] are, increased rate of turnover intention on account of motivational aspects, improper framing of performance evaluation

practices, lack of training and development, missing of recognition practices, inadequate working environment and lack of opportunities. Such high rates are usually a result of the mismatch in expectations of both employees and employers. So, there is a need to look at various problems persisting in the hotel industry and in which one of them is a high employee turnover intention.

[3], emphasize that human resource practioners deals related to many inimitable human resource management challenges in which one of them is difficulty in staffing of

the skilled employees. Understanding employee perspective and analyzing their retaining factors are important to an administration's success. Hotel industry may compromise their efforts to attain organizational aims if they miss even one main member of staff.

Employees' verdict to quit is inclined by two aspects: their "perceived ease of movement", which mentions to the valuation of seeming replacements or right set of circumstances and "perceived desirability of movement", which is inclined for illustration by job fulfillment [4].

This calls how the constancy is smash into together for the industry and its workforces in terms of encouragements, such as salary, work which confirms sustained structural productivity. In general, when encouragements are enhanced by the organization, this will minimize the leaning of the employee to quit. Human resource practioners should also be very attentive the problems face by the employees during their work and making of the decision to quit may have been prohibited by the industry which is very essential for the preparation of involvements of the employees. Due to this, it could be faithful to accomplish this turnover as inevitable apply than employ on hypothesized precautionary actions. As losses of workers can also be designated as "essential causalities" which is unquestionable that organizations are ever more worried about their ability and aptitude to retain their key workers who make a vital contribution to kindle organization's forward-thinking behavior [4].

2. ISSUES

The turnover intention problems of employees must be link with a suitable manner especially in hotel industry. By retaining better cultivated and skilled employees, but at instant there is always a growing distress in the swing of workers negotiations and mood attempt to define particular compulsions, responsibilities and rights [5]. The complications of major human resource management problems faced by hotel industry would include poor skill and performance of the employees, insufficient employee's training and pay benefits. Hotel

industry established using the three goals of human resource management practices in which are to be an skilled workforce , give up personnel management to its complete outcome, and retaining the personnel management for the long term basis [6]. This human resource practices framework is consistent with [7], definition of Human resource management: "the processes of fascinating, evolving, and sustaining a capable and skilled personnel management". With this context, this provides an outline of relevant state-of-art.

3. HUMAN RESOURCE MANAGEMENT PRACTICES

Proper management of human resource practices is critical in organizations for maintaining employees in the hotel industry. Human resource practioners have to perform work better which confirm the key practices such as performance evaluation practices, Competence development practices, recognition practices, compensation policy and practices, training and development practices, and information sharing practices are executed in an organization in a very strategic style. There are the below some of the suggestion from earlier state-of-art relating to the importance and influence of such practices: -

3.1 COMPENSATION PRACTICES

The poor management of human resource management practices in an organization have a negative effect. [6], the expectancy theory emphasize the level of motivation which is contingent on the attractiveness of the rewards that give objective to produce high productivity in the market place. [8], did claimed that some of the organizations have more difficulty in retaining workers in an organization because they have poor skilled employer have a poor staffing capability and the employees seek from the organization a good compensation system with their skills and expectations. But due to lack of financial resources to retain the staffs which is one the reason behind them. Pay which is one of the parts of compensation, provides a palpable reward for their amenities with recognition and livelihood that show a major reflection in an organization.

[9], defined in their study reward practices show a positive relationship for the performance of the teachers in the University. It is known to be the fact that employees need good compensation and commensurate as per self-efficacy, skills, experiences, and knowledge.

[10], examined that pay and job enrichment strategies were positively related to job satisfaction of the employees and negatively impact on turnover intentions with mediating a positive workers assurance. Rewards were also cited as an essential criterion for job satisfaction and negative turnover intentions. If this may not be in a control that result serious problems in organizations. According to the [10], they suggested that to reduce turnover intention of the employees in an organization with a development of definite and strategic practices which brings growth opportunities.

3.2 PERFORMANCE EVALUATION PRACTICES

For any organization or industry, the pros and cons of performance evaluation programs depends on the philosophy which is to be connected to attitudes and goals that is to be responsible for implementations. The information that gather from the methods of the performance appraisal which vital be important for industry requirements and same transferred to workforces so they perform a high level of performance [11].

[12], claimed that in a hotel industry formal appraisal practices are infrequent which varies by the firm size. As per the argument of most of the researchers the appraisal of staff performance is likely to be easy and ongoing process which deals with the opportunities of the interaction between managers and employees on frequently basis. [13], there study suggest that performance appraisal practice focus on the concert of entire organization with its personnel management but due to absence of performance practices can have negative consequence on workforces' enthusiasm which result high turnover rate of the employees. It was found that when performance practices has exhibit by the employees for the political motives it directly distress their job fulfillment and inclined to directly towards turnover

intentions. [14], they claimed in their study that proper communication of workforce performance that directly touches their turnover choices and which can be solved with the suitable strategy of performance management which shows a constant connection between employees' performance appraisal practices and their intention to leave.

3.3 TRAINING PRACTICES

Employees are productive in nature and are treat as an industry property. For the success of any organization there is need to provide effective training programs and dynamic stability for the success of any industry. [5], suggested that many of the industry replicate poor training programs for their employees. Today, hotel industry needs to have full proper competencies strategy and groups of data strategy that will give a superiority over its challengers. As per the [15], this can be attained by an effective training programs which plays to nurture and strengthen competencies of the employees in an industry. Training practices are the spine of policy implementation for example, the security department responsibility have qualified security people, their duties are basic rules, regulations and to release actions, emergency duty, troop regulator and community supervision to be capable of doing job. But due to fail to perform which will loss and damages a public concern and property. [16], tested the status of firm training procedures associated to employees 'turnover intents.

3.4 RECOGNITION PRACTICES

As per the [17], recognition practices deal with formal award program in terms of salary increment and the bonuses of the employees and described the strategy of "Subconscious" turnover effect which shows the absence of recognition practices between the new joined employees and support the favorite staff terminology. Supporting [17]; [18], stated that recognition practices act as an essential component of human behavior which leads to decrease in turnover intention. [19], recognition practices refer to non-monetary means and monetary means through which an organization substantially indicates its gratitude of skilled employees. Employee

recognition is as much an organizational board concern since it is connected to the essential requirements of employees.

3.5 INFORMATION SHARING PRACTICES

As per [20], the group discussions made by the organizations to listen to the employee suggestions and the issues. Information sharing practices help in the development and motivation of the employee thereby, increasing their participations' in decision making process. It supports in decreasing the leave intention of the employees.[21], in their research proved that information sharing practices contracts with the administrative strategy and develop the employee efficacy in respect of the mutual trust and make employees' productive to the organization. Supported them, [22], defined information sharing practices as the most elegant and contributing process in the development of employee involvement in the organization. [23], emphasized that information sharing practices, as a part of human resource practices, provide an important direction for future research.

3.6 COMPETENCE DEVELOPMENT PRACTICES

[24], stated that competency development practices are the practices of the organization that help in enhancing the capabilities of the staff in terms of job rotation, motivational practices, training and development practices which is taken to create a long-standing connection with persons. [25], competence development practices are the major sources of the human resource practices which enhance the employee's skill and develop self-efficacy between employees to resolve problems, to sustain and adapt change in the work procedures, and to take initiative for efficiency and quality. Further to this, [18]; [22], added that many high productivity firms apply competence practices such as job hopper programs, motivating and mentoring programs or other skilled development practices in improving the performance of the subsisting staffs and in development of trust.

4. CONCLUSION

After studying state-of-art, it is understandable that the connection among human resource

management practices and influence of turnover intention on workers are significant. Due to this the position of human resource management practices in hotel industry are critical in achieving competitive advantage. The influence of these practices on turnover intention of employees have negative effects due to various aspects which conferred prior. At last, hotel industry needs to look extremely in executing effective human resource management tactics to sustain employee's productivity. The above study can be benefitted to provide important analysis for future practitioners, research scholars to understand the unfold trends and skill gap analysis in human resource practices to overcome the turnover intention in the Indian hotel.

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