

TH60116E – Service Industries Dissertation

Retention Strategies and challenges incurred by employers to retain employee in 4&5 star hotel.

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Abstract

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3. Introduction
   1. Brief overview of the research

This study will examine potential barriers to the hospitality sector's ability to attract and retain potential employees, more specifically in a 4 and 5 -star hotel in Ealing borough (West London). Although in the year 2019, the hospitality sector’s output was £59.3 billion (Hutton et al., 2022). Which contributes towards the 3% UK’s economic output. According to data from the office of national statistics revealed, that accommodation and food services grew by 8.6% in February 2022 (Thatcher, 2022). Moreover, it was also showcased that the hospitality industry was the ninth-largest contributor to GDP growth from February 2020 to 2022. Moreover, the hospitality industry suffers from a lack of workforce at a critical level, which results in reducing trading hours of operations and causing the industry to lose £ 21 billion (Banham, 2022).

This research illustrates an analysis of numerous strategies utilised by employers to reduce and retain employees in the hospitality industry. Furthermore, it also highlights the tactics adopted by the organisation to achieve employee loyalty towards the brand. Moreover, it also explores the potential factors for the shortage of workforce in the industry and the causes for the low retention rate. This study will be focusing on the hotel in Ealing borough (West London).

* 1. Background Information

Surjit and Kemal, (2014) observed that high employee turnover rates cause business failures in the hospitality sector's enterprises, which in turn causes a shortage of skilled workers and demotivated staff. The hospitality sector is one of many industries that largely depends on the workforce. Additionally, employment within the sector is significantly impacted by its growth (Rehman and Hassan, 2019). Since the leaving of skilled employees will introduce numerous inexperienced workers, the quality of the services will be reduced, which will harm the establishment's profitability and productivity.

Furthermore, it won't provide the consumer with the satisfaction of spending higher monetary value because of the poor service quality and lack of skills in the trade. Moreover, it will lead to slow growth, of the establishment as the receiver will not receive the satisfaction of spending monetary value for the service which is not matching their level of expectation.

According to Gruman and Saks, (2011) one of the leading concerns in business is employee retention. However, it’s also essential to investigate potential factors that lead to employee retention. Furthermore, Sthapit and Shrestha, (2020) highlights employee retention as one of the greater challenges the hospitality sector is known to confront in the 21st century.

* 1. Context of research

Employee retention is regarded as a significant difficulty facing the industry in the twenty-first century, particularly in the hospitality sector (Aman-Ullah et al., 2020). Furthermore, Rehman & Hassan, (2019) refers to the hospitality industry's nature as strongly depending on its personnel, this also demonstrates how important that workforce is for industry's development. Dwesini (2019) and Ohunakin et al., (2020) highlight a lack of skill in trade due to a high employee retention rate, which further onwards leads to a decrease in the quality of service.

Moreover, the research presents that human resource management is one among other factors that can contribute to influencing the rate of retention (Kamalanabhan, 2014). Having a poor retention rate also leads to suffering twice the cost in terms of financials, time invested and operational ineffectiveness (Ezeuduji & Mbane, 2017).

* 1. Aim and Objectives

The aim of the research contributes toward the investigation and understanding of the various strategies implemented by employers to regain the sense of retention among their employees, in contrast to high workforce turnover in the workforce.

The following are the research questions

1. Evaluating the challenges incurred by hospitality industry in recruiting and retaining potential workforce.
2. Analysing numerous strategies adopted by employers to reduce and retain the potential workforce in hotels.
3. Investigating various aspects that drives employee motivation and loyalty to remain within the organisation.

This research will examine the factors that influence workforce turnover in 4 and 5 star hotels in Ealing Borough.

1. What are the major challenges incurred by hospitality industries, while recruiting and retaining employee?
2. How can employee turnover affect the organisation and potential strategies to reduce the workforce turnover within the 4–5-star hotels in west London.
3. What are the key elements of an effective retention strategy?
   1. Rational for Research

One of the major issues the hospitality sector faces is employee retention (Sthapit and Shrestha, 2020). According to Hadj (2020), excessive staff turnover undermines commitment among workers and creates unfavourable opinions of the organisations.

Besides these hurdles, the UK's hospitality sector contributed 3.0% of the UK’s economic output, which is equivalent to £59.3 billion in 2019 (Hutton, 2022) pre-pandemic year.

Moreover, besides the fact of lack of workforce, the hospitality industry has been introduced to 2 major events in past, which had a huge impact on the industry. The industry has been affected by the covid-19 pandemic and Brexit, which not only impacted the industry with a shortage of workforce but also led to face losses worth £114.9 billion to the hospitality industry (Mcallister, 2022). However, this report will illustrate the numerous strategies to reduce the employee turnover rate along with an understanding of motivating the workforce to work within the company. Which in result contributes in transferring of the skill set.

* 1. Structure of the Dissertation

The following chapters of this research paper, chapter one will contain an introduction, background information, context research, aim and objectives and justification for the study.

chapter two, we'll examine retention tactics used by businesses to lower turnover as well as the literature on the major factors influencing employee turnover. Moreover, analysing the potential aspects which contribute to gaining employee loyalty towards the organisation.

Chapter three will be the methodology section of chapter three will look at the several available methodological approaches and select the one that will be used for this study, helping to produce an accurate result.

Chapter four will explore, analyse, and critically assess these sources. Performance and role satisfaction varied for the participant. The majority of the data was gathered from the journal, research papers, scholars, books, and notable material

Chapter five while outlining how the research's findings addressed the study's research goals, this study's limitations are highlighted, and potential future research areas suggested.

Chapter 2 – Literature Review

2.1 Introduction to the literature review

Prior to addressing the current research questions and ways to effectively offer pertinent conclusions to the research, a thorough review of the literature will be conducted. The literature review will provide insights into the research issue as it has been studied by different academics and practitioners. Despite of the outstanding growth in the hospitality industry in the last decade (Pallister, 2020). It remains a challenge to retain the potential workforce because of the nature of the hospitality industry which holds the desire to retain its skilled professionals despite its frequent problem of staff turnover (Dwesini,2019; Ohunakin et al., 2020).

Further on these topics will cover the factors which influence workforce turnover and highlight strategies adopted by employers to retain and reduce the employee turnover rate. Moreover, it will also investigate various aspects that influence employee motivation to remain within the organisation.

2.2 Employee turnover in hospitality industry

Employee turnover and retention are two terms that have closely been associated with each other. Hidayati & Fadilah, (2015) defines the rate at which workers leave and are replaced in their places of employment, whether freely or involuntarily, as known as employee turnover. Involuntary and voluntary workforce turnover are the two different forms. Employees who are dismissed on purpose by their employer or who are compelled to quit their jobs because of poor or undesirable performance are said to have had involuntary turnover. "Voluntary turnover" is the term used when a person can choose on their own to leave a company. For example, resigning for a better job opportunity, which can be in terms of salary or position.

M. Fernandez & Worasuwan, (2017) highlights that the hospitality sector is one of the few rapidly growing industries and is also a significant promoter of gross domestic product (GDP) in both developed and developing countries (Mohamed, 2016). Furthermore, apart from the rapid growth in the industry, the hospitality sector suffers a shortage of potential workforce. Birkin (2019) mentions that the turnover rate of the hospitality sector is 30% which is double the UK’s average turnover rate. Rehman & Hassan, (2019) mentions due to the nature of hospitality industry, it heavily relies on its workforce and as a result advancement and expansion of the industry is influenced by its employment. Moreover, (Hancock, 2022) highlights that the percentage of EU workers working in the hospitality sector has dropped significantly from 46% in 2019 to 28% in 2022 due to Brexit.

Brexit had a significant impact on the hospitality industry's workforce by restricting the supply of employment from Europe. This prevents the UK's hotel industry from accessing the European labour market. Alhamwan & Mat., (2015) describes that because the expense involved in employee turnover possibly has adverse impacts on an organization's performance and growth. Moreover, the organisation does not only suffer the expense of staff turnover but also the loss of skill, knowledge, invested time on training and loss of productivity while filling the position (Schlechter et al., 2016). Thus, employee turnover can be a major concern in long run-in terms of the growth and advancement of the organisation

* 1. Factors influencing the increase in employee turnover

One of the biggest problems businesses worldwide face is employee turnover, which has a direct negative influence on their strategic goals and limits their ability to gain a competitive edge (Saoula, Johari and Fareed, 2018). As a result, this problem can significantly affect a company's success, especially for young, developing businesses. So, it is critical to pinpoint the factors that affect employee turnover. Hakim et al. (2018) state that there may be several factors at play when an employee decides to quit the company. Employee turnover may be caused by four variables, including the organization's career opportunities, employee mentorship programmes, organisational communication policies, salary, and worker benefits, claim Ahmed & Kolachi (2013) based on Yingchao et al., (2010).

Furthermore, it was suggested by Shahzad et al. (2011) that workplace stress, complicated work, and job satisfaction all influenced employee turnover and absenteeism. Similar conclusions were reached by (Ibrhim & Ali, 2019), who found that difficult work affected an employee's choice to stay with or quit an organisation. According to prior research, trust, a healthy work-life balance, job satisfaction, and management support are the factors that have the most effects on employee retention (Kim, Knutson and Choi, 2016; Tymon Jr, Stumpf and Smith, 2011).Furthermore, working in the hospitality industry specifically hotels, has several difficulties, such as strict deadlines, long hours, unexpected interactions with guests, and high emotional demands that are accompanied by unfavourable working conditions and low pay (Sampson and Akyeampong, 2014). Employees with a poor work-life balance frequently experience burnout, weariness, and stress.

Work-life balance is therefore an essential factor for employee retention and greatly influences an employee's commitment (Deery and Jago, 2015). Zito et al., (2018) also mention that encouraging employee well-being results in reducing staff turnover. Moreover, employee turnover is not restricted to multiple factors. But it is also influenced by employee engagement, which is a characteristic that affects employee retention since it encourages employees to stay with a firm for a longer amount of time and boosts their sense of satisfaction towards work (Irabor and Okolie, 2019).

Therefore, it is important to have employee engagement within work, which as a result provides constant motivation. Employees may be intrinsically motivated if their work produces the three psychological factors of responsibility, importance, and contribution (Tews, Michel, and Stafford, 2020). Therefore, it can be said that managers should develop long-term goal-oriented strategies that foster a sense of accountability, significance, and comprehension of the implications of their contributions.

* 1. Influence of job satisfaction on employee turnover

Due to the considerable staff turnover in the hospitality industry, employee morale, motivation, dedication, and work satisfaction has a great impact, which can negatively affect the quality of service and productivity. Holston-Okae & Mushi, (2018) mentions, that when more employees leave a particular firm or organisation, the brand image and reputation of an organisation suffer, which can also result in fewer guest being drawn to that company or industry.

Furthermore, it is essential to have job satisfaction among employees, working in the hospitality industry, especially the hotel industry which engages in humanitarian efforts to meet the requirements of guests for leisure, food, entertainment, and other social necessities (Grobelna & Tokarz - Kocik, 2016; Zhang, Torres and Jahromi, 2020). Moreover, it's essential to understand the potential aspects of employee turnover that are related to job dissatisfaction, as it results in employees leaving the organisation. A study of empirical research by AK, (2018), revealed that several personal factors influence people's desires to quit their jobs. Organizations can learn about employees' plans to quit and address them on time through the appropriate kind of communication.

According to Tian‐Foreman, (2009), the specific causes of employee turnover may be divided into three categories: work-related variables (such as pay, performance, and organisational commitment), individual characteristics (such as age, education, gender, and tenure), and external factors (e.g., unemployment rate, perceptions of employment, presence of trade union). According to Ahmed & Kolachi, (2013), the highest percentage of employee turnover for work-related reasons is 37.4%, and the percentage for non-work-related reasons is 29.4%.

Employee dissatisfaction at work contributes to employee turnover. Employees may also look for different options if they are not satisfied with their current employment (Walid et al., 2020). Employees that are unhappy at work may have plans to leave the company, which could cause them to pursue opportunities at other companies (Asegid, Tefera Belachew and Yimam, 2014). Which may also result in providing a shift of talented employees to a competing hotel.

According to Adi et al., (2018), employee turnover can also occur due to stress related to work, working under great pressure and meeting deadlines having an impact on an individual's health. Therefore, Thomas, Kohli and Choi, (2014) highlight that work stress can be a potential cause of employee burnout which results in workforce turnover. Due to the significant risk of occupational burnout among workers in the hospitality industry, the majority of them choose to leave their positions in search of less stressful ones, which results in a high employee turnover rate (Scanlan & Still, 2019).

Soomro et al., (2018) observed that stress can also be caused by a work-life imbalance or stress from an employee's personal life may also impact their work-life balance and capability of productive output (Kerdpitak & Jermsittiparsert, 2020). Giao et al., (2020), reveal that frequent turnover can also take place due to long working hours under stressful environments and Yunus et al., (2017) also mention about the limited social hours spent outside work are potential aspects that drive employee turnover. Due to the significant risk of occupational burnout among workers in the hospitality industry, the majority of them choose to leave their positions in search of less stressful ones, which results in a high employee turnover rate (Scanlan & Still, 2019).

The likelihood that people will quit their employment increases with the level of burnout. Workers are more inclined to be satisfied with their organisations when there is less burnout, which reduces the likelihood that they would quit unless other factors, such low compensation, are a factor. Burnout strongly influences individuals' inclinations to leave their occupations, according to several academics (Scanlan & Still, 2019).

2.5 The adverse effect of workforce turnover on hospitality industry.

Employee turnover describes the period during which a particular number of employees leave the company and are replaced by new hires. (Nickson, 2013). A high employee turnover rate will cost huge monetary value to the organisation. Secondly, the cost of replacing a talent might account for up to 25% of all annual expenses for the business (Hashim & Mohamad Nor, 2018). Moreover, an organisation’s performance has a great impact on workforce turnover (Klotz & Bolino, 2016; Hom et al., 2017).

Employee turnover does not only reflect upon the performance of the organisation but also impacts the expenditure involved which are separation, training cost and replacement (Judge & Kammeyer-Mueller, 2022; Heavey et al., 2013). Additionally, it’s have been discovered that employee turnover caused a variety of expenses, which can be of both monetary or non-monetary value, such as the cost of employing a new worker, the cost of training that worker, lost productivity, lost engagement, failures in customer service, and a negative cultural influence (Harrison & Gordon, 2014; Alexandro, 2017).

Noor et al., (2018) mention, that due to the learning curve required in working for and understanding the firm, productivity declines every time an employee leaves, which influences the profitability of the organisation. Holtom and Burch, (2016) highlight that, when an employee leaves a company, it may impair the ability of other employees to carry out their jobs. Iqbal et al., (2017) further add that workforce turnover can also be a potential factor contributing to demoralising other employees and cause operational disruption.

* 1. Key elements of employee motivation that drive retention rate

The word motivation originates from the Latin language which further define it as move (Mang et al., 2015). Motivation can be described as a urge for people to show they are willing to put out effort. Furthermore, the mood, energy, effort, and driving force utilised to accomplish personal and professional goals is referred to as employee motivation (De Sousa Sabbagha et al., 2018).

According to Ann & Blum, (2020) the motivation statement can be further broken down into internal and external elements that may have an impact on an employee's motivation towards work. The term "intrinsic factors" refers to internal variables like personal development and fulfilment from involvement in the activity. External variables including monetary benefits, working environment, management, and leadership are extrinsic factors.

Manager or employers need to examine, the desires of their employee. As it may vary from individual to individual, regarding motivation such as some employee’s may feel more motivated when involved in activity (intrinsic factors) which has more responsibility and makes great impact . Secondly, for some employee external factors (extrinsic factors) are drivers which lead to drive motivation towards the work. A key component of the organisational retention strategy is the manager's utilisation of both intrinsic and extrinsic motivation on staff (Mang et al., 2015).

Through incentive advantages and flexible compensation plans that are related to employee performance, employers can inspire employees. Moreover, its essential to understand that the urge of motivation is expressed by the employee or their environment (Karahanna, Xu and Zhang, 2015). Employee morale and skill improvement are encouraged through motivation. Work motivation is increased when basic needs are met in a professional setting. When the employee reaches their individual needs, interests, and objectives, they will feel more driven to work more. The resources that are accessible can influence job demands and act as a motivator.

Employee motivation can be influenced by a variety of factors, including favourable pay and benefits, ample possibilities for training and development, and the prospect of career promotion. One of the most crucial components in the dynamic business culture is employee motivation. When motivated, employees might readily complete difficult and complex tasks.

Employees to be able to carry out their tasks successfully and efficiently, motivation is essential for capacity development. To accomplish organisational objectives, employers must train and develop all motivated personnel. Employees have an array of abilities and expertise that may go inactive in the absence of motivation (B & Bixiang, 2018)

Nombeko, (2019), also draws attention towards the employee perceptions of work are substantially influenced by the workplace, which is a crucial aspect. Employees are inspired and sustained throughout the day by a positive work environment, which also motivates them to arrive at work each day. Moreover, Nombeko, (2019) also states that employers who respect and motivate their employee’s personal needs have lower turnover rates.

According to Qaz et al., (2015) employees are social creatures with expectations, emotional demands, and physical requirements rather than entities that function like machines. Social and familial factors are among the factors that affect work-family balance. The results of research conducted by Jayasundera et al., (2017) showed a significant correlation between organisational support and employee turnover intentions.

According to research by Jayasundera et al., (2017) published in 2017, there is a bad correlation between organisational support and employees' intentions to leave. Employees look for new employment chances in organisations that assist them as a result of a lack of organisational support.

Kundu & Lata, (2017) investigated the impact of organisational engagement on the relationship between supportive work environments (SWE) and employee retention. The results showed that organisational engagement causes a partly mediating effect of the relationship between employee retention and SWE, making SWE a valuable tool for projecting employee retention. According to Kundu & Lata, (2017) research, when a firm doesn't support its employees, they will look for better job chances elsewhere.

Another study was done by Mayende & Musenze, (2018), presents that strong organisational support increases the likelihood that employees will be productive and have a positive attitude towards their work and colleagues However, (Do, 2018) highlights that the policies, procedures, and rewards of the organisation may influence a worker's decision to remain at work. Which also results in retaining the workforce, in ever changing environment of hospitality industry.

2.7 Analysing the strategies to retain and reduce the workforce turnover in the industry.

Employees are recognised as a key source of competitive advantage, as a result, organisations use a variety of policies and processes to keep their skilled employees for an extended period. Hence, employee retention has become one of the essential factors influencing an organization's performance and revenue. On the other hand, employee retention is considered one of the major factors challenging many industries, particularly the hospitality industry.

Retention is a continuous and ever-evolving effort to maintain its skilled personnel due to the hospitality industry's ongoing challenge with a shifting workforce (Dwesini, 2019; Ohunakin et al., 2020). According to Ihuah, Kakulu and Eaton (2014), employee retention can be termed as creating an ideal environment, that continues to encourage the employee to fulfil the operational needs of the organisation. Moreover, Ming-Chu (2017) highlights that this strategy is also used for motivating staff to remain with the company or continue around until a project is finished.

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