

A Comparative Study on Gender and Effectiveness of Retention Management System for Associate Level Employees in Hotels of Pune City

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Abstract

Retaining employees in the organization for a longer period of time and simultaneously reducing the rate of employees leaving the organization is one of the crucial challenges faced by all sectors globally. This research paper studies the prime factors which influence the attrition of associate level employees with emphasis on gender specific problems and solutions and the various methodologies adopted by the Hotels in the city of Pune for decreasing the same further and retaining its employees. An exhaustive study of the various HR practices adopted by the Hotels helps us analyze the problem of attrition and list out the most effective factors which influence the human thought procedure as per gender. The research is confined to and emphasizes on the effectiveness of retention measures adopted for retaining the Associate Level employees.

Keywords: Hotel Industry, Attrition, Retention Management System

INTRODUCTION

The hotel industry in Pune city has experienced a tremendous change in the past decades. With a handful of hotels operating in the city in the past decades, there are now almost all top national and international brands operational in the city. The new hotels have transformed the local hospitality sector to a standardized international hospitality sector leading to a complete transformation of the hospitality Industry. According to the experts this is further expected to accelerate at a faster rate. This has brought a massive change in the market scenario and also generated a great demand for skilled workforce. Hotel being a service industry benefits and receives extensive

opportunities for growth and development and so do their employees. These opportunities have also increased the number of challenges for the HR department in the Hotel industry to engage its employees. They are required to divert the attention of its employees irrespective of gender for a mutual growth rather than seek it outside. Furthermore, the challenge of recruiting and retaining qualified, skilled and trained workforce was faced by the HR department. It was also understood that the need of a dedicated Human Resource Department was the only solution to overcome this challenge. This department has to work towards framing policies and strategies in consideration of the employee requirements according to the gender. Their major task is to bridge the gap between the Management and the Employees and implement strategies for a wholesome development of the employee and the organization. The framed strategies should be implemented and followed with an intention to keep the staff motivated and retained for a longer tenure with the organization.

The Associate level employees are more inclined to employment benefits and thrive for balanced efforts for family time and entertainment. Considering this the HR department has to undertake a targeted study at micro level to understand their need of work life balance and frame policies that would support their interests which would further enable them to continue working with the organization.

The HR department should formulate an effective feedback system to analyze the gender specific problems by interacting with the employees at regular intervals to understand their problems and anxieties. This study would help the departments to formulate various fringe benefits to attract and retain employees by sufficing their

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demands. A comparative study of the market opportunities against the benefits extended by other hotels also provides valuable inputs for framing policies for retention of employees. Accordingly, a well suited and attractive and competitive package could be made.

Need of the Study

As understood that the market is varied and provides for extensive opportunities for both genders for job shift and equal growth prospectus to the work group in the Hotel Industry. It is important to understand the market scenario with respect to gender based employee opportunities, employment benefits and career prospects. The organization thrives on the employee strengths and their expertise to handle guests. The HR personnel essentially are required to understand the organizational goals, employee needs and threats, customer demands and market requirements. Considering the importance of the benefits and talents of both genders and to have a profitable balance of services, equilibrium of the genders would result in the growth and prosperity of the organization and the work group as a whole. The study helps in providing direction to the Hotels in Pune for market sustainability through achieving gender based retention and by curbing attrition of trained, skilled and qualified employee genders.

Significance of the Study

The study provides awareness to the associate level employees, of the various opportunities that could be sought within the organization by effectively contributing through the feedback systems of HR departments. The feedback systems could be modified and drafted to suit the gender specific challenges and strengths. It also provides the organization with a frame work to have its HR practices in place for market survival. It highlights the various prime factors of HR practices demanded by the associate level employees in the Hotel Industry. The provision of said gender specific fringe benefits would not only help in curbing attrition but also help increasing the brand loyalty. This would further lead to an increase in the Retention rate of genders.

Scope of the Study

It is almost impossible to hold an employee who is determined to quit the organization. Hence, it becomes

necessary and evident to offer an effective strategy to avoid such a decision by an associate. It is essential that strategies which could help in engaging the talent by providing various benefits which would relate to either personal or family oriented benefits could prove to be effective. Hence an effective strategy is the major requirement of the hotel industry to reduce the attrition rate and improve the retention of employees. The hotel industry is required to be proactive in formulation of gender based strategies and methods for increasing the scope of associates interests in the existing organization and diverting them continuously from trying for a change. This is mostly done by providing an opportunity for an internal vertical career growth in existing position and encouraging them by this elevation within the organization ensuring a possible retention. The increasing number of hotels creates an incredible scope for the hospitality associates and results in a shift in search of betterment and change. Holding back such associates is a bigger challenge as a fresh avenue always seems to be appealing and attractive to the experienced and talented associates and is looked forward for career gains. It thus becomes the need for the hotel to offer the best by creating internal attractions and in turn retaining the employees. A number of key attractions identified and implemented by the hotels could be better pay packages, employee friendly work culture, staff training and development, insurances, bonus, general shift for women, incentive for late working hours, reasonable leaves etc. This further has a wider scope for the study to understand creative methods parallel with the psychological study of genders for formulating various benefits in the form of talent retention practices to be followed in the hotel industry for associate retention.

Statement of the Problem

The biggest problem in the hotel industry is higher attrition rate, which is resulting in frequent switching of jobs. There are many factors responsible for the same out of which one of the reason being the gender based challenges. The problems faced by the female employees differ than those of the male employees. It is imperative that Hotel industry specifically demands for long working hours along with break shifts, which disturbs the work life balance. Hence, it is a big challenge for the HR department to frame an efficient retention management system to curb the attrition. This study thus aims at comparing the Associate Level Employees on the basis of their Gender for the Effectiveness of Retention Management System.

Limitations of the Study

- The study was purely based on the information received through the limited scope and within the purview of survey.
- The study was relevant to the existing market scenario and the information, judgment and predictions of the respondents may differ accordingly with time, status, mindset and geographical zone.
- The study also relates to the boom and demands of the hospitality industry professional in the present situation and would differ in case of a shift in a demand supply trend.

LITERATURE REVIEW

The researcher had reviewed a number of relevant literatures to identify the important elements of HR strategies pertaining to curbing the attrition rate in the hotel industry. An efficient HR strategy has been a powerful tool for offering quality service, customer maximization and employee satisfaction. There are a number of researches, seminars and articles on the subject which are a testimony to the importance of HR strategies on talent retention.

Hospitality journals like Express Hospitality, Travel World etc. carry regular articles on the above subject. Apart from that below mentioned sources would also provide valuable information.

- Books/Journals/Magazines/Newsletters
- Internet/Websites – Citation

Dr. H. S. Chahal and Poonam (2017) the study had investigated the level of organisational culture and their significant differences among employee turnover, employee retention and culture in hospitality industry. The study had also provided the theoretical overview of Employee turnover based on existing studies. The findings revealed that higher mean scores of employee retention and lesser mean score of employee turnover, which show that in selected hotel employee have less turnover and more retention. The research had found that there is a significant difference found only in employee turnover, where male employees scored higher mean value than female employees.

Nivethitha Santhanam, Kamalanabhan T.J., Lata Dyaram, Hans Ziegler (2017) The study had explored

the relationship between human resource management practices regarding gap of psychological contract and employee turnover intentions among hotel frontline employees revealing that selection, training and compensation practices are found to influence employee's turnover intentions. The research had explored the relationship considering the limited research attention to frontline employee's perspectives in Indian hospitality industry. The study had found that Selection, training and compensation practices were found to influence employee's turnover intentions. In addition, psychological contract breach was found to enhance employee's turnover intentions, despite the implementation of effective human resource management practices.

Derya Kara, Muzaffer Uysal, Vincent P. Magnini (2012) the purpose of the research was to examine the gender differences on job satisfaction of employees working in the hospitality industry. The study had determined four factors: "management conditions", "personal fulfilment", "using ability on the job", and "job conditions". The study had found that significant gender differences exist pertaining to "using ability on the job" dimension of job satisfaction. After controlling variables like age, marital status, salary, education, department, designation, tenure in the organization, experience and frequency of job change, most gender differences had remained significant.

The results of the study had provided the information that can be utilized in understanding, sustaining, and increasing the satisfaction levels of both female as well as male employees. The finding of the research had indicated that fairness and equity in salary and wages are effective tools to increase the job satisfaction levels of male and female employees.

Radostina K. Purvanova and John P. Muros (2010) the study had analysed the relationship between gender and burnout. The results had challenged the belief that female employees are more likely to experience burnout than male employees, revealing instead that women are more emotionally exhausted than men and on the other hand men are more depersonalized than women. Although these effects are small, they are practically remarkable when translated into statistics. The research analysis had further revealed general trends like gender differences, in contrast gender differences did not vary significantly between male vs. female occupations. The research

further had suggested discontinuation of the use of overall burnout measures because they are highly consistent with the emotional exhaustion dimension of burnout.

Ugur Yavas, Emin Babakus, Osman M. Karatepe (2008) the study had developed and tested a conceptual model which examines the effects of work family conflict, family work conflict and emotional exhaustion on job performance and turnover. The study had also investigated the role of gender as a moderator for the suggested relationships. The research had found that employees facing conflicts originating from their work and family roles become emotionally exhausted. These two factors are significant predictors of frontline employees' turnover intentions.

Tom Baum (2008) the study had considered the managerial and developmental concept of talent management specifically to the context features of the weak labour market attributes in hospitality as well as tourism industry. The paper had also explored the characteristics of talent management scenarios in the industry and analysed as per which businesses can operate, concluding that a comprehensive and developmental approach, concentrating on talent identification and acknowledgement. The study had proposed a new interpretation of the concept of talent management in the context of hospitality and tourism that is both inclusive and developmental. The study also adds value to practitioners in helping them not only evaluate their recruitment process, but also the retention and development practices.

Vinitaa Agrawal (2005), According to the survey a well groomed, updated and awarded employee in an organization is just like a close circuit hidden camera. The above sentence speaks a lot about the importance of human resource development and its increasing popularity and widely practiced character in industrial and business world. The commercial banking scenario in an Indian industry is not an exception to this as there are many challenging issues are being experienced in the process of HRD.

David McMillin, Staff Writer (2013), as per the author, employees may join and leave in many sectors, but it is happening at a much faster stride in the hospitality industry. The turnover rate of hospitality employees is

approximately 20 times higher. According to a new research improving employee retention in the hospitality industry starts with one simple leadership trait i.e. authenticity. As per the survey there is a strong correlation between authentic leadership and an employee's organizational commitment. This connection ultimately interprets to potential increase employee turnover retention.

Shah Jalal Sarker, Alf Crossman, Parkpoom Chinmeteeputuck (2003) the article had examined about age and tenure are individual determinants of job satisfaction or whether there is collaboration between them. The research had indicated that employee age is not significantly associated with overall job satisfaction, but the tenure is associated. There is also significant association between tenure and facets of job satisfaction for e.g. salary and other fringe benefits but the effect of tenure on satisfaction is significantly adapted by the age.

Judi Brownell (1994) the researcher had determined whether gender is an important variable towards management success, the survey showed that male and female managers self-reports follow only marginally to stereotypes of gender-linked characteristics. The characteristics generally associated with women, flexibility and compassion were reported equally by the two groups, while female described themselves as enthusiastic than male employees. The research had explored typically male traits, about the same percentage of men and women reported that their goal orientation contributed to their career advancement, while a smaller percentage of men than women described their behaviour as ambitious. The study had found that honesty and integrity contributes significantly to career advancement indicates that in the end success may be foremost a matter of character not gender.

OBJECTIVES OF THE STUDY

- To study various factors influencing Employee retention in the hospitality industry.
- To identify the human resource practices adopted for effective retention management system.
- To compare the Associate Level Employees on the basis of their Gender for the Effectiveness of Retention Management System.

RESEARCH METHODOLOGY

The various strategies adopted by the hotels in the Pune region have been compiled by carrying out a rigorous survey across Pune Region. These strategies were floated in the form of questionnaires and the feedback was collected on the basis of this survey. This questionnaire was circulated amongst mixed samples from all work areas of the hotel. The sample types included staff members of associate level which had covered almost all levels of employees working in the hotels. This survey was specifically carried out to evaluate the mind-set of the employee genders working in the Hotel Industry and understand their preferences for continuation of their service for a longer period of time in the organization.

Type of Research

A descriptive research was used to study the various existing practices to curb attrition followed by the hotels in and around pune city includes surveys and fact finding enquiries of different kinds.

Methods of Data Collection

Primary data - was collected from the Associates working in various hotels in and around Pune city. Primary data was collected through survey in the following ways:

- *Personal Interviews*: The answer was sought to a set of pre-conceived questions through personal interviews and the data was collected in a structured way.
- *Questionnaires*: Considering the reviews, and the additional inputs, one schedule was prepared it was a questionnaire designed for the Management of the hotel to collect the official information regarding the hotel from its establishment.
- *By Observation*: The data collection was done by conducting visits to sample hotels. This is a primary technique for collection of data on non verbal behavior observation to understand dynamic behavioral process.

Secondary data – was collected from published / unpublished literature on curbing attrition rate in the hotel

industry, advancements in the techniques of retention, latest references available from the journals, newspapers, research publications and magazines, past records and training reports of the hotel, and other relevant sources like internet.

Questionnaire – Design and Implementation: The questionnaire design was done with the aid of experts in statistical techniques and taking into account the measurement needs & objectives of the study. The questionnaire was administered to the sample population and sample size.

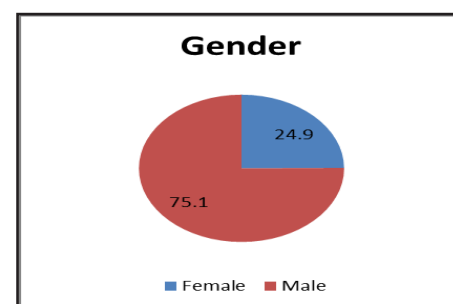
Sampling Techniques: For this study different employee from various star hotels in and around Pune city who are working at Associate level were taken into consideration. This involved a total of 143 samples from hotels of Pune city.

DATA ANALYSIS AND INTERPRETATION

The data collected was analyzed using basic and advanced analytical tools. This also includes the detailed analysis of the data which was conducted with the purpose of attaining the set objectives of the research. Mentioned below is the analysis which is presented graphically and in tabulated form for better interpretation. The Interpretation of the collected data was done by drawing inferences from the collected facts after the analysis of the study.

Gender of the Associate Level respondents included in the study

Gender	Frequency	Percentage
Female	36	24.9
Male	107	75.1
Total	143	100.0



The table and graph above denotes the gender distribution of the employees included in the study sample. Among total 143 respondents the proportion of female employees was 25 percent whereas the percentage of male employees was 75 percent respectively.

1. Level of Agreement between, Hotel Industry in Pune region is concerned about issues related to employee retention and Gender of employees

	<i>Agreed</i>	<i>Disagreed</i>
Male	88.30%	11.70%
Female	80.30%	19.70%
Total	86.30%	13.70%

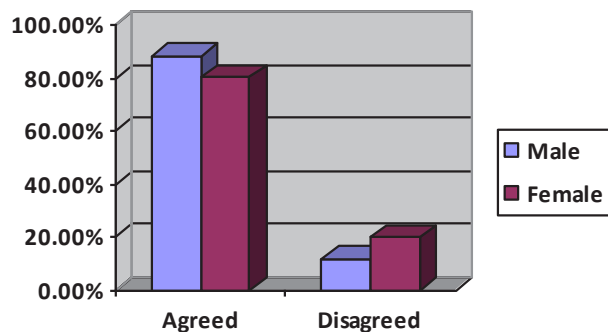


Fig. 1

The above table shows the proportion of employees showing their agreement on the effectiveness that hotel industry in Pune region is concerned about issues related to employee retention and their gender. In this case it can be seen from the table that more than 86 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 14 percent.

2. Level of Agreement between the Hotel Industry in Pune Region Faces a Problem of Employee Retention and Gender of Employees

	<i>Agreed</i>	<i>Disagreed</i>
Male	81.8%	18.2%
Female	77.5%	22.5%
Total	80.7%	19.3%

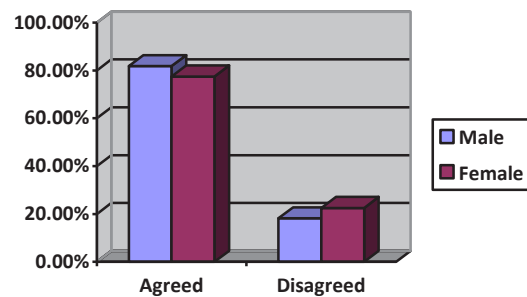


Fig. 2

The above table shows the proportion of employees showing their agreement on the effectiveness that hotel industry in Pune region faces problem related to employee retention and their gender. In this case it can be seen from the table that almost 81 percent had agreed that fact that employees faces problems related to employee retention. The proportion of employees who have shown their disagreement is almost 19 percent.

3. Level of Agreement between Hotel Industry Needs to Design Effective Employee Retention Management System to cope with this Problem and Gender of Employees

	<i>Agreed</i>	<i>Disagreed</i>
Male	91.1%	8.9%
Female	85.9%	14.1%
Total	89.8%	10.2%

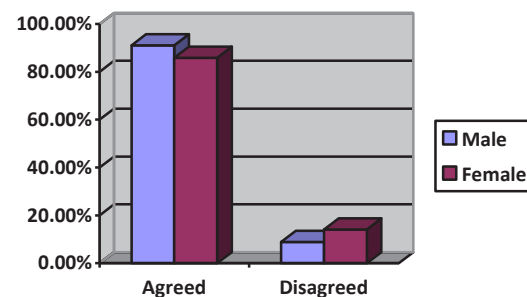


Fig. 3

The above table shows the proportion of employees showing their agreement on the effectiveness that hotels industry needs to design effective Employee Retention Management System to cope with this problem and their

gender. In this case it can be seen from the table that more than 90 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 10 percent.

4. Level of Agreement between Hotel Industry in Pune Region has Employee Retention Management System in Place and Gender of Employees

	<i>Agreed</i>	<i>Disagreed</i>
Male	74.3%	25.7%
Female	54.9%	45.1%
Total	89.6%	10.3%

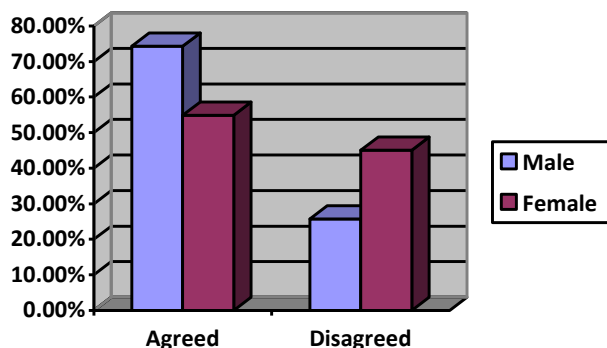


Fig. 4

The above table shows the proportion of employees showing their agreement on the effectiveness that hotels industry has Employee Retention Management System in place and their gender. In this case it can be seen from the table that more than 90 percent had agreed that fact. The proportion of employees who have shown their disagreement is almost 10 percent.

5. Level of Agreement of the Associate Level Employees towards Effectiveness of ERMS by Gender – The Management Shows Keeness towards Formation and Implementation of the System

	<i>Agreed</i>	<i>Disagreed</i>
Male	75.7%	24.3%
Female	67.6%	32.4%
Total	73.7%	26.3%

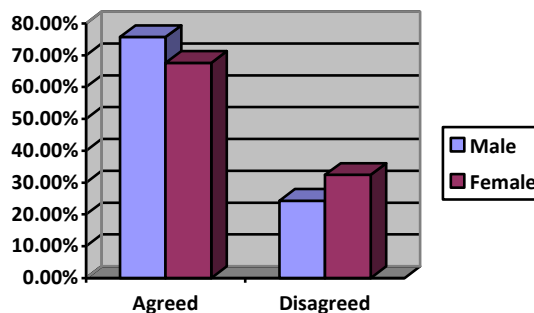


Fig. 5

The above table shows the proportion of employees showing their agreement on the effectiveness that the management shows keenness towards formation and implementation of the system and their gender. In this case it can be seen from the table that more than 74 percent had agreed upon that the management shows keenness towards formation and implementation of the system. The proportion of employees who have shown their disagreement is almost 26 percent.

6. Level of Agreement of the Associate Level Employees Among the Effectiveness of ERMS by Gender – The System is Transparent due to Involvement of Employees in Designing and Implementation of the Same

	<i>Agreed</i>	<i>Disagreed</i>
Male	75.7%	24.3%
Female	62%	38%
Total	72.3%	27.7%

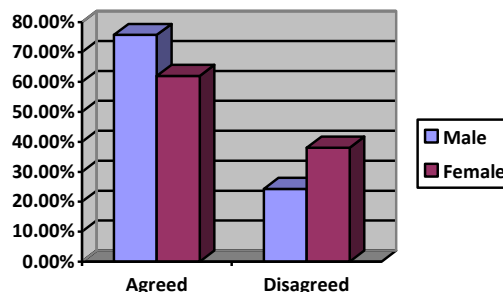


Fig. 6

The above table shows the proportion of employees showing their agreement on the effectiveness that the system is transparent due to involvement of employees in designing and implementation of the same by the gender

of the employee. In this case it can be seen from the table that more than 72 percent have shown their agreement. More male respondents have agreed the fact than the female respondents. The proportion of employees who have shown their disagreement is almost 28 percent.

7. Level of Agreement of the Associate Level Employees Among the Effectiveness of ERMS by Gender – The Management Shows Keeness in Designing Employee Centric Practices for Talent Retention

	<i>Agreed</i>	<i>Disagreed</i>
Male	80.4%	19.6%
Female	67.6%	32.4%
Total	77.2%	22.8%

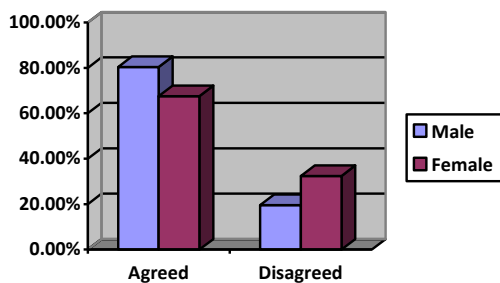


Fig. 7

The above table shows the proportion of employees showing their agreement on the effectiveness that the management shows keeness in designing employee centric practices for talent retention and their gender. In this case it can be seen from the table that more than 77 percent had agreed upon that the management shows keeness towards formation and implementation of the system. The proportion of employees who have shown their disagreement is almost 20 percent.

8. Level of Agreement of the Associate Level Employees Among the Effectiveness of ERMS by Gender – Hotel Takes Continuous Follow-Up on the Level of Employee Retention in Order to Measure the Effectiveness of the Practices

	<i>Agreed</i>	<i>Disagreed</i>
Male	76.6%	23.4%
Female	60.6%	39.4%
Total	72.6%	27.4%

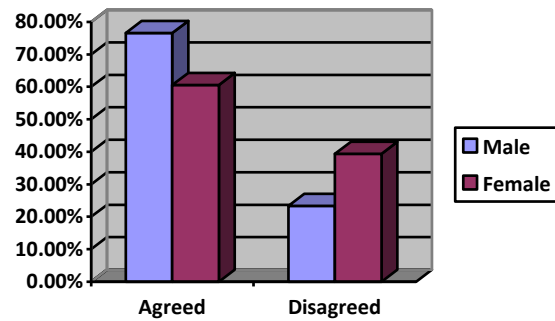


Fig. 8

The above table shows the proportion of employees showing their agreement on the effectiveness that the hotel takes continuous follow up on the level of employee retention in order to measure effectiveness of practices and their gender. It can be observed that that more than 73 percent had agreed upon this effectiveness parameter. More than 27 percent employees have reported their disagreement.

OBSERVATIONS AND FINDINGS

1. The problems faced by the Hotel Industry in Pune are generalized and the methods adopted for solving the attrition rate are also generalized.
2. A special gender based focus is absent in framing and implementation of methodologies for curbing the attrition of associates
3. The analysis presented graphically above clearly shows that the strategies and methodologies are not gender specific considering that the problems and challenges of genders are different.
4. In all the above comparisons where the male category has agreed to a larger extent, a considerable disagreement is observed from the female associates.
5. This highlights the need and importance of framing a suitable and separate feedback system for both genders by analyzing their independent challenges and strengths.

SUGGESTIONS

- An effective employee gender specific feedback system should be formulated and effective practices should be framed.

- The effectiveness of the HR practices needs to be continuously monitored and reviewed.
- An analysis of the gender strengths and challenges should be done continuously and suitable steps to overcome these challenges and utilize the strengths should be taken.
- Implementation of gender specific effective retention strategies to increase employee tenure with the organization would enhance brand image and loyalty.

CONCLUSIONS

- An effective gender based feedback mechanism is the most important factor for framing effective retention practices.
- Analyzing and reviewing the retention practices from time to time would enable the hotel to keep pace with the needs of the employees. This could be achieved through an effective feedback mechanism.
- The Hotel Industry should adopt appropriate gender specific practices especially for associate level staff. This would not only enable in retaining the existing employees for a longer tenure but also help in attracting new and fresh talent for a successful future with the organization.
- Adoption and Implementation of effective gender based practices would result in enhancing the Brand image and loyalty of the Hotel.

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