

Factors Affecting Employee Retention Strategies Hospitality Sector

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Abstract: In the highly competitive environment of hospitality industry, retention of competent employees who will become core employees for organisations is essential. Effective employee retention strategies help the organisations in hospitality sector to retain their talented and competent employees and achieve improvement in performance. This study aims to identify the factors affecting employee retention strategies in Indian hospitality sector. The confirmatory factor analysis method was used to analyze the responses received from the employees working with the different rated hotels located in NCR region of India. The findings of the study indicated that organisation culture and values, monetary rewards and incentives, learning and career growth, organisation initiation, organisational leadership, work life balance and exit barriers have significant influence on retaining employees in Indian hospitality organisations.

Keywords: Hospitality, High Competition, Turnover, Employee Retention, Employee Retention Strategies.

1. Introduction

Human resource is an indispensable asset for customer satisfaction, service quality, customer loyalty, organisational performance and competitive advantage in tourism and hospitality organisations (Kusluvan et. al., 2010). As the business environment is changing rapidly, the need for attracting and retaining talented people is growing (Hilltop, 1999). There is intense competition between organisations to secure high performing competent individuals who will become core employees for organisations in future (yamamoto, 2011). However, all over the world, the biggest challenge faced by the organizations in this ever changing competitive environment is retention of competent employees (Pfeffer, 1994).

There is high level of employee turnover in hospitality organisations (Davidson and Wang, 2011) which ranges between 60% and 300% (Yang Jen-Te et.al.2012; Lee and way, 2010). Employee turnover has negative impact on the performance of organisations (Walsh and Taylor, 2007). High rate of turnover affects the morale of other employees as well as it also leads to the loss of productive workers (Yang Jen-Te et.al.. 2012). Besides, turnover of a competent employee adds to this cost when competitors potentially gain this intellectual capital (Ghosh et. al., 2013). Thus, rapid employee turnover leads to instability and uncertainty which has negative effect on any organisation in the industry.

The hospitality sector has emerged as one of the growing sector among the services sector. With the growing number of organisations, there has been intense competition for attracting and retaining competent employees (Kashyap and Rangnekar, 2014). In the highly competitive environment of hotel industry, retention of key performers is very important to deliver service quality (Palwasha Bibi et. al.,2018), as the customer's overall satisfaction to the manner in which the service is being provided by the hotel employees is most important (Dawson and Abbott, 2011). As these organisations face tough challenge of reducing turnover, there is a strong need for formulating and implementing employee retention strategies in hospitality organisations.

There is an extensive body of literature on employee retention strategies that shows that retention policies and practices contribute to reduce the employee turnover (J. Ambrosias, 2018; Kar and Misra, 2013; Davidson & Wang, 2011; Holtom et. al., 2008; Boxall et. al., 2003). Yet there are many studies that turnover remains a big challenge for hospitality industry (Kim and Jogaratnam., 2010; Iverson & Deery, 1997). The reason behind high turnover might be development of strategies without giving due consideration to employee expectations (Yang et. al., 2012). It is very important to know the actual reasons that lead to the intention of an employee to stay. This helps the organisations to formulate and implement the effective retention strategies.

The main purpose of the present study is (a) to identify and assess the different retention strategies developed and implemented by the organizations operating in the hospitality sector and (b) to explore specific employee retention strategies that are being used in hospitality industry to reduce turnover.

2. Factors Affecting Employee Retention

A search of literature suggests that identifying the factors that may contribute to retention of quality employees in particular is a critical matter (Ghosh et. al.). Retention is not influenced by a particular factor, but there are several factors which account for retaining employees (Fitz-enz, 1990). Some that are commonly referred include the organisational culture (Sheridan, 1992; Blanchard and Peale1988), developmental opportunities (Horwitz et. al., 2003), Supervisory support (Eisenberger et. al., 2002) and organisational commitment (Curtis and Wright 2001). However, there are “a myriad of other factors” that influence decisions to stay (Cardy and Lengnick-Hall, 2011).

The research of Walker (2001) identified seven set factors that can increase employee retention. It includes compensation and appreciation; promotion and development chances; provision of challenging work; pleasing atmosphere within the organization; a healthy balance between the personal and professional life; positive relations with co-workers; and good communications. Ramlall (2003) identified that compensation package and location of the company were important factors in deciding to remain in organisation. Birt et al.(2004) suggested that high integrity and involvement by the manager, advancement opportunities, empowerment, responsibility and challenging work are important variables for employee retention. Martin et al. (2006) opined that motivators such as empowerment and career development might be valuable contributions for retaining employees.

Deery, (2008) emphasizes that organizations should focus on creating a balance between their work life and personal life of the employees. In addition to Work Life Balance, Kyndt et. al., (2009) found that personal factors such as level of education, self-perceived leadership skills, seniority and learning attitude affect employee retention and contribution of appreciation and stimulation as organisational factors are of great significance in employee retention. Moncarz et al. (2009) emphasized that organisation culture, selective hiring and promotions, and training practices affects non-management employee retention. In addition, organizational mission, goals and direction, rewards and compensation and employee recognition decrease non-management employee turnover. Chalkiti and Carson (2010) added that by promoting mentoring system where new employees are assigned mentor enable them to adjust to the work environment without uncertainty. Govaerts et al. (2011) suggested that learning opportunity and working climate have positive effect on retaining employees. Yang et. al. (2012) suggested that understanding employees’ career ambitions, career development, arranging social activities like sharing forum or networking activities and optimisation of work environment can be effective retention policies at the corporate level. Cloutier et.al. (2015) identified employee retention strategies as diversity and transparency, good communication, recruiting the right person, employee development and training and assessing if the employee is a “Job Fit” for the company. Deery and Jago (2015) emphasized the importance of managing work life balance as essential to retaining staff. P. Bibi et. al. (2018) found compensation, training and development, and performance appraisal as significant factors in increasing employee retention.

The existing literature specifies the consensus among different authors regarding various retention strategies. Rapid growth of the hospitality sector has significant impact in the global economy. Therefore, it is important to ensure the availability of significant employee retention strategies in this sector to reduce turnover and achieve stability of employees.

Table: Review of Literature on Employee Retention Strategies

Variable	Key Words	Author(s)	Findings
Organisation Culture and Values	Values, Ethics, Relation with Superior, Communication, Autonomy, Learning and Development	Sheridan (1992) Churintr, P. (2010) Kamarul Zaman Ahmad (2012)	Employees’ perceptions about Organisational Culture affect employee turnover Retention of hotel employees is positively explained by perceived OC. OC directly lead to desirable outcomes from employees. Thus, reduce turnover intention.
Monetary Rewards and Incentives	Competitive Salary, performance, Bonuses, ESOPs, Gain Sharing	Baker et.al. (1988) Griffeth et al. (2000) Hyttter (2007)	Organisations should design compensation policies characterised by equity, fairness, based on performance and includes profit plans to attract and retain competent employees. High performers leave when they are rewarded insufficiently Extrinsic rewards such as pay and other benefits are one of the retention factors.
Organisation Initiation	Retirement policy, Initiative, Organisation Support System, Diversity, Team work, Succession planning	Eisenberger et. al. (2002) Hills (2009)	Employees’ perception about an organisation had robustly influenced their relationship with the supervisors. Succession planning is an indispensable component of talent management which can further aid in retaining talent

		<p>Kaplan et.al. (2011)</p> <p>Ansari and Bijalwan (2017)</p> <p>Arasanmi and Krishna (2019)</p>	<p>Positive diversity climate in an organisation was related to reduced turnover intentions</p> <p>Team effectiveness is considerably important for employee retention.</p> <p>Perceived organisational support significantly influence organisational commitment and employee retention in organisations.</p>
Learning and Career Growth	<p>Cordial relation,</p> <p>Challenging work,</p> <p>Creativity, Promotional opportunities, career counselling,</p>	<p>Miller and Wheeler (1992)</p> <p>Arnold (2005)</p> <p>Walsh and Taylor (2007)</p> <p>Govaerts et al. (2011)</p> <p>Pitts et al. (2011)</p>	<p>Employees when provided with sufficient promotional opportunities, they stay longer in the organization.</p> <p>Opportunities for learning and development of employees were found to improve employee retention</p> <p>Employees want growth opportunities through challenging work to stay longer in particular organisation.</p> <p>Employees, who experience an positive learning climate, tend to work longer.</p> <p>Provide support to recommend that satisfaction of an employee with their relationships with colleagues is related to employee retention.</p>
Organisational Leadership	<p>Impartial attitude,</p> <p>Quality of work life, environment, Grievance handling</p>	<p>Spencer (1986)</p> <p>Dockel (2006)</p> <p>Nayeri et al. (2011)</p>	<p>More an employee gets the opportunity to say discontent over aspects of their work so that dissatisfying work situations change, the better is the likelihood that its people will stay with the organization.</p> <p>Supervisor’s support make employees feel that they can use their skill and innovation for the benefit of the organisation</p> <p>Enhancing the quality of work life is an important procedure to develop the quality life of employees and is extremely necessary for organizations to attract and retain their employees</p>
Work Life Balance	<p>Flexibility, Work shift</p>	<p>Lockwood (2003)</p> <p>Kar and Misra (2013)</p>	<p>Work life balance initiatives taken by organisations encourage employee commitment; improve their productivity and results in lower turnover</p> <p>Found significant relationship between work life balance strategies and employee retention.</p>
Exit Barriers	<p>Socialisation, Family disturbance, Social activities</p>	<p>Anderson et al. (2002)</p> <p>Yang et. al. (2012)</p> <p>Allen and Shanock (2013)</p>	<p>Work-to-family conflict would be related with stress, job dissatisfaction and turnover intentions, whereas family-to-work conflict would be related with stress and non-attendance.</p> <p>Networking activities enables employees to learn work experiences from each other. It creates a pleasant atmosphere that can be infused at the workplace, which enhances teamwork cohesion</p> <p>Socialization strategy connects new employees to the organization through improved commitment and decreased turnover.</p>

3. Organisation Culture and Values

Organizational culture and values is an important factor that affects the behaviour of a corporation and its employees (Lee et. al., 2008). Organisational culture has significant impact on the retention of employees as cited in several studies. Sheridan (1992) emphasized that the organisational culture that highlights the values of interpersonal relationships had strong influence on employee retention. Churintr, P. (2010) concluded that organisational cultur influenced the retention of employees significantly. Kamarul Zaman Ahmad (2012) explored a significant negative relationship between organisational culture and turnover intention of employees. Thus, drawing from the earlier literature, the following hypothesis has been formulated:

H1: There is a significant relationship between Organisational Culture and employee retention in hospitality sector.

4. Monetary Rewards and Incentives

Organisations design monetary compensation and reward schemes to attract and retain highly competent and talented employees (Baker et al., 1988). Many researchers have emphasised that monetary compensation is one of the most important variable to attract and retain employees (Shaw et al., 1998; Randy K. Chiu et al., 2002; Choi & Dickson, 2009). Hytter (2007) established that monetary rewards have an indirect impact on retention and Hausknecht et al. (2009) suggested extrinsic rewards such as the salary and other benefits as one of the retention factors. Baron and Hannan (2002) suggested transparency of pay decisions as an important aspect of retention. Ambrosius Judith (2018) linked performance oriented compensation with employee retention. Thus, there is a perception that employees stay in an organization when their monetary rewards are fair and transparent and based on their performance. Hence the hypothesis derived here from the literature is:

H2: Monetary reward practices are positively related to employee retention in hospitality sector.

5. Organisation Initiation

Organisation initiation means initiatives by the organisations that improve its culture, work environment or overall business strategy towards employees to fulfil their goals and hence results in employee retention. Eisenberger et al. (2002) found employees' perception about an organisation had robustly influenced their relationship with the supervisors. Hills (2009) considered succession planning as an indispensable component of talent management which can further aid in retaining talent. Kaplan et al. (2011) suggested that positive diversity climate in an organisation was related to reduce turnover intentions. Many authors (Hanif I. and Yunfei, 2013; Hughes and Rog, 2008) included retirement benefits among other factors of employee retention. Ansari and Bijalwan (2017) believed team effectiveness as considerably important for employee retention. Arasanmi and Krishna (2019) said that perceived organisational support significantly influence organisational commitment and employee retention in organisations. Thus, the current study derives the following hypothesis on the basis of literature:

H3: Organisation initiation is significant for employee retention in hospitality sector.

6. Learning and Career Growth

Positive learning atmosphere (Govaerts et al., 2011) and growth opportunities (Chahal and Poonam, 2017) are significant for employee retention. Miller and Wheeler (1992) found that Employees when provided with sufficient promotional opportunities, they stay longer in the organization. Arnold (2005) established that learning and development opportunities for employees were found to improve employee retention. Walsh and Taylor (2007) said that Employees want growth opportunities through challenging work to stay longer in particular organisation. Govaerts et al. (2011) concluded that Employees, who experience an positive learning climate, tend to work longer. Relationship with co-workers is also an important factor in retention. Pitts et al. (2011) provide support to recommend that satisfaction of an employee with their relationships with colleagues is related to employee retention. Hence, the hypothesis derived here from the literature is

H4: Learning and Growth is positively related to employee retention in hospitality sector.

7. Organisational Leadership

Organizational leadership promote the motivation and performance of the employees so that they intend to stay longer in the organisation. The variables studied in this current research are attitude of supervisors towards employees, quality of work life of employees, work environment and grievance handling procedures. Dockel et al. (2006) considered that supervisor's support make employees feel that they can use their skill and innovation for the benefit of the organisation. Ellett et al. (2007) stated the significance of "supportive, quality supervision" and "leadership" that values employees. Rathi and Lee (2017) explored supervisor support had positive relation to QWL. Enhancing the quality of work life is an important procedure to develop the quality life of employees and is extremely necessary for organizations to attract and retain their employees (Nayeri et al., 2011). Spence Laschinger et al. (2009) supported the significance of positive working environment in retaining employees. Spencer (1986) believed that more an employee gets the opportunity to say discontent over aspects of their work so that dissatisfying work situations change, the better is the likelihood that its people will stay with the organization. Many other authors (Klaas and DeNisi, 1989; Harlos, 2001; Rathnaweera, 2010; Thomas and Joseph, 2015) have found grievance handling procedure as an important strategy followed by organisations to retain employees. Thus, the current study derives the following hypothesis on the basis of literature:

H5: Organisation Leadership is significant for employee retention in hospitality sector.

8. Work Life Balance

Work-life balance has become an important factor for talent retention in organisations. Work life balance initiatives taken by organisations encourage employee commitment; improve their productivity and results in lower turnover (Lockwood, 2003). Maxwell (2005) suggested that work-life balance (WLB) initiatives taken by the managers improve employee retention. Kar and Misra (2013) also found significant relationship between work life balance strategies and employee retention. Christeen George (2015) defined WLB as the balance between work and life means that some employees would sacrifice some degree of success in their professional life so that they can spare more time for other areas of life. Therefore, drawing from the earlier literature, the following hypothesis has been formulated for the current study:

H6: WLB has significant impact on the retention of employees in hospitality sector.

9. Exit Barriers

Exit barriers are related to the obstacles which prevent employees to quit from current organisations. Anderson et al. (2002) stated that Work-to-family conflict would be related with stress, job dissatisfaction and turnover intentions, whereas family-to-work conflict would be related with stress and non-attendance. Many Researchers have found that when employees perceive their organisation as family-supportive, they reveal fewer work-to-family conflict and less turnover intentions (Cook, 2009; Haar & Roche, 2010; Lapierre et al., 2008; Shockley & Allen, 2007). Yang et. al. (2012) emphasized that networking activities enables employees to learn work experiences from each other. It creates a pleasant atmosphere that can be infused at the workplace, which enhances teamwork cohesion and reduces turnover. The influence of socialization on retention of new employees is principally important as employee turnover is often highest in the first year of job (Allen, 2006; Griffeth & Hom, 2001). Allen and Shanock (2013) stated that socialization strategy connect new employees to the organization through improved commitment and decreased turnover. Hence the hypothesis derived here from the literature is:

H7: Exit Barriers are positively related to employee retention in hospitality sector.

10. Research Methodology

The present study aims on identifying the different retention strategies adopted by the Indian hospitality sector. This study utilized a questionnaire survey method to collect the primary data to test the research hypothesis. The snowball sampling is used to collect the primary data from the employees of 32 randomly selected hotels in NCR region of India. Although the questionnaire was circulated to 1000 different hotel employees, only 495 of the questionnaires were suitable for analysis. A 7-point Likert scale was used to let the respondents to express their opinion. The collected data is analyzed with the help of reliability analysis, CFA and CMB of the responses received from the employees working with the different rated hotels located in NCR region of India.

11. Data Analysis and Interpretation

This section discuss the results of statistical analysis applied on the primary data collected from the employees of different star rated hotels in NCR region of India. The CFA method was carried out on responses of employees using AMOS 22.0 version.

12. Reliability and Validity Analysis

The retention strategies adopted by the selected hotels in the study can be represented with the help of seven constructs namely *organisation culture and values, monetary rewards and incentives, learning and career growth, organisation initiation, organisational leadership, work life balance and exit barriers*. These factors are zero order and reflective constructs assumed in the study. The measurement model is developed with all the factors representing the different dimensions of the retention strategies. This section discusses the internal consistency, reliability and construct validity of the measurement scale representing the retention strategies adopted by the hotels. The internal consistency reliability of the factors is examined using Cronbach alpha which is expected to be greater than 0.7. The Cronbach alpha of all the factors representing the retention strategies adopted by the hotels is reported in table. The construct validity of the measurement scale representing the retention strategies adopted by the hotels is examined with the help of Confirmatory Factor Analysis (CFA). The construct validity of the

measurement scale consists of convergent validity and discriminant validity. The convergent validity represents that the items of different constructs of retention strategies adopted by the hotels significantly represents their constructs. On the other hand, the discriminant validity depicts that whether all the included factors of retention strategies adopted by the hotels are different or not. The convergent validity of the measurement scale indicating the retention strategies adopted by the hotels is measured with the help of Construct loadings which should be greater than 0.7 of all the items, Composite reliability (CR) estimates which should be greater than 0.7 and the Average variance extracted (AVE) which should be greater than 0.5 for each construct. The discriminant validity of the measurement scale indicating the retention strategies is tested with the help of Fornell Larcker Criteria where the square root of AVE of each construct is compared with its correlation with remaining construct. The measurement model is shown below in fig where all the included constructs representing the retention strategies adopted by the hotels are connected with each other with curved arrows and with their items with the single sided arrows:

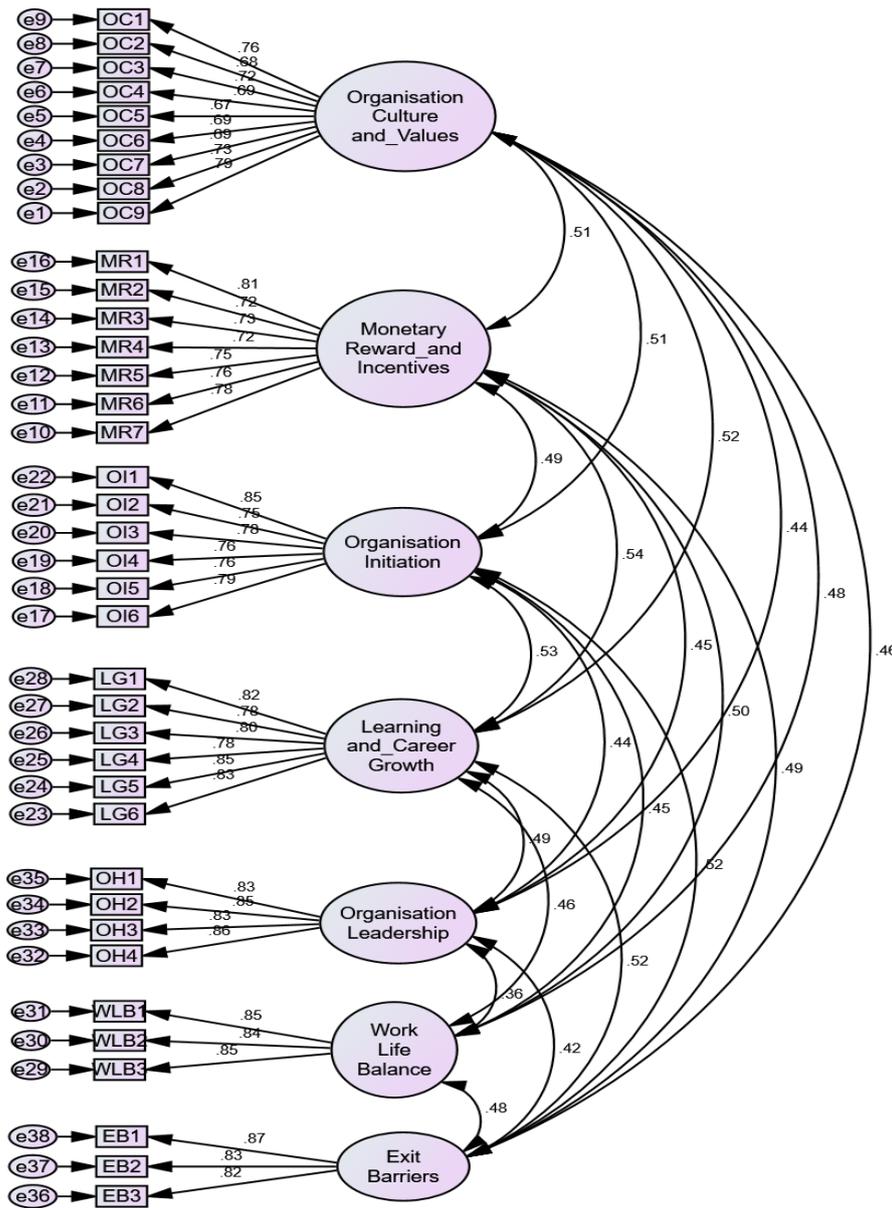


Table: Reliability and Validity Analysis

Item Code	Factor Name	Construct Loadings	Composite Reliability	Average Variance Extracted	Maximum Shared Variance	Cronbach Alpha
EB1	Exit Barriers	0.873	0.880	0.711	0.268	0.880
EB2		0.834				

EB3		0.821				
LG1	Learning and Career Growth	0.823				
LG2		0.783				
LG3		0.801	0.921	0.660	0.291	0.921
LG4		0.784				
LG5		0.849				
LG6		0.831				
MR1	Monetary Rewards and Incentives	0.806	0.902	0.568	0.291	0.901
MR2		0.720				
MR3		0.733				
MR4		0.724				
MR5		0.745				
MR6		0.763				
MR7		0.782				
OC1	Organisation Culture and Values	0.762				
OC2		0.685				
OC3		0.724				
OC4		0.691	0.905	0.514	0.272	0.904
OC5		0.675				
OC6		0.695				
OC7		0.688				
OC8		0.732				
OC9		0.789				
OH1	Organisation al Leadership	0.827				
OH2		0.850	0.907	0.708	0.238	0.906
OH3		0.830				
OH4		0.859				
OI1		0.849				
OI2		0.745				
OI3	Organisation Initiation	0.778	0.904	0.611	0.282	0.903
OI4		0.762				
OI5		0.762				
OI6		0.791				
WLB 1		0.849				
WLB 2	Work Life Balance	0.840	0.885	0.719	0.252	0.883
WLB 3		0.854				

Table shown above reported the results of CFA analysis. Results reported that the construct loading of each item of the factors indicating the retention strategies adopted by the hotels are greater than 0.7). The CR estimate of all the retention strategies constructs are found to be greater than 0.7 (*organisation culture and values*=0.905, *monetary rewards and incentives*= 0.902, *learning and careergrowth* = 0.921, *organisation initiation* = 0.904, *organisation health*=0.907, *work life balance*=0.885 and *exit barriers* 0.880). Also, the AVE estimate of each retention strategies construct is found to be greater than 0.5 (*organisation culture and values*=0.514, *monetary rewards and incentives*= 0.568, *learning and career growth* = 0.660, *organisation initiation* = 0.611, *organisation health*=0.708, *work life balance*=0.719 and *exit barriers*=0.711). Thus, the required conditions of convergent validity of the measurement scale representing the retention strategies are fulfilled.

After convergent validity is ensured, the discriminant validity of the measurement scale of retention strategies is tested using Fornell Lacker Criteria. In Fornell Lacker Criteria, the square root of the AVE for each retention strategy construct in the measurement scale is compared with their correlation with remaining construct. The results of discriminant validity analysis are shown below:

Table: Fornell Larcker Criteria Results

	Learnin g and Career Growth	Organisatio n Culture and Values	Monetar y Rewards and Incentives	Organisatio n Initiation	Organisatio n Leadership	Exit Barriers	Wor k Life Balance
Learning and Career Growth	0.812						
Organisation Culture and Values	0.522	0.717					
Monetary Reward and Incentives	0.539	0.509	0.754				
Organisation Initiation	0.531	0.510	0.491	0.782			
Organisation al Leadership	0.488	0.439	0.454	0.437	0.842		
Exit Barriers	0.516	0.460	0.491	0.518	0.421	3	0.84
Work Life Balance	0.458	0.483	0.502	0.453	0.359	5	0.47 8

The table reported that the square root of AVE of all the retention strategies constructs in Fornell Lacker Criteria is greater than the correlation of the constructs. Thus, it is concluded that discriminant validity of the measurement scale also exists along with convergent validity.

Common Method Bias

The common method bias of the measurement model representing the retention strategies is also estimated using Harman single factor method. The CMB is estimated by applying the exploratory factor analysis assuming one single factor to be extracted. The results of Harman single factor method for CMB is shown below:

Table: Harman Single Factor Model for Common Method Bias

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.038	36.943	36.943	14.038	36.943	36.943
2	2.678	7.048	43.992			
3	2.388	6.284	50.276			
4	2.180	5.737	56.013			
5	1.958	5.153	61.166			
6	1.596	4.200	65.365			
7	1.331	3.503	68.868			
8	.711	1.872	70.740			
9	.671	1.766	72.506			
10	.634	1.669	74.175			
11	.573	1.507	75.682			
12	.553	1.456	77.138			
13	.545	1.433	78.571			
14	.485	1.277	79.848			
15	.478	1.258	81.106			
16	.460	1.209	82.315			
17	.451	1.187	83.502			
18	.442	1.162	84.664			
19	.429	1.129	85.793			
20	.412	1.083	86.876			
21	.397	1.045	87.921			
22	.379	.997	88.918			
23	.355	.933	89.851			
24	.348	.917	90.768			
25	.329	.866	91.634			
26	.311	.818	92.452			
27	.300	.788	93.240			
28	.296	.780	94.020			
29	.283	.744	94.764			
30	.261	.687	95.451			
31	.256	.674	96.124			
32	.246	.647	96.771			
33	.231	.609	97.380			
34	.226	.594	97.974			
35	.202	.532	98.506			
36	.199	.524	99.030			
37	.193	.508	99.539			
38	.175	.461	100.000			

Extraction Method: Principal Component Analysis.

The result reported that the variance explained by one single factor is 36 % which is less than the required value of 50%. Thus, it can be concluded that the measurement model is free from common method bias problem. Thus, all the conclusions made in the study are free from bias.

13. Statistical Fitness

The statistical fitness of the CFA is shown below in the table:

Table: Summary of goodness of fit index

Model fit index	χ^2/df	CFI	GFI	NFI	TLI	RMSEA
Estimated Values	1.470	.974	.909	.923	.972	.031
Cut-off values	<3	>0.9	>0.8	>0.8	>0.9	<0.1

The statistical fit table indicates that χ^2/df is found to be 1.470 which is less than the required value of 3. CFI is 0.974 which is greater than the expected value of 0.9. GFI is 0.909 which is greater than the required value of 0.8. NFI is found to be 0.923 which is greater than the required value of 0.8. TLI is 0.972 which is greater than 0.9. RMSEA is 0.031 which is less than the required value of 0.1. Hence, it can be concluded that the CFA model is having goodness of fit and results concluded from the hypothesis testing can be applied for the population.

14. Conclusion

The research paper identifies and assesses the different retention strategies developed and implemented by the organizations operating in the hospitality sector. Management of hotel should find out the reasons of why employees quit the hotel and identify the factors that help in attracting and retaining them in their hotel. The present study identified seven retention strategies that have significant influence on retaining employees in Indian hospitality organisations. These employee retention strategies are organisation culture and values, monetary rewards and incentives, learning and career growth, organisation initiation, organisational leadership, work life balance and exit barriers. Attracting, hiring and retaining the capable and talented employees is an extremely difficult task and involves a lot of time and efforts in the process. The organisations in the hospitality sector, generally ignores the cost associated with turnover of employees resulting in a huge loss to the hotel. There is high rate of turnover in the Indian hospitality sector. Therefore, management of hotels should work on the formulation and implementation of effective retention strategies by exploring the reasons for employee turnover and retaining the competent employees by implementing suitable retention strategies.

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