

# An Empercial Study on the Impact of Employee Retention Practices in Hospitality Industry in Chennai

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## Abstract

*The impact of globalisation has changed the entire world by bringing the populace closer to one another. Rapid changes are perceived in all the fields of Tourism and Hospitality, Engineering, Information Technology, etc. The hospitality industry has encountered significant changes in recent times, with a great deal of national and international competitors in the market. (Lehto et al., 2022)<sup>10</sup>. The Indian hotel industry has developed recently due to the entry of worldwide brands into the hospitality market. In the global business atmosphere, employee responsibility, efficiency, and consequences in retention measures are essential for management to confront temporarily, begin charge of reliable solicitousness, corporate revamping endeavour, and rigid conflicts. (Ghani et al., 2022)<sup>5</sup>. This study aims to explore the impact of employee retention practices in the hospitality industry in this research study. Hence, the researcher's goal was to analyse the cause of employee retention practices in the hospitality sector in Chennai. For this purpose, the researcher chose 120 respondents through a random sampling technique. The researcher has acquired their views about the overall impact of employee retention practices by using a well-administered questionnaires followed by data was gathered through demographic profile including employee behaviour in hotel industry applied Likert's 5 point scaling method (Chand, 2010)<sup>1</sup>. For this study, the researcher used various statistical analyses, such as analysis of percentage, examination of mean score, standard deviation, and assessment of ANOVA, including analysis of correlation. The research shows that the vast majority of respondents are in the 36-45 years of age group, and are graduates who have worked in two hotels before joining the current hotel. Implication: The results revealed that not all respondents' educational background and work experience had the same effects on employee retention practices.*

**Keywords:** Employee Retention, Hospitality, Commitment, Turnover and Hotel Industry

## Introduction

Hospitality is the connection between visitors and hosts or the demonstration or practice of being hospitable. It is also called the act of liberally giving consideration and kindness to those in need. This implies the inviting reception and treatment of guests or strangers. In particular, this incorporates the welcome, reception, and diversion of visitors, guests, or outsiders in a warm, benevolent, and liberal way (Crawford, 2013)<sup>3</sup>. India's hospitality industry is experiencing long-term growth. The growth of the Indian hotel sector has been fuelled by the expansion of the Indian tourism industry, which is inextricably linked to it. A hotel is a managed structure or foundation that provides guests with a temporary mindset, like a home away from home, in exchange for payment. The individual features and services provided to visitors might vastly differ from one hotel to another, and hotel proprietors especially intend to attract a particular type of consumer by their operating model, marketing tactics, or the range of services they provide to end consumers (Chand, 2010)<sup>2</sup>.

The fundamental economic boom is a key factor in the interest of hotels, especially the expansion of the information technology business and the services they enable. The Indian Hotel sector is expanding quickly as a result of the government of India's efforts to support the industry through financial adjustments to various tax-collecting tactics, the approval of uncharted direct ventures, and other means. Owing to the management of a variety of organisations, the hospitality sector typically generates one of the largest amounts of income for countries. Hospitality normally focuses on spending extra money on pleasures, and relaxation is sometimes necessary, but not always. Business conferences, seminars, and gatherings held in different countries have a significant impact on neighbourly dealings (Crick, 2011)<sup>4</sup>. Domestic and international travellers also contribute to this. Employee retention proposes to the process of an employee sticking with a existing job for a long possession and refusing to give up for advanced employment opportunities (Knox, 2005)<sup>7</sup>.

### The Identified Research Gap

While global research emphasises the importance of career advancement, higher pay, and employee engagement, a more focused study is required in several key areas to effectively manage the hospitality workforce, particularly in a regional context such as Chennai.

- **Need for Customisation:** HR must tailor retention strategies to the region's unique problems, which include the seasonal period of tourism, workforce diversity, and the minimum availability of skilled labour ((Lashley. C., 1998)<sup>9</sup>.
- **Workplace Modules:** There is a need for more research in areas such as applying effective HR practices to generate unique requirements, recognising the influence of present workplace modules (like job creation), and recognising the contributions of individual employees.
- **Conventional vs. Modern Strategies:** Sufficient studies on 21st-century retention strategies, specifically traditional versus new (modern) approaches, are needed.
- **Socioeconomic and Cultural Factors:** Most existing studies focus on the industry as a whole

and typically overlook the socioeconomic and cultural factors crucial to managing the total labour force in this region.

- **Technological Focus:** Important areas such as technological advancements, digital engagement tools, and HR analytics have not yet received enough attention when it comes to retention measures.

This study addresses this gap by conducting an in-depth investigation of retention policies, specifically regarding Chennai's five-star hotels, offering a viable perspective for future studies and procedures.

### Review of Literature

Kaliyamoorthy et al. (2018)<sup>6</sup> found a notable connection between employee retention and motivation, satisfaction towards work, and retention policy. Training, enlargement, and compensation assistance also showed the highest statistical consequence regarding employee retention among all motivational components. The survey also found substantial differences between male and female employees in terms of communication, including employee involvement and training and development.

Ravi and karthigeyan (2019)<sup>11</sup> examined that employers have to consider the major factors contributing to employee retention practices in the hospitality industry and they must spend quality time to improve the employees performance through face to face interaction. In this study, the researcher found that the various factors supporting employee retention are compensation packages, work-life balance, career planning, and flexible working hours. These factors improve the performance of individuals because of self-motivation.

Ravi and Karthigeyan (2021)<sup>12</sup> identified the hospitality industry as a major backbone of the nation. To satisfy customers by providing quality services with the help of experienced professionals in the hospitality sector. Attracting and retaining talented employees is not an easy task for managers, and it is a more challenging process. Effective HR practices support an optimistic relationship among employees. To achieve the best outcome based on effective HR practices in the hospitality industry, which leads to retaining the finest employees. The

researcher concludes that keeping HR practices renewed is necessary to enhance the standards and create a competent workforce.

(Simon O Were & Vincent N Maranga 2022)<sup>16</sup> investigated that constructiveness of hotel amenities, management enactment rely on employee performance. A descriptive research study were followed, meanwhile the study was conducted at Nairobi country. In this study, different sampling techniques were applied, such as the census method, stratified, simple random, and purposive sampling. The sample size of this research is 144 hotel employees, and the study reveals that sufficient ventilation provides a better workstation and moving in and around different locations safely is the huge mean value among maintenance management (03.95). Simultaneously, work atmosphere and head-height beam lights earned the highest value (03.95) among hotel workplace layout factors. However, safety and health were the larger part (40%) of the participants in the middle of the boarding amenities guidelines and principles. This study concludes that the hotel maintenance department occupies an important position by contributing to connecting hotel facilities management and employee performance. ( $\beta = 0.572$ ,  $t = 4.637$ ,  $p < 0.001$ ), whereas hotel work-station arrangement had the slightest contribution ( $\beta = -0.299$ ,  $t = -2.576$ ,  $p = 0.011$ ).

Walbeek and Hajal (2022)<sup>15</sup> discussed that the psychological well-being of employees is crucial to the hospitality business because it influences employee retention. This empirical study investigates the relationship between transformative leadership and employee psychological wellness. The effectiveness of transformational leadership in explaining how prospering at work and human resource amplifying of positive emotions and employee engagement impact the psychological wellness of hospitality professionals was tested using a mediation model. A total of 133 staff members at five-star hotels in the Netherlands provided cross-sectional data. Eudemonic well-being has been divided into four additional attributes, including expanding and benevolent, vitality, self-respect, and regulating personality, according to an analysis of the responses.

## Statement of the Problem

The hotel industry is one of the fastest developing sectors in the 21st century, and concerns about employee engagement, productivity, and retention are evolving into the most fundamental criteria for short-term workforce management. Employee dependability issues, company restructuring initiatives, and intense competition for top people are the driving forces behind this dilemma (Lashley, 2000)<sup>8</sup>. Employee departures may considerably affect how strategies are carried out for some organisations and may result in a corresponding plunge in efficiency over time. This occurs particularly given current economic uncertainty and ensuring company scaling cutting backs, brought on by re-appropriating and additional complex creative directions. The effects of losing important employees are significant. This is because every economy depends on its human resource potential and knowledge competence for economic development. Therefore, an organisation's most valuable resource is its people.

Management has legitimate concerns regarding retaining skilled manpower (Sun et al., 2007)<sup>13</sup>. The best fundamental staff retention strategies are now essential for the viability of associational competition in a globalising economy. The hotel business has encountered issues keeping their staff for a sustained period of time over the years and to understand individual perception (Tang, 2014)<sup>14</sup>. To avoid incurring the cost of hiring and training new staff and benefit from their familiarity with the workplace, hotels should prioritise retaining their present employees and maintaining service quality (Worsfold, 1999)<sup>17</sup>. Thus, employee retention is one of the biggest concerns of the hotel industry in the current situation, and it is necessary to predict future challenges (Yang, H. O., 2008)<sup>18</sup>. Hence, this study was conducted to analyse the impact of employee retention practices in the hospitality industry in Chennai.

## Objectives of the Study

1. To ascertain the demographic information with reference to the chosen respondents in Chennai.
2. To investigate the effects of employee retention practices in the hospitality industry in the research region.

## Hypothesis of the Study

- Each respondent was at the same level of impact on employee retention practices in relation to their age.
- Each respondent was at the same level of impact on employee retention practices regarding their Educational Qualification.
- Each respondent was at the same level of impact on employee retention practices, considering their Monthly Income.
- Each respondent is at the same level of impact on employee retention practices concerning their experience.
- Each respondent was at the same level of impact on employee retention practices based on the number of hotels served before.
- Each respondent was at the same level of impact on employee retention practices concerning their Work Shift.

## Research Methodology

The researcher aimed to collect primary data related to the impact of employee retention practices in the hospitality industry in the Chennai district of Tamil Nadu. This study was developed based on a descriptive research method. For the study purpose, a random sampling procedure was used to select 120 people as the sample size to organise the research.

The research utilised a well-constructed questionnaire to gather primary data, employing a 5-point Likert scale to assess employee retention practices in the hospitality industry, alongside a demographic profile section. The instrument's internal consistency was confirmed with a Cronbach's alpha of 0.915, ensuring high reliability, and its validity was established through a correlation test.

The primary data were coded into tables using analysis of percentage, examination of mean score, and assessment of ANOVA, including analysis of correlation.

## Limitations

In this study, the variables were measured subjectively, which could have influenced the presence of common bias methods. Collecting unbiased data from organisations is extremely difficult for practitioners and academics. Therefore,

future efforts could go beyond these restrictions by using a superior research design and a qualitative strategy to identify the causal link. Next, a direct link between the three dimensions and staff retention was discovered. The following research will look into these relationships are possible mechanisms.

## Results and Conclusion

This section consists of an analysis which is divided into two divisions: demographic profile and impact of employee retention practices. In the first portion, the researcher concentrated on the respondents' age, educational level, monthly income, experience, number of hotels they had previously worked at, and shift of employment. In addition, the researcher explored the effects of retention practices in the hospitality business, which is presented in the second portion.

### Section 1: Demographic Profile

The respondent's demographic profile is displayed in the following table.

**Table 1 Age and Employee Retention Practices**

Age	No. of Respondents	%	Mean Score
Below 25	24	20.0	3.81
25 – 35	20	16.7	3.67
36 – 45	42	35.0	3.79
Above 45	34	28.3	3.47
<b>Total</b>	<b>120</b>	<b>100.0</b>	

The table above demonstrates, it is explored as 20.0 percent majority of the respondents are under 25 years of age, 16.7 percent of the respondents are under 25-35 years of predetermined age, 35.0 percent majority of the respondents are fit in to the age set of 36-45 years and 28.3 percent majority of the respondents are belong to age of above 45 years.

**Table 2 Educational Qualification and Employee Retention Practices**

Educational Qualification	No. of Respondents	%	Mean Score
School	19	15.8	3.68

Diploma	26	21.7	3.77
Graduate	47	39.2	3.57
Professional	18	15.0	4.03
Others	10	8.3	3.38
<b>Total</b>	<b>120</b>	<b>100.0</b>	

The tabulation specifies that 15.8 percent majority of the respondents have an education level of school, 21.7 percent have a diploma, 39.2 percent of the respondents are graduates, 15.0 percent have a professional degree, and 8.3 percent majority of the respondents have other academic credentials.

**Table 3 Monthly Income and Employee Retention Practices**

Monthly Income	No. of Respondents	%	Mean Score
Upto Rs. 20,000	27	22.5	3.81
Rs.20,000 to 30,000	25	20.8	3.23
Rs.30,000 to 40,000	39	32.5	3.82
Above Rs.40,000	29	24.2	3.78
<b>Total</b>	<b>120</b>	<b>100.0</b>	

From the preceding table, it is showed that 22.5 percent majority of the respondents earn up to Rs.20,000 in a month, 20.8 percent respondents are receive Rs.20,000 to 30,000 on every month, 32.5 percent respondents earn from Rs.30,000 to 40,000 and 24.2 percent majority of the respondents make above Rs.40,000 monthly.

**Table 4 Experience and Employee Retention Practices**

Experience	No. of Respondents	%	Mean Score
Below 5 years	25	20.8	3.80
5-10 years	41	34.2	3.49
Above 10 years	54	45.0	3.75
<b>Total</b>	<b>120</b>	<b>100.0</b>	

From the above table, it is assumed that 20.8 percent of the respondents have below 5 years of experience, 34.2 percent of the respondents have 5-10 year of service, and 45.0 percent of the respondents have more than 10 years of exposure.

**Table 5 Number of Hotels Served Before and Employee Retention Practices**

Number of Hotels Served	No. of Respondents	%	Mean Score
Nil	20	16.7	3.77
One	30	25.0	3.75
Two	49	40.8	3.60
Above Two	21	17.5	3.70
<b>Total</b>	<b>120</b>	<b>100.0</b>	

From the above table, it is measured that 16.7 percent of the respondents are not served in any hotels before joining the current hotel, 25.0 percent of the respondents worked in one hotel before joining, 40.8 percent of the respondents served in two hotels, and 17.5 percent of the respondents worked for more than two hotels before joining the current hotel.

**Table 6 Work Shift and Employee Retention Practices**

Work shift	No. of Respondents	%	Mean Score
Day Shift	58	48.3	3.62
Night Shift	40	33.4	3.72
General Shift	22	18.3	3.71
<b>Total</b>	<b>120</b>		

From the table above, it disclose that 48.3 percent of the respondents were working in a day shift, 33.4 percent of the respondents are works at night shift and 18.3 percent of the respondents are working in general shift timing.

## Section 2: Impact of Employee Retention Practices

In this segment, the researcher provides thorough information regarding the cause of employee retention practices in the research field. To recognise the effect of employee retention practices, eight

statements on a 5 point Likert scale were developed. The following table provides the mean and SD for the statements.

**Table 7 Employee Retention Practices**

Employee Retention Practices	Mean	SD
Duties are equally divided between employees	3.76	1.19
Hotel and individual development needs are aligned	3.85	1.21
I have sufficient time to take care of myself and family	3.58	1.25
I am satisfied with the leadership style of the hotel	3.60	1.18
New hires are consistently motivated by	3.36	1.41
Career planning and succession planning are important to my hotel.	3.97	1.28
They provide employees with career advice with reluctance	3.83	1.20
A definite career ladder is available to employees at every level of the hotel.	3.53	1.19

It is observed from the above table that among the eight categories of impact of employee retention practices, my hotel takes career planning and succession planning very seriously, with an average rating of 3.97. The mean scores of hotel and individual development needs are aligned and a definite career ladder is available to employees at every level of the hotel.

#### Relationship between Age and Impact of Employee Retention Practices

H<sub>0</sub>: with regard to their age, all respondents are seeing an equivalent level of influence from employee retention practices.

**Table 8 Age and Impact of Employee Retention Practices**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.432	3	0.811	2.454	0.067NS

Within Groups	38.317	116	0.330		
<b>Total</b>	<b>40.749</b>	<b>119</b>			

Note: NS – Not Significant

Because the 'P' value is better than 0.05, it is demonstrated that the null hypothesis is accepted. That's why, it is determined that regardless of their age, all responders have an equivalent level of impact on employee retention practices.

#### Relationship between Educational Qualification and Impact on Employee Retention Practices

H<sub>0</sub>: Each respondent is at the same level of impact on employee retention practices with regard to their Educational Qualification.

**Table 9 Educational Qualification and Impact on Employee Retention Practices**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.863	4	0.966	3.011	0.021**
Within Groups	36.886	115	0.321		
<b>Total</b>	<b>40.749</b>	<b>119</b>			

Note: \*\* – Significant at 5% level

Since the 'P' value is less than 0.05, the null hypothesis is rejected. The results revealed that not all respondents' educational backgrounds have an equal impact on employee retention practices.

#### Relationship between Monthly Income and Impact of Employee Retention Practices

H<sub>0</sub>: Each respondent's is at the same level of impact on employee retention practices considering their Monthly Income.

**Table 10 Monthly Income and Impact of Employee Retention Practices**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6.558	3	2.186	7.416	0.000*
Within Groups	34.191	116	0.295		
<b>Total</b>	<b>40.749</b>	<b>119</b>			

Note: \* – Significant at 1% level



The 'P' value is seen as evidence that the null hypothesis is rejected because it is less than 0.05. Consequently, it is discovered that not all respondents have an impact on employee retention practices with respect to their monthly income.

### Relationship between Experience and Impact of Employee Retention Practices

H<sub>0</sub>: Each respondent is at the same level of impact on employee retention practices with respect to their experience.

**Table 11 Experience and Impact of Employee Retention Practices**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.455	2	1.227	3.750	0.026**
Within Groups	38.294	117	0.327		
<b>Total</b>	<b>40.749</b>	<b>119</b>			

Note: \*\* – Significant at 5% level

The 'P' value was confirmed to be below 0.05, indicating that the null hypothesis was rejected. Therefore, it was determined that not all respondents had an equivalent impact on employee retention practices regarding their experience.

### Relationship between Number of Hotels Served Before and Impact of Employee Retention Practices

H<sub>0</sub>: Each respondent is at the same level of impact on employee retention practices with based on their Number of Hotels Served Before.

**Table 12 Number of Hotels Served Before and Impact of Employee Retention Practices**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.629	3	0.210	0.606	0.612NS
Within Groups	40.120	116	0.346		
<b>Total</b>	<b>40.749</b>	<b>119</b>			

Note: NS– Not Significant

The 'P' value greater than 0.05 indicates that the

null hypothesis is accepted. It was discovered that all respondents revealed that staff retention practices had an equivalent influence regardless of the number of hotels they had previously served.

### Relationship between Work Shift and Impact of Employee Retention Practices

H<sub>0</sub>: Each respondent is at the same level of impact on employee retention practices concerning their Work Shift.

**Table 13 Work Shift and Impact of Employee Retention Practices**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.212	2	0.106	0.306	0.737NS
Within Groups	40.537	117	0.346		
<b>Total</b>	<b>40.749</b>	<b>119</b>			

Note: NS – Not Significant

It is evident that if the 'P' value is greater than 0.05, the null hypothesis is accepted. In light of this, it is determined that all respondents have employee retention practices with respect to their work shifts.

### Degree of Relationship between Selected Independent Variables and Impact of Employee Retention Practices (Correlation analysis)

Correlation analysis was used to investigate the link between the chosen independent factors and the dependent variable impact of employee retention practices. The outcome of the table below discusses the independent and dependent variables and their correlation.

**Table 14 Degree of Relationship between Selected Independent Variables and Impact of Employee Retention Practices (Correlation Analysis)**

Independent variables	'r' value	'p' value
Age	-0.170	0.063NS
Educational Qualification	0.215	0.018**

Monthly Income	0.398	0.000*
Experience	0.199	0.029**
No. of Hotel Served Before	-0.279	0.000*

Note : \*-Significant at 1% level; \*\* - Significant at 5% level; NS-Not Significant.

Among the five independently chosen factors, it was determined that educational qualification, monthly income, and experience were positively correlated with the results of employee retention strategies. In addition, the variable number of hotel services is negatively associated. In contrast, the influence of staff retention strategies in the research area was unrelated to age. The findings show that every time the educational qualification and monthly income, including experience, improves, the force of employee retention practices grows favourably. Moreover, whenever there is a sum of hotels served before that increases their impact of employee retention practices decreases.

### Findings

- The study reveals that the majority of respondents (35.0 %) are in the 36-45 years age group. The most significant finding is that the maximum level of employee retention practices was perceived based on respondents below 25 years of age.
- The analysis shows that the majority of respondents (39.2 %) are graduates. The highest possible level of retention practices is achieved by having a qualified professional degree by the respondent.
- Analysis shows that (32%) of the respondents earn between 30,000 to 40,000 per month on average. The respondents are said to make between 30,000 and 40,000 per month, which suggests that the staff retention practices are used to their full potential.
- The data confirm that the vast majority (45.0%) of the respondents have more than 10 years of experience. Based on the analysis, the highest number of employee retention practices was understood by respondents with experience of below 5 years.
- It is clearly examined through analysis and found that the majority (40.8%) of the respondents worked in two hotels before joining the current

hotel. The greatest level of employee retention practices was identified by respondents who had not served many hotels before joining the current hotel.

- The data show that the majority (48.3 %) of the respondents worked day shifts. It was determined that the maximum degree of employee retention practices was recognised by respondents working the night shift.
- It is confirmed that employees have high-level practices in hotels and take career and succession planning very seriously among the eight categories of the impact of employee retention practices.
- It was explored that the respondents had the same chance of the impact of employee retention practices which is connected to their age.
- The level of intensity of each respondent's educational background on employee retention practices varies.
- It was determined that not all respondents monthly income is affected equally by employee retention practices.
- The results show that not all respondents experienced an equivalent amount of influence from staff retention strategies.
- According to the number of hotels served, it may be assumed that all respondents' employee retention practices have equivalent power.
- It should be emphasised that each respondent exposed to working on a shift basis has the same effect on employee retention practices.
- It is concluded that a correlation study has shown that whenever the educational qualification, monthly earnings, and experience enhance the impact of employee retention practices significantly, they get better. In addition, every time the number of hotels served before elevating their impact on employee retention practices diminishes.

### Suggestions

The motive of this evaluation process was organised to point out the facts and suggest important strategies that can minimise the level of staff turnover proportion in the hospitality sector. The analysis initiates a path through which concerns regarding employee retention can be effectively addressed.



This study assists more followers, and academicians must be aware of strategies to retain the best talent for organizational effectiveness. Based on the various review findings, many factors manipulate retention practices; however, managers in the hospitality industry must focus more on staffing and choosing employees. Here, some suggestions are pointed out for the services in the effort as follows.

- Hotel managers should allot workloads equally and encourage good teamwork among employees. A good relationship between managers and employees increases productivity.
- It is suggested that the hotel industry should implement retention strategies and policies among employees that will enhance employee retention.
- The hotel management should ensure that employees receive adequate remuneration and benefits regularly, as employee performance and retention will increase.
- Hotel management must identify The low performance of employees and provide sufficient training and development programs.
- It is suggested that hotel management should structure their leadership policies to motivate their employees, thus increasing employee retention.

## Conclusion

It was discovered that constructing and implementing various retention techniques assists the hospitality industry, making employees comfortable and, as a result, developing their commitment to staying at their place of employment. This study focused on the effects of employee retention strategies in Chennai's hospitality sector. This study revealed that hotel employees set their career and succession planning in the hospitality industry. Furthermore, they expected their supervisors to provide career guidance without hesitation. This study confirmed that hotel management should consider the educational qualifications, monthly income, and experience of employees to increase employee retention. It is concluded that training and development programs for hotel employees should be undertaken to modernise their knowledge, skills, and performance which leads to employee retention. Meanwhile, management should focus on

maintaining an optimistic working environment to improve employee morale and well-being. Employees are responsible for satisfying the expectations of the guest and creating a peaceful ambiance to enjoy their stay in the hotel. Therefore, it is imperative that management ensure that all employees share the sentiment so they can communicate it to the guest. In the contemporary global economy, the ability to deal with employee values and ensure job contentment is particularly decisive.

The strength and completeness of this study may have been impacted by three outcomes. First, the time restrictions applied to gather participant data were beyond the control of the researchers. Second, only employees from five-star hotels in the Chennai region were allowed to participate in the study. Finally, this study may have been restricted by participants' biased responses.

This study highlights the major outcomes of employee retention in the Hospitality Industry. This sector needs to focus on specific regional strategies and can implement both conventional and modern policies to form an enduring, skilled labour force. Furthermore, future research should be conducted to cover the identified research gaps. Specifically, a primary data source should be used to directly observe the insights of employees and managers within the 5-Star hotel industry in Chennai.

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