

Evaluation of Employee Attrition and Identifying Effective Retention Strategies at Double Tree by Hilton, Goa-Panaji

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DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, "Evaluation of Employee Attrition and Identifying Effective Retention Strategies at Double Tree By Hilton" is based on the results of investigations carried out by me in the Discipline of Management Studies at the Goa Business School, Goa University under the Mentorship of Dr. Priyanka Naik and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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COMPLETION CERTIFICATE

This is to certify that the internship report "**Evaluation of Employee Attrition and Identifying Effective Retention Strategies at Double Tree by Hilton**" is a bonafide work carried out by **Ms. Eden Shanaiya Marques** under my mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration (MBA)** in the Discipline of Management Studies at the Goa Business School, Goa University.



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INTERNSHIP CERTIFICATE

This is to certify that **Ms. Eden Shanaiya Marques** Student of the Goa Business School, Goa University undergoing Master of Business Administration (MBA) has successfully completed Internship between **1st March 2023 to 26th April 2023** at Double Tree by Hilton, Goa-Panaji. During her internship, she actively participated in activities and learned the skills required for various activities such as providing administrative support to the HR department, recruiting interns, joining of employees, processing intern attendance and stipends, calculating compensation, employee and intern database management, developing and implementing an effective internal communication tool for the hotel, Organize and coordinate weekly employee engagement activities and actively participate in the New Hire Orientation/Training Programme.

Her work performance was found to be excellent. We wish her all the best in her future endeavours towards professional goals.


Sherona Fernandes
Director-Human Resources
Double Tree by Hilton, Goa Panaji.



Place: Panaji-Goa

Date: 26th April 2023

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The Hilton Worldwide Portfolio of Brands



1. About Hilton Worldwide Holdings Inc.

Hilton Worldwide is an American multinational hospitality company which provides the best lodgings, services, facilities, and value for both business and leisure travellers. They have geographically grown, generated distinctive hotel and travel themes, and developed cutting-edge technology to improve the guest experience since Conrad Hilton acquired his first hotel in Cisco, Texas, in 1919. Hilton Worldwide, which offers everything from luxurious full-service hotels and resorts to extended-stay suites and budget hotels, is the industry leader in the hospitality industry today. Hilton Hotels & Resorts primarily targets those who desire a luxury lifestyle, and as a result, the company charges premium prices for products and services that are believed to be of high quality. The corporate headquarters of the hospitality firm Hilton Worldwide Holdings Inc. are in Tyson's Corner, Virginia, in the United States.

The Company manages hotels and resorts, franchises them, owns and leases them, and licences its intellectual property (IP), which includes brand names, trademarks, and service marks. In 123 countries and territories, it operates, franchises, owns, or leases over 7,165 facilities with 1,127,430 rooms. Franchise and ownership, as well as management, make up its two operating sectors. All of the hotels it manages on behalf of other owners are included in the management and franchise segment, as well as all franchised hotels where it has licenced its intellectual property, including its brand names, trademarks, and service marks, and where it also offers other contracted services to other owners.

Its brand portfolio consists of the Waldorf Astoria Hotels & Resorts, LXR Hotels & Resorts, Conrad Hotels & Resorts, Canopy by Hilton, Motto by Hilton, Tempo by Hilton, Signia by Hilton, Hilton Hotels & Resorts, Curio Collection by Hilton, Double Tree by Hilton, Tapestry Collection by Hilton, Hilton Garden Inn, Hampton by Hilton, Tru by Hilton, Spark by Hilton, Embassy Suites by Hilton, Homewood Suites by Hilton, Home Suites by Hilton 2, and Hilton Grand Vacations. (Hilton Worldwide - Wikipedia, n.d.)

According to Hilton Worldwide's latest financial reports for 2022, the company's current revenue Trailing Twelve Months (TTM) is 8.77 billion Dollars. Hilton Worldwide is listed on the New York Stock Exchange (NYSE) and its Hilton Worldwide Holdings Inc. (HLT) share price as of March 20, 2023, is \$1361.54. As of 31st March 2022, Hilton Possesses total assets worth 15.51 billion Dollars. (Annual Report & Statements - Hilton Worldwide Holdings Inc, n.d.).

1.1 About Doubletree by Hilton, Goa-Panaji

With a growing collection of contemporary, upscale hotels and resorts in gateway cities and vacation destinations worldwide, Doubletree hotels are distinctively designed to provide genuine comfort to today's business and leisure travellers.

With millions of delighted guests who are welcomed with the legendary, warm chocolate chip cookies at check-in, each Doubletree guest receives a truly satisfying stay wherever their travels take them.

The Double Tree by Hilton, Goa-Panaji is located on the Kadamba Plateau, with views of the Mandovi River. The hotel is a short drive from Panaji, the state capital, and offers a serene retreat for discerning travellers. The UNESCO World Heritage Site of Goa Velha is only minutes distant, while the famous Miramar beach is about 15 minutes away. The five-star hotel has 160 guest rooms, including nine suites and a spacious Presidential Suite with two bedrooms and a separate terrace. (DoubleTree by Hilton Goa - Official Website, n.d.). It is a Hilton franchise owned and operated by the Goldfinch Resorts Private Limited Group. With its beautiful, contemporary, and distinctly themed style of hotels that stand out for their understated elegance and smart décor, Goldfinch is now considered one of India's top boutique and business hotel brands. Mr K. Prakash Shetty, the founder Chairman of MRG Group, and Mr Gaurav Shetty, the Managing Director, own Goldfinch. He is a dedicated and enthusiastic hotel magnate with over two and a half decades of expertise in hospitality and real estate. Mr Shetty is also dedicated to societal needs and has a strong leaning toward helping the poor and underprivileged. (Doubletree By Hilton - Bengaluru, n.d.). Hilton's products are the Hotels and Resorts and some services they offer at Double Tree by Hilton are spa, Business centre, Executive Lounge, Fitness Centre, Outdoor pool and on-site restaurants such as Feliz, Comida and Rio Salao.

Evaluation of Employee Attrition and Identifying Effective Retention

Strategies at Double Tree by Hilton Goa-Panaji.

Keywords: Employee Attrition, Hospitality Industry, Employee Retention strategies, Hotel, Goa.

2. Introduction to the Project Topic

In service industries, employee attrition is a common phenomenon, and it is remarkably high in the hospitality industry because of the 24/7 nature of jobs. The negative impact of employee attrition involves increased costs in terms of multiple stages of HR tasks, such as recruitment and selection, training, and development. The hotel industry is even more negatively affected by attrition since employees are the catalyst to create and render services.

Human Resources Management has a vital role to play in managing the organisation's resources and how employees are treated in the organisation (Hassan, Hassan, Khan and Naseem, 2011). Employees are an important asset to every company, business, and organisation. The success of every company or business is entirely dependent on the effectiveness of its workforce (Samuel and Chipunza, 2009). A business may invest a lot of resources into its core operations and activities, but without a highly effective human resource, success, in the long run, cannot be achieved. (Ton and Huckman, 2008).

There are several ways through which a company or business may improve the effectiveness of their employees. This can be through periodic training programs, constant motivation in the workplace, employee empowerment, promotion, bonus programs, etc.

(Jagun, 2015) These strategies and activities often require a company to spend a significantly large amount of resources, to ensure that its employees are content with their jobs and work optimally to achieve the set organisational goals and objectives (Glebbeek and Bax, 2004). However, even with the above-mentioned efforts, companies and businesses still face the constant threat of high employee attrition rates and thus low employee retention rates. These two factors greatly inhibit the success of companies and businesses as they rob them of their most prized assets, the employees (Ongori, 2007).

“Attrition is said to be a gradual reduction in the number of employees through retirement, resignation, or death. It is also said as Employee Turnover or Employee Defection.” (Latha, 2013) This forces the company to replace them with new employees at an additional cost (Tracey and Hinkin, 2008). The attrition formula for calculating employee attrition rate is *Dividing the number of full-time employees who have left (called “separations”) by the average number of employees, and then multiplying that figure by 100.*

This is a great loss for the company, given the fact that it has spent a lot of resources to perfect the skills of these employees, only to have them leave the company and render their services to competitors. A company with a high rate of employee attrition faces greater risks of failed performance in the long run (Tracey and Hinkin, 2008).

Conversely, employee retention is a vital issue and challenge to all organisations currently, it remains a crucial issue for organisations because of the costs associated with recruiting, selecting, and training new employees (Allen, Bryant and Vardaman, 2010).

It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees.

Employee retention is the “effort by an employer to keep desirable workers in order to meet the business objectives” by keeping the right people on the right jobs (Frank, Finnegan and Taylor 2004: Hassan et al., 2011). A successful company often has a high employee retention rate. (Kavitha Haldoraia, 2019)

3. Need for the Study

This research is of great importance as it will identify the various reasons why there is high employee attrition at Double Tree by Hilton Goa-Panaji in the year 2022. This research would be of interest to Management, the Human Resource Department of the hotel and in particular the Human Resource Managers in the hospitality industry.

The Human Resource Department will be able to identify the areas in which they should focus in order to prevent high employee attrition, thereby reducing costs spent on employee replacement and training. Employees will benefit as well, as organisations will place a greater emphasis on building a retention strategy to encourage employees to stay with the company through various incentives such as motivation, empowerment, bonus programmes, training, and development, and so on. As a result, this research will give important recommendations on the various methods that Double Tree can adopt to increase employee retention rates. The findings will be added to the existing literature in the area of employee attrition and retention at Double Tree by Hilton Goa-Panaji.

4. Literature Review

This research will explore literature in the area of employee ‘*Attrition*’ and ‘*Retention*.’ It will review academic literature relating to the research question, and factors that contribute to high attrition in the hospitality industry and outline different methods of retention available to employers. The first section reviews the literature in the area of employee attrition and factors that contribute to the high attrition rate in the industry. The second section reviews past literature in the area of retention and outlines factors that can be employed by the organisation to retain employees.

The hospitality industry is an industry that comprises of businesses that attend to guests away from home (Chon and Maier, 2009, p. 5). It includes a wide range of businesses, including hotels, bars, inns, lodgings and clubs, among others, each of which is dedicated to serving people. Employee attrition has been a crucial problem in the hospitality industry, some of the reasons cited for high attrition include low compensation, inadequate benefits, poor working conditions, poor work-life balance and employee stress (Pouslton 2009, O’Neill and Davis 2011 and Hinkin and Tracey 2000).

The hospitality industry is characterised by high mobility and abnormal working hours as well as frequent interactions with guests, which require top-notch customer relations and emotional labour by the employees. These industry characteristics have been cited as part of the reason the industry posts a relatively high rate of attrition compared to other industries (Mohanty and Mohanty, 2014; Shani, Uriely, Reichel, and Ginsburg, 2014). The high employee attrition, low retention, and acute shortage of competent employees in the hospitality sector have significantly impacted the industry (Silva 2006).

The discussion on the types of employee attrition in this article is premised on Griffeth and Hom's (2001) framework of employee attrition which classifies attrition into two categories. Involuntary attrition occurs when an organization terminates the services of an employee and the employee resigns from his or her position unwillingly. The reason for the dismissal could be poor performance on the part of the employee, layoffs, or early retirement due to restructuring or downsizing by the employer. Voluntary attrition on the other hand takes place when an employee chooses to leave the company by his or her own will (e.g., to take a better career opportunity in another organization). All terminations that are not formally instituted by the employer are voluntary attrition (Lorquercio et al, 2006).

This type of attrition is regarded as a managerial challenge that requires consideration. It is believed employees leave when they are disgruntled in their present work and better employment opportunities are attainable. It is also observed that employees who leave are the most talented since it is easier for them to obtain alternative jobs. According to Guru Vignesh S, Sarojini V, Vetrivel S (2018): Among all the workplace challenges, despite changing external conditions, employee attrition is one of the key issues in the current scenario. Attrition, through resignation, death and retirement, is said to be a stepwise drop in the number of workers. If the company is left by a well-trained and well-adjusted worker for any cause, there is a void in an organization that creates a clear position. This makes it very difficult for an employee's member of human resources to fill the gap. This helps to find explanations for employee retention and to figure out why managers are faced with retaining employees.

Wright (1993) This review too, has focused on voluntary attrition. Voluntary attrition is further differentiated into functional and dysfunctional attritions. Functional attrition happens when the employee's departure becomes advantageous to the employer, whereas in dysfunctional attrition the employer has an interest in retaining the leaving employee.

This type of attrition usually affects employers the organization would like to retain because they are hard to replace. According to Asimah (2018), the best performers move on, while the worst remain behind and continue carrying on with other forms of withdrawal behaviour. Olckers and du Plessis (2012) note that globally, talented workers can select from a wide pool of jobs in the current world of work.

For an organization to develop effective retention approaches, it is essential to first identify the reasons for high labour attrition. Curran (2012) posits that there is no universally accepted configuration for the causes of employee attrition despite the abundance of literature on the subject. Based on a study by Ezeuduji and Mbane (2017) conducted in Cape Town, South Africa, researchers associate the cause for high employees attrition in the hospitality sector with the following: employees viewing compensation as being low when measured against their work, minimal growth opportunities, inadequate work engagement, poor labour relations and long working hours. The findings of this study concurred with the results from Mohsin et al., (2013) research which attributes the intention to leave on the part of hotel employees to long working hours, coupled with work pressures and stress. Kuria and Ondigi (2012) investigated factors affecting attrition in the context of three and five-star hotels in Kenya and discovered the following: management style, working environment, compensation and benefits could influence attrition intentions.

Fallon and Rutherford (2010) report that hospitality workers in one organization classified the most probable causes for high employee attrition as the behaviour of managers towards subordinates, long working hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere and physical demands of the job.

Some researchers (Hanaysha, 2016; Woods, 1989) contend that the hospitality sector has a unique and specific organizational culture. Kumar and Kumar (2014) assert that organizational commitment is an attitudinal matter where an employee establishes a psychological bond with the organization. They further opine that workers who are committed to the organization will show loyalty and be effective in their jobs. It is believed that employees lacking organizational commitment will easily leave their jobs Khalid and Ishaq (2015). This implies that employee attrition is related to a low level of employee organizational commitment.

As a customer-driven business, this industry relies heavily on people to attain its competitive advantage. It, therefore, is critical for workers in this industry to remain happy and motivated as they interact with guests in the industry. Since the hospitality industry is highly labour-intensive, it needs to use its human resources effectively. This section is dedicated to strategies hospitality management can implement to reduce and prevent high employee attrition. Ping et al., (2012) note that knowledge of which retention strategies are essential is very important for the success of an employee retention plan. It is believed that if human resource managers cannot identify the right reasons for employee attrition it will be difficult to develop effective retention strategies. Research indicates that the starting point for enhancing worker retention is to hire the right candidates for the job.

Employers should watch out for candidates with a history of job-hopping and for those reluctant to provide references. Fernandez and Worasuwan (2017) contend that hiring knowledgeable candidates for a position is important for the organization. Generally, recruitment and selection processes are critical in the hospitality business as the overall success in this industry depends on human resources. Fitz-enz (1990) however observes that employee retention does not result from a single factor but there are various factors that influence employee retention in any workplace.

Employers must pay attention to factors like organizational culture and commitment, compensation and rewards, career development engagement and embeddedness, job satisfaction and work environment. Organizational culture has a powerful influence on worker morale and retention.

Brenya and Tetteh (2016). They further note that it is not only about being a good organization but about having a worker devoted to the achievement of the vision, mission and strategy of the organization and having the determination to achieve this. Davis (2018) indicated that the competitive compensation strategy was one of the most effective strategies for retaining employees. Lardner (2015) confirms that reward programs enhance employee engagement and lead to considerable growth in career and personal development. It is believed employers could apply effective compensation strategies which will engage workers and improve their performance leading them to be more loyal and interested in the success of the organization. Messmer (2000) discovered that investment in employee training and career development is one of the critical factors in employee retention.

Organizations must ensure that workers are well-developed with the latest technologies. It is believed when the level of employee engagement is increased, workers may become more satisfied and committed, which will lead them to stick with their employer. Furthermore, Raub and Robert (2013) posit that when individuals feel empowered, they are inclined to stay. Hospitality managers should consider creating and increasing employee engagement and job embeddedness to reduce attrition costs in their establishments and to increase employee retention. According to Light (2004), worker contentment is reported to be directly related to retention. Workers experience satisfaction when allowed to take decisions regarding how they do their jobs. Employers should show employees that they are important by establishing an open and flexible workplace which adds to work-life balance. In recent times workers want time to enjoy life beyond work and in this regard if organizations can allow them flexible work arrangements that would be seen in a positive light. Incentive benefits which assist employee health and wellness will also be appreciated and employees will be happy to stay. (Dwesini, 2019)

5. Research Gaps

It is difficult to identify all the feasible and promising reasons for attrition in the hospitality industry. I attempted to bridge the gap by developing a conceptual framework and determining the degree to which certain factors influence attrition. Previous studies on the overall causes of attrition and retention in similar hotels or industries were undertaken. This study is the first of its type in researching attrition at the Double Tree by Hilton Hotel Goa-Panaji from the perspective of management.

This study will also look at if any single department has the highest amount of attrition and which designations/grades are experiencing the highest attrition at Hilton. This will therefore allow management to change the retention strategies departmentally or grade/designation-wise rather than considering the retention strategies for the entire hotel, which was an unsolved question in past similar studies.

6. Research Questions

This research aims to address these questions:

1. What are the main causes of Employee Attrition at Double Tree by Hilton in the year 2022?
2. What are some of the Effective Retention Strategies that can be implemented at Double Tree by Hilton?

7. Project Objectives

This study will focus on two main research objectives. These will satisfactorily provide vital and conclusive information to paint a clear picture of the employee attrition and retention strategies that can be implemented at Double Tree by Hilton Goa-Panaji.

Research Objective 1

To unveil the various factors which caused high employee attrition for the year 2022.

Research Objective 2

To identify some of the effective retention strategies that can be implemented by the management to significantly reduce their employee attrition rates.

8. Project Methodology

This study utilized both primary and secondary data for information collection.

Primary Data: Data regarding the causes of attrition at Double Tree by Hilton and its remedies were collected directly by interacting with the full-time employees of different departments of the hotel through a structured questionnaire to find the opinions of employees about the causes of attrition in the hotel.

Secondary Data: The secondary data was collected from the left employees' files (exit interview forms of the year 2022), company records (employee database), and textbooks, journals, periodicals, and websites that were searched and used for references.

Research Tools

The questionnaire used in this study was direct and structured. The types of questions asked in this questionnaire were closed-ended and open-ended, and multiple-choice and Likert Scale questions. Two sets of questionnaires were designed, the first set for the Managerial level and above and the second set for the employees/team members. Each set having a total of 12-17 questions designed on attrition and retention.

Sample Size

The scope of the study is limited to only full-time employees of Double Tree by Hilton Goa-Panaji. The total number of respondents are 100. Double Tree by Hilton has a total of 170 employees including 35 contract staff.

Employees are one of the most critical stakeholders of an organization. Thus, understanding the behaviour of the employees is critical for organizational success. The contextual implications that most researchers have ignored earlier, I have tried to incorporate in this research. In the first step, broadly qualitative research has been carried out.

Heads of Departments, Managers and Assistant Managers have been asked to answer a questionnaire circulated to them via google forms to understand their opinion on attrition in their respective departments and some types of retention strategies they feel the management can implement in future. The type of sampling used is mostly random. When a structured questionnaire was circulated through Google forms to the Executive level and Entry level employees on WhatsApp the primary purpose was to understand various factors that influence employees' behaviours which might lead to attrition and wanted to understand whether demographic variables play a role. Also, to find out if employees are happy with the current retention strategies used at Hilton or if they want the management to implement newer strategies to motivate them and help them stay in the company.

The feedback from the respondents was analysed using various statistical tools like the Simple percentage method, tables, and bar diagrams, which have also been used to get a clear picture of the data collected. Major findings about Employee Attrition and it's influencing factors relating to employee retention were identified through the study.

9. Data Analysis

I. Statistics of 2022 Employee Exit Interviews.

Table 1: Reasons & Types of Employee Attrition

REASONS MAY BE/ BUT NOT LIMITED TO:	Type of Attrition
Ask to Leave	Involuntary
Failure to report	Involuntary
Laid Off	Involuntary
Term During Probation Period	Involuntary
Cash Violation-No Rehire	Involuntary
Substance Abuse	Involuntary
Unauthorize Use-Information/Resources	Involuntary
Harrassment-No Rehire	Involuntary
Falsified Employment Record-NoRehire	Involuntary
Excessive Tardiness/Absence	Involuntary
Fight/Disorderly Conduct-No Rehire	Involuntary
Convicted Felony-No Rehire	Involuntary
Failure to Perform Work	Involuntary
Unable to Provide Appropriate Employment Documents	Involuntary
Death	Involuntary
Medical	Voluntary
Temporary Assignment Ended	Voluntary
Retired	Voluntary
To Accept other employment	Voluntary
Change in industry	Voluntary
Personal Reasons	Voluntary
Dissatisfied Working Conditions	Voluntary
Further studies	Voluntary
Transfer	Voluntary
Relocated Residence	Voluntary
Conflict with manager or other employee	Voluntary

Interpretation: Table 1 above contains information on the different types of attrition in the year 2022, which are divided into two categories: voluntary attrition and involuntary attrition. When an employee decides to quit his/her job or retire from an organisation, it is referred to as voluntary Attrition. When a company urges an employee to quit, this is known as involuntary Attrition. *(Refer to Detailed Attrition Report for the Year 2022 with Reasons in the annexure on pg.91-93)*

▪ **Attrition Track sheet of 2022.**

Table 2: Attrition Track sheet from Jan'21-Dec'22

DEPARTMENT	YTD				
	Resigned	Absconding	Transferred	Average Manning	Turnover
Business Development	7	0	1	7	4.0%
Engineering	1	1	0	10	21.1%
Executive Office	0	0	0	2	0.0%
Finance & IT	11	0	0	10	111.9%
Food & Beverage	18	9	3	27	100.0%
Front Office & HC	6	3	2	19	46.8%
Housekeeping	10	7	0	22	78.5%
Human Resources	1	0	0	3	33.3%
Kitchen	23	2	2	30	82.4%
Security	1	0	1	5	20.3%
Total Hotel	78	22	9	135	74%

Interpretation: As shown in table 2, the departments of Double Tree by Hilton Goa-Panaji are represented on the Attrition Track sheet for year 2022. From January 2022 to December 2022, the number of workers that resigned, went absconded, or were transferred to other Hilton hotels in India or abroad were 78, 22, and 9. We arrive at 135 as the average manpower count for the year, and 74% as the overall percentage of turnover for the year 2022.

The Finance & IT department has the highest percentage of attrition at 111.9%, followed by the Food & Beverage Service department at 100%, the kitchen department at 82.4%, the housekeeping department at 78.5%, and the Font office and Health Club at 46.8%, followed by the Human Resources Department at 33.3%, Engineering at 21.1%, and Security at 20.3%. Business development is the second lowest at 4.0%, while the Executive Office did not see any attrition in 2022. (Refer to Detailed Attrition Track sheet report for the Year 2022 in the annexure on pg.88-90)

▪ Department-wise Attrition for the Year 2022

Row Labels	Count of Reason
BUSINESS DEVELOPMENT	8
ENGINEERING	2
FINANCE	11
FOOD & BEVERAGE	30
FRONT OFFICE	10
HEALTH CLUB	1
HOUSEKEEPING	17
HUMAN RESOURCES	1
KITCHEN	27
SECURITY	2
Grand Total	109

Table 3: Department-wise Attrition Count

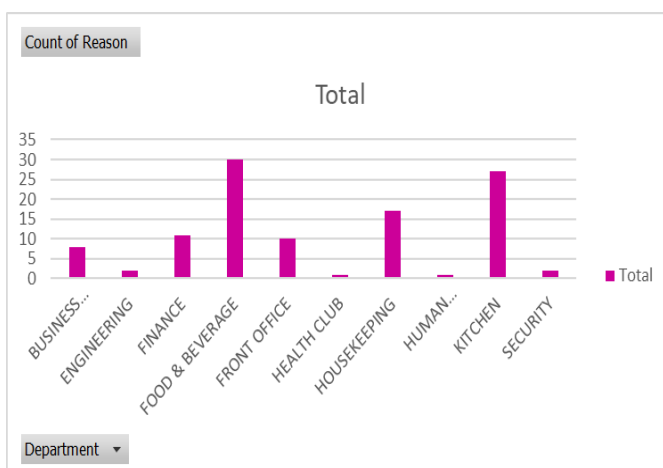


Figure 1: Department-wise Attrition count

Interpretation: The above table 3 depicts the attrition rate by the department for the year 2022. Food and beverage had the highest count of 30, followed by kitchen with a count of 27, housekeeping with a count of 17, finance with a count of 11, front office with a count of 10, business development with a count of 8, engineering and security with a count of 2, and human resources and health club with a count of 1.

▪ Reason for Attrition in the Year 2022

Row Labels	Count of Department
Absconding	22
Better prospects	41
Better prospects - Abroad	13
Better prospects - Curise	3
Internal Transfer	9
Personal Reason - Family	10
Personal Reason - Further Studies	5
Personal Reason - Change in field of Career	2
Resignation	3
Termination	1
Grand Total	109

Table 4: Reasons for Attrition

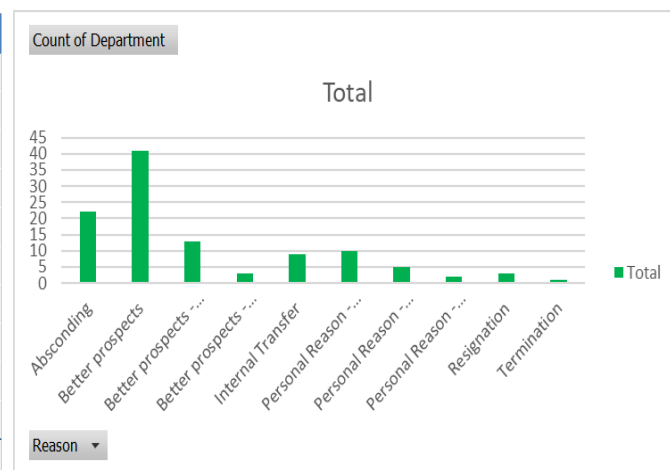


Figure 2: Reasons for Attrition

Interpretation: The above table 4 displays the reasons of attrition in 2022. 41 employees left for better prospects, 22 cases of absconding, 13 cases of better prospects abroad, and 10 employees left for family reasons. 9 were transferred internally to other Hilton hotels in India and abroad. 5 workers left for further studies, 3 for better cruise opportunities, 2 for a change in profession or career, 3 employees resigned, and 1 was fired for misbehaviour.

▪ **Grade Wise Attrition in the Year 2022**

Row Labels	Count of Reason
A	1
B	6
C	7
D	13
E	20
F	62
Grand Total	109

Table 5: Grade-wise Attrition Count

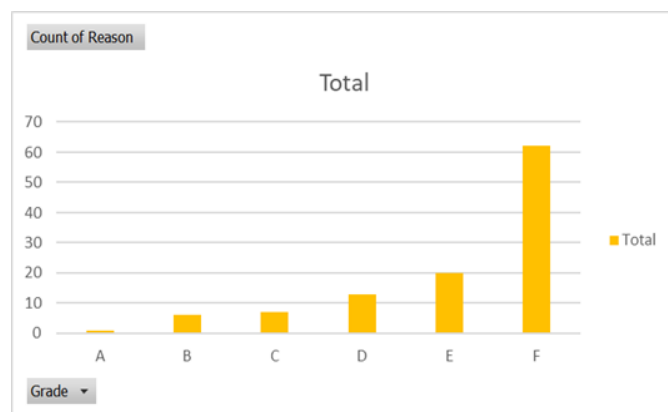


Figure 3: Grade-wise Attrition Count

Interpretation: The above table 5 depicts the grade-level attrition count for the year 2022. The 'F' grade, which is the lowest grade of employees, has had the most attrition with a count of 62, followed by grade 'E' with a count of 20, grade 'D' with a count of 13, grade 'C' with a count of 7, and grade 'B' with a count of 6. The highest grade, 'A,' is at a count of 1.

▪ **Month wise attrition in 2022.**

Particulars	Left Employees	in %
0-3 Months	32	29%
0-6 Months	24	22%
0-12 Months	19	17%
0-24 Months	25	23%
0-36 Months	9	8%
Total Employess	109	

Table 6: Month-wise Attrition

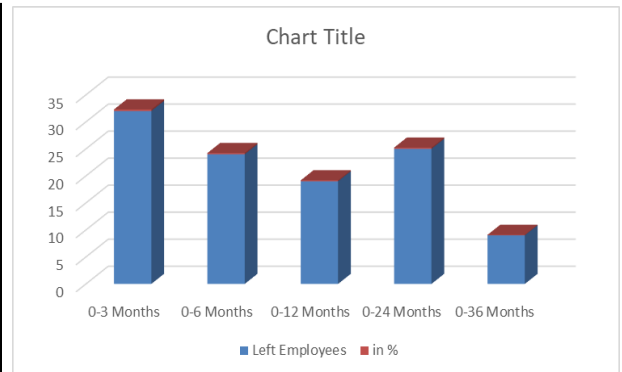


Figure 4: Month-wise Attrition

Interpretation: Table 6 above displays the percentage of employees that left a couple of months after joining. 32 employees, or 29%, left between 0 and 3 months. 24 employees, or 22%, left between 0 and 6 months. There are 19 employees or 17% who left between 0 and 12 months, 25 employees or 23% who left between 0 and 24 months, and 9 employees or 8% who left between 0 and 36 months. As a result, there were 109 employees who left in 2022.

II. Data Analysis of responses from Managers

Part 1: General Information of Respondents

1. Department

Department	Count	Percentage (%) of Respondents
Human Resource	2	6.7%
Purchase & Finance	4	13.3%
Front Office & Health Club	3	10%
Housekeeping	1	3.3%
F&B Service	5	16.7%
Kitchen	6	20%
Business Development	6	20%
Security	1	3.3%
IT	0	0%
Engineering	2	6.7%
Other	0	0%
Total	30	100%

Table 7: Department wise respondents

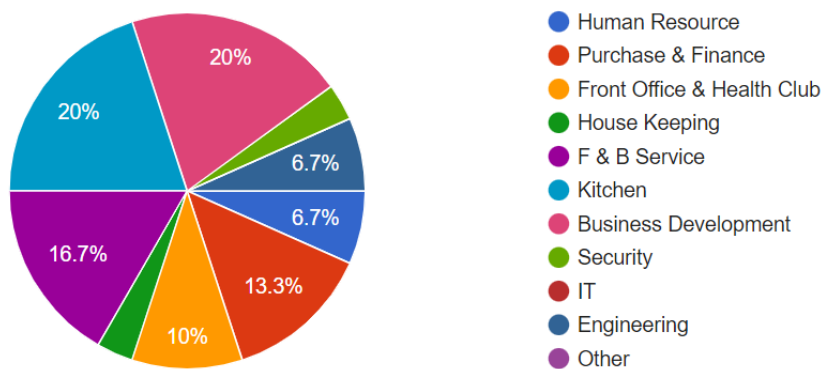


Figure 5: Department wise respondents

Interpretation: Table 7 depicts the percentage of Assistant Managers, Managers, and Department Heads who responded to the questionnaire. Kitchen and Business Development have the highest percentage 20%. F&B service respondents accounted for 16.75% of the total. Purchase and Finance respondents accounted for 13.3% and 10% were Front office and Health Club employees. Human Resource and Engineering respondents made up 6.7% of the total, while Housekeeping and Security respondents made up 3.3%. IT respondents were nil.

1. Designation

Designation	Count	Percentage (%) of Respondents
Assistant Managers	8	26.7%
Managers	16	53%
Head of Department	6	20%
Total	30	100%

Table 8: Designation of respondents

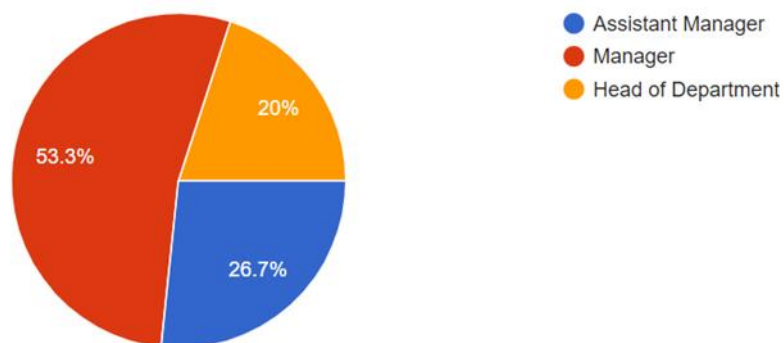


Figure 6: Designation of respondents

Interpretation: Above table 8 depicts the percentage of responses based on their designation. 53% of responders were managers, 26% were assistant managers, and 20% were department heads.

Part 2: Attrition

1. Which of the following is the greatest HRM Challenge faced by your department?

HRM Challenge	Count	Percentage (%) of Respondents
Performance Management	2	6.7%
Employee Attrition	19	63.3%
Employee Absenteeism	0	0
Employee Training Ineffectiveness	3	10%
Low Employee Moral	4	13.3%
Lack of Employee Engagement	2	6.7%
Total	30	100%

Table 9: HRM Challenge in departments

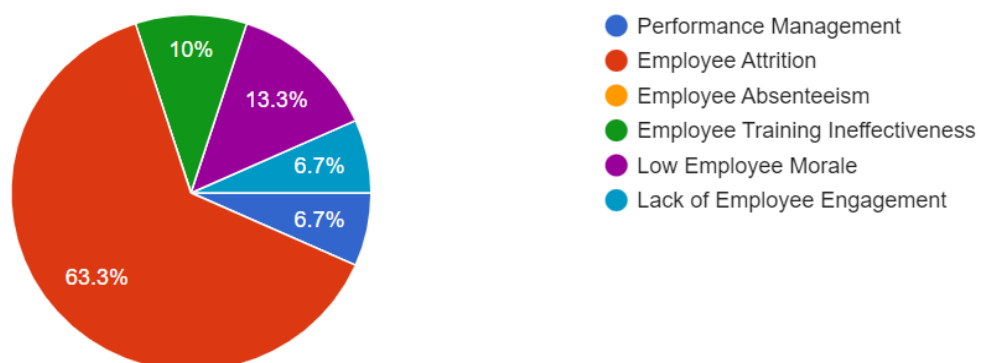


Figure 7: HRM Challenges in departments

Interpretation: According to table 9, 63.3% of respondents rated Employee Attrition as the most significant Human Resource Management Challenge encountered by their departments. Low Employee Morale ranks second at 13.3%. Employee Training Effectiveness is identified as a serious problem by 10% of respondents. The greatest challenge, according to 6.7% of respondents, is performance management and Lack of Employee Engagement. Employee absenteeism has been identified as a serious issue in none of the departments.

2. State the major reasons for Team Member Attrition in your respective department.

Reasons for Attrition	Count	Percentage (%) of Respondents
Employee's expectations of the job	15	50%
Absence of a conducive workplace environment	7	23.3%
Mismatch in the job profile	9	30%
Lack of career growth	11	36.7%
Long working hours	16	53.3%
Stress and work-life balance	14	46.7%
Lack of proper compensation	2	6.7%
Total	30	100%

Table 10: Reasons for TM Attrition

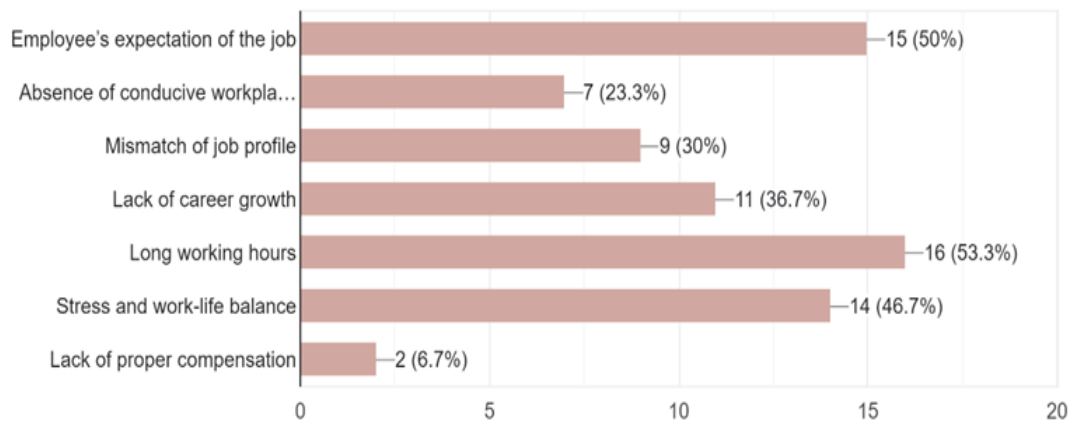


Figure 8: Reasons for TM Attrition

Interpretation: Table 10 above displays the main causes of team member attrition in their department. Long working hours, according to 53.3% of respondents, is the main factor. 50% feel its employees' expectations of the job. Stress and work-life balance have been identified as the leading causes of attrition by 46.7% of respondents. 36.7% believe that a lack of career advancement is the primary problem. 30% believe that a mismatch in job profiles is the primary cause of the problem. According to 23.3% of respondents, the absence of a conducive workplace environment is the primary cause of attrition. Only 2% believe that a lack of proper compensation is a key cause of attrition.

3. Which level of Employees/ Team Members in your department are most susceptible to Attrition?

Levels of Management	Count	Percentage (%) of Respondents
Junior Management	19	63.3%
Middle Management	9	30%
Senior Management	2	6.7%
Top Management	0	0
Total	30	100%

Table 11: Levels of TM Susceptible to Attrition

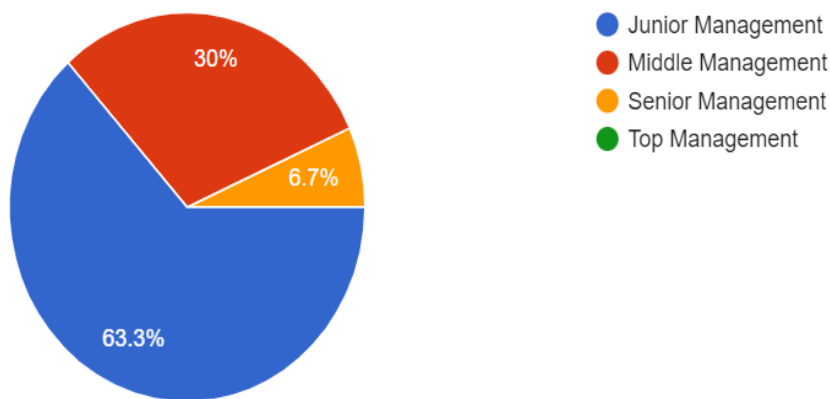


Figure 9: Levels of TM Susceptible to Attrition

Interpretation: According to table 11 shown above, 63.3% of respondents believe that junior-level management/team members are the most susceptible to attrition. 30% believe middle management is the most susceptible to attrition, while 6.7% believe senior management is most susceptible.

4. Does DT Hilton make it mandatory for employees to serve a notice period?

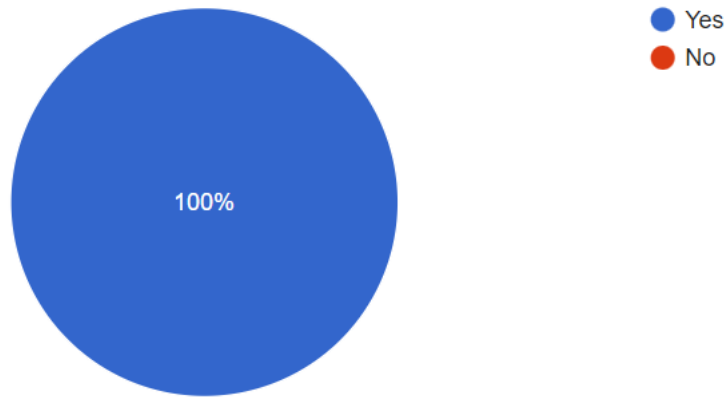


Figure 10: Mandatory to serve notice period

Interpretation: According to the pie chart shown in figure 10, 100% of respondents say that it's mandatory for employees to serve the notice period. None of them feel it's not mandatory to serve the notice period.

5. If yes what is the main objective of the notice period?

Objective of Notice Period	Count	Percentage (%) of Respondents
Handling over charge to the incumbent taking over	5	16.7%
Training the Incumbent taking over	4	13.3%
Finishing tasks at hand	1	3.3%
All of the above	20	67.7%
Total	30	100%

Table 12: Objective of the notice period

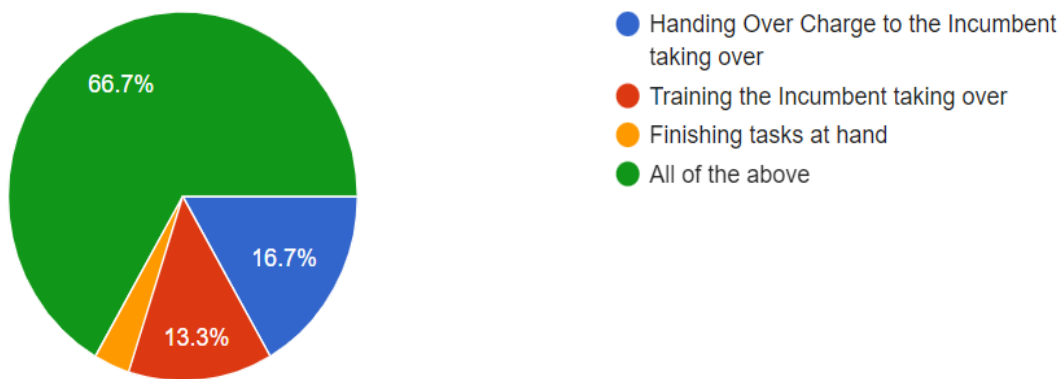


Figure 11: Objective of the notice period

Interpretation: According to the data presented in table 12, 67.7% of respondents believe that all of the criteria listed above are essential to serve the notice period. 16.7% believe that the goal of serving the notice period is to transfer responsibility to the incumbent taking over. 13.3% believe that training the incumbent taking over is the goal of the notice period, while 3.3% believe that accomplishing the work at hand is the goal of the notice period.

6. Does the Attrition trends at DT Hilton make you believe that it's ultimately Money that is influencing the decisions related to Resignations & Retention?

Influence of Money on Retention & Resignations	Count	Percentage (%) of Respondents
Yes	15	50%
No	15	50%
Total	30	100%

Table 13: Influence of money on resignations & retention

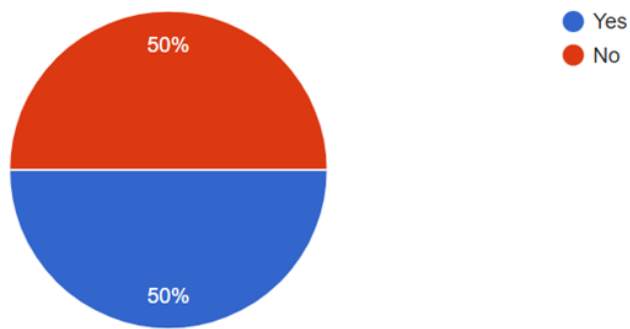


Figure 12: Influence of money on resignations & retention

Interpretation: According to the above table 13, 50% of the respondents feel that ultimately money is influencing the decisions related to Resignations & Retention while the other 50% feel the opposite.

7. Which of the following is the most damaging consequence of Team Member Attrition in your department?

Damaging Consequence of Attrition	Count	Percentage (%) of Respondents
Waiting Period before the next Incumbent takes charge & starts to deliver	9	63.3%
Cost of hiring the next Incumbent	2	6.7%
Cost of training the next incumbent	5	16.7%
Impact of the Transition on the end service quality	3	10%
Impact on the existing customer base	1	3.3%
Total	30	100%

Table 14: Damaging consequence of attrition

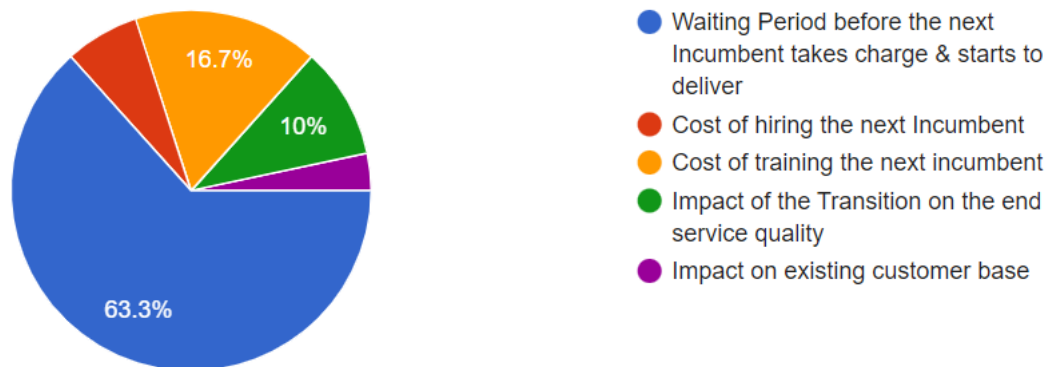


Figure 13: Damaging consequence of attrition

Interpretation: According to table 14 shown above, 63.3% of respondents believe that the greatest detrimental effect of team member attrition in their department is the Waiting Period until the next incumbent takes command and begins to deliver. 16.7% believe that it's the expense of training the next incumbent. 10% believe it is the influence of transition on service quality. 6.7% believe it is the expense of hiring the next incumbent, while 3.3% believe it is the impact on the current customer base.

Part 3: Retention

8. Does the HOD/HR attempt to Retain the Resigning Employee by offering increased benefits?

Attempt to retain resigning employee	Count	Percentage (%) of Respondents
Yes	8	26.7%
No	3	10%
Depends on the individual cost and value to the organization	19	63.3%
Total	30	100%

Table 15: Attempt to retain employees



Figure 14: Attempt to retain employees

Interpretation: According to table 15 shown above, 63.3% believe that retaining a resigning employee is solely based on the individual's cost and worth to the organisation. 26.7% say they retain the resigning employee, while 10% say they don't try to keep the resigning employee.

9. What kind of benefits does your organization offer to Resigning Employees if they consent to continue their services?

Benefits to resigning employees	Count	Percentage (%) of Respondents
Increased Remuneration	18	60%
A Promotion or Title Advancement	23	76.7%
A retention Bonus	0	0%
No lure-back Policy	0	0%
Others	1	3.3%
Total	30	100%

Table 16: Benefits offered to resigning employees

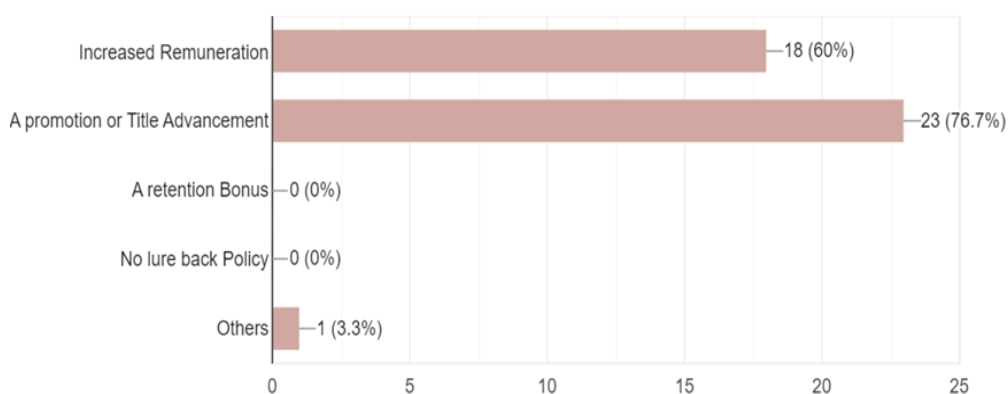


Figure 15: Benefits offered to resigning employees

Interpretation: According to table 16 shown above, 76.7% of respondents believe that resigned employees are given a promotion or title advancement if they choose to continue their services. 60% believe that increased salary is offered to employees who desire to stay, and 3.3% believe that extra perks are provided if the person decides to stay. No responder believes that employees who choose to leave are offered a retention bonus or a no-lurk policy.

10. Do you consider and incorporate the feedback given by employees during their Exit Interviews?

Feedback of Exit Interviews	Count	Percentage (%) Of Respondents
Yes	25	83.3%
No	5	16.7%
Total	30	100%

Table 17: Feedback from exit interviews

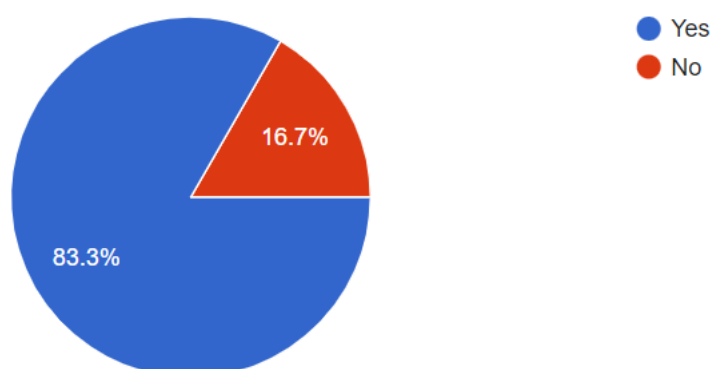


Figure 16: Feedback from exit interviews

Interpretation: According to table 17, 83.3% of respondents feel that feedback form exit interview forms are incorporated to bring a change to the existing way of working while 16.7% feel that feedback given by employees on exit interviews are not incorporated.

11. What action/measures have been taken to reduce Attrition in your department?

Interpretation: Some respondents said that they constantly identify potential employees for advancement. Organizing a departmental get-together to give employees a sense of belonging. And if there are any issues in a particular department, they must be resolved within that department. Another measure taken conducting daily departmental training to boost employee performance and assist them prioritise tasks for the day in order to feel less stressed.

Another respondent said that they provide continual feedback on team members' performance so that corrective measures may be taken promptly to solve problems or poor performance. Another strategy adopted by department managers and heads to reduce attrition is one-on-one meetings with team members to understand their challenges and difficulties.

Increased salary or promotion is offered based on an employee's job quality and knowledge, and training is provided for career advancement at Hilton. ensuring that all employees in the department receive timely leave. Organising inter-departmental employee engagement activities and going on trips to make each employee feel at ease and comfortable at work. Following the 'Call me anytime' mantra, staff should call if they have a problem, even if they are with a client and making a sale. Employees should be recognised and rewarded, and a clear career path should be established.

Ensuring team members get leaves, mentoring, and timely distribution of rosters so that team members may plan their vacation are some measures implemented by respondents in their department to reduce attrition.

12. What support do you as HOD require from HR to reduce Attrition in your department?

Interpretation: Some respondents stated that particular training is required for employee growth in terms of personal and professional development. Another suggestion is to do employee engagement events outside of the hotel premises, such as an employee get-together. Human Resources must ensure that employees have set working hours and convey this to managers in the department so that no employees can work over their scheduled hours. The Human Resources department should maintain frequent contact with the junior level management to detect concerns and whether or not they are satisfied with the work environment.

The training manager should provide training for junior-level staff on how to communicate with clients and how to make a sale. Improved employee engagement activities in which employees acquire a new skill to utilise on the job. Human Resources should give more emphasis on perks to the sales team after they make a sale.

Increasing the pay of contract workers in KST would motivate them and prevent them from quitting. Provide them with hotel services such as pick-up and drop-off services to their respective accommodations. Training on finance-related software and hiring finance interns so that they may be educated to become team members in the future, also this will help having a minimal workload on employees. Hiring ODC on a regular basis when there is high occupancy to minimise process delays. If workers are ambition to work in a different department, HR should be willing to teach them.

Also, if employees wish to pursue higher education, HR should provide them with financial assistance as well as time off from work.

III. Data Analysis of responses from Employees

Part 1: General Information

1. Department

Department	Count	Percentage (%) of Respondents
Human Resource	3	4.3%
Purchase & Finance	6	8.6%
Front Office & Health Club	8	11.4%
Housekeeping	7	10%
F&B Service	16	22%
Kitchen	19	27.1%
Business Development	1	1.4%
Security	4	5.7%
IT	0	0%
Engineering	6	8.6%
Other	0	0%
Total	70	100%

Table 18: Department-wise respondents

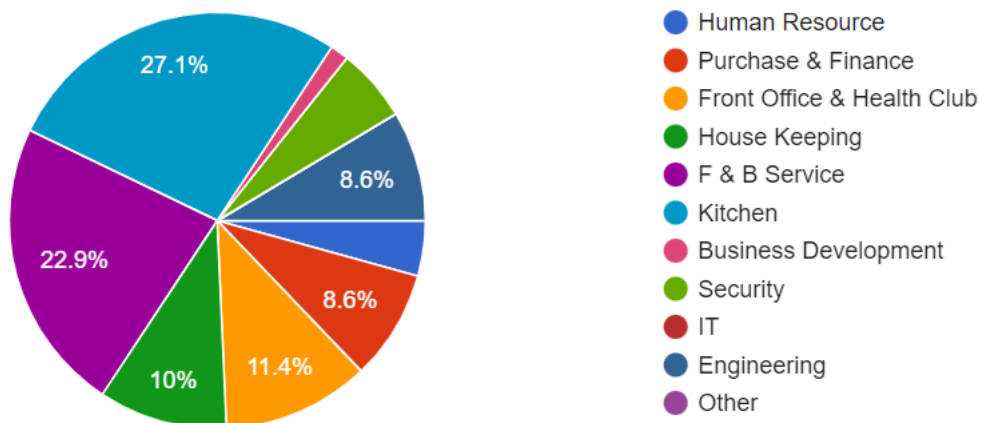


Figure 17: Department-wise respondents

Interpretation: According to table 18, 27.1% of respondents are employed in the kitchen. 22% are from Food and Beverage Service. Front Office and Health Club account for 11.4% of the total. Housekeeping accounts for 10% of the total. Engineering and Purchase & Finance account for 8.6% of respondents. 5.7% work in Security, 4.3% in Human Resources, and 1.4% in Business development.

2. Designation

Designation	Count of Respondents
GSA	7
Reservation Executive	1
General Cashier	1
Demi Chef De Partie	8
HouseKeeping Executive	4
Chef De Partie	3
F&B Attendant	5
Engineering Technician	5
Receiving Assistant	1
F&B Associate	1
Finance Associate	1
F&B Controller	1
Commis Chef	8
Security Executive	3
Finance Executive	1
Pool Attendant	2
Cost Controller	1
Human Resource Coordinator	1
Recreation Executive	1
KST Executive	1
Front Office Executive	2
Concierge Associate	1
Tailor	1
Engineering Executive	1
F&B Executive	9
Total	70

Table 19: Designation of Respondents

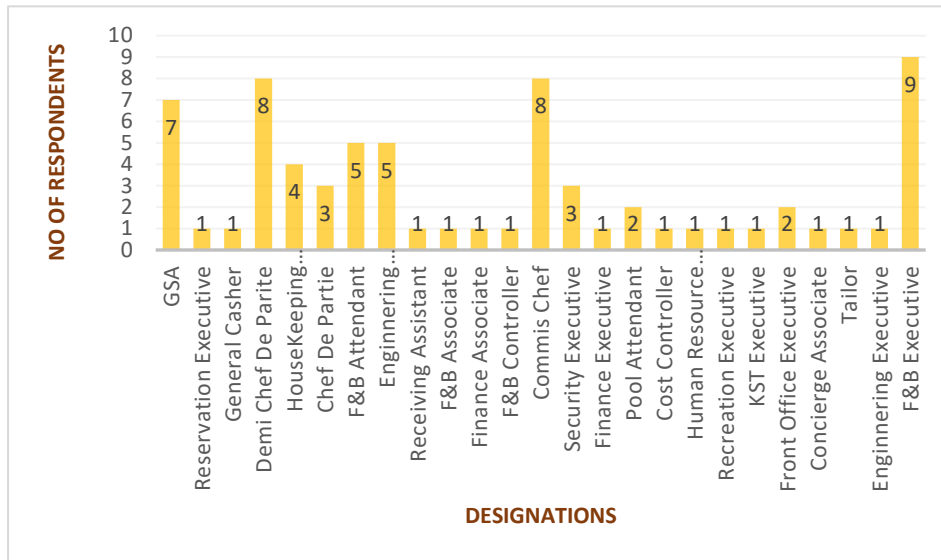


Figure 18: Designation of respondents

Interpretation: According to table 19 shown above, the majority of respondents were Commis Chefs, Demi Chef de Partie, Food & Beverage executives, and Guest service agents, while Food and Beverage Attendants and Engineering were the second highest in number, followed by housekeeping executives. Pool attendants, general cashiers, human resource coordinators, reservation executives, tailors, and concierge agents, among others, ranked third.

3. Gender & Marital Status

Demographic Characteristics		Count	Percentage (%)	Total
Gender	Male	62	88.6%	70
	Female	8	11.4%	
	Prefer not to say	0	0	
Marital Status	Married	32	45.7%	70
	Unmarried	38	54.3%	

Table 20: Gender and Marital Status of respondents

Interpretation: According to the above table 20,88.6 % are male respondents while 11.4% are female respondents and 54.3% of respondents are unmarried while the rest 45.7% are married.

4. Educational Qualification

Educational Qualification	Count	Percentage (%) of Respondents
Less than High School	1	1.4%
High School	3	4.3%
Higher Secondary	11	15.7%
Graduate	23	32.9%
Diploma	23	32.9%
Masters or above	9	12.9%
Total	70	100%

Table 21: Educational Qualification of respondents

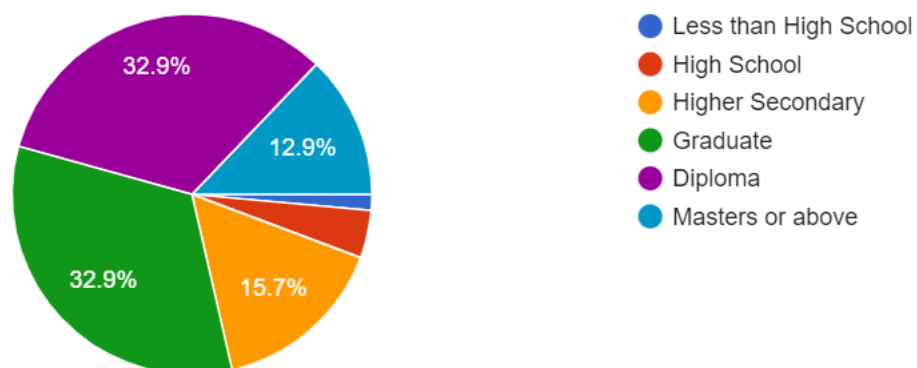


Table 22: Educational Qualification of respondents

Interpretation: According to above table 21, 32.9% of respondents have a graduate or diploma.15.7% have completed secondary school.12.9% hold a master's degree or above. 4.3% of respondents have completed high school, while 1.4% have completed less than high school.

5. Age

Age	Count	Percentage (%) of Respondents
Less than 25	21	30%
25-30	36	51.4%
36-46	12	17.1%
47 and above	1	1.4%
Total	70	100%

Table 23: Age of respondents

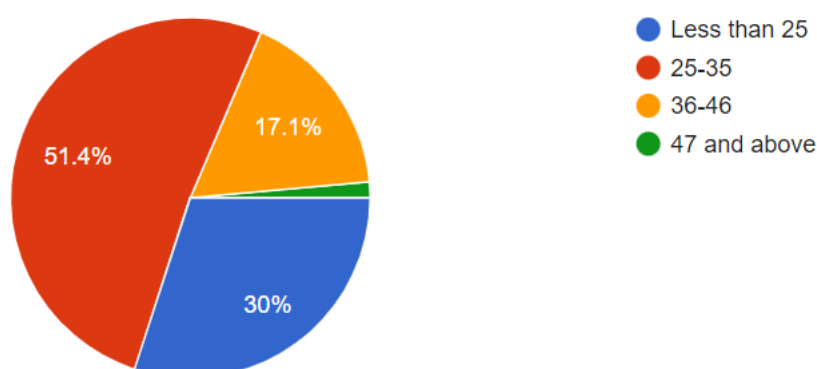


Figure 19: Age of respondents

Interpretation: According to table 23, 51.4% of respondents are between the ages of 25 and 30. 30% of responders are under the age of 25.17.1% of respondents are between the ages of 36 and 46, while 1.45% are above 47 age.

Part 2: Attrition

6. How long have you been working at Double Tree by Hilton Goa-Panaji?

No of working years	Count	Percentage (%) of Respondents
0-1 Years	28	40%
1-2 Years	18	25.7%
2-3 Years	17	24.3%
3-5 Years	6	8.6%
5 Years & above	1	1.4%
Total	70	100%

Table 24: No of years working at Hilton

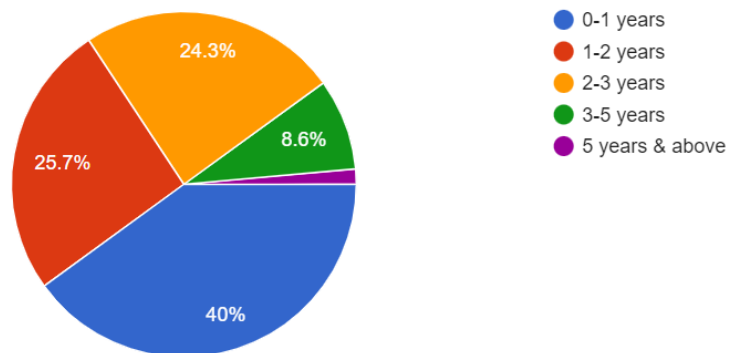


Figure 20: No of years working at Hilton

Interpretation: According to table 24, 40 % of respondents have been working at DT Hilton, Goa-Panaji for 0-1 year. 25.7% are working in the past 1-2 years. 24.3% are working in the past 2-3 years. 8.6% are working for 3-5 years and 1.4% of respondents are working for the past 5 years.

7. Do you intend to be with the organization after 12 months?

Intend to work after 12 months	Count	Percentage (%) of Respondents
Yes	39	55.7%
No	6	8.6%
Maybe	25	35.7%
Total	70	100%

Table 25: Intend to be with the organization after 12 months

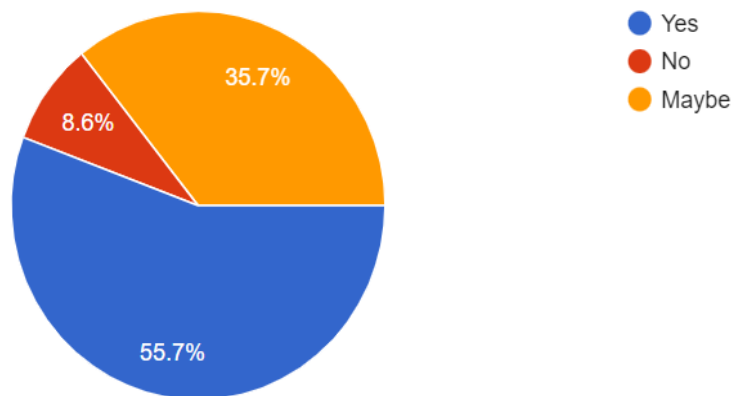


Figure 21: Intend to be organization after 12 months

Interpretation: As seen in the above table, 55.7% of respondents said they want to continue working after a year. 25.7% say maybe they would work here after 12 months or not and only 8.6% say that they wouldn't be working at DT Hilton, Goa after 12 months.

8. Do you have enough Growth Opportunities in your department?

Growth Opportunities in Department	Growth	Percentage (%) of Respondents
Yes	48	66.6 %
No	15	21.4%
Maybe	17	10%
Total	70	100%

Table 26: Growth opportunities in department

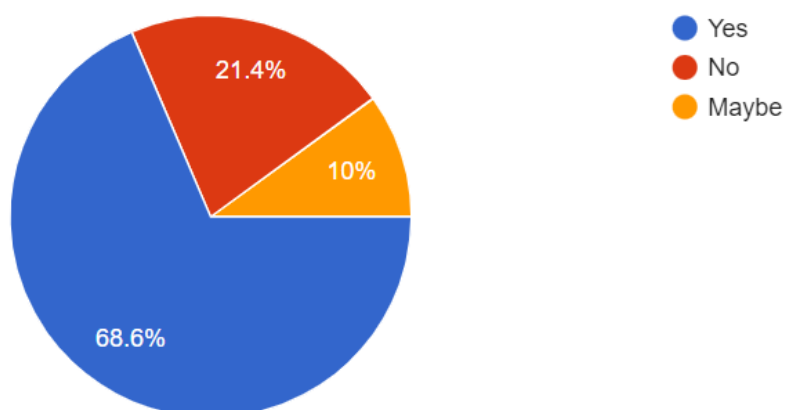


Figure 22: Growth opportunities in department

Interpretation: According to table 26, 66.6% of respondents believe they have enough prospects for growth in their field. Only 21.4% of respondents stated they do not see any prospects for growth in their department, while the remaining 10% are unsure.

9. Are you encouraged to participate in training to improve your skills and competencies?

Participation in Training	Count	Percentage (%) of Respondents
Yes	56	80%
No	14	20%
Total	70	100%

Table 27: TM encouraged to participate in training

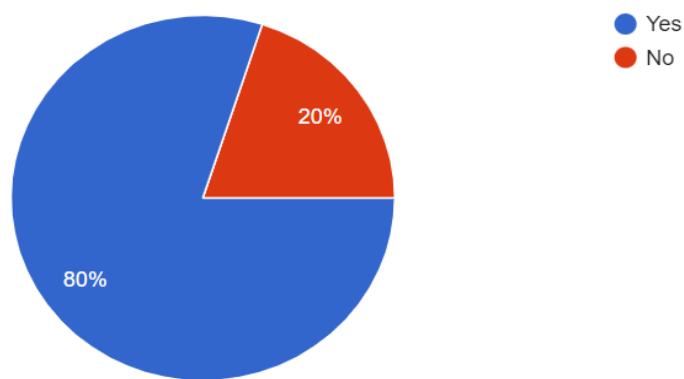


Figure 23: TM encouraged to participate in training

Interpretation: According to table 27, 80% of respondents believe that their departments encourage them to take part in training, while the other 20% believe that they aren't given the opportunity to take part in training.

10. What is your opinion regarding the workload?

Work Load	Count	Percentage (%) of Respondents
Very High	19	27.1%
High	23	32.9%
Average	25	35.7%
Low	3	4.3%
Very Low	0	0 %
Total	70	100%

Table 28: TM opinion on work-load

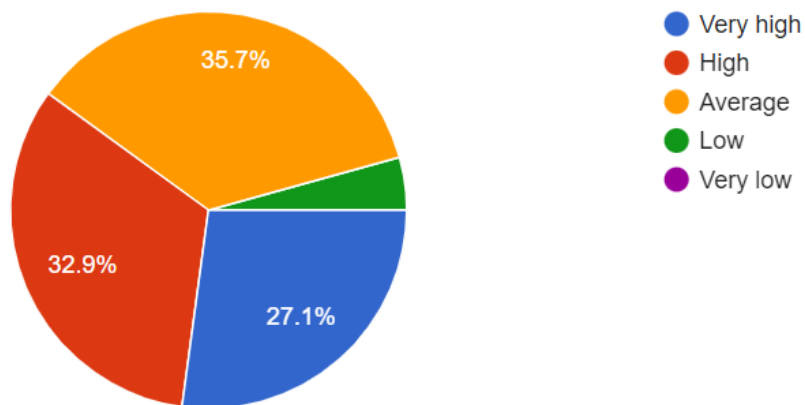


Figure 24: TM opinion on work-load

Interpretation: The above shown table 28 chart represents an employee's work load. According to 35.7% of respondents, the work load is average and doable. 32.9% believe the workload is high, and 27.1% believe it is extremely high and unmanageable. 4.3% believe their workload is minimal.

11. Indicate the extent to which each of the following statements you agree in your organization using the five-point scale.

SA-Strongly Agree, A-Agree

N-Neither Agree or Disagree, D-Disagree

SD-Strongly Disagree

Statements	SA	A	N	D	SD	Total
Your training program is linked with your career development/growth	26	24	10	6	5	70
Your management comes forward to support you when you are facing a critical situation	15	29	18	7	4	
Work-life balance is supported by your organization	21	21	16	3	9	
You are rewarded periodically for your performance	19	30	18	3	2	
You have an excellent working environment	13	25	22	7	4	
You have a healthy Company & Departmental Culture	12	35	13	10	2	
You have an excellent relationship with your supervisors	7	19	8	9	1	
You are Satisfied with the welfare measures provided by the company.	35	22	11	3	1	
You are satisfied with the leave policy of the company.	25	24	15	3	4	
You get to take leaves/offers as and when I require to	17	22	18	5	9	

Table 29: Statements to answer using the 5-point scale

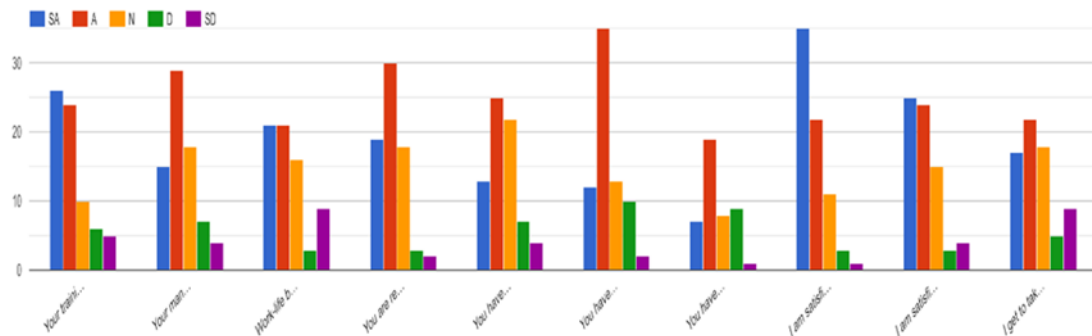


Figure 25: Statements to answer using the 5 point scale

Interpretation: According to table 29 shown above, 26 respondents strongly agree that their training program is linked with career development/growth. 24 respondents agree on the same criteria while 10 respondents neither agree nor disagree that the training program is linked with their career development. 6 respondents disagree that the training program is linked with career development and 5 strongly disagree that training is linked with career development.

15 respondents strongly agree that their management comes forward to support when they are facing a critical situation. 29 respondents agree on the same criteria. 18 respondents neither agree nor disagree that the management comes forward to help. 7 respondents disagree and 4 respondents strongly disagree on the following criteria.

21 respondents strongly agree and agree that Work-life balance is supported by the organization. 16 respondents neither agree nor disagree with the criteria. 3 respondents disagree and 9 respondents strongly disagree that work-life balance is supported by the organization.

19 respondents strongly agree that they are rewarded periodically for their performance.30 agree on the same criteria.18 respondents neither agree nor disagree that they are rewarded periodically.3 disagree and 2 strongly disagree that they are rewarded periodically for their performance.

13 respondents strongly agree that they have an excellent working environment. 25 agree on the same criteria. 22 neither agree or disagree that they have an excellent working environment.7 respondents disagree that they have an excellent working environment and 4 strongly disagree.

12 respondents strongly agree that they have a healthy company and departmental culture.35 agree on the same criteria. 13 respondents neither agree nor disagree. 10 disagree that they have a healthy company and departmental culture and 3 strongly disagree.

7 respondents strongly agree that they have an excellent relationship with their supervisor.19 agree on the same criteria. 8 respondents neither agree nor disagree that they have an excellent relationship with their supervisors.9 respondents disagree that they have an excellent relationship with their supervisor and 1 strongly disagrees on the same criteria.

35 respondents strongly agree and are satisfied with the welfare measures provided by the company. 22 agree on the same criteria. 11 neither agree nor disagree about the welfare measures.3 respondents disagree with the welfare measures and 1 strongly disagrees with the same criteria.

25 respondents strongly agree with the leave policy of the company.24 agree with the same criteria.15 respondents neither agree nor disagree with the leave policy made by the company. 3 respondents disagree and 4 strongly disagree with the leaves policy.

17 respondents strongly agree that they get to take leaves and off as and when they require.22 agree on the same criteria.18 neither agree nor disagree about the leaves and offs they get to take. 5 respondents disagree and 9 strongly disagree about the following criteria.

12. If you were to give notice and leave our organization, what would the primary reason be?

Reason for Notice Period	Count	Percentage (%) of Respondents
Poor job satisfaction and pay	11	15.7%
Not enough career opportunities	10	14.3%
Poor workplace culture	9	12.9%
Lack of Supervisor/ Team Members support	11	15.7%
Not fitting in and feeling a sense of belonging	3	4.3%
Long working hours	18	25.7%
Stress and work-life balance	17	24.3%
Family responsibilities	13	18.6%
Relocation	3	4.3%

Retirement	6	8.6%
Disciplinary	2	2.9%
Further Education	3	4.3%
Migrating Overseas	5	7.1%
Redundancy	6	8.6%
Better opportunity	37	52.9%
Medical conditions	9	12.9%
Change in Career	11	15.7%
Total	70	100

Table 30: Reason to leave the organization

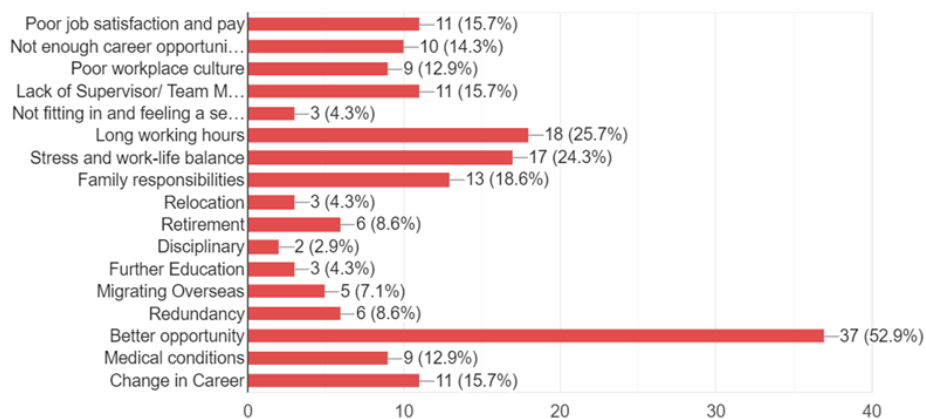


Figure 26: Reason to leave the organization

Interpretation: According to Table 30, 52.9% of respondents intend to leave the organisation for better opportunities. Long working hours could lead 25.7% of employees to quit. Stress and work-life balance would cause 24.3% of respondents to leave. Due to familial responsibilities, 18.6% of respondents said they would leave. 15.7% are likely to quit due to a change in career, a lack of support from supervisors and team members, and poor work satisfaction and compensation.

14.3% would leave because there aren't enough job prospects. Poor work culture and medical issues would cause 12.9% of employees to leave their jobs. Retirement and redundancy would account for 8.6% of the departures. 7.1% would leave because of overseas migration. 4.3% of respondents said they would quit because they didn't fit in and didn't feel like they belonged, to relocate, or to improve their education. And 2.9% are most likely to quit because of disciplinary measures.

Part 3: Retention

13. Does your company pay more attention to incentives and perks offered to you?

Incentives & Perks Offered	Count	Percentage (%) of Respondents
Yes	45	64.3%
No	8	11.4%
Maybe	17	24.3%
Total	70	100

Table 31: Perks and Benefits offered to TM

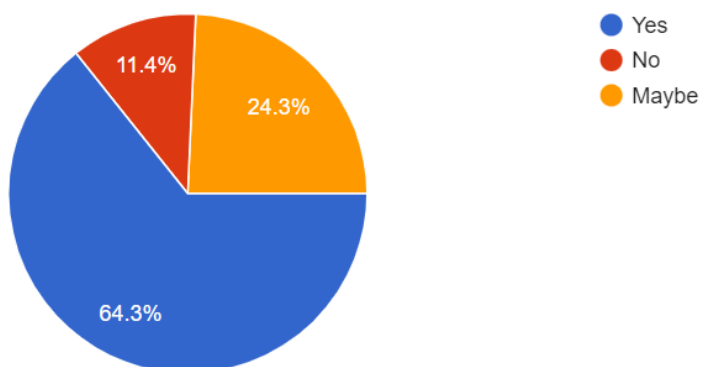


Figure 27: Perks and Benefits offered to TM

Interpretation: According to table 31, 64.3% of respondents feel that the company pays more attention to incentives and perks offered to employees.24.3% are unsure if the company pays more attention to incentives and perks paid to employees.11.4% of respondents feel that the company doesn't pay more attention to incentives and perks offered to employees.

14. How likely are you to stay at this organization if you were to receive a salary increase in future?

Scale	Count	Percentage (%) of Respondents
1 Extremely Likely	20	28.6%
2	12	17.1%
3	15	21.4%
4	11	15.7%
5 Extremely Unlikely	12	17.1%
Total	70	100%

Table 32: TM likely to say if received a salary hike

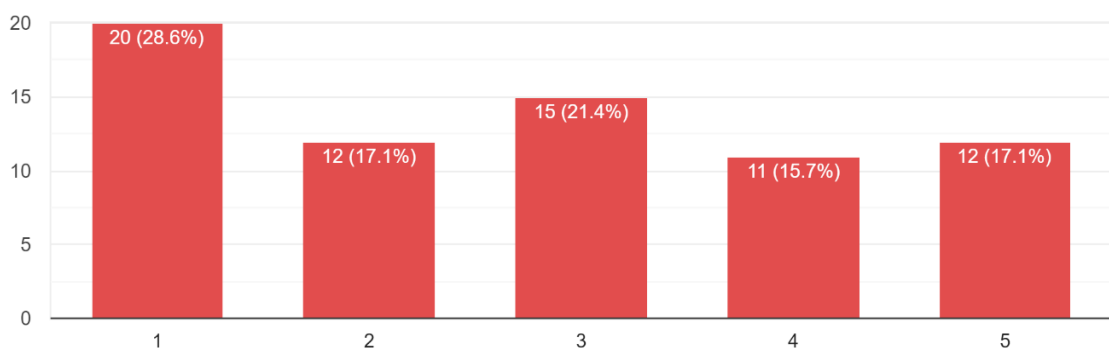


Figure 28: TM likely to stay if received salary hike

Interpretation: According to table 32, 28.6% of respondents are extremely likely to stay if their salary is increased in the future. While 17.1% of respondents are likely to stay, 21.4% are neither likely nor unlikely to stay, and 12.7% are unlikely to stay. While 17.1% of respondents believe they are highly unlikely to stay if the organisation increases their pay in the future.

**15. Rate the strategies on a scale of 1-5 (1 being the lowest and 5 being the highest)
do you think DT Hilton can adopt the to control the Attrition rate?**

	Strategies Scale					Total
Parameters	1 (L)	2	3	4	5 (H)	70
Increased Employee compensation	7	9	10	18	26	
Wellness offerings	7	7	15	24	17	
Training and development.	8	6	12	23	21	
Recognition and rewards systems	5	6	13	29	17	
Work-life balance	6	5	21	19	19	
Reduced working hours	9	4	22	19	16	

Table 33: Strategies to rate on a scale of 5 to control attrition

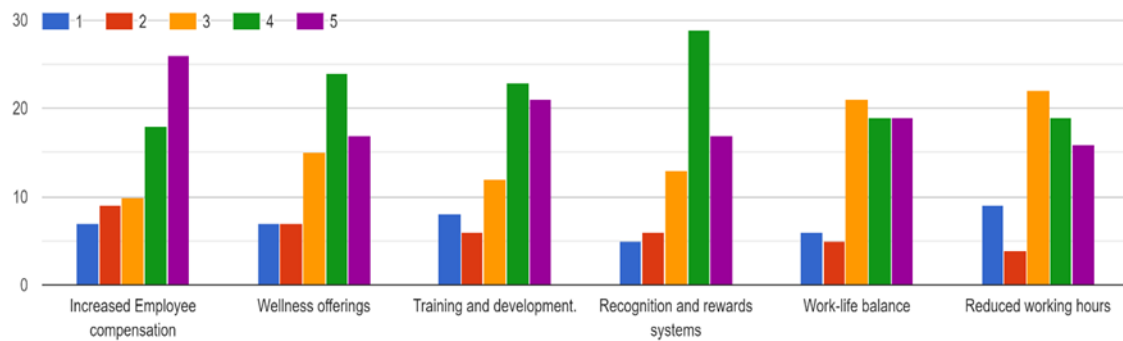


Figure 29: Strategies to rate on scale of 5 to control attrition

Interpretation: As seen in the above chart, 7 respondents rate increased employee compensation as a retention strategy on a scale of 1 which is the lowest. 9 respondents rate 2, 10 respondents rate 3, 18 respondents rate 4 and 26 respondents rate increased employee compensation as 5 which is the highest scale of a retention strategy.

7 respondents rate wellness offerings as 1 which is the lowest, another 7 rate it as 2, 15 rate it as 3, 24 rate it as 4 and 17 rate it as 5 which is the highest.

8 respondents rate training and development on a scale of 1 which is the lowest, 6 on a scale of 2, 12 on a scale of 3, 23 on a scale of 4 and 25 on 5 which is the highest.

5 respondents rate the recognition and reward system on a scale of 1, 6 on a scale of 2, 13 on a scale of 3, 29 on a scale of 4 and 17 on a scale of 5 which is the highest.

6 respondents rate work-life balance as 1 which is the lowest. 5 rate is on a scale of 2, 21 on a scale of 3, 19 on a scale of 4 and the rest 19 on a scale of 5 which is the highest.

9 respondents rate reduced working hours on a scale of 1 which is the lowest, 4 rate it on a scale of 2, 22 rate it on a scale of 3, 19 rate it on a scale of 4 and 16 rate it as 5 which is the highest.

16. What are three areas you think our company must improve in to prevent people in your role from migrating to other companies?

Interpretation: According to the comments, several respondents believe that limiting working hours, particularly in the kitchen, cleaning, and food and beverage service departments, might be beneficial. Providing strong opportunities for advancement for employees requires management to invest in their professional development, such as training programmes, career progression options, mentoring programmes, and so on. Offering such possibilities would not only keep current employees but also attract new ones. To avoid migration, the Human Resources department should guarantee that all team members are provided with adequate accommodation. Better and more defined concierge service for visitors and TM should be trained accordingly. Cross-departmental training should be provided to people who seek to transfer to another department due to job redundancy.

All team members should receive treatment fairly. Hotels must aim to provide flexible work alternatives such as telecommuting or job-sharing in order to maintain an equitable work-life balance. To accomplish so, hotels must adapt and execute policies to meet the demands of their employees. Employee retention is still heavily influenced by compensation. Employers must guarantee that employees are rewarded fairly in accordance with industry standards, with extra incentives to boost employee morale. Paid time off and access to required benefits for employees and their families, in addition to salary, would considerably boost employee job satisfaction.

Finally, a well-designed compensation and benefits plan, possibilities for professional progression, and good support for work-life balance are important drivers of employee retention. These qualities will not only improve the employee experience in the workplace but will also keep employees from leaving for better opportunities elsewhere.

17. Is there anything you would like to change about your work to make it more productive?

Interpretation: Taking regular days off, participating in professional development programmes, limiting work hours, and maintaining positive relationships with managers. Organising my daily duties based on their level of urgency, and participating in successful skill-related training programmes. Asking for assistance when necessary. Maintaining a healthy work-life balance. Hiring extra workers in the operations department to relieve the pressure on existing staff are some comments regarding changes in work to boost employee productivity.

10.Discussion

Based on the data analysis of previous years' employee exit interviews, perspectives from management on attrition and retention strategies at Double Tree by Hilton, as well as views from employees on attrition and retention. We can conclude the following;

Attrition is highest in operations such as Kitchen, Service and Housekeeping, according to 2022 turnover statistics. These departments are mostly responsible for working long shifts. Employees in grades D and below left the company; they are employees of the younger generation who frequently change jobs in search of better prospects and benefits. The major reasons for attrition in the previous year were better employment opportunities and absconding cases, in which team members left without serving a notice period and without informing prior to departure. According to data, employees are more likely to depart the hotel within three months of joining. This might be due to longer hours at work and workplace stress that the person is unable to manage.

According to the Management perspective, employee attrition is the main cause in their own departments. According to the heads of the departments, the main reason for employees leaving is due to long hours of work and the employees' expectations of the job. Junior-level employees are the most likely to quit. It is required for every employee to serve a 30-day notice period. By doing so, the employee can hand over responsibility to the next incumbent, who will take over and train him for the same role. Department managers believe that money influences junior-level staff to leave. If they receive a little rise elsewhere, they quit instantly.

When an employee quits the organisation, the most detrimental effect on the department is the time it takes for the next incumbent to take over and begin to deliver. Department heads and Human Resource Director would sometimes find ways to keep resigning workers if they contribute to the value of the job by offering them a rise or promotion. Even after doing so, if an employee still wants to quit, the feedback provided by him/her is taken into consideration in order to take corrective steps. Department heads said they require human resources help to execute specialised training, pay overtime employees, and provide suitable wellness offerings as well as perks and benefits to retain employees.

From the perspective of the employees, we can agree that employees need to be motivated on a regular basis to not only enhance their abilities but also to promote positive work relationships and teamwork. The questionnaire findings revealed the existence of extended hours of operation and significant work pressure in the hotel, despite the fact that it is open 24 hours a day. Overworking employee is a huge demotivator. Employees are extremely motivated when their knowledge and talents are effectively used at work. They believe they are an important part of the organisation.

The majority believe they do not have enough growth for advancement. The absence of training and development programmes is another aspect that clearly revealed low levels of motivation in the respondents' workplace. Where respondents are not given the option to participate because of high occupancy in the hotel most of the time and employee availability is required. The work-life balance was determined as the second key component based on the questionnaire replies. Respondents stated that they worked long and irregular hours, which hampered their social lives.

When it came to working hours, it was evident that there were numerous conflicts between employees and their supervisors or team members. It is essential for the hotel to offer flexible working hours so that its employees may enjoy their social lives.

Allowing them to spend meaningful time with family and friends is part of this. According to the questionnaire, however, the majority of the employees worked long and unsocial hours and as a result missed out on their social life. In the hotel industry, services are frequently offered to clients 24 hours a day, seven days a week. As a result, employees must work in shifts to keep the hotel operational. Long shifts, on the other hand, may have a detrimental influence on employees, especially if they coincide with their family responsibilities or restrict their social life. Another intriguing finding from the respondents' comments was that they would prefer a salary increase in the future. Benefits are excellent incentives for increasing employee morale and encouraging people to stay with a company for a long time. If working hours are changed, the company's high employee turnover rates may decrease as people become more satisfied with their positions. Respondents believe that proper training timely offs, and necessary supplies should be provided in order for them to be productive at work.

11. Project Findings

1. According to the data analysis above Finance & IT, Food & Beverage Service, Kitchen and Housekeeping departments face the highest attrition in the year 2022 as interpreted from the exit interviews. The percentage of attrition in Finance & IT is 111.9%, Food & Beverage is 100%, Kitchen is 82.4 % and Housekeeping is 78.5%.
2. 41 Employees left in the year 2022 for better job prospects and 22 cases of absconding were noted.
3. 62 employees from grade 'F' left in the last year.
4. 29% of the employees have left within 0-3 months of joining and 22% left within 0-6 months of joining.
5. 63.3% of respondents said that Employee Attrition is the major human resource management challenge faced by all the departments at Double Tree by Hilton.
6. 53.3% attrition was due to long working hours and 50% was due to the employee's expectations about the job.
7. 63.3% of managers said that junior-level employees are most susceptible to leave the hotel.
8. Therefore 100% of respondents say it's mandatory to serve a 30 days' notice period.

9. 67.7% of respondents state that the main objective of serving the notice period is to hand over the charge to the next incumbent taking over, training the incumbent and also finishing all the tasks at hand.
10. 50% of respondents say that ultimately money is the factor that influences decisions to resignations and retentions while the other rest feel exactly the opposite.
11. 63.3% of respondents feel that the waiting period before the next incumbent takes charge and starts to deliver is the most damaging consequence of attrition in their department.
12. 63.3% of respondents feel that it is the cost and value of an individual that the HOD/ HR takes into consideration if they wish to retain.
13. 76.7% of respondents say that if a resigning employee wishes to stay in the organization, then he is either given a promotion or title advancement. 60% of respondents say such employees are given increased remuneration.
14. 83.3% of respondents state they consider the feedback given by employees during the exit interviews to take corrective actions in future.
15. Respondents state in an open-ended question that they have daily departmental meetings, training for entry-level team members, employee engagement activities etc to retain staff.

16. Respondents state in an open-ended question that they require support from the human resource department in terms of training the employees on specific departmental-related training, offering the operations departments overtime pay, giving the sales department perks for making a sale, etc. to retain their employees.
17. 40% of the respondents work at Double Tree for the past one year
18. 55.7% of respondents intend to be with the organization after 12 months, while 35.7% are unsure.
19. 66.6% of respondents feel that there are growth opportunities in their department.
20. 80% of the respondent's state that they are encouraged by their superiors to participate in training.
21. 35.7% of respondents state that the work load is average at the Hotel, while 32.9% feel the work load is high.
22. 26 respondents strongly agree that their training is linked to their career growth. 29 agree that the management comes forward to support when one is facing a critical situation. 21 strongly agree that work-life balance is supported by the company. 30 respondents agree that they are rewarded periodically for their performance. 25 agree that they have an excellent working environment. 35 respondents agree that they have a healthy department and company culture. 19 agree that they have an excellent relationship with supervisors. 35 respondents strongly agree that they are satisfied with the welfare measures provided by the company. 25 strongly agree that they are satisfied with the leave policy and 22 respondents agree that they can take leaves/offs as and when they require.

23. 52.9% of respondents state that the main reason to give a notice period to leave the company in future would be for better opportunities. 25.7% would leave due to long working hours and 24.3% would leave due to stress and work-life balance.
24. 64.3% of respondents feel that the company pays attention to incentives and perks offered to them.
25. 28.6% of respondents are extremely likely to stay at Double Tree if they receive a salary hike in future.
26. 26 respondents rated increased employee compensation 5 on a scale of 5 as an effective strategy to curb attrition. 24 respondents rated wellness offerings 4.23 respondents rated training and development 4.29 respondents rated recognition and reward systems on a scale of 4. 21 respondents rated work-life balance on a scale of 3 and 22 respondents rated reduced working hours on a scale of 3.
27. Respondents stated in an open-ended question that the company should reduce the working hours, provide appropriate accommodation, and offer overtime benefits to its team members for them not to migrate to other companies.
28. Respondents stated that attending skill-related training, maintaining positive relationships with supervisors, and organizing daily individual tasks according to their level of importance would help them become more productive at work.

12. Conclusion

The main aim of any organization is to earn profit. However, in order to maximise profits, the organisation should focus more on employees and strategies for retaining them in the long run. According to the study, the top issues that push people to leave jobs include a lack of growth opportunities, working long hours, stress and work-life balance, and a lack of skill-related training. This study finds that in order to decrease attrition, the hotel industry should create opportunities for employee growth within the organisation by implementing new Innovative Policies and Effective training programmes. The company should also think of recruiting people who are in the vicinity of the industry so that the family related problems will not lead to attrition.

Although it was found that no employees left the organisation due to low salaries, a few employees have expressed a desire for an increment in salary. Salary is also important, and it must be competitive with market rates. Offering higher salaries and reducing working hours are the most successful tactics Hilton can implement to curb attrition.

A healthy working condition is indeed the first requirement of any employee, so it is mandate for top management to create a work-friendly environment, improve work-culture and try to reduce peer pressure along with improvement in relations with superiors.

13. Recommendations to the Company.

- 1. Daily Departmental Meet-** Every department in the hotel should hold daily 15-minute departmental morning meetings to discuss the tasks completed the previous day. For example, reservations can talk about how many reservations each person has received and plan accordingly for the room availability on today's date.
- 2. Overtime pay and Compensatory leave Policy-** If an employee works more than 12 hours, they should be paid overtime or given a day off in lieu of compensation.
- 3. Provide Flexible Scheduling and Reduced Working Hours-** Reducing the length of the workday or workweek can boost staff productivity and promote greater employee retention in addition to offering flexible scheduling. Therefore, employees should be allowed to go early if they have completed more than five hours on a particular day.
- 4. Reduce Employee Burnout-** Overwork is the root cause of burnout, which can be remedied by taking time off or lowering working hours. The top five reasons that induce employee burnout as observed are, Unfair workplace practices, an unmanageable workload, unclear management communications, a lack of manager assistance, and unreasonable time constraints. Employee burnout can be decreased by developing and improving your company's entire culture, increasing employee engagement, and providing clear communication, consistent management, and transparency.

- 5. QR Code to record Grievances-** installing a QR code so that staff members can scan it to record their grievances or issues with the hotel in private spaces like locker rooms. The HR department will get anonymous responses through this link's Google forms. By putting this into practice, employees who might not otherwise feel welcome and comfortable approaching HR to speak on their behalf or that of the department will be able to share their opinions.
- 6. Weekly Survey-** The hotel's official WhatsApp group could be used by the HR department to circulate a weekly survey that asks staff members for their opinions on the cafeteria food, the employee's shift hours of operation, how well they use their leave days, and other topics.
- 7. Provide Wellness offerings-** The management should offer wellness benefits to workers, such as Rs. 2000 Mediclaim for minor illnesses, OPD and medication. This benefit ought to be additional to any hotel-provided insurance.
- 8. Foster Growth and Offer Professional and Personal Development-** A great company understands the benefits of training during the onboarding process for new hires, but a company with high employee retention also understands the importance of continuing to engage in training and upskilling staff. Your firm will be stronger as a whole if you invest time and money in upskilling your staff and give them access to further education and training in their profession. This will not only make your employees happier and more inclined to stay with your business.

9. Organizing Employee Engagement Activity- Field trips, treks and study tours that include visits to historical sites, wildlife sanctuaries, spice farms and places of worship can make it easier for employees to bond and get to know one another better outside of the office. Since many employees enjoy sports, the human resources department may host interdepartmental sporting events such as football, cricket, volleyball, etc. recreation room with a pool table, foosball, table tennis, etc. should be added by the management. a fitness centre with yoga and Zumba classes for the staff members who require personal time at work.

10. Involvement in decision making: The management should consider the ideas and opinions of employees when any decisions are taken related to work and other matters. Active participation of employees in the decision-making process increases the morale of the employee.

11. Provision of job-related training: By providing sufficient training in the area of work makes the employee feels comfortable about the work and does not let him think about poor performance and leaving the job. It helps in not only excelling in his job but also increases efficiency and productivity.

12. Exit Interview: A structured exit interview programme will help the organization in employee retention. Valid reasons for employees leaving the organization should be identified and precautions should be taken in such a way the same type of problem will not arise again. If exit interviews are done continuously and accurately, employee retention is possible to a great extent.

13. Increased Morale: Morale is an intrinsic motivator that has a severe impact on employees.

The morale of the employee is increased when there is equal and fair treatment of the employees, Respect towards employees, Recognition of employees' contributions etc lead to have an emotional connect with the organization where employees feel that the organization is their own may stop employees leaving the organization.

14. Career growth and advancement: The organization should pave the clear way for the growth and advancement of career for any employee who joins the organization, and should encourage the employees in that direction by creating a good environment for their development.

15. Providing effective leadership-Excellent leadership can motivate employees to be more productive and remain loyal to their company. If you notice high turnover in a certain department, assess the leadership. The issue may be with the manager rather than with the actual position.

16. Provide mentoring-Some employees feel neglected on the job. Provide employees with mentoring from senior employees. Junior employees will feel their work is appreciated, senior employees will have leadership opportunities and all employees will demonstrate improved work performance.

17. Provide consistent feedback-Provide regular feedback for employees on their work output. Often, employers or managers assume employees know what they need to do to improve. Explicitly stating areas in which the employee can improve and recognizing the good work they're doing can incentivize the employee to remain with the company.

18. Challenge employees-Complacent employees may become bored and seek challenges elsewhere. Make sure employees are adequately challenged in their roles at your company. Provide new opportunities for them and assist in setting SMART goals (Specific, Measurable, Achievable, Relevant and Time-Based).

19. Provide childcare support- Nowadays, childcare is not simply a family concern. Due to a lack of day-care, employees frequently quit their jobs or work fewer hours. Give the team a benefit that your competitors don't in order to retain talent. It affects some people financially. Therefore, providing a caregiving subsidy or working with a childcare facility to develop a tuition discount programme may both be good solutions. Additionally providing a crèche facility at work where parents can drop off children younger than three years old.

20. Put People in Roles They Enjoy-When people enjoy where they work and what they do, it is hard for them to quit. Managers should have a casual talk with the employee during the interview or after the employee joins the company to see if he/she wants to transfer to another department in the hotel if the jobs that they are doing are monotonous. Employees will be more productive as a result, and they will also have the opportunity to receive cross-departmental training.

14. Work done & Learnings derived during the internship period

- 1. Joining formalities of employees-** Completed joining of Interns, Contract Staff and Employees at the Hotel. The three have distinct joining procedures. Employees must give experience and educational certificates, as well as an address proof and bank account information. Before joining, a pre-medical test is also required. When an employee joins and completes the eight forms provided to him, his biometrics are done and sent for uniform measurements. The employee is taken for a quick property round and introduced to all the departments. It helped me in making more connections.

- 2. Preparing welcome notes & and other HR-related presentations-** After the employee joins and completes his formalities, the letter of welcome is created and sent to all employees via the official WhatsApp group. The welcome message includes the employee's name, designation, most recent experience, and interests. Presentations for monthly town halls and orientation helped me learn about Hilton policies as well as the company culture and operations of all the other departments.

- 3. Data entry of new joiners into the company database-** The employee is entered into the company's HR system once the joining file is completed and signed by the Director of Human Resources. The database contains information such as his salary, residence details, PAN number, bank details, and emergency contacts.

- 4. Conducting Pulse Check of Employees-** After the employee has been with the company for three months, the Human Resources department does a pulse check to see whether he or she is adjusting to the work or if there is a problem in his or her department. The employee completes a pulse check form, which includes questions such as "Have you adjusted to the culture of the company?" "How frequently do you speak with your supervisor?" etc. Following this, the employee is asked verbally whether he or she has any concerns. If he does then quick action is taken to rectify it.
- 5. Conducting Clearance/Exit formalities of employees-** According to Hilton policy, every employee must serve a one-month notice period commencing from the day of resignation. When a resignation is submitted to the department head, it is forwarded to the Human Resources Department. The employee has to present the name tag, label pin, locker and accommodation key, as well as the uniform, to the Human Resources office on the day of clearance. Following that, he is given an exit interview form and an IT separation form, following which his email address and other IT-related information are instantly blocked. If the employee fails to serve the one-month notice period, he or she is entitled to reimbursement for the days missed from his or her current salary.
- 6. Attending New Hire Celebration (NHC) once in two weeks-** The orientation includes a brief history of Hilton, as well as vital information regarding Hilton policies and procedures. Following that, each department head provides a brief overview of his or her department as well as the company. The training manager then notifies the employees about the mandatory training that must be completed. I had the additional responsibility of organising an ice-breaker activity to help colleagues feel more at ease on the first day of work.

- 7. Management of employee attendance using the Onex App-** For attendance, Hilton uses the Onex app. The punches of employees are downloaded on the 22nd of every month, and if there are any missed punches, they are regularised, and the salary is computed for the days present, and the same data is sent to the finance department on the 30th of every month to process the salaries.' When an employee requests time off or leaves, the department head must approve the request. The employee can take his leave after it has been accepted.
- 8. Recruitment of Interns** – Conducting video call interviews with interns when the profile is shared by the training manager. After he/she is selected a confirmation letter is sent to them which mentions the date of joining the stipend that needs to be paid etc. On the day of joining the joining form needs to be filled and important documents like college NOC, educational certificates, bank details and address proof need to be submitted.
- 9. Managing interns' attendance and processing stipend-** Interns' register is managed at the time office. On the 25th of the month, the register is tallied and attendance is entered manually into the database the stipend is calculated and then forwarded to the finance department on the 30th to process the payment to the respective accounts.
- 10. Uploading Background Verification (BGV's) forms of employees to a third party for verification-** Employees are handed a background verification form on the day of joining. Employees must fill out their experience, education, and address proof. The scanned copy of the form is then forwarded to first advantage (third-party verification), which verifies on their behalf if the certificates, experience, and address is correct.

Following that, a report is sent back with a green tag indicating that all papers are true and may be filed in the employee file. If the tag is red, the employee is responsible for explaining.

11. Designing Human Resource and Learning and Development Calendar- Because all of the tasks are not planned every month. Creating a combined HR and L&D schedule made it easier for everyone to know which days have the training and which days had engagement events. This allows departments to better organise and send employees for training and other activities as planned for the day.

12. Employee files checked for audit purposes- Every June, the Hilton corporate headquarters in Gurgaon conducts audits of all three Hilton properties in Goa. During this period, important papers such as employee files and other Human Resource-related tasks such as payroll, statutory compliance, and training are reviewed. It is necessary to maintain employee files up to date with all paperwork and signatures from the appropriate company authorities. This educated me to make a note of little details of every action performed at work. To ensure a systematic flow of takes.

13. Implemented an onboarding tracker for new joiners- The offer letter was used to extract and add information on new hires such as name, address, educational background, and date of joining to a database. This aided in the planning of the employee's travel and stay if he or she is an outstation employee. Following this also made it easy to arrange for slots in the accommodations.

14. Calculated salary fitments to be added to employee offer letters-Calculated basic, housing allowance, special allowance, provident fund, and bonus for a particular employee based on designation and bandwidth. This helped me understand the percentages used to compute the PF, ESIC, and salary additions and deductions. the market and offer a bit extra to our employees.

15. Addition/Deletion of new joiners into the insurance database- The hotel offers insurance to the employee, his/her spouse, and their two children. Hilton's insurance is handled by TATA Aig. According to the policy, the head of the department is insured for three lakhs, while other employees are covered for one lakh. Adding the employee's and his family's details to the insurance database and mailing a softcopy and sending a hardcopy to the employer. It was also necessary to notify the insurance company of the name of the employee who left during that month.

16. Attended training on Hilton Lobby- Every employee must complete six mandatory training within six months. Participated in training such as Go, Hilton, sexual harassment, and how to effectively use the Hilton lobby, among others. This gave in-depth information regarding Hilton policies, culture, and the Hilton software's functioning.

17. Preparing SNAG List – If an employee notices an item that is damaged at the hotel, they can email a photo to the human resources department. In this scenario, my task was to make a thorough report with a photo of the damaged area, the department responsible, and the number of days to finish the task at hand. This report is then forwarded to the HOD, and whichever department is in charge must complete the tasks.

18. Organizing Employee Engagement Activities- Employee engagement activities are offered in the cafeteria every Thursday from 3 p.m. to 4 p.m. Employees will be entertained through games, spot prizes, and food. Coordination with the kitchen department in terms of getting the meals ready and also putting an indent for purchase to obtain the prizes and things needed to organise the games helped me understand the process to be followed at the hotel to get things done.

19. Helping in Townhall Meetings- Townhall meeting is conducted every 24th of the month. For which employees are recognised and the monthly sales in terms of rooms, the budgeted sales for the next month and other occasions of the employees are announced. Arranging for the certificated, and making presentations was the task.

20. Team Member handbook updated- Updated handbook with latest policies, organization charts, places to visit in Goa etc.

21. Preparing Cookie pack for HOD morning meeting- This newsletter covers training for the staff, events at the hotel, grooming standards, room bookings for the day, and birthdays and work anniversaries. Based on this, the HOD meeting is held, and the important duties completed in their department are discussed.

22. Clearing Outdoor Catering (ODC) Payments- When the hotel is fully booked, they make arrangements for ODC from colleges or caterers. ODC's base wage for a 9-hour shift is Rs 1200. The ODC data must be given to finance, and a cheque must be collected and paid to the contractor/caterer.

23. Checking third-party monthly bills- Electricity, water, and other miscellaneous bills should be cleared from finance using petty cash and I.O.U. My task was to clear the bills on a weekly basis and enter the amount in the HR bills database.

24. Scheduling interns meet once a week- Taking control of the interns' meetings, inquiring about the issues they have, and reporting the same to the training manager to take necessary action taught me the importance of maintaining the flow of communication in terms of grievance redressal.

25. Preparing owner's report- Hilton is owned by the MRG group, and each department is required to submit a detailed report to the owners on the 30th of each month Human Resources department's task is to outline the total salaries paid for the month, the total vacancies filled, internal transfers, types of training conducted, and the expenditure by the human resource department for various activities. Each department sends an initial report to the general manager, which is afterwards consolidated and sent to the owners.

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16. Annexures

Attrition Track Sheet of Double Tree By Hilton for the year 2022.

DEPARTMENT	Jan-22					Feb-22					Mar-22				
	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover
Business Development	1			8	13%	1			7	14%	1			6	17%
Engineering		1		8	13%				9	0%				9	0%
Executive Office				1	0%				1	0%				1	0%
Finance & IT	2			9	22%	1			8	13%	1			10	10%
Food & Beverage		2	1	26	8%	1			27	4%	2			29	7%
Front Office & HC	2			16	13%				18	0%	1	1		19	11%
Housekeeping		3		16	19%				18	0%		1		21	5%
Human Resources				3	0%				3	0%				3	0%
Kitchen			1	29	0%	1			29	3%	1			30	3%
Security				5	0%				5	0%				5	0%
Total Hotel	5	6	2	121	9%	4	0	0	125	3%	6	2	0	133	6%
DEPARTMENT	Apr-22					May-22					Jun-22				
	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover
Business Development	2	0	0	5	40%	0	0	0	5	0%	0		1	8	0%
Engineering	0	0	0	10	0%	0	0	0	10	0%	1			9	11%
Executive Office	0	0	0	1	0%	0	0	0	1	0%	0			2	0%
Finance & IT	0	0	0	10	0%	0	0	0	10	0%	1			9	11%
Food & Beverage	1	2	0	27	11%	0	2	0	27	7%	1			28	4%
Front Office & HC	1	0	1	19	5%	0	0	0	19	0%	0			21	0%
Housekeeping	0	1	0	21	5%	0	1	0	21	5%	1			23	4%
Human Resources	0	0	0	3	0%	0	0	0	3	0%	0			3	0%
Kitchen	2	1	0	31	10%	0	1	0	31	3%	2			32	6%
Security	0	0	1	5	0%	0	0	0	5	0%	0			5	0%
Total Hotel	6	4	2	132	8%	0	4	0	132	3%	6	0	1	140	4%

DEPARTMENT	Jul-22					Aug-22					Sep-22				
	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover
Business Development	1			7	14%				8	0%	1			8	13%
Engineering				9	0%				10	0%				10	0%
Executive Office				2	0%				2	0%				2	0%
Finance & IT	2			8	25%	1			8	13%				12	0%
Food & Beverage			2	27	0%	1			28	4%	2	1		28	11%
Front Office & HC	2	1		19	16%				19	0%				20	0%
Housekeeping				25	0%	1			24	4%	1			24	4%
Human Resources				3	0%				3	0%				3	0%
Kitchen	3			31	10%	3			31	10%	2			32	6%
Security	1			4	25%				5	0%				5	0%
Total Hotel															
DEPARTMENT	Oct-22					Nov-22					Dec-22				
	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover	Resigned	Absconding	Transferred	Actual Manning	Turnover
Business Development				9	0%				9	0%				9	0%
Engineering				10	0%				10	0%				10	0%
Executive Office				2	0%				2	0%				2	0%
Finance & IT	1			11	9%	2			11	18%				12	0%
Food & Beverage	3			26	12%	2	2		25	16%	5			26	19%
Front Office & HC				21	0%				21	0%		1	1	19	5%
Housekeeping	2	1		22	14%	3			21	14%	2			24	8%
Human Resources	1			3	33%				3	0%				3	0%
Kitchen	3		1	29	10%	2			29	7%	4			30	13%
Security				5	0%				5	0%				5	0%
Total Hotel	10	1	1	138	8.0%	9	2	0	136	8.1%	11	1	1	140	8.6%

DEPARTMENT	YTD				
	Resigned	Absconding	Transferred	Average Manning	Turnover
Business Development	7	0	1	7	4.0%
Engineering	1	1	0	10	21.1%
Executive Office	0	0	0	2	0.0%
Finance & IT	11	0	0	10	111.9%
Food & Beverage	18	9	3	27	100.0%
Front Office & HC	6	3	2	19	46.8%
Housekeeping	10	7	0	22	78.5%
Human Resources	1	0	0	3	33.3%
Kitchen	23	2	2	30	82.4%
Security	1	0	1	5	20.3%
Total Hotel	78	22	9	135	74%

Detailed Attrition Report of Double Tree by Hilton in the Year 2022

S.No.	Designation	Department	Grade	DOJ	DOL	Tenure (in months)	Reason	Voluntary/Involuntary/Transfer/Other
1	RESERVATION EXECUTIVE	BUSINESS DEVELOPMENT	E	21-12-2020	10-01-2022	1.05	Better prospects	Voluntary
2	ENGINEERING TECHNICIAN	ENGINEERING	F	01-11-2021	01-01-2022	0.17	Absconding	Involuntary
3	FINANCIAL CONTROLLER	FINANCE	B	18-02-2019	08-01-2022	2.89	Better prospects	Voluntary
4	FINANCE EXECUTIVE	FINANCE	E	16-11-2019	13-01-2022	2.16	Better prospects	Voluntary
5	ASSISTANT DIRECTOR OF FOOD & BEVERAGE	FOOD & BEVERAGE	B	11-03-2019	20-01-2022	2.87	Internal Transfer	Voluntary
6	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	10-11-2021	01-01-2022	0.14	Absconding	Involuntary
7	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	25-11-2021	04-01-2022	0.11	Absconding	Involuntary
8	FRONT OFFICE MANAGER	FRONT OFFICE	B	05-11-2021	05-01-2022	0.17	Personal Reason - Family	Voluntary
9	GUEST SERVICES AGENT	FRONT OFFICE	F	17-12-2021	15-01-2022	0.08	Personal Reason - Family	Voluntary
10	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	15-11-2021	03-01-2022	0.13	Absconding	Involuntary
11	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	26-11-2021	03-01-2022	0.10	Absconding	Involuntary
12	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	10-12-2021	01-01-2022	0.06	Absconding	Involuntary
13	SOUS CHEF	KITCHEN	D	14-01-2020	23-01-2022	2.03	Internal Transfer	Voluntary
14	MARKETING & COMMUNICATIONS MANAGER	BUSINESS DEVELOPMENT	C	01-12-2021	28-02-2022	0.24	Career	Voluntary
15	RECEIVING ASSISTANT	FINANCE	F	26-11-2021	07-02-2022	0.20	Personal Reason - Family	Voluntary
16	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	05-08-2021	10-02-2022	0.52	Personal Reason - Family	Voluntary
17	DEMI CHEF DE PARTIE	KITCHEN	F	28-01-2021	02-02-2022	1.01	Better prospects	Voluntary
18	ASST SALES MANAGER	BUSINESS DEVELOPMENT	D	15-11-2021	30-03-2022	0.37	Better prospects	Voluntary
19	COST CONTROLLER	FINANCE	E	26-07-2021	03-03-2022	0.60	Better prospects	Voluntary
20	IRD ORDER TAKER	FOOD & BEVERAGE	F	01-03-2021	14-03-2022	1.04	Better prospects	Voluntary
21	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	05-10-2021	06-03-2022	0.42	Better prospects	Voluntary
22	GUEST RELATION MANAGER	FRONT OFFICE	C	22-10-2021	01-03-2022	0.36	Absconding	Involuntary
23	ASST RECREATION MANAGER	HEALTH CLUB	D	10-01-2022	31-03-2022	0.22	Personal Reason - Family	Voluntary
24	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	14-03-2022	16-03-2022	0.01	Absconding	Involuntary
25	COMMI III	KITCHEN	F	01-11-2021	13-03-2022	0.36	Personal Reason - Family	Voluntary
26	ASSISTANT SALES MANAGER	BUSINESS DEVELOPMENT	D	01-02-2021	11-04-2022	1.19	Better prospects - Abroad	Voluntary
27	SALES EXECUTIVE	BUSINESS DEVELOPMENT	E	01-11-2021	30-04-2022	0.49	Better prospects	Voluntary
28	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	01-11-2021	30-04-2022	0.49	Better prospects - Abroad	Voluntary
29	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	12-03-2022	01-04-2022	0.05	Absconding	Involuntary
30	BARTENDER	FOOD & BEVERAGE	F	12-03-2022	03-04-2022	0.06	Absconding	Involuntary

31	GUEST REALTIONS ASSOCIATE	FRONT OFFICE	F	18-01-2021	03-04-2022	1.21	Internal Transfer	Voluntary
32	GUEST SERVICES AGENT	FRONT OFFICE	F	01-11-2021	09-04-2022	0.44	Personal Reason - Family	Voluntary
33	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	14-03-2022	01-04-2022	0.05	Absconding	Involuntary
34	CHEF DE PARTIE	KITCHEN	E	04-04-2019	12-04-2022	3.02	Better prospects - Abroad	Voluntary
35	DEMI CHEF DE PARTIE	KITCHEN	F	01-07-2021	01-04-2022	0.75	Better prospects - Abroad	Voluntary
36	COMMI II	KITCHEN	F	10-11-2021	01-04-2022	0.39	Absconding	Involuntary
37	SECURITY MANAGER	SECURITY	B	01-12-2020	08-04-2022	1.35	Internal Transfer	Voluntary
38	BANQUET MANAGER	FOOD & BEVERAGE	D	25-02-2022	01-05-2022	0.18	Absconding	Involuntary
39	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	04-04-2022	13-05-2022	0.11	Absconding	Involuntary
40	HOUSEKEEPING EXECUTIVE	HOUSEKEEPING	E	22-11-2021	01-05-2022	0.44	Absconding	Involuntary
41	COMMI III	KITCHEN	F	22-03-2022	10-05-2022	0.13	Absconding	Involuntary
42	RESERVATION EXECUTIVE	BUSINESS DEVELOPMENT	E	11-10-2021	04-06-2022	0.65	Internal Transfer	Voluntary
43	ASSISTANT MANAGER	ENGINEERING	D	16-01-2022	01-06-2022	0.37	Personal Reason - Family	Voluntary
44	FINANCIAL CONTROLLER	FINANCE	B	21-03-2022	29-06-2022	0.27	Resignation	Voluntary
45	RESTAURANT MANAGER	FOOD & BEVERAGE	D	22-10-2021	15-06-2022	0.65	Better Prospects	Voluntary
46	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	15-11-2021	22-06-2022	0.60	Better Prospects	Voluntary
47	CHEF DE PARTIE	KITCHEN	E	01-10-2021	19-06-2022	0.72	Better Prospects	Voluntary
48	DEMI CHEF DE PARTIE	KITCHEN	F	10-12-2021	05-06-2022	0.48	Better Prospects	Voluntary
49	COMMERCIAL DIRECTOR	BUSINESS DEVELOPMENT	A	06-08-2018	25-07-2022	3.97	Better Prospects	Voluntary
50	INCOME AUDITOR	FINANCE	E	17-12-2021	13-07-2022	0.57	Better Prospects	Voluntary
51	COST CONTROLLER	FINANCE	E	21-03-2022	01-07-2022	0.28	Termination	Involuntary
52	ASSISTANT RESTAURANT MANAGER	FOOD & BEVERAGE	D	03-10-2018	30-07-2022	3.82	Internal Transfer	Voluntary
53	FOOD & BEVERAGE EXECUTIVE	FOOD & BEVERAGE	E	02-11-2020	03-07-2022	1.67	Internal Transfer	Voluntary
54	SENIOR DUTY MANAGER	FRONT OFFICE	D	11-03-2022	06-07-2022	0.32	Better Prospects	Voluntary
55	GUEST SERVICES AGENT	FRONT OFFICE	F	02-05-2022	03-07-2022	0.17	Absconding	Involuntary
56	GUEST SERVICES AGENT	FRONT OFFICE	F	09-05-2022	31-07-2022	0.23	Career	Voluntary
57	EXECUTIVE CHEF	KITCHEN	B	01-07-2021	19-07-2022	1.05	Better Prospects	Voluntary
58	COMMI I	KITCHEN	F	01-09-2021	06-07-2022	0.84	Better prospects - Abroad	Voluntary
59	DEMI CHEF DE PARTIE	KITCHEN	F	13-04-2022	29-07-2022	0.29	Better Prospects	Voluntary
60	SECURITY EXECUTIVE	SECURITY	E	01-12-2021	15-07-2022	0.62	Better prospects - Curise	Voluntary
61	ASSISTANT MANAGER FINANCE	FINANCE	D	05-10-2020	02-08-2022	1.82	Better Prospects	Voluntary
62	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	21-03-2022	13-08-2022	0.40	Resignation	Voluntary
63	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	21-07-2022	18-08-2022	0.08	Better prospects - Abroad	Voluntary
64	HYGIENE TEAM LEADER	KITCHEN	E	10-02-2021	10-08-2022	1.50	Better Prospects	Voluntary
65	DEMI CHEF DE PARTIE	KITCHEN	F	13-09-2021	19-08-2022	0.93	Better Prospects	Voluntary

66	COMMI I	KITCHEN	F	01-11-2021	28-08-2022	0.82	Better Prospects	Voluntary
67	SALES MANAGER (MUMBAI)	BUSINESS DEVELOPMENT	C	01-08-2022	21-09-2022	0.14	Better Prospects	Voluntary
68	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	14-09-2021	29-09-2022	1.04	Better Prospects	Voluntary
69	FOOD & BEVERAGE EXECUTIVE	FOOD & BEVERAGE	E	20-12-2021	17-09-2022	0.74	Better Prospects	Voluntary
70	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	13-06-2022	01-09-2022	0.22	Absconding	Involuntary
71	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	01-09-2021	29-09-2022	1.08	Better Prospects	Voluntary
72	CHEF DE PARTIE	KITCHEN	E	03-10-2018	16-09-2022	3.96	Better Prospects	Voluntary
73	DEMI CHEF DE PARTIE	KITCHEN	F	08-08-2022	05-09-2022	0.08	Better prospects - Abroad	Voluntary
74	FINANCE EXECUTIVE	FINANCE	E	20-01-2022	02-10-2022	0.70	Resignation	Voluntary
75	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	04-10-2021	29-10-2022	1.07	Personal Reason - Further Studies	Voluntary
76	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	05-10-2021	28-10-2022	1.06	Personal Reason - Further Studies	Voluntary
77	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	16-11-2021	19-10-2022	0.92	Personal Reason - Further Studies	Voluntary
78	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	27-09-2021	06-10-2022	1.02	Personal Reason - Family	Voluntary
79	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	21-02-2022	12-10-2022	0.64	Better Prospects	Voluntary
80	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	06-06-2022	01-10-2022	0.32	Absconding	Involuntary
81	HUMAN RESOURCES EXECUTIVE	HUMAN RESOURCES	E	01-03-2021	12-10-2022	1.62	Better prospects - Abroad	Voluntary
82	COMMI I	KITCHEN	F	07-08-2021	21-10-2022	1.21	Internal Transfer	Voluntary
83	JUINOR SOUS CHEF	KITCHEN	D	20-01-2022	01-10-2022	0.70	Better Prospects	Voluntary
84	COMMI I	KITCHEN	F	04-07-2022	10-10-2022	0.27	Better prospects - Abroad	Voluntary
85	COMMI II	KITCHEN	F	01-09-2022	10-10-2022	0.11	Better prospects - Abroad	Voluntary
86	ASSISTANT PURCHASE MANAGER	FINANCE	D	07-01-2022	29-11-2022	0.89	Better Prospects	Voluntary
87	FINANCE EXECUTIVE	FINANCE	E	18-07-2022	21-11-2022	0.35	Better Prospects	Voluntary
88	ASSISTANT BANQUET MANAGER	FOOD & BEVERAGE	D	07-12-2019	29-11-2022	2.98	Personal Reason - Family	Voluntary
89	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	25-02-2021	26-11-2022	1.75	Personal Reason - Further Studies	Voluntary
90	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	14-09-2022	01-11-2022	0.13	Absconding	Involuntary
91	FOOD & BEVERAGE EXECUTIVE	FOOD & BEVERAGE	E	24-10-2022	07-11-2022	0.04	Absconding	Involuntary
92	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	01-10-2021	09-11-2022	1.11	Personal Reason - Further Studies	Voluntary
93	HOUSEKEEPING MANAGER	HOUSEKEEPING	C	10-12-2021	04-11-2022	0.90	Better Prospects	Voluntary
94	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	21-07-2022	13-11-2022	0.32	Better prospects - Curise	Voluntary
95	DEMI CHEF DE PARTIE	KITCHEN	F	14-04-2022	19-11-2022	0.60	Better prospects - Abroad	Voluntary
96	COMMI I	KITCHEN	F	03-06-2022	24-11-2022	0.48	Better prospects - Abroad	Voluntary
97	FOOD & BEVERAGE ATTENDANT	FOOD & BEVERAGE	F	13-09-2021	17-12-2022	1.30	Better Prospects	Voluntary
98	ASSISTANT FOOD & BEVERAGE MANAGER	FOOD & BEVERAGE	C	01-02-2022	17-12-2022	0.91	Better Prospects	Voluntary
99	FOOD & BEVERAGE EXECUTIVE	FOOD & BEVERAGE	F	06-12-2021	11-12-2022	1.07	Better Prospects	Voluntary
100	RESTAURANT MANAGER	FOOD & BEVERAGE	E	10-01-2022	18-12-2022	0.97	Better Prospects	Voluntary
101	GUEST SERVICES AGENT	FOOD & BEVERAGE	C	22-08-2022	15-12-2022	0.36	Better Prospects	Voluntary
102	GUEST SERVICES AGENT	FRONT OFFICE	F	01-10-2021	03-12-2022	1.25	Internal Transfer	Voluntary
103	GUEST SERVICES ATTENDANT	FRONT OFFICE	F	14-09-2022	01-12-2022	0.30	Absconding	Involuntary
104	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	17-09-2021	08-12-2022	1.29	Better prospects - Abroad	Voluntary
105	GUEST SERVICES ATTENDANT	HOUSEKEEPING	F	21-02-2022	04-12-2022	0.86	Better prospects - Curise	Voluntary
106	CHEF DE CUISINE	KITCHEN	C	01-08-2021	20-12-2022	1.42	Better Prospects	Voluntary
107	COMMI I	KITCHEN	F	01-12-2021	04-12-2022	1.08	Better Prospects	Voluntary
108	COMMI III	KITCHEN	F	21-02-2022	15-12-2022	0.86	Better Prospects	Voluntary
109	COMMI III	KITCHEN	F	06-06-2022	12-12-2022	0.57	Better Prospects	Voluntary

QUESTIONNAIRE FOR MANAGERS

Research-Based Internship on Evaluation of Employee Attrition and Identifying Effective Retention Strategies at DT Hilton Goa-Panaji

The objective of the research is to understand the phenomena, trends and other factors that contribute to Employee Attrition and identifying effective retention strategies. I assure you that the analysis/your response/opinion shall be kept highly confidential and shall only be used for current research. None of the research outcomes shall be used for any other purpose except purely academic.

The questionnaire comprises of three parts:

1. General Information
2. Attrition
3. Retention

Part 1: General Information

General information about an employee is required to group them department-wise/designation-wise, age-wise, to analyse the following data.

Name: _____

Department

- | | |
|-------------------------------|--------------------------|
| 1. Human Resource | <input type="checkbox"/> |
| 2. Purchase & Finance | <input type="checkbox"/> |
| 3. Front Office & Health Club | <input type="checkbox"/> |
| 4. Housekeeping | <input type="checkbox"/> |
| 5. F & B Service | <input type="checkbox"/> |
| 6. Kitchen | <input type="checkbox"/> |
| 7. Business Development | <input type="checkbox"/> |
| 8. Security | <input type="checkbox"/> |
| 9. IT | <input type="checkbox"/> |
| 10. Engineering | <input type="checkbox"/> |
| 11. Other | <input type="checkbox"/> |

Designation

- a) Assistant Manager ☐
- b) Manager ☐
- c) Head of Department ☐

Part 2: Attrition

Attrition is the departure of employees from the organization for any reason (voluntary or involuntary), including resignation, termination, death or retirement.

1. Which of the following is the greatest HRM Challenge faced by your department?

- a) Performance Management ☐
- b) Employee Attrition ☐
- c) Employee Absenteeism ☐
- d) Employee Training Ineffectiveness ☐
- e) Low Employee Morale ☐
- f) Lack of Employee Engagement ☐

2. State the major reasons for Employee Attrition in your respective department.

- a) Employee's expectation of the job ☐
- b) Absence of a conducive workplace environment ☐
- c) Mismatch of job profile ☐
- d) Lack of career growth ☐
- e) Long working hours ☐
- f) Stress and work-life balance ☐
- g) Lack of proper compensation ☐

3. Which level of Employees/ Team Members in your department are most susceptible to Attrition?

- a) Junior Management ☐
- b) Middle Management ☐
- c) Senior Management ☐
- d) Top Management ☐

4. Does DT Hilton make it mandatory for employees to serve a notice period?

- a) Yes ☐
- b) No ☐

5. If yes what is the main objective of the notice period?

- a) Handing Over Charge to the Incumbent taking over ☐
- b) Training the Incumbent taking over ☐
- c) Finishing tasks at hand ☐
- d) All of the above ☐

6. Do the Attrition trends at DT Hilton make you believe that it is ultimately Money that is influencing the decisions related to Resignations & Retention?

- a) Yes ☐
- b) No ☐

7. Which of the following is the most damaging consequence of Employee/Team Member Attrition in your department?

- a) Waiting Period before the next Incumbent takes charge & starts to deliver ☐
- b) Cost of hiring the next Incumbent ☐
- c) Cost of training the next incumbent ☐
- d) Impact of the Transition on the end product/service quality ☐
- e) Impact on existing customer/client base ☐

Part 3: Retention

Employee retention is an organization's ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success.

8. Does the HOD/HR attempt to Retain the Resigning Employee by offering increased benefits?

- a) Yes ☐
- b) No ☐
- c) Depends on the Individual's cost & value to the organization. ☐

9. What kind of benefits does your organization offer to Resigning Employees if they consent to continue their services?

- a) Increased Remuneration ☐
- b) A promotion or Title Advancement ☐
- c) A retention Bonus ☐
- d) No lure back Policy ☐
- e) Others ☐

10. Do you consider and incorporate the feedback given by employees during their Exit Interviews?

- a) Yes ☐
- b) No ☐

11. What action/measures have been taken to reduce Attrition in your department?

12. What support do you as HOD require from HR to reduce Attrition in your department?

QUESTIONNAIRE FOR EMPLOYEES

Research-Based Internship on Evaluation of Employee Attrition and Identifying Effective Retention Strategies at DT Hilton Goa-Panaji

The objective of the research is to understand the phenomena, trends and other factors that contribute to Employee Attrition and identify effective retention strategies. I assure you that your response shall be kept highly confidential and shall only be used for current research. None of the research outcomes shall be used for any other purpose except purely academic.

The questionnaire comprises of three parts:

1. General Information
2. Attrition
3. Retention

Part 1: General Information

General information about an employee is required to group them department-wise/designation-wise, age wise, to analyse the following data.

Name: _____

Department:

- | | |
|--------------------------------|--------------------------|
| 13. Human Resource | <input type="checkbox"/> |
| 14. Purchase & Finance | <input type="checkbox"/> |
| 15. Front Office & Health Club | <input type="checkbox"/> |
| 16. Housekeeping | <input type="checkbox"/> |
| 17. F & B Service | <input type="checkbox"/> |
| 18. Kitchen | <input type="checkbox"/> |
| 19. Business Development | <input type="checkbox"/> |
| 20. Security | <input type="checkbox"/> |
| 21. IT | <input type="checkbox"/> |
| 22. Engineering | <input type="checkbox"/> |
| 23. Other | <input type="checkbox"/> |

Designation: _____

Gender

- a) Male ☐ b) Female ☐

Marital Status

- a) Married ☐ b) Unmarried ☐

Educational Qualification

- a) Less than high school ☐
b) High school ☐
c) Higher Secondary ☐
d) Graduate ☐
e) Diploma ☐
f) Masters or above ☐

Age

- a) Less than 25 ☐
b) 25-30 ☐
c) 36-46 ☐
d) 47 and above ☐

Part 2: Attrition

Attrition is the departure of employees from the organization for any reason (voluntary or involuntary), including resignation, termination, death or retirement.

1. How long have you been working at Double Tree by Hilton Goa-Panaji?

- a) 0-1 year ☐
b) 1-2 years ☐
c) 2-3 years ☐
d) 3-5 years ☐
e) 5 years & above ☐

2. Do you intend to be with the organization after 12 months?

- a) Yes ☐
b) No ☐
c) May Be ☐

3. Did You Have Enough Growth Opportunities?

- a) Yes ☐
b) No ☐
c) Maybe ☐

4. Are you encouraged to participate in training to improve your skills and competencies?

- a) Yes ☐
b) No ☐

5. What is your opinion regarding the workload?

- a) Very high ☐ b) High ☐ c) Average ☐ d) Low ☐ e) Very low ☐

6. Indicate the extent to which each of the following statements you agree with in your organization using the five-point scale.

SA-Strongly Agree

A-Agree

N-Neither Agree nor Disagree

D-Disagree

SD-Strongly Disagree

Statements	SA	A	N	D	SD
1. Your training program is always linked with your career development/growth					
2. Your management comes forward to support you when you are facing with a critical situation					

3. Work-life balance is supported by this organization					
4. You are rewarded periodically for your performance?					
5. You have an excellent working environment					
6. You have a healthy company and department culture?					
7. You have an excellent relationship with your supervisor.					
8. You are satisfied with the welfare measures provided by the Company.					
9. You are satisfied with the leave policy of the company.					
10. You get to take leaves/offers as and when you require to.					

7. If you were to give notice and leave our organization, what would the primary reason be?

- a. Poor job satisfaction and pay ☐
- b. Not enough career opportunities ☐
- c. Poor workplace culture ☐
- d. Lack of Supervisor/Team member support ☐
- e. Not fitting in and feeling a sense of belonging ☐
- f. Long working hours ☐
- g. Stress and work-life balance ☐
- h. Family responsibilities ☐
- i. Relocation ☐
- j. Retirement ☐
- k. Disciplinary ☐
- l. Further Education ☐
- m. Migrating Overseas ☐
- n. Redundancy ☐
- o. Better opportunity ☐
- p. Medical conditions ☐
- q. Change in Career ☐

Part 3: Retention

Employee retention is an organization's ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success.

8. Does your company pay more attention to incentives and perks offered to you?

- a) Yes ☐
- b) No ☐
- c) Maybe ☐

9. How likely are you to stay at this organization if you were to receive a salary increase in future?

- a) Extremely likely ☐
- b) Likely ☐
- c) Neither likely nor unlikely ☐
- d) Unlikely ☐
- e) Extremely Unlikely ☐

10. Rate the strategies on a scale of 1-5 (1 being the lowest and 5 being the highest) do you think DT Hilton can adopt the to control the Attrition rate?

Strategies	1	2	3	4	5
1. Increased Employee compensation					
2. Wellness offerings					
3. Training and development.					
4. Recognition and rewards systems					
5. Work-life balance					
6. Reduced working hours					

11. What are three areas you think our company must improve in to prevent people in your role from migrating to other companies?

12. Is there anything you would like to change about your work to make it more productive?