

A Study on the Attrition Factors at Club Mahindra Resort, Assonora

Club Mahindra Resort, Assonora - Goa

Course code and Course Title: MGA-652 Industry Internship

Credits: 16 Credits

Submitted in partial fulfilment of Master's Degree

MBA in Human Resources

By

JOANN D'SOUZA

Seat Number: 22P0280012

ABC ID: 526909991402

PRN: 201802847

Under the Mentorship of

DR. NIRMALA RAJANALA

Goa Business School – Masters in Business Administration

Human Resources



GOA UNIVERSITY, GOA BUSINESS SCHOOL

Date: May 2024



Examined by:

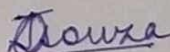
Nirmala

Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, "A Study on the Attrition Factors at Club Mahindra Resort, Assonora" is based on the results of investigations carried out by me in the Masters in Business Administration at the Goa Business School, Goa University/ Hospitality, under the mentorship of Dr Nirmala Rajanala 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/ Goa Business School will be not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

I hereby authorize the University/Goa Business School authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.



Joann D'souza

Seat no: 22P0280012

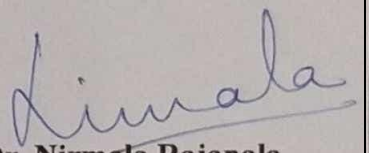
Date: 06 May 2024

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the internship report "A Study on the Attrition Factors at Club Mahindra Resort, Assonora" is a bonafide work carried out by Ms. Joann D'souza under my mentorship in partial fulfilment of the requirements for the award of the Masters degree in Discipline Masters in Business Administration at the Goa Business School/Human Resources, Goa University/ Goa Business School.

Date: 06 May 2024


Dr. Nirmala Rajanala

Prof. Jyoti D. Pawar

Date: 06 May 2024

Place: Goa University/Goa Business School



Goa Business School Stamp

ACKNOWLEDEMENTS

I thank the Almighty for the divine guidance that led me to complete this dissertation.

I extend heartfelt gratitude to the faculty of the Goa Business School, especially Dr. Nirmala Rajanala, for their invaluable guidance and mentorship throughout this endeavor. Their wisdom and encouragement have significantly contributed to my professional development.

I am also thankful to the HR team of Club Mahindra Resort Assonora, for granting me the opportunity to apply my classroom learnings in a practical setting and to the staff for their participation in my research.

Finally, I am grateful to my dear friends and family for their constant support and motivation, which has been my guiding light.

OFFER LETTER

ClubMahindra

Date: 21st December 2024

To,

Joann D'souza

Subject: Confirmation Letter

Dear Joann,

Congratulations we would like to offer you the position of intern in Human Resources Department from 15/01/2024.

We look forward to have you on the board!!!

For Club Mahindra Assonora,

A handwritten signature in black ink, appearing to read 'Castida Fernandes'.

Castida Fernandes
Human Resources Department



Mahindra Holidays & Resorts India Limited

Resort address: Club Mahindra Assonora, Goa. Survey No 7/0, & 16/0, of Moitem, Village Assonora Bardez Goa Pin code : 403503.
t: 0832 2214 300, e: reservations.assonora@mahindaholidays.com

www.clubmahindra.com CIN: L55101MH1996PLC405715

Registered Off: Mahindra Towers, 1st floor, 'A' Wing, Dr. G M Bhosale Marg, P k Kurne Chowk, Worli, Mumbai - 400 018.

INTERNSHIP LETTER

4th May 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Miss. Joann D'souza student of Goa Business School, Goa University has successfully completed her Internship Training with Club Mahindra Assonora, Goa from 15th January 2024 till 4th May 2024 in Human Resources Department.

During the above period of training, her performance was **Very Good**. She is hardworking.

We wish her a successful career in her future endeavors.

For Mahindra Holidays & Resorts India Limited
Club Mahindra Assonora, Bardez, Goa

Shradha Rajput
Human Resource

Mahindra Holidays & Resorts India Limited

Resort address: Club Mahindra Assonora, Goa. Survey No 7/0, & 16/0, of Moitem, Village Assonora Bardez Goa Pin code : 403503.
t: 0832 2214 300, e: reservations.assonora@mahindaholidays.com

www.clubmahindra.com CIN: L55101MH1996PLC405715

Registered Off: Mahindra Towers, 1st floor, "A" Wing, Dr. G M Bhosale Marg, P k Kurne Chowk, Worli, Mumbai - 400 018.

Table of Content

Chapter	Particulars	Page Number
I	EXECUTIVE SUMMARY	8
II	PROFILE OF THE COMPANY	9
III	INTRODUCTION TO THE RESEARCH TOPIC	16
IV	LITRATURE	19
V	RESEARCH METHODOLOGY	28
		29
VI	DATA ANALYSIS AND RESULTS	
VII	RESEARCH FINDINGS AND DISCUSSIONS	32
VIII	CONCLUSION	34
IX	Appendix I: PHOTOGRAPHIC EVIDENCE	39
X	REFERENCE	44

CHAPTER I

EXECUTIVE SUMMARY

During my MBA program, I undertook a 16-week Industry Internship at Club Mahindra Resort Assonora - Goa, in the Human Resources Department. The primary goal of this internship was to gain practical industry exposure and apply my HR knowledge in a real-world setting. Throughout this experience, I successfully acquired valuable insights not only within the HR Department but also into the overall operations of various other departments within the hospitality sector.

I actively observed, learnt and participated in diverse HR functions, including Talent Acquisition, Employee Engagement, Training and Development, Performance Management, HR Information Management, Compliance, Diversity and Inclusion and other general functions of the HR department. These experiences provided me with a well-rounded understanding of the integral role HR plays in fostering a positive work culture and organizational success.

After learning about the high attrition in the organization I embarked on a study focusing on Herzberg's motivation and hygiene factors. This research was aimed to assess the Motivation and Hygiene factors among employees, in order to find the reason behind high attrition and possible solution to reduce it, reducing the overall excess cost of the company.

CHAPTER II

PROFILE OF THE COMPANY

1.1 The Mahindra & Mahindra Ltd.

The Mahindra & Mahindra Ltd., is a globally recognized Indian brand founded in the year 1947 by two brothers J.C Mahindra and K.C Mahindra along with Malik Ghulam Muhammad. The Mahindra & Mahindra Ltd. is known to have its presence across the globe in various sectors which include Automotive, Farm Equipment, Technology Services, Financial Services, Renewable Energy, Logistics, Real Estate, Hospitality and much more, with \$21 Billion Group Turnover. Mahindra & Mahindra Ltd. continues to innovate, grow, and contribute to society, making it a brand that truly enables people to Rise!



In Hospitality Sector, Club Mahindra has some of the popular resorts in Goa:

1. Club Mahindra Acacia Palms
2. Club Mahindra Emerald Palms
3. Club Mahindra Varca
4. Club Mahindra Assonora

Club Mahindra Resort, Assonora is a part of Mahindra Holidays & Resorts India Ltd. (MHRL) which is a flagship brand of The Mahindra & Mahindra Ltd. It started its operations in 2021 and is one of the esteemed 5-star resort in Goa. It is one of the favorite getaway destinations and a secluded hidden gem amidst nature. The property, currently consists of 244 spacious rooms, elegant restaurants (Unwind, Plunge, Curries & Spice), corporate event halls (Sparkle & Celebrations), relaxing pool and a spa - Svaastha, which gives a holistic experience combining the universal wellness practices of the Western world, with the timeless traditions of Ayurveda and Yoga Life Sciences. To give you healthy experiences that rejuvenate your body, mind and soul.

Happy Hub is an activity Centre at Club Mahindra. This vibrant hub is designed specifically for kids and offers a diverse array of recreational activities from indoor games and creative workshops to outdoor adventures like eco trials, rock climbing and sky gazing. Families can

bond over fun-filled experiences like pottery, painting, and interactive games. The center's lively atmosphere, guided by expert facilitators, ensures little ones find activities that resonate with their interests. Happy Hub serves as the most delightful space for kids fostering a sense of joy and togetherness amidst the delightful offerings of Club Mahindra Resorts.

A variety of modern facilities are available to ensure that guests can enjoy both comfort & fun.

Aim: Bringing happiness into the lives of its members.

The mission: Good living. Happy families

The vision: We will be among the Top 5 Vacation Ownership companies in terms of member base.

Values: No Room for Ordinary. Experience is Everything. Make smiles. Proud to Belong

Credo: Make Every Moment Magical.

Culture: Service with Empathy, Warmth & Attentiveness

6 Behaviors: Can Do, Will Do. Going the Extra Mile. Respect for People. Creative Restlessness. Working Together. Ownership – Founders' Mindset.

MHRL offers a quality family holidays primarily through vacation ownership membership, currently having over 2,81,000 members, who can access the 125+ resorts across India and the world. The Club Mahindra Membership is divided into four seasons i.e., Purple, Red, White and Blue. Seasons are bifurcated based on holiday patterns, likes, life stage and preferences ranging from 1.5 lakh to 25 lakhs per year. One can select a package that resonates most with their unique lifestyles. *The Premium Purple Membership* provides vacation for members throughout the year. *The Exclusive Red Membership* is for all those who wish to travel throughout the year, except peak seasons.

The well-Balanced White Membership is to holiday during the low-peak but high value seasons. *The Peaceful Blue Membership* is for those who prefer to travel to uncrowded places during the off-peak seasons.

2.2 MHRL Employees

The dedicated employees, play a pivotal role in ensuring guests' comfort and satisfaction. Employees are classified into various grades, including permanent, probationers, FTC, OJT, temporary, casual,

apprentice, and industrial trainees. Each department's manpower planning is overseen by respective HODs to align with departmental objectives. MHRL follows a band system for its employees.

STAFF		EXECUTIVES	
GRADE	DESIGNATION	GRADE	DESIGNATION
S03	Commis III / Service Facilitator/ Therapist	G4	Executive
S04	Sr. Service Facilitator/ Commis II/ Sr. Therapist	G5	Senior Executive
S05	Service Associate/ Commis I / DCDP	G6	Asst. Manager/ Sous Chef
S06	Supervisor/CDP	G7	Manager/ Executive Sous Chef
S07	Senior Supervisor/ Sr. CDP	G8	Executive Assistant Manger/Senior Manager/ Executive Chef/ Operational Manager
		G9	Resort Manager

The following are the various departments involved in the operations of the Club Mahindra Resort

Front Office: Headed by the Front Office Manager, this department is responsible for all front-house operations such as check-in, check-out, managing inquiries and providing information about the resort and its services, managing reservations & services.

On-site Sales: This team markets the MHRL vacation ownership memberships and is responsible for holiday world. Their main goal is to enhance the resort's revenue by attracting new members and promoting the unique offerings.

Sales: The Sales team at the resort has a significant role in promoting the Club Mahindra, Assonora property to potential customers. They interact with potential customers, providing them with information about the property and addressing any queries they might have. They work towards converting inquiries into booking. This involves negotiations and finalizing deals.

Finance: The finance team is responsible for managing all financial aspects of MHRL, including managing profits and expenses including payments to employees and vendors.

Food & Beverage: F& B Production department is in charge of preparing all the food and beverages served at the resort and work closely with the Food & Beverage Service team to ensure high-quality culinary experiences for guests.

Purchase: This department procures all necessary goods and services for the resort, so that there is everything available for the resort to operate smoothly.

IT Department: This team manages the resort's information technology infrastructure, including software, hardware, networks, and systems.

Engineering: This department is responsible for maintaining and repairing the resort's facilities and equipment, ensuring everything is in good working order.

Happy Hub: This department is responsible for organizing guest entertainment and activities, enhancing the overall guest experience including nature trails, rock climbing, etc

Spa: Svaastha Spa provides wellness and relaxation services to guests, including massages, facials, body and beauty treatments.

Horticulture: This team is responsible for maintaining the resort's green spaces and landscapes, contributing to the resort's aesthetic appeal with a garden of flowers, fruits and vegetables.

Housekeeping: This department ensures the cleanliness and orderliness of the resort's facilities, providing a comfortable and clean environment and amenities for guests.

KST: Kitchen Steward department maintains cleanliness, hygiene and sanitation.

Security: The Cheetah Security team is responsible for ensuring the safety and security of the resort's guests and staff. They take charge for employee including accommodations, transport, etc.

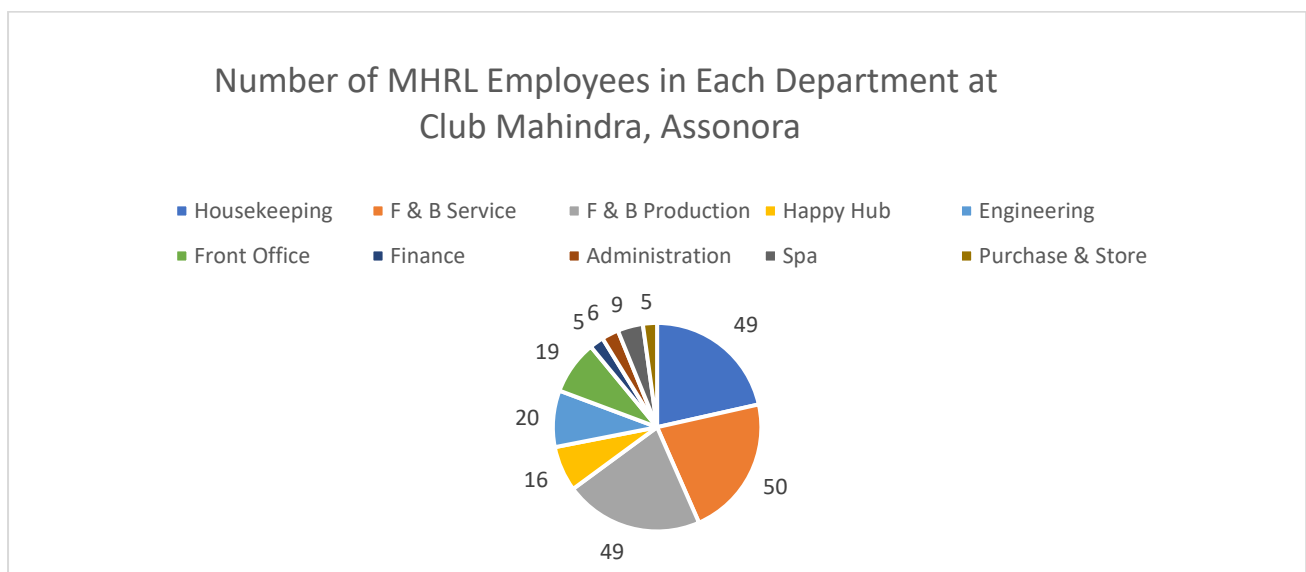


Fig. 2.1 - Number of employees in each department

Mahindra Holidays & Resorts India Ltd (MHRL) provides a comprehensive package of benefits and facilities to its 200+ employees. These include food, uniforms, one-month initial accommodation and transport. The work hours are clearly defined, with the administration working from Mondays to Saturdays from 0900-1800 hours, and operations following departmental schedules. MHRL offers Casual leaves (7 per annum), Sick leave (12 days per annum), and Privilege leaves (15 days per annum). The company uses the PeopleStrong app, an employee-friendly platform for regulating attendance, applying for leaves, and facilitating learning. In addition to these, MHRL provides medical facilities for the employee and their family. The company ensures Equal Employment Opportunity, promoting equal opportunity and selecting the best-qualified individual regardless of race, age, or status. Diversity and inclusion are practiced giving employment opportunity to Specially abled, women, local residents. Regular performance appraisals are conducted for employee growth and development. MHRL is also involved in Corporate Social Responsibility by helping the locals in and around Assonora. Some of the titles awarded for the Period of January till April 2024 for Club Mahindra Assonora Goa,

- ❖ Zero Waste to Landfill
- ❖ Hygiene Rating to be excellent.
- ❖ Most popular chain
- ❖ Best practice presentation on sustainability.

2.3 The Human Resources Department

At MHRL, the Human Resources Department, led by the Manager Human Resources and a Senior Executive Human Resources, play a pivotal role in maintaining smooth operations at the Assonora location. They ensure adherence to standard procedures, foster cooperation among departments, and oversee the functioning of a 200+ strong workforce.

The HR department plays a crucial role in managing various aspects of workforce operations and fostering a smooth collaboration among department heads. They handle a wide range of responsibilities, including talent acquisition, training and development, employee relations, performance management, employee engagement, and legal compliance.

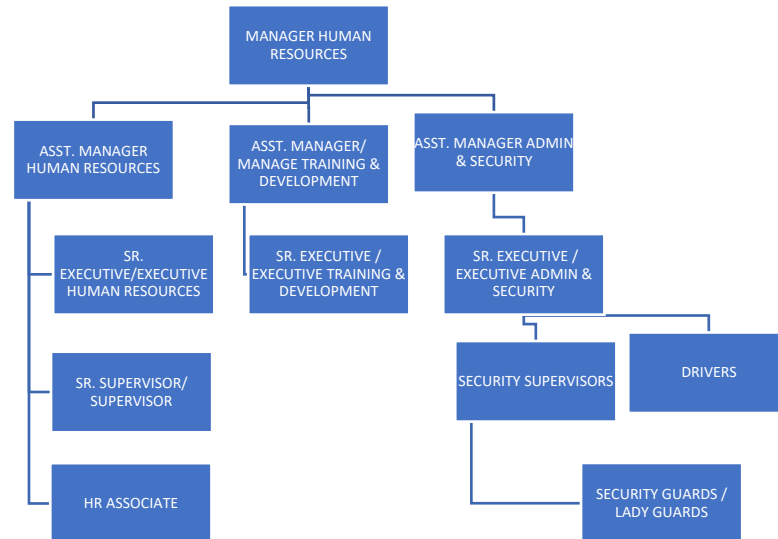


Fig. 2.2 - Hierarchy of Human Resources Department

In talent acquisition, HR utilizes internal job postings like reference, word of mouth and putting up job positions up on bulletin board and external platforms like LinkedIn and Naukri.com to source candidates. They verify resume details, assess professional skills and shortlist candidates fit for the job. Collaborating with department heads, HR facilitates the manpower requisition process by defining job descriptions and advertising positions. They then oversee the shortlisting of candidates based on requirements and budget. Upon onboarding, HR takes charge of employees' training and development, designing programs to enhance skills and knowledge. They also support career development through mentoring programs and online courses.

Managing employee relations, HR addresses grievances, conflicts, and disciplinary matters to maintain a positive work environment. They promote communication between employees and management to foster transparency and trust. Performance management is vital for aligning employees with organizational objectives. HR establishes metrics, conducts evaluations, and provides feedback to help employees reach their full potential. Employee engagement is a priority for HR, achieved through recognition programs, team-building activities, and wellness initiatives. By creating an inclusive work culture, HR ensures employees feel valued and motivated. Lastly, HR ensures legal compliance with labour laws and company policies, staying updated on regulations to promote fairness and equity in the workplace.

CHAPTER III

INTRODUCTION TO THE RESEARCH TOPIC

A prominent industrialist in the 19th century - Andrew Carnegie, emphasized the importance of employees in business success. This proves to be true in today's competitive landscape with the introduction of cutting-edge technologies particularly within hospitality industry where the human resource is of utmost importance. Human resource is the cornerstone for achieving business objectives. The major challenge faced by this industry today, is the rising attrition rate of its employees. Therefore, this study aims at analysing the various factors contributing to the high employee attrition.

Employee attrition is when employees leave a company both voluntary and involuntary. Employees exit a company and seek new employment opportunity due to numerous reasons. The reasons may be internal or external. There has been a remarkable growth in the hotel industry in recent years which has created a competitive environment, attracting the employees with plenty of career growth options to select from, leading to poaching of employees between hotels leading to increased employee turnover in the industry.

The Push Factors like long and irregular working hours, lack of empowerment, lack of proper induction at the time of joining, unfavourable work environment, insufficient organizational image, bad relationship with the supervisors and colleague, no opportunity for career growth, lack of employee welfare facilities, mismatch of employees' aspiration, low employee satisfaction etc increase the employee turnover rate. On the other hand, pull factors attract employees to a new work place with a higher salary, fringe benefits, better working conditions, defined career plan, etc. Hence the employee may leave a company in pursuit of better prospects in other companies or a desire for a career change.

The formula to measure attrition rate is: ***Attrition Rate = (number of left / number of employees) *100***

The rate at which employees leave an organization is critical as a high turnover rate can lead to negative implications for the business. Most of the organization employees work in a team and perform their respective roles to ensure effective collaboration hence when an employee leave an organization, it can slow down scheduled tasks, significantly affect the smooth functioning of a team and replacing takes time leading to productivity losses.

Employee turnover also includes financial cost in hiring and developing the newly recruited employees, impacts customer satisfaction since new employees take time to adapt to the work environment. High attrition leads to increase in work pressure on the existing employees. Losing employees and having them replaced by others can lead to a culture clash within the organization. This may affect the efficiency of the existing employees, lower motivation, affect their morale and reduce the general quality of workforce. High Employee attrition rate may at times reflect a negative message about the company, affecting the reputation of the company.

Attrition rates can have positive effects also as when the new employees join, they bring in fresh ideas, approaches, skills, and attitudes, preventing the organization from becoming stagnant. Loosing individuals within the organization who are unable to meet performance expectations, lack future potential, require disciplinary action or who have a negative and demoralizing impact on the work culture and team spirit would be a plus point for the company. This desirable attrition benefits the organization by removing bottlenecks in the company's progress and uplifting the team.

This study integrates Herzberg's Two-Factor Theory, as to identify the factors that directly or indirectly affect the employee turnover intentions. Herzberg's two-factor theory have two main elements i.e., motivation factors and hygiene factors. Motivation factors are associated with 'the need for growth or self-actualization'. These are intrinsic to the job and include achievement, the nature of the work itself, recognition, responsibility, advancement and the possibility for growth. The second element is the Hygiene factors that are related to 'the need to avoid unpleasantness'. These are extrinsic to the job and include company policies and administration, relationship with supervisors, interpersonal relations, working conditions and salary.

In motivational factors, advancement opportunities signify the potential for upward progression within the organization, giving employees a sense of purpose and direction in their careers. The nature of the work, includes its intrinsic interest, directly impacts employees' satisfaction levels and engagement with their tasks. Growth opportunities for personal and professional development, fostering a sense of progress and achievement among employees. Responsibility, decision-making authority, empowers employees to take ownership of their work, leading to increased job satisfaction and motivation. Recognition and achievement, whether through positive feedback or acknowledgment of accomplishments, further reinforce employees' sense of value and contribution to the organization.

On the other hand, hygiene factors are extrinsic to the job and primarily are to prevent job dissatisfaction by addressing the surrounding conditions of the workplace. These factors include

aspects such as interpersonal relations, salary, company policies, supervision, and working conditions. Hygiene factors play a crucial role to create a supportive and conducive work environment that minimizes discontent among employees. By addressing hygiene factors, it helps organizations to mitigate potential sources of dissatisfaction for their employees. Addressing both motivation and hygiene factors are essential for reducing high attrition and retaining quality employees. Organization that takes the time to learn why and act thoughtfully will have an edge in attracting and retaining talent.

The study is conducted to address the high attrition rate and to identify the organizational factors responsible for the high rate of attrition in hospitality industry. By identifying the various motivational and hygiene factors responsible one can find a probable solution to this problem in order to retain the manpower.

CHAPTER IV

LITERATURE

4.1 Literature Review

Numerous amounts of literature on the causes of voluntary employee attrition and retention can be found from the time dated back to the 1950s. Researchers have developed many models which associated with a number of factors contributing to attrition & retention and many empirically testing of these models, have been pursued to predict why individuals stay or leave organizations. Employee attrition & retention is manifestation of employee movement in an organization, which is deliberated by researcher in HR. They are two sides of same coin. Employee attrition & retention may be result of the negative or positive influence of the various factors (Zhang, 2005). Employee Demographics attributes such as age and years of service can be a determinant of someone's likelihood of quitting. Organizational Commitment where employees that feel more connected to their company are less likely to quit. The level of job dissatisfaction is viewed as a major determinant of an employee's intention to quit. The more important the work is to a person the less likely that they will look elsewhere for employment. Employees with a greater level of supervisor support are more likely to have greater levels of job satisfaction and are less likely to quit. The HR processes that exist in a company are a critical determinant of a person's perception of fairness and equity. If these are low an employee is far more likely to leave a company. Some of these factors can be influenced directly through HR policies and procedures are the development of internal labour markets, management training for supervisors and ensuring that processes are fair and transparent.

(Rabiyathul Basariya & Head, 2019a) investigates the impact of various factors on employee turnover. It finds that turnover affects attrition components such as Quality of Work Life, career growth, working hours, personal/family reasons, relationships with co-workers, welfare, working conditions, and salary. The study identifies working conditions and salary as the most influential factors contributing to turnover intentions. Notably, the majority of employees are young individuals seeking career growth, leading to high attrition in this demographic. The study concludes that working conditions, salary, welfare, relationships with co-workers, and career growth are key factors for turnover intention. The research primarily focuses on male employees who prioritize career growth and salary.

According to (Goswami & Jha, 2012) the impact of attrition on productivity and profitability, noting that even 'good' attrition represents a loss due to the costs and time taken with recruitment. The study

emphasizes the importance of effective retention policies and an employee-cantered approach. High attrition can lead to a skills gap, affecting business performance and potentially leading to crisis management situations. A small difference in attrition rate, such as 2%, can significantly impact the business.

The research by (Mangal & Dhamija, n.d.) finds that employees value professional advancement and are likely to stay if offered sufficient prospects. However, some find their jobs boring and feel the organization lacks learning opportunities so these employees are inclined to quit for more challenging roles. Workload and pressure to complete tasks quickly are also factors influencing job satisfaction. Despite these issues, employees are generally satisfied with their pay, work environment, and non-cash benefits. Lack of communication between management and staff is not a significant concern. Employees take pride in their company and believe their work is valued by society.

In this research, the focus is primarily on Representative turnover that has involved worry for associations. A substantial level of representative turnover is profoundly negative to both the association and in addition the workers. Step by step instructions to diminish worker's turnover aim is an exceptionally vital test for the present HR administrators. Pay better motivators and representative's motivational procedures have been pointless and old practices of the human asset administration. The investigation was done through survey. From the econometric examination, it is discovered that turnover aim has effect on steady loss factors, for example, QWL, vocation development, working hours, individual/family reasons, and connection with inner co – specialist, welfare, working condition, and compensation. (Rabiyathul Basariya & Head, 2019b)

According to a study (Kumar Saxena & Kumar Bairwa, n.d.) on the five stars hotels of the Agra city trying to curb the attrition rate by adopting some of the major offerings such as: Competitive Salary at all the levels, incentives / recognition of employees for their contribution, reduced work timing, emphasis of employee welfare / facilities, counseling of employees. The factors like Providing a better work environment, Empowering the employee to a certain level, conducting fair Performance appraisal system, focusing on the employee development, developing a clear career plan for their employees, job description at the time of joining and Safety & security are the major concern which should be look upon immediately.

The research points out common reasons behind employee turnover in the hospitality industry, like low pay, a negative work environment, and employees feeling left out of decision-making. Solutions suggested include improving corporate culture, fair hiring and promotion practices, offering

incentives, creating a supportive workplace, showing gratitude, providing training, fair pay, opportunities for growth, and prioritizing employee well-being. Leadership styles also matter, with studies favoring transformational leadership that inspires and considers individual needs, leading to better commitment and job satisfaction. High turnover can lead to morale drops, service quality issues, and financial losses. Recognizing this, companies like Marrio International, Inc. emphasize talent retention for smooth operations, guest satisfaction, and profitability. Understanding turnover causes, effective management, and leadership's role can help create tailored retention plans, cutting costs and ensuring positive outcomes.(May et al., 2021)

The study compared government and private sector employees and found differences in their views on educational and medical services. Employees also had varying opinions on their position and designation depending on the type of organization they worked for. Additionally, opinions differed on leaving early due to stress or grievances, again influenced by the type of organization. The research suggests that factors like monetary benefits, educational and medical services, and social welfare and security payments are closely linked to employee turnover. Specifically, that employees' satisfaction with educational and medical services directly affects attrition rates. In simpler terms, how satisfied employees are with benefits like education and healthcare can impact how likely they are to leave their jobs. (Ramachandran, n.d.)

The study investigates the reasons behind employee attrition, including planned separations and instances where employees abandon or do not join a company. By focusing on why employees choose to discontinue their services due to internal or external factors, the study aims to address the underlying causes and mitigate their impact. Primary data collected from thirty departing employees over the past month and a half revealed that personal reasons, such as family issues or marriage, were the most common drivers of resignation, followed by opportunities for career advancement and further education. However, it's noted that a significant number of employees leave in pursuit of better opportunities elsewhere, suggesting a perpetual search for advancement. Many departing employees may not openly disclose their true reasons for resignation, potentially due to concerns about damaging relationships or perceptions within the organization. Thus, obtaining their genuine feedback is crucial for understanding and addressing underlying issues. Furthermore, descriptive statistics are utilized to shed light on specific factors influencing separation decisions, such as work environment, career opportunities, and benefits. This analysis aims to identify loopholes in the system and areas for improvement in HR policies or organizational functioning to enhance employee satisfaction and retention. Suggestions include prioritizing employee promotion and welfare, improving compensation,

providing career development opportunities, and enhancing organizational culture and working conditions. Through targeted efforts to address these factors, organizations can potentially reduce attrition rates and foster a more engaged and satisfied workforce. (Deokar & Pardeshi, n.d.)

In a research (Sen & Bhattacharya, 2019) sheds light on attrition of the top 3 hotel companies in India. It is the employees in the hospitality sector on whom rests the productivity, quality and innovativeness of any property. As they interact with customers and aim to provide a personalized service and unique experience, it is important that hotels make adequate provision for employee training and find ways to stimulate motivation. In so doing, innovative ways of attracting, hiring, training, monitoring performance, rewarding and retaining employees are needed. It is also very important that the sector comes together and develops a common understanding of the concept of TM and develop it at par with international standards. As more and more international brands make their way into the Indian market and bring with them a loyal group of international travelers, Indian hotels must take notice and create value in different ways. While some attrition is inevitable, it is important to keep it as low as possible. Employer branding, international experience, recognition and monetary benefits, job security and age-appropriate rewards are areas that hotels need to actively consider to augment their talent attraction and retention practices

In this study (Datta, 2020) the impact of organizational climate on employee turnover in the hotel industry, confirms that employee's perception of the working conditions in a hotel (organizational climate) significantly influences their tendency to leave (turnover tendency). Improvements in the organizational climate can reduce turnover. Employees prefer a clear work structure and cooperative environment.

The research by (Jauhari & Manaktola, 2009) sheds light on the existing workforce conditions in India, including industry perceptions, attrition rates, education, competencies, work environment, compensation, and HR planning for career enhancement. There is a pressing need to address how the industry is perceived by potential employees, with a collaborative effort between industry and academia necessary. Creating better working conditions, particularly at entry levels, is crucial for retaining young workers and fostering a culture of trust and fairness across all organizational levels. Improving the work environment, providing clarity on career progression, offering competitive compensation, and ensuring work-life balance are essential for attracting and retaining talent, especially in the hospitality sector. Enhancements in hospitality and tourism education, including standardized curriculum content, management training, and longer industry internships, are necessary

to produce a more employable workforce. Collaboration between universities and industry is vital for career preparation. Firms should focus on professional systems, organizational processes, reward and recognition systems, and offering diverse experiences to nurture talent and foster long-term engagement. Overall, investing in talent development and providing growth opportunities are essential for achieving employee loyalty and long-term success in the hospitality industry.

In the research (Khilnani & Nair, n.d.) employee turnover is a significant challenge in the hospitality industry, driven by various factors such as long working hours, poor work-life balance, low compensation, high stress levels, and volatile job requirements. These factors contribute to employees' intentions to leave their jobs. To address this issue, the paper suggests implementing human resource management strategies focusing on recruitment and selection, performance evaluation, training and development, compensation plans, workplace climate, and manager-employee relationships. Structured preparation and career growth opportunities are essential to retain employees, along with frequent performance assessments linked to incentives. Regular review of HR practices is crucial to align with changing employee standards. Training, development practices, and effective communication between employees and employers can mitigate dissatisfaction and reduce turnover intentions. The paper proposes a conceptual framework for evaluating HR practices objectively, suggesting that effective HR policies demonstrate the company's commitment to its employees and can positively influence retention and motivation. Despite facing high turnover rates, the hospitality industry can remain competitive by implementing effective HR practices.

Through the research conducted in Pune (Peshave et al., n.d.), increasing Attrition rate is a major concern of hotel industry as most of the hotels do not have a system of measuring the attrition rate in their hotel and although the hotels have designed policies to curb the attrition rate, they are ineffective. Majority of the employees have tenure of less than 3 years in one hotel and even if most of the employees wish to continue with their current employment, there are about 30 % of the employees who are not keen on the same and 27% of the employees are not sure about it.

The paper by (Frye et al., n.d.) presents a study on employee attrition which found that the odds of an employee quitting decrease as their service length increases, vary depending on their age, and pay plan. The study also found that employee quits spike around 6.25 years of service, regardless of age.

In today's business landscape, where technology and global economies are levelling the playing field, employees are recognized as a unique competitive advantage for companies. As such, organizations are increasingly focused on attracting, engaging, and retaining their employees. Research over the past

five decades has shed light on the various reasons why employees leave their jobs, ranging from thoughtful analysis to disengagement or external life events. Understanding the complexity of turnover decisions has led to the development of evidence-based strategies for increasing retention. Building a positive work environment, fostering relationships, ensuring a good job fit, and providing supportive leadership are all effective ways to prevent turnover. (Goldstein et al., 2017)

The study reveals significant factors influencing attrition behaviour among Y-generation hotel employees under the age of 25. Findings align with previous research indicating that younger employees exhibit higher attrition rates, which decrease with age as individuals advance to managerial positions. Gender differences are observed, with females showing lower attrition tendencies compared to males, potentially influenced by job roles and departmental assignments. Contrary to expectations, tenure of work experience does not significantly impact attrition behaviour, suggesting that Y-generation employees prioritize career progression over longevity in a single organization. Job position plays a crucial role, with entry-level and frontline employees exhibiting higher attrition rates compared to managerial positions, attributed to factors such as empowerment and family responsibilities. While working department does not significantly affect attrition behaviour, specific departments like housekeeping experience higher turnover due to potentially monotonous work. Additionally, the star category of the hotel significantly influences attrition rates, with employees in 5-star establishments exhibiting lower turnover compared to those in 4-star properties, likely due to differences in organizational policies and brand association preferences among Y-generation employees to create productive, rewarding, and engaging work environments for employees. (Goldstein et al., 2017)

The (Khagendra et al., n.d.) analysis of attrition patterns at Country Inn & Suites hotel in Sahibabad, U.P., highlights several key findings. Attrition rates are higher among younger employees, aged 18 to 35, reflecting a period of career exploration and seeking better opportunities. Certain departments like F&B production and services experience higher turnover, driven by the pursuit of personal growth and exposure. Initial attrition peaks within the first six months of employment, gradually stabilizing after two years as employees develop loyalty towards the company. Higher levels of responsibility exhibit lower attrition rates, indicating increased stability and career advancement opportunities. Resignation is the primary reason for attrition, driven by factors such as personal reasons, better opportunities, and pursuing higher education. Further analysis suggests areas for improvement in employee promotion, compensation, career development, learning opportunities, and workplace amenities to enhance employee motivation and loyalty.

Given the growing needs for organizations to retain its best employees in the face of competition, the findings of the study suggest that certain variables are crucial in influencing employees' decision to either leave or remain in an organization. Such variables include training and development, recognition/reward for good performance, a competitive salary package and job security. Nonetheless, the importance of other variables should not be under-estimated when formulating a retention policy. It is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in our various organizations. (Samuel & Chipunza, 2009)

Attrition is not only an issue to be handled but by the HR Department. The entire company is responsible for high level of attrition especially the Management and leadership team. If proper environment is provided to the employees, they will not leave or quit the company. Along with an attractive salary, employees also expect growth, engagement, reward and recognition. Only a progressive and insightful leader can understand what the team needs. Thus, attrition is not only a challenge but the HR Department but also the biggest challenge to the leadership of the Company.(Pallathadka et al., 2021)

The paper emphasizes the importance of developing an attractive employee value proposition, which involves offering something perceived as valuable to employees. It suggests creating a total reward structure that extends beyond compensation to support employees in achieving personal objectives aligned with organizational goals. Regular feedback on employee performance is highlighted as essential for engagement and retention, despite common dissatisfaction with performance appraisal processes. Additionally, flexibility in work-life balance arrangements is advocated to meet the diverse needs of employees. Lastly, fostering a culture of engagement is recommended, as engaged employees are more likely to stay with their employer. The conclusion underscores the significance of addressing factors contributing to employee turnover, offering insights to institutions and faculties for retention strategies focused on working conditions, safety measures, fair appraisal, and overall employee well-being. Ultimately, implementing such measures can help organizations retain their human resources and reduce attrition rates. (Hasan & Pandey, 2018)

Herzberg's two-factor theory, also known as the motivation-hygiene theory, is a fundamental concept in understanding job satisfaction. This theory distinguishes between motivation factors, which include achievement, recognition, responsibility, and growth opportunities, and hygiene factors, which encompass company policies, relationships with supervisors, working conditions, and salary.

Motivation factors are associated with positive attitudes towards the job, while hygiene factors relate to the actual conditions and environment in which the job is performed. This theory is widely used in research on job satisfaction, reflecting its importance and relevance in understanding employee attitudes and behaviors in the workplace.(Alshmemri et al., 2017)

The paper (Chun Chiat & Aisyah Panatik, 2019) discusses the application and implications of Herzberg's Two-Factor Theory of Motivation in various contexts, particularly in understanding job satisfaction and turnover intention among employees. It highlights the importance of both motivational factors and hygiene factors in influencing employee behavior and job satisfaction. Two studies, conducted in Sri Lanka and Malaysia, demonstrate how these factors impact employee productivity and satisfaction differently across different job roles and industries. While motivational factors like salary can influence job satisfaction, hygiene factors such as working conditions and company policies also play a significant role. Despite the effectiveness of Herzberg's theory in improving employee performance and satisfaction, there is inconsistency in research findings. Additionally, the paper suggests further research, particularly in Malaysia, to explore how Herzberg's theory can be applied to reduce turnover intention and enhance employee retention, especially in the public sector transitioning to the private sector.

In the paper, (Scholarworks & Dogonyaro, n.d.) investigated the strategies utilized by hotel managers to enhance employee retention, by using Herzberg's two-factor theory. The four key factors emerged were work conditions and welfare, remuneration, training and career development, and reward and recognition. Implementing adaptable strategies could potentially promote economic growth by sustaining businesses, increasing corporate tax revenue, and providing job opportunities. Moreover, the study contributes to the existing literature on employee management, highlighting the importance of effective retention strategies.

Motivation factors operate to only increase and improve job satisfaction; whereas hygiene factors work to reduce job dissatisfaction. Herzberg's theory is one of the most significant content theories in job satisfaction (Dion, 2006).

4.2 Research questions

1. Does motivation factors at the workplace impact employee satisfaction?
2. Does hygiene factors at the workplace influence employee satisfaction?

4.3 Research Objectives

The Objective of this research is to find the following data:

1. To explore the reasons for high attrition rate.
2. Identify the motivational factors that impact the decision of the employees.
3. Identify the hygiene factors that impact the decision of the employees.
4. Identify the department that faces high employee turnover.
5. Identify the retention strategies that can be implemented in the organization.
6. Identify the crucial changes to be implemented in the departments facing the challenges.
7. Identify the different trends and tendencies amongst hotel employees of different job levels.
8. This research can also be referred for future studies on this topic.

CHAPTER V

RESEARCH METHODOLOGY

5.1 Research Methodology

The research data was collected from primary and secondary data sources. The Primary data was collected through a pre-designed questionnaire in the form of interview method and the secondary data was gathered through from the company records The data was gathered in the form of both qualitative and quantitative data. The Convenience Sampling technique was adopted for the study.

Focusing on the departments with the highest turnover rates, namely Housekeeping and F&B Service, a strategic approach to address specific challenges, the research was conducted specifically in these departments. The sample of 20% members was selected following the pareto principle (using 80/20 principle) to get valuable insights into the root causes of turnover within these departments.

The interview was conducted of exit employees and current employees through telephonic and in-person interviews. The questionnaire was divided into two main constructs:

1. The motivational factors that impact the decision of the employees.
2. The hygiene factors that impact the decision of the employees.

CHAPTER VI

DATA ANALYSIS AND RESULTS

Analyzing the attrition rates mentioned in *Fig.6.1* reveals a concerning trend. The progressive increase in attrition rates from October to January highlights a potentially critical issue within the Housekeeping and F&B Service departments.

<i>Months</i>	<i>Attrition rate in percentage</i>
October	23%
November	26%
December	32%
January	36%

Fig. 6.1 - Attrition rate

With reference to *Fig. 6.2*, A Cronbach's Alpha coefficient of 0.75 indicates satisfactory reliability for the collected data. This strengthens the validity of the study findings and enhances confidence in the results obtained from your research.

Reliability Statistics	
Cronbach's Alpha	N of Items
.75	12

Fig. 6.2 - Cronbach's Alpha Reliability Test

Two- Way ANOVA

Tests of Between-Subjects Effects					
Dependent Variable: Department					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	4.816 ^a	9	.535	3.097	.009
Intercept	13.572	1	13.572	78.546	.000
Recognition	.185	1	.185	1.072	.309
Responsibility	.966	1	.966	5.591	.025
Growth	1.205	1	1.205	6.976	.013
Achievement	.166	1	.166	.961	.335
Work	.153	1	.153	.886	.354
Salary	.000	0	.	.	.
Policy	.000	0	.	.	.
Support	.492	1	.492	2.847	.102
Colleagues	.000	0	.	.	.
Conditions	.000	0	.	.	.
Error	5.184	30	.173		
Total	100.000	40			
Corrected Total	10.000	39			

a. R Squared = .482 (Adjusted R Squared = .326)

Fig. 6.3 - Two way ANOVA Test

The above table *Fig.6.3* presents the results of a two-way ANOVA comparing different factors (Recognition, Responsibility, Growth, Achievement, Work, Salary, Policy, Support, Colleagues, and Conditions) across two departments.

The table *Fig.6.3* indicates that the p-value (.009) is less than the significance level of .05, suggesting that the factors significantly differ across departments. The data suggests that Responsibility, Growth, and Achievement show significant effects ($p < .05$), while Recognition, Work, Support, and Colleagues do not.

Therefore, it can be concluded that that Motivational factors like Responsibility, Growth and Achievement significantly differ across departments, while others like Recognition, nature of work, Support from supervisors and Colleagues do not.

CORRELATIONS

		Correlations					
		Departments	Salary	Policy	Support	Colleagues	Conditions
Departments	Pearson Correlation	1	-.196	-.151	.275	.075	.302
	Sig. (2-tailed)		.408	.526	.241	.754	.196
	N	20	20	20	20	20	20

Fig. 6.4 – Correlation between Departments & Hygiene factors

The correlation analysis between departments and hygiene factors reveals that Recognition at workplace, Achievement and nature of Work demonstrates a positive correlation with departments. Responsibility and Growth exhibit stronger positive correlations with departments, with significance levels.

		Correlations					
		Departments	Recognition	Responsibility	Growth	Achievement	Work
Departments	Pearson Correlation	1	.302	.424	.435	.343	.314
	Sig. (2-tailed)		.196	.062	.055	.139	.177
	N	20	20	20	20	20	20

Fig. 6.5 – Correlation between Departments & Motivation factors

The correlation analysis between departments and motivation factors reveals that Work Responsibility, Career Growth and Achievement show positive correlations with departments whereas, Recognition, Work, and Colleagues show weak correlations with departments.

There seems to be a trend where Responsibility, Growth, and Achievement tend to correlate positively with departments, suggesting that motivation factors might be more department-specific in their influence on employee satisfaction.

Mean

The pie chart in Fig 6.6 shows the data of the overall departments indicating that the Interpersonal relations, recognition given for the work and responsibilities entrusted to employees is significant in the workplace. However, *Career growth opportunity* (Motivational factor) is low. It can be concluded that the Hygiene factors (external factors) at the workplace are satisfactory but Career growth opportunity in the work is low.

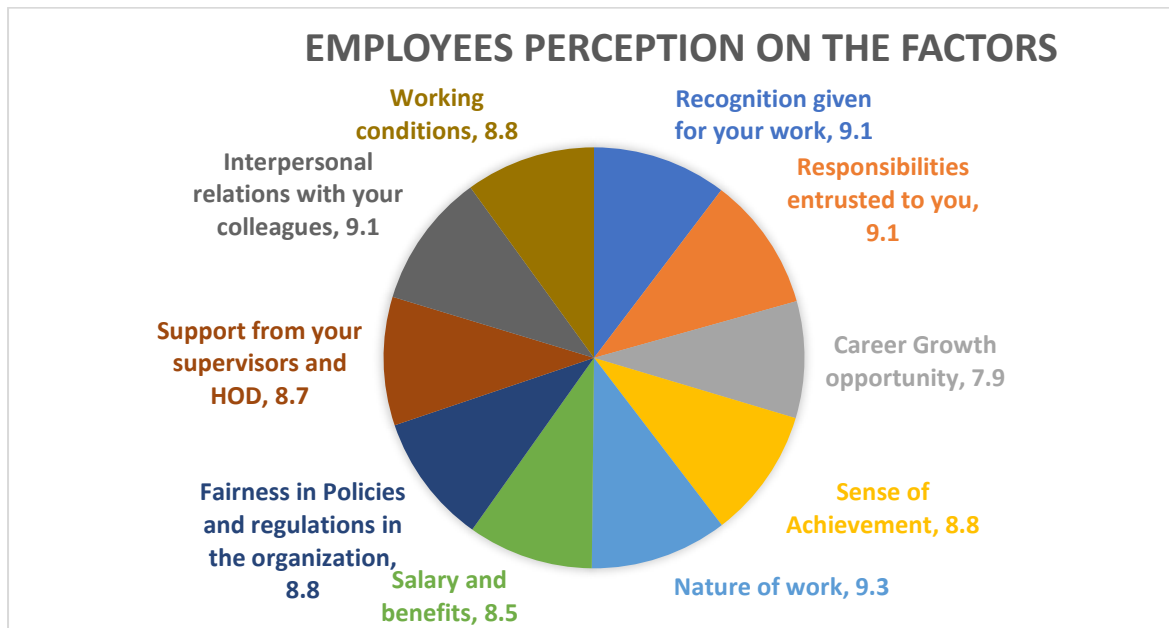


Fig 6.6 - employees perception on the factors

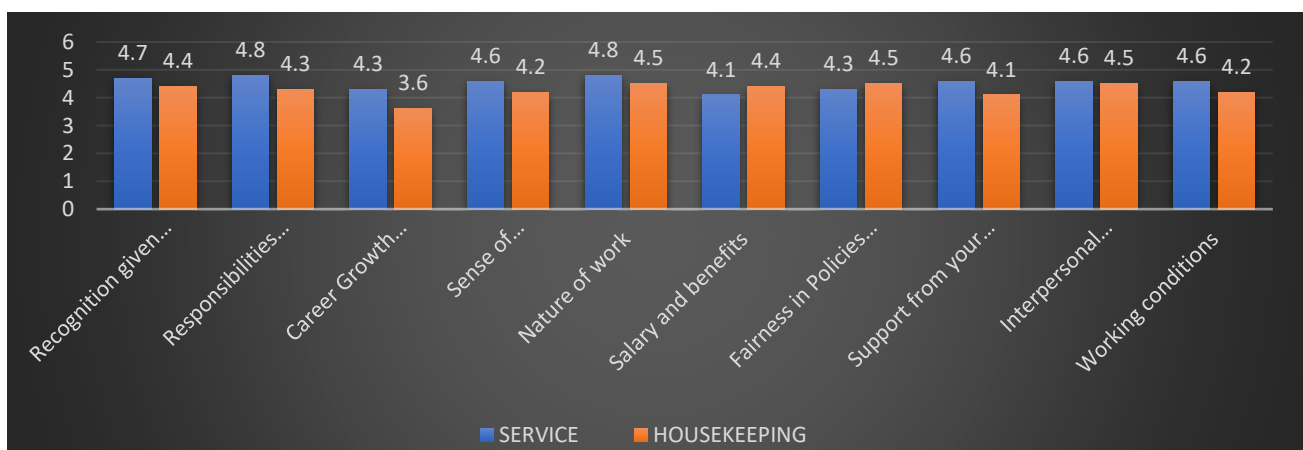


Fig. 6.7 - Service and housekeeping perception on factors

In the above bar graph Fig. 6.7, the career growth opportunity is low in housekeeping department, followed by support from supervisors. In service department, salary and benefits is low compared to other factors.

CHAPTER VII

RESEARCH FINDINGS AND DISCUSSIONS

The findings also shed light on the concerning trend of increasing attrition rates, particularly in the Housekeeping and F&B Service departments. The reliability of the data, as indicated by the Cronbach's Alpha coefficient of 0.75, strengthens the validity of the study findings and instills confidence in the obtained results.

Based on the comprehensive analysis of the provided data, it is evident that both motivation and hygiene factors significantly impact employee satisfaction in the workplace. Motivational factors such as Responsibility, Growth, and Achievement demonstrate significant differences across departments and exhibit positive correlations with employee satisfaction. On the other hand, hygiene factors like Recognition, Achievement, and nature of Work also play a crucial role in influencing satisfaction. Whereas, Responsibility and Growth exhibit stronger positive correlations with employee satisfaction, highlighting their importance in fostering a positive work environment.

Through two-way ANOVA and correlation analyses, department-specific differences in motivational and hygiene factors were identified, where Motivational factors like Responsibility, Growth and Achievement significantly differ across departments, while others like Recognition, nature of work, Support from supervisors and Colleagues do not, emphasizing the need for tailored strategies to enhance employee satisfaction in different departments.

Moreover, the mean analysis revealed significant aspects such as the significance of interpersonal relations, recognition, and responsibilities in the workplace, while also highlighting the need for improvement in career growth opportunities.

The trend of seeking quick growth opportunity is universal. Through interviews it was revealed that attrition due to career growth is a new trend specially in F& B Service and Housekeeping as the opportunities found are plenty. Employee Poaching is a new trend in hospitality industry these departments. The pull factors attract employees to a new work place with a higher salary, fringe benefits, better working conditions, defined career plan, etc. Hence the employees leave the company in pursuit of better prospects in other companies.

Situated in a village setting, Club Mahindra Resort Assonora, offers a tranquil environment that differs from the typical perception of a Goan resort as beachside. Addressing this perception gap and effectively communicating the unique offerings and benefits of working at a village resort like Club Mahindra can help mitigate attrition and enhance employee satisfaction.

However, this study was conducted with a small sample among the employees in Housekeeping and F&B Service and may have biased responses. It is also important to note that Motivation and Hygiene factors are some of the many factors that impact employees at workplace and other factors like better prospects, family issues also impact the employee decisions. Hence, before applying this study, it is better to understand the complex dynamics of employees decisions in different contexts and cultures. By leveraging the findings of this study and addressing identified gaps, organizations can develop more effective strategies to foster a positive work environment, enhance employee satisfaction, and mitigate turnover challenge.

CHAPTER VIII

CONCLUSION

Club Mahindra Resort, Assonora is a standout example of employee-centric management, fostering a supportive workplace culture that prioritizes employee well-being and satisfaction. The resort is committed to creating a positive and inclusive environment where employees feel valued, motivated, and engaged. This approach not only boosts morale and productivity but also enhances the resort's overall success and reputation in the hospitality industry. MHRL ensures equal employment opportunities and practices diversity and inclusion by providing employment opportunities to all, including specially-abled individuals and local residents.

The resort has been recognized with awards such as Zero Waste to Landfill, Excellent Hygiene Rating, Most Popular Chain, and Best Practice Presentation on Sustainability, showcasing its commitment to excellence and sustainability.

MANAGERIAL IMPLICATIONS

Given the size of the property, providing buggy or transport facilities to all employees can significantly enhance their convenience and comfort, especially for those working in different areas of the resort. This initiative can improve employee satisfaction and morale, ultimately contributing to better productivity and service delivery.

Taking feedback from employees on food preferences is essential for ensuring their satisfaction and well-being in the workplace. By actively soliciting input, organizations can tailor food offerings to better meet the needs and preferences of their diverse workforce, fostering a positive dining experience and creating a supportive workplace environment.

Prioritizing motivational factors and implementing initiatives to empower employees with more responsibilities and foster a culture of growth and development within the organization is crucial for boosting employee morale and productivity. By providing opportunities for advancement and recognizing their contributions, employees feel valued and motivated to perform at their best.

TASKS HANDLED

As an HR intern, I had a 9:00 am to 6:00pm timing. I was a part of all aspects of HR Department. My main daily tasks were onboarding of new employees, Managing employees HRIS data, preparing monthly stipend of IET's, handling EPF of employees are some of the things I independently handled on daily basis.

I conducted tea – time team building activities twice a week, was a part of conducting annual day celebrations, valentine's day and Holi.

In talent acquisition processes, posting job ads and screening candidates, gaining valuable experience in recruitment activities. In terms of recruitment, I was involved in conducting joining formalities, which included reference checks, background verifications, and ensuring completion of necessary documentation like police clearances. Additionally, I managed employee data, handled ID cards and attendance management, and facilitated e-training sessions for employees.

In training and development, I assisted in the planning and execution of training programs, recognizing the importance of continuous learning and development for employee growth.

I gained insights into performance management systems by participating in performance appraisals and feedback processes.

As part of employee relations, I prioritized creating a positive work culture by fostering initiatives aimed at enhancing employee engagement and satisfaction, such as tea time activities and town hall meetings. I also played a role in ensuring compliance by scanning agreements and compliance documents and maintaining employee files with updated documentation. Additionally, I took on leadership responsibilities by training new HR interns and guiding new IT hires and trainees.

My experience as an HR intern equipped me with valuable skills and insights across various HR functions, contributing to my professional growth in the field.

LEARNINGS

My internship experience at Club Mahindra Assonora, has been incredibly enriching, providing me with invaluable insights and learnings in the field of human resources. I gained a comprehensive understanding of the hospitality industry, particularly Club Mahindra's position, challenges, and opportunities. This exposure has given me a clear roadmap for achieving greater heights in my HR career and has further increased my passion for this field. One of the most rewarding aspects of my internship was the opportunity to independently learn and perform various HR functions. From documentation to talent acquisition, I was able to immerse myself in diverse tasks, honing my skills and gaining hands-on experience.

Additionally, I had the chance to innovate and lead employee engagement activities such as annual day celebrations and themed events like Valentine's and Holi, which further fueled my enthusiasm for creating positive work environments.

Feedback from my manager that I have eagerness to learn, adaptability, and strong potential to thrive as an HR professional. Moreover, I had the chance to observe and develop essential qualities of an HR practitioner, including effective communication and interpersonal skills.

Participating in talent acquisition processes allowed me to learn about sourcing, recruitment, and onboarding strategies tailored to the unique demands of the tourism sector. Utilizing HRIS systems and managing stipends further enhanced my technical skills, preparing me for future HR roles.

Furthermore, I recognize the importance of contributing to initiatives aimed at enhancing employee engagement and investing in training programs to develop skills relevant to the hospitality industry. Effective performance management systems, including goal-setting and feedback processes, are crucial for driving employee performance and productivity, ultimately contributing to the success of luxury resorts like Club Mahindra Assonora. My internship experience has not only broadened my knowledge but also reaffirmed my passion for HR. I am grateful for the opportunities provided and look forward to applying my learnings to future endeavors in the field.

CHALLENGES

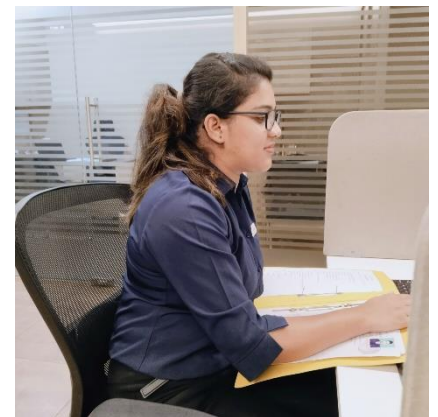
One challenge faced was time management during my internship which was a significant hurdle for me. Balancing project responsibilities alongside my regular tasks proved to be daunting initially. I struggled to allocate sufficient time to both. However, through diligent planning and prioritization, I gradually developed effective time management strategies. By writing clear goals, breaking tasks into to-do lists, I was able to overcome this challenge and fulfill my obligations efficiently.

Embarking on my first internship experience ever, I encountered the challenge of getting used to a new working culture. Adapting to the expectations and dynamics of the workplace environment posed initial hurdles, as I navigated through unfamiliar protocols and routines. However, with time and persistence, I gradually assimilated into the organizational culture, forging meaningful connections with colleagues and mentors along the way, embracing opportunities for learning and growth.

CHAPTER IX

APPENDIX – I

Photographic Evidence



ANNEXURE II - QUESTIONNAIRE**HERZBERG TWO FACTOR QUESTIONNAIRE FOR EMPLOYEES OF CLUB MAHINDRA ASSONORA**

The purpose of this study is to study the factors contributing to the employee attrition in this organization. Kindly answer the following questions with reference to employment in this current organization. Your valuable input is crucial.

Thank you !

*** Indicates required question**

Employee Name * _____

Department * _____

Check all that apply.

- ☐ F& B Service
- ☐ Housekeeping

Tick mark that best suits your opinion (Agree / Disagree).

	AGREE	NEUTRAL	DISAGREE
1. My work aligns well with my interests and skills.			
2. I find my job fulfilling.			
3. I am able to set and achieve my goals.			
4. I feel supported by my immediate supervisor and management team.			
5. I feel a sense of accomplishment in my daily tasks.			
6. My contributions are acknowledged and appreciated by colleagues and supervisors.			
7. I am satisfied with the frequency and quality of recognition I receive.			
8. I have decision-making authority in my role.			
9. I am entrusted with tasks that have a significant impact on the organization's success.			
10. There are opportunities for career advancement within the company.			
11. There are opportunities for my professional development and skill enhancement.			
12. I feel adequately rewarded for my efforts and contributions.			
13. I find the company's policies and procedures fair and reasonable			
14. My supervisors and management are approachable			
15. The physical working conditions (e.g., work environment, facilities) are satisfactory			
16. My relationship with my colleagues and coworkers is positive and respectful.			

17. I regularly experience conflicts or tensions in the workplace that affect my job.			
18. I encounter obstacles or challenges in performing my job due to working conditions.			

Answer the following in brief. Kindly provide your opinion as employees at Club Mahindra, Assonora.

1. What particularly you like about your job?
2. What particularly you dislike about your job?
3. What suggestions would you like to provide to change / implement in the organization to make it a better place to work?

Rate the following aspects on a scale from 1 to 5, with 1 representing the poorest and 5 representing the excellence:

Recognition given for your work	
Responsibilities entrusted to you	
Career Growth opportunity	
Sense of Achievement	
Nature of work	
Salary and benefits	

Fairness in Policies and regulations in the organization	
Support from your supervisors and HOD	
Interpersonal relations with your colleagues	
Working conditions	

Thank you for your valuable response!

CHAPTER X

REFERENCES

- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's Two-Factor Theory. *Life Science Journal*, 14(5), 12–16. <https://doi.org/10.7537/marslsj140517.03>
- Chun Chiat, L., & Aisyah Panatik, S. (2019). Perceptions of Employee Turnover Intention by Herzberg's Motivation-Hygiene Theory: A Systematic Literature Review. In *Journal of Research in Psychology* (Vol. 1, Issue 2). www.readersinsight.net/jrp
- Datta, A. (2020). Measuring the influence of hospitality organizational climate on employee turnover tendency. *TQM Journal*, 32(6), 1307–1326. <https://doi.org/10.1108/TQM-08-2019-0198>
- Deokar, A., & Pardeshi, M. (n.d.). *Study on Employee Attrition in the Hotels*. <http://publishingindia.com/atithya/>
- Frye, A., Boomhower, C., Smith, M., Vitovsky, L., Fabricant, S., Frye, A. ; Boomhower, C. ; Smith, M. ; Vitovsky, L. ; & Mumford, D. (n.d.). Employee Attrition: What Makes an Employee Quit? In *SMU Data Science Review* (Vol. 1, Issue 1).
- Goldstein, H. W., Pulakos, E. D., Passmore, J., Semedo, C., Grotto, A. R., Hyland, P. K., & Caputo, A. W. (2017). *Employee Turnover and Strategies for Retention*.
- Goswami, B. K., & Jha, S. (2012). Attrition Issues and Retention Challenges of Employees. *International Journal of Scientific & Engineering Research*, 3(4). <http://www.ijser.org>
- Hasan, N., & Pandey, K. K. (2018). *AN EMPIRICAL STUDY OF EMPLOYEE ATTRITION IN SELECT PROFESSIONAL INSTITUTES OF LUCKNOW*. 6(2), 805. www.ijcrt.org
- Jauhari, V., & Manaktola, K. (2009). Managing workforce issues in the hospitality industry in India. *Worldwide Hospitality and Tourism Themes*, 1(1), 19–24. <https://doi.org/10.1108/17554210910949850>
- Khagendra, M., Gangai, N., Bhavan', V., & Lakshmi, U. &. (n.d.). Attrition at Work Place: How and Why In Hotel Industry. In *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)* (Vol. 11, Issue 2). www.Iosrjournals.Org
- Khilnani, L., & Nair, M. (n.d.). Employee Turnover Intentions and Human Resource Practices in Hospitality Industry. In *Lavina Khilnani and Manju Nair Journal of Management & Entrepreneurship* (Vol. 16, Issue 1).
- Kumar Saxena, S., & Kumar Bairwa, M. (n.d.). APPROVED UGC CARE AN INTERNATIONAL BILINGUAL PEER REVIEWED REFEREED RESEARCH JOURNAL SHODH SANCHAR BULLETIN CURBING ATTRITION : A CHALLENGE IN THE HOTEL INDUSTRY (A STUDY

OF SELECTED FIVE STAR HOTELS OF AGRA) VVS. *BI-LINGUAL INTERNATIONAL RESEARCH JOURNAL*, 10, 40. www.equitymaster.com,

Mangal, V., & Dhamija, S. (n.d.). *Journal of Advanced Zoology Analysing Theoretical Models for Predicting Employee Attrition: A Comparative Study in the FMCG Sector*. <https://jazindia.com>

May, K., Baijal, S. J., & Potroz, M. G. (2021). *Student Series Working Papers Employee Turnover in the Hospitality Industry*. www.sites.google.com/view/pihms-learning-centre/studentseries

Pallathadka, H., Hari Leela, V., Patil, S., Rashmi, B. H., Jain, V., & Ray, S. (2021). Attrition in software companies: Reason and measures. *Materials Today: Proceedings*, 51, 528–531. <https://doi.org/10.1016/j.matpr.2021.05.596>

Peshave, M. A., Professor, A., & Gujarathi, R. (n.d.). *Double Blind Refereed Papers “A STUDY OF FACTORS INFLUENCING INCREASING ATTRITION RATE IN HOTELS OF PUNE, ITS IMPACT ON THE ORGANIZATION AND MEASURES UNDERTAKEN BY THE HOTELS TO CURB THE ATTRITION RATE.”*

Rabiyathul Basariya, S., & Head, R. (2019a). Attrition-Turnover Intentions of Employees. *International Journal of Civil Engineering and Technology (IJCET)*, 10(1), 2594–2601. <http://www.iaeme.com/ijciet/issues.asp?JType=IJCET&VType=10&IType=1>
<http://www.iaeme.com/IJCET/issues.asp?JType=IJCET&VType=10&IType=1>

Rabiyathul Basariya, S., & Head, R. (2019b). Attrition-Turnover Intentions of Employees. *International Journal of Civil Engineering and Technology (IJCET)*, 10(1), 2594–2601. <http://www.iaeme.com/ijciet/issues.asp?JType=IJCET&VType=10&IType=1>
<http://www.iaeme.com/IJCET/issues.asp?JType=IJCET&VType=10&IType=1>

Ramachandran, R. (n.d.). Attrition of the Employees in Hotel Industry-A Comparative Analysis. In *The Indian Journal of Commerce* (Vol. 68, Issue 13).

Samuel, M. O., & Chipunza, C. (2009). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410–415. <https://doi.org/10.5897/AJBM09.125>

Scholarworks, S., & Dogonyaro, H. (n.d.). *Employee Retention Strategy in the Hospitality Industry*. <https://scholarworks.waldenu.edu/dissertations>

Sen, K., & Bhattacharya, A. (2019). Attracting and managing talent, how are the top three hotel companies in India doing it? *Worldwide Hospitality and Tourism Themes*, 11(4), 404–417. <https://doi.org/10.1108/WHATT-04-2019-0021>