

**Examining the causes of employee turnover and retention strategies in Hard  
Rock Hotel, Goa**

An Internship Report For

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By

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Date: 06<sup>th</sup> May 2024

Examined by:



Seal of the School

### **DECLARATION BY STUDENT**

I hereby declare that the data presented in this Internship report entitled, "Examining the causes of employee turnover and retention strategies in Hard Rock Hotel, Goa" is based on the results of investigations carried out by me in Human Resources Department at Hard Rock Hotel, Goa , under the mentorship of Mr. Sadanand Gaonkar 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 internship report/work.

I hereby authorize the University 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.



Name: Ms. Nicolette D'souza  
Seat no: 22P0280013

Date: 06<sup>th</sup> May 2024

Place: Goa University

### COMPLETION CERTIFICATE

This is to certify that the internship report "Examining the causes of employee turnover and retention strategies in Hard Rock Hotel, Goa" is a bonafide work carried out by Ms. Nicolette Assumption D'souza under my mentorship in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the Discipline of Human Resources at the Goa Business School, Goa University.

Date: 06<sup>th</sup> May 2024



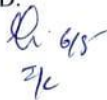
Mr. Sadanand Gaonkar  
Assistant Professor  
Goa Business School



Signature of Dean of School/HOD:

Date: 06<sup>th</sup> May 2024

Place: Goa Business School

A handwritten signature in blue ink, appearing to be "Di. 6/5" with a flourish below it.

School/Department Stamp

## **INTERNSHIP CONFIRMATION MAIL**

Dear Nicole,

I congratulate you for your interest to undertake your internship with Glenmark, Goa. I am in receipt of your request Letter No. GU/GBS/MBA/Internship/2023 dated 1<sup>st</sup> March 2023 seeking an Internship opportunity with us. I am pleased to confirm your internship in our organization for the period **25<sup>th</sup> May to 7<sup>h</sup> July 2023.**

The site is among the single biggest formulation manufacturing site in India. The site is successfully inspected by various regulatory agencies including USFDA, MHRA, ANVISA etc. The site follows strict compliance to cGMP standards and other regulatory guidelines. Accordingly, you are required to adhere to the following:

- You should maintain discipline in plant premises at all times.
- You are advised not to bring any personal belongings (Accessories/Jewellery/Cash/eatables including chewing gum, tobacco etc.).
- You are advised not to bring any electronic gadgets (Camera / Laptops / Tabs / Smart Phones) in plant premises.
- You have to follow instruction(s) of the guide / person accompanying you.
- You have to follow safety guideline and instruction while inside the plant premise.

You are requested to be present at our security Main Gate No. 1 by 09:00 AM on 25<sup>th</sup> May 2023. Request you to carry photocopies of the following documents at the time of joining:

- 1 passport size photograph
- College ID Card
- Proof of Identity (Aadhar Card/Voter ID/Driving License/PAN)
- College Recommendation Letter for Internship (in Original)

Kindly share the Acceptance on this mail stating that you have understood the Terms and condition of the internship Program at Glenmark Pharmaceutical, Goa for the Year 2023.

Looking forward to on-board you for your learning journey with Glenmark.

Congratulations & All the best!!!

Regards,

**Sheela Lobo**

**GLENMARK PHARMACEUTICALS LIMITED**

Plot No. S-7, Colvale, Industrial Estate Colvale., Bardez 403513

(Office) | (Extn) 2352 | (Mobile) 993082554 | [www.glenmarkpharma.com](http://www.glenmarkpharma.com)



Ref: - Glenmark/Goa/HR/Jun/23/102

10 July, 2023

To Whomsoever It May Concern

This is to certify that **Ms. Nicolette Assumption D'souza** a student of **Goa University, Taleigao** has undergone **8 weeks** of Internship Training from **25 May, 2023** to **08 July, 2023** with us.

During the Internship Training she was placed in **Human Resource** and the project for Internship Training was "**Employee Retention at Glenmark, Goa Site.**".

We wish her the best in future endeavors.

For **Glenmark Pharmaceuticals Ltd.**,



**General Manager – Human Resources**

**Glenmark Pharmaceuticals Ltd.**

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**GOA**

**Letter of Confirmation**

Hi Nicolette Dsouza!

Greetings from the Hard Rock Hotel Goa!

Congratulations! You have been selected for our internship programme in Human Resources! Details of benefits and reporting are mentioned in Annexure-1. Feel free to contact me for any assistance and we look forward to welcoming you on 15<sup>th</sup> Jan 2024!

Regards,

Sd/-

**Ruben Menezes**

Training Manager

Hard Rock Hotel Goa

+91-832-674-5555

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## **Annexure-1**

### **Reporting:**

• You will report to the Sr. HR Manager on 15<sup>th</sup> January 2024 at 9 a.m. **Duration of Training:**

- Your training will be from 15<sup>th</sup> January 2024 to 15<sup>th</sup> April 2024.

### **Departments covered:**

- Your training will cover Human Resources department.

### **Benefits:**

- Meals will be provided on duty.

### **Leaves:**

- You will be entitled to 04 offs in a month.

### **Uniforms:**

You are required to bring the following:

- White shirt, black trousers and black formal shoes.

### **Requirements on joining:**

- 5 photographs
- Signed Letter of Confirmation
- College No Objection Certificate
- Address proof
- Certificate of fitness from a medical practitioner
- Vaccination Certificate (COVID preventive measures)

**Misconduct:**

- A trainee can be terminated by not following hotel policy, unauthorized absenteeism, non-performance, careless attitude, theft, medically unfit as per the norms of the hospitality industry.

**Certification and completion of Training:**

- Your certification on completion of training will be subject to your performance during the course of your training.





LOVE ALL. SERVE ALL.

### **INTERNSHIP CERTIFICATE**

This is to certify that Ms. Nicolette Assumption D'souza, Student of Goa Business School, undergoing Master's in Business Administration has successfully completed her Internship between 15<sup>th</sup> January 2024 to 15<sup>th</sup> April 2024 at Hard Rock Hotel, Goa. She actively participated in the activities during the period of her internship and learned the skills needed for various activities such as recruitment and selection, onboarding and employee engagement.

Furthermore, Ms. D'souza has been granted permission to present her internship report publicly or on camera, with the consent of Hard Rock Hotel, Goa.



**LANCE RODRIGUES**

Assistant Training Manager

Hard Rock Hotel, Goa

Place: Calangute

Date: 03<sup>rd</sup> May 2024

## **Acknowledgement**

I, Nicolette Dsouza would like to express my sincere gratitude to Mr. Sadanand Gaonkar, my mentor, for his invaluable guidance, support and encouragement throughout the course of this research project. His expertise and insightful feedback have been instrumental in shaping the direction and methodology of this study.

I am also deeply thankful to Mrs. Valencia Crasto, the HR manager at Hard Rock Hotel, Goa, for granting me the opportunity to intern at the esteemed Hotel and for allowing me to conduct research within the organization. Her support and facilitation of this endeavor have been indispensable.

I extend my appreciation to the HR team at Hard Rock Hotel, Goa, for their assistance, cooperation and willingness to provide me with HR learning tasks and support throughout the research process. Furthermore, I would like to thank the employees of Hard Rock Hotel, Goa, for their participation in this research and for taking the time to complete the questionnaire. Their valuable insights and contributions have enriched the findings of this study and are greatly appreciated.

## EXECUTIVE SUMMARY

The Hard Rock Hotel Goa, a part of the renowned Hard Rock International brand, prioritizes delivering exceptional guest experiences while fostering a supportive and engaging work environment for its employees. Through comprehensive retention practices including robust training programs, recognition initiatives, and emphasis on a positive work culture, the hotel ensures its staff are equipped to thrive. However, like many in the hospitality sector, the hotel faces challenges in maintaining employee satisfaction and retention due to factors like competitive job markets and other factors. With an attrition rate of 10%, addressing these challenges is crucial for sustaining its workforce and ensuring organizational success. To bridge this gap, research was essential to identify effective retention strategies. This study aims to investigate factors contributing to turnover rates, assess employee perceptions of workplace support, and explore demographic associations. Utilizing stratified sampling and quantitative data collection, the study gathers insights from frontline employees across various departments. Analysis reveals strong correlations among factors such as training opportunities, workplace support, and job engagement. Additionally, salary, benefits, and career development emerge as significant considerations for both joining and leaving the organization. The research highlights the importance of leadership styles and work-life balance in enhancing employee satisfaction and engagement.

## CHAPTERIZATION OF THE STUDY

### Chapter 1: Introduction

The chapter begins with an introduction to Hard Rock Hotel Goa, setting the context for the study. It provides an overview of the hotel's operations and the Hard Rock Brand. It also provides a detailed exploration of various aspects of Hard Rock Hotel Goa, encompassing its mission, values and employee retention strategies, contributing to a comprehensive understanding of the organization's culture and operational framework.

### Chapter 2: Training and E-learning initiatives

The chapter provides insights into the training and e-learning initiatives at Hard Rock Hotel Goa, highlighting their significance in enhancing employee performance and fostering a culture of continual learning and development within the hospitality industry.

### Chapter 3: Task handled, learnings and challenges

This chapter outlines the tasks undertaken during the internship at Hard Rock Hotel Goa and highlights the learnings gained from the experience. These learnings contributed to a holistic understanding of HR practices preparing for future professional endeavors in the hospitality industry.

### Chapter 4: Introduction to the research topic

The chapter segues into the research problem, elucidating the specific challenges and issues surrounding employee retention at Hard Rock Hotel Goa. Subsequently, the chapter presents a comprehensive literature review, synthesizing existing research on employee retention in the

hospitality industry. It explores various retention initiatives and their comparative effectiveness in addressing the unique challenges faced by Hard Rock Hotel Goa and similar establishments. The literature review highlights gaps in the current understanding of employee retention strategies and underscores the need for empirical research to inform evidence-based practices. Building on the literature review, the chapter identifies the research gap. This sets the stage for the formulation of research questions aimed at addressing these gaps and generating actionable insights for organizational improvement. The chapter then delineates the research objectives, outlining the specific goals and outcomes sought through the study. These objectives serve as guiding principles for the research process, informing the selection of methodology, detailing the approach, design and methods employed to investigate the research questions and analytical approaches best suited to achieve the desired outcome.

## Chapter 5: Data Analysis

The research delved into understanding the factors contributing to high turnover rates within specific departments of Hard Rock Hotel Goa. It began with a comprehensive demographic and employment-related overview of the workforce, highlighting gender distribution, age demographics, educational qualifications, departmental representation, income distribution, and service period. Subsequently, the study assessed the reliability of the scale measuring employee perceptions and experiences, uncovering strong internal consistency reliability and significant correlations between various factors. Insights from crosstabulation analysis between department and reasons for joining/leaving revealed motivations and preferences across departments. Finally, correlation and regression analyses unveiled significant relationships between organizational

factors and employee perceptions, emphasizing the critical roles of leadership and work-life balance in shaping the work environment and culture.

## Chapter 6: Findings and Recommendations

This chapter presents key findings and recommendations based on the analysis of employee motivations, departmental differences, leadership styles, work-life balance and factors influencing employee satisfaction at Hard Rock Hotel Goa.

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## **CHAPTER I: INTRODUCTION**



Figure 1: Hard Rock Hotel Logo

### **1.1 PROFILE OF THE COMPANY**

Hard Rock Hotel Goa is part of Hard Rock International, Inc., a network of theme bars and restaurants, souvenir stores, casinos, and museums established in London in 1971 by Isaac Tigrett and Peter Morton. The rock and roll memorabilia that the cafe started to cover its walls in 1979 spread to other locations in the chain. The Seminole Tribe of Florida acquired Hard Rock Cafe International (USA), Inc. in 2007. The company's headquarters were in Orlando, Florida, until April 2018, when they relocated to Davie, Florida. As of July 2018, Hard Rock International operated 172 bars and cafe restaurants, 37 hotels, and 4 casinos across 74 countries.

Hard Rock Hotel Goa is situated along the stunning coastline of North Goa and embodies the spirit of adventure, music, and relaxation. Nestled amidst lush landscapes and overlooking the azure Arabian Sea, Hard Rock Hotel Goa offers guests a unique experience that blends world-class hospitality with the iconic Hard Rock brand. Boasting 135 luxurious rooms, Hard Rock Hotel Goa features a range of amenities, including Rock Om Yoga, Body Rock fitness center, and Rock Shop.

With a dedicated team of 135 employees spanning various departments, including Front Office, Human Resources, Security, Culinary, Housekeeping, Administration, Finance, Engineering, Food and Beverage, Sales and Marketing and Reservations, Hard Rock Hotel Goa is committed to delivering exceptional service and unforgettable experiences to every guest.

## 1.2 MISSION, MOTTOS & VALUES OF HARD ROCK

### 1.2.1 MISSION

The mission of Hard Rock is the unifying goal of all Hard Rockers around the globe. Whether taking care of guests, being socially-conscious in communities where we operate, assisting Team Members in getting things done or delivering a return to our investors – whoever we serve, this is what we do. ‘We create authentic experiences that rock’. Our genuine experiences, whether as individuals or as a company, can be discreet and intimate or unexpected and widely shared. From an intimate solo performance to a three-day music extravaganza; from the store to the team members’ lounge; from the gaming area to the yoga area; from a festive dinner to an incredible massage. As Hard Rockers, we all need to unite behind our cause and make a commitment to it, whether that means helping our guests personally or supporting others that do.

### 1.2.2 MOTTOS

Stroll through any Hard Rock and you’ll be greeted by our Mottos emblazoned on the walls. Inspired by ancient philosophical teachings and originally instituted by Hard Rock’s Founders, these Mottos are as relevant to our brand today as they were in 1971. These philosophies are what we use to define our culture of service, community outreach, spirit of teamwork and our green

programs. They have challenged us to be our best and to help make the world a safer, healthier and better place for all.

a. Love all - serve all

We cater to no particular social group - we embrace everyone. More than a job, our industry and the Hard Rock brand allow us to make a difference in people's lives by the service and hospitality we provide.

b. Take time to be kind

It's true that kindness really is contagious. At Hard Rock, we take pride in being an organization that places such importance on giving back. Actively pursuing philanthropic endeavors, whether locally or on a global scale, proves that this Motto is more than just words.

c. All is one

Every person within the Hard Rock family has a significant role to play in the band. We are a team and we must work together to be successful in what we do. The spirit of partnership, along with respecting others and lending a helping hand, is our norm.

d. Save the Planet

There's more to life than work. We encourage people to be proactive in conserving our environment through local initiatives, such as recycling, wildlife protection or environmental clean-up. This planet is the only one that we have, so we believe everyone should do their part to preserve it.

### 1.2.3 VALUES

Our Values are principles that ensure we run smoothly and they drive the people within our businesses. In order to have meaning they must be internalized by everyone representing the company. It's not just about understanding what they are but about living them in our day-to-day behaviors. Our success as a company lies not in these words, but in how we align with them;

- a. Practice honesty, integrity and professionalism
- b. Take personal accountability for getting results
- c. Deliver Amplified Service
- d. Encourage everyone to maximize their potential
- e. Create brand excitement through innovation (Anon 2024)

## 1.3 EMPLOYEE RETENTION PRACTICES AT HARD ROCK HOTEL, GOA

### 1.3.1 Training Programs

Hard Rock Hotel makes significant investments in training initiatives that give staff members the know-how and abilities necessary to succeed in their positions while promoting a feeling of competence and community.

### 1.3.2 Employee Recognition Initiatives

Hard Rock Hotel Goa, runs a number of recognition programs to recognize and honor exceptional work, encouraging a spirit of gratitude and drive among staff members.

### 1.3.3 Employee Engagement Activities

In order to strengthen bonds between staff members and advance a healthy work atmosphere, the organization regularly plans engagement activities like volunteer opportunities, social events, and team-building exercises.

### 1.3.4 Employee Feedback Mechanisms

The company promotes open lines of communication and feedback, giving staff members a platform to express their ideas, worries, and suggestions. It also actively works to address and take on staff members' proposals when it can.

### 1.3.5 Emphasis on Work Environment

Developing a dynamic and welcoming workplace that values cooperation, innovation, and respect for one another is a top priority for the Hard Rock Hotel Goa.

## 1.4 TRAINING AND E-LEARNING INITIATIVES

In the dynamic and fast-paced environment of the hospitality industry, training and e-learning initiatives play a pivotal role in equipping employees with the skills and knowledge necessary to deliver exceptional guest experiences. Recognizing the importance of continuous learning and development, hospitality establishments invest in robust training programs that cover various aspects of service delivery, operational procedures and guest engagement.

The Hard Rock Hotel Goa offers extensive employee training and e-learning programs through School of Hard Rock an E-learning app to improve skill development and stimulate continual learning among its employees. Employees receive the information and expertise they need to

provide excellent service and sustain the brand's standards of excellence through comprehensive training efforts. The training manager conducts training classes for new employees following their induction at Hard Rock Hotel.

The training programs at Hard Rock Hotel cover various aspects of hospitality and customer service, including food and beverage preparation, guest relations and operational procedures and amplified service. Employees receive hands-on training from experienced professionals, allowing them to gain practical skills and insights into the unique aspects of Hard Rock Hotel's operations.

In addition to traditional training approaches, Hard Rock Hotel uses e-learning tools to support employee growth. Staff members get immediate access to a multitude of tools and training materials via online modules and interactive courses. This adaptable method to learning allows employees to gain new skills and knowledge at their own speed, regardless of location or schedule. Furthermore, School Hard Rock's programs are designed to be interesting and interactive, including multimedia features such as films, quizzes, and simulations to improve the learning experience. Employees can track their progress and get feedback in real time, which promotes ongoing improvement and skill mastery.

## **CHAPTER 2: TASK HANDLED, LEARNINGS AND CHALLENGES**

### **2.1 TASK HANDLED**

- Recruitment and selection: During my internship at Hard Rock Hotel in the Human Resources department, I was entrusted with the responsibility of recruitment. The duration of my internship was from January 15<sup>th</sup> 2024 to April 15<sup>th</sup> 2024, Monday to Saturday, I dedicated myself to this role from 9 am to 6 pm. My primary task involved reaching out to prospective employees via LinkedIn, initiating contact and scheduling initial interviews as part of the screening process. Additionally, I undertook a project to compile a comprehensive list of Hospitality colleges across India. Moreover, I engaged with hospitality colleges in the North East region, facilitating the submission of student CVs for industrial training and job opportunities at Hard Rock Hotel. Through this experience, I honed my interviewing skills and meticulously evaluated candidates to shortlist those best suited for further consideration.
- Onboarding : At Hard Rock Hotel, I was assigned the task of overseeing the onboarding process, which involved a personalized touch to welcome new employees. Beyond simply explaining formalities, I took the initiative to guide new joiners through their paperwork, ensuring they understood each detail and assisting them with form completion, thereby facilitating a smooth transition into their roles. Moreover, I implemented a unique practice each month by crafting introductions for new employees. These introductions, adorned with photographs, were prominently displayed in the cafeteria, providing a warm welcome and introducing newcomers to their colleagues. Each introduction was carefully crafted to



include details such as favorite sports, hobbies, talents, preferred movies and actors, favorite foods and inspiring quotes, fostering a sense of community and connection among team members.

- Soundchecks: At Hard Rock Hotel ,I was entrusted overseeing the daily sound check, a crucial aspect of fostering employee engagement and reinforcing the hotel's mission, motto and values. This comprehensive sound checks not only encompassed a music quiz to ignite team spirit but also delved into the essence of Hard Rock's amplified service, showcasing memorabilia of the week, celebrating employee birthdays and providing invaluable training tips and guest reviews. Each day, across all departments, this ritual serves as a platform to instill a deep understanding of the hotel's culture and commitment to excellence. Moreover, I ensured that the sound check was enriched with information about featured singers or bands of the week, enhancing employees' knowledge of music history and reinforcing the unique identity of Hard Rock Hotel.
- Employee engagement and event coordination : During my tenure at Hard Rock Hotel, I undertook the responsibility of designing posters and PowerPoint presentations for a diverse array of events, including lottery sales, Women's Day celebrations, cricket matches, and internship programs. Through meticulous attention to detail and a creative approach, I ensured that each design captured the essence of the event and effectively communicated key messages to the audience. Additionally, I actively participated in organizing and

coordinating employee engagement programs, collaborating closely with the HR department to execute events seamlessly.

## 2.2 RELATIONSHIP OF THE TASK WITH THE COURSEWORK

During my internship at Hard Rock Hotel, my tasks in recruitment and selection directly correlated with the coursework I studied in my HR master's program. In my second year, I delved into the intricacies of recruitment strategies, candidate assessment methods, and interview techniques. Applying these concepts in real-world scenarios at Hard Rock Hotel allowed me to bridge theory with practice. For instance, I leveraged the principles learned in class to craft effective job postings and reach out to potential candidates through platforms like LinkedIn. Drawing from my coursework, I implemented structured interview techniques to evaluate candidates' competencies and suitability for various roles. Additionally, my coursework equipped me with knowledge about legal and ethical considerations in recruitment, ensuring that my practices at Hard Rock Hotel adhered to industry standards and regulations. Overall, my internship experience provided a valuable opportunity to apply theoretical knowledge in a practical setting, enhancing my understanding of recruitment and selection processes and preparing me for future HR roles.

## 2.3 LEARNINGS

- **Effective Communication:** Learned how to effectively communicate with prospective candidates and educational institutions to convey job opportunities and internship programs.
- **Talent Acquisition Strategies:** Gained insights into various recruitment strategies, including leveraging social media platforms like LinkedIn and establishing partnerships with educational institutions.

- **Interviewing Skills:** Developed strong interviewing skills through regular practice and feedback sessions, enhancing my ability to evaluate candidates objectively.
- **Team Collaboration:** Worked closely with the HR team and hiring managers, learning the importance of collaboration and coordination in the recruitment process.
- **Personalization:** Tailored the onboarding experience to individual employees in order to foster a sense of belonging and engagement from the outset.
- **Attention to Detail:** Ensured that new employees understood and completed the joining formalities accurately.
- **Community Building:** Created opportunities for employees to learn about each other's interests and personalities that contributes to a cohesive and supportive work environment.
- **Creativity:** Designing visually appealing posters and presentations enhanced my creativity.
- **Organization and Coordination:** I was able to put my organization and coordination skills at play during the various events held at Hard Rock Hotel and ensure all aspects of the event aligned with the intended objectives.

## 2.4 CHALLENGES

Despite the valuable learning experiences gained during my internship, several challenges were encountered along the way. One challenge was the need to balance the theoretical knowledge acquired in the classroom with the practical realities of the workplace. While my coursework provided a solid foundation in recruitment and selection principles, applying these concepts in a real-world setting required adaptation and flexibility. Additionally, navigating the complexities of interpersonal dynamics and organizational culture within the hotel presented its own set of challenges. Ensuring that the recruitment process aligned with the hotel's values and objectives while also meeting the diverse needs of various departments required careful navigation and negotiation. Furthermore, managing time effectively to juggle multiple tasks, such as recruitment, onboarding, and event coordination, posed another challenge. Overall, while the internship provided invaluable learning opportunities, overcoming these challenges strengthened my skills and resilience as an HR professional.

## **CHAPTER 3: INTRODUCTION TO THE RESEARCH**

### **3.1 INTRODUCTION**

The hotel industry is the biggest service industry across the world. In India, it becomes one of the fastest growing sectors of the economy. The success of every hotel industry is based on their employees, because employees are accountable for delivering service to customers and eventually determine the service quality the customer receives (Bangwal and Tiwari 2019). In the hotel sector, ensuring employee satisfaction is crucial for the sustained success of an organization. The dynamic and fast-paced nature of the hospitality industry relies heavily on skilled and committed employees to deliver exceptional guest experiences. Employee retention strategies and practices play a pivotal role in maintaining stable and productive workforces in an environment where turnover is prevalent (Mehmood, Masood, and Hanaysha 2023).

For each employee, an organization has to invest an abundance of time and money for their training as per the organization's requirement. When an employee leaves the organization, the company is not only losing its valuable employees, but the company also loses on the amount that it has spent to recruit and select those employees and to train them for their respective jobs. On the other hand, the organization needs to invest more and more in recruitment, training, and development of new staff to fill up their vacant positions. Due to these reasons, every organization wants to control the attrition rate and retain its employees through more satisfactory company policies and work environments (Jain, Jain, and Pamula 2020).

A poor retention rate undermines the organization's competitiveness, operational and financial effectiveness, and profitability (Ghani et al. 2022). The relationship between the job satisfaction and employee turnover has been one of the most widely studied but least understood relationships in the organizational behavior literature (Spencer 1986). High turnover rates in the hospitality industry, are particularly among younger employees, pose challenges for employers like reduced service quality, productivity losses, decreased employee morale, and high recruiting and training costs (Tews et al. 2021). The turnover rates in the industry stem from factors such as long work hours, rigorous environments, seasonal fluctuations, and competitive job markets as well. These challenges are exacerbated by limited opportunities for professional growth and sporadic industry demands. There are two types of staff turnover: voluntarily and involuntarily. involuntary turnover can be defined as the employees deliberately being terminated by employer or employees are being forced to resign their job due their undesired or low performance. Employees who leave the company tend to be more skilled and talented than others, as they take better jobs. On the other hand, the employees who leave may not reveal the real reason or the purpose of their leaving (Ghani et al. 2022). The hospitality companies employ various retention strategies, including competitive compensation packages, career advancement opportunities, positive work environments and employee recognition initiatives, to enhance satisfaction, loyalty and commitment among staff members(Putra, Cho, and Liu 2017). Effective retention efforts not only reduce recruitment and training costs but also elevate employee morale, improve guest satisfaction and enhance organizational performance (Kowske, Rasch, and Wiley 2010).

Acknowledging the significance of people as a source of competitive advantage, organizations prioritize retention policies to retain talented employees. Employee retention emerges as a key

driver for organizational success, contributing to reduced expenses and enhanced motivation and capabilities among employees (Vidhya, Pavan, and Vishnupriya 2019). One of the major concerns for the employers is to retain the talented staff and to decrease the employee turnover rate which helps in improving the productivity level of the organization(Tiwari n.d.) . It has been acknowledged that people are a significant source of competitive advantage; organizations adopt numerous policies and procedures in order to retain their talented employees for a long time. As a result, employee retention has emerged as one of the key drivers for organizational success, alongside reducing unnecessary expenses and improving employees' motivation and capabilities. Employee retention, on the other hand, has been identified one of the biggest challenges in the 21st century, particularly in the hospitality industry. Because the hospitality industry is continuously dealing with the problem of shifting a workforce, retention is an ongoing and ever-evolving endeavor to keep its skilled personnel. It is implied that environmental and social activities in the hospitality industry contribute a lot more to revamping the HR activities, especially when it comes to retaining the employees (Ghani et al. 2022).

Sustainable human resource practices play a pivotal role in addressing employee concerns and fostering a positive attitude and commitment among staff members. The primary objective of the hospitality industry is to effectively manage employees and retain them to maximize their potential and enhance organizational success. Therefore, identifying and implementing effective retention strategies within the hospitality sector is imperative for sustained growth and competitiveness (Finocchiaro 2022). Through a comprehensive review of existing literature, the study aims to identify root causes contributing to high staff turnover rates and suggest optimal retention strategies tailored to the hospitality industry's unique needs. The research problems posit that

retaining employees, especially in the hospitality industry, is highly challenging due to varying demand and job-hopping by a number of employees from time to time. The employees working in the hospitality industry are supposed to deal with visitors and customers globally on a day-to-day basis, which causes stress. As a result, their satisfaction level may be reduced, and they may be unwilling to stay there. The lack of growth and development is highlighted as the most discussed cause of the high turnover rate globally, particularly in the hospitality industry. Researches also highlights that the management of the hospitality industry still focuses on old traditional methods to retain employees, i.e., one-way communication and feedback, where employees cannot share their long-term plans with their respective bosses and cannot get feedback or suggestions for their career development. Although the hospitality industry continues to put in efforts to maintain proper staffing levels, issues relating to retaining employees continue to surface (Ghani et al. 2022). Some researches highlighted that the hospitality industry is encountering difficulty in maintaining the balance between the supply and demand of human capital. Employee turnover is expensive and in order to control labor expenses or labor costs, this industry needs to retain its employees (Dwesini 2019). This research will find out why the employees leave the organization early and won't stay long. It will also identify effective strategies and practices to mitigate the turnover rate .

### 3.2 RESEARCH PROBLEM

Despite recognizing the paramount importance of employee retention at Hard Rock Hotel Goa, there exists a significant gap in understanding the most effective strategies and practices to mitigate high turnover rates and foster stable, productive workforces. While various retention initiatives are in place, empirical evidence on their comparative effectiveness in addressing the unique challenges of the hospitality sector remains limited. Challenges include long work hours, seasonal



fluctuations, competitive job markets and limited opportunities for professional growth. Despite efforts to maintain proper staffing levels, employee retention issues persist, compounded by the imbalance between the supply and demand of human capital in the industry. The Employee attrition rate at Hard Rock Hotel Goa is 10%. Thus, addressing these challenges requires a nuanced understanding of how retention strategies interact with organizational culture, leadership styles and employee demographics to influence satisfaction, loyalty and commitment, ultimately impacting guest satisfaction and overall organizational performance.

### 3.3 LITERATURE REVIEW ON THE RESEARCH TOPIC

1. The article by Nombeko Felicity Dwesini (2019), examines the complexities of high staff turnover in the hospitality sector, providing explanations for its origins and suggesting practical retention tactics. Using a desktop research methodology, the researcher examines many sources to determine the causes of high turnover and then outlines doable tactics for managers in the hospitality industry to address this problem. The study guarantees a thorough grasp of the issue at hand by drawing on a wide range of secondary sources, including regional and worldwide peer-reviewed conference proceedings, workshop proceedings and published papers.
2. The article by Alao D. & Adeyemo A. B. (2013) endeavors to enhance the understanding of employee attrition dynamics and provide actionable recommendations for improving retention strategies in organizations. Ultimately, by harnessing the power of decision tree algorithms, the research aims to empower organizations to mitigate the adverse effects of employee attrition and foster a more stable and productive workforce.

3. The article by Eka Diraksa Putra, Seonghee Cho and Juan Liu (2017), aims to investigate the relationship between extrinsic and intrinsic motivations as a predictor of work engagement among hospitality employees, with a particular focus on testing the motivation crowding theory. The findings imply that creating a purposeful and interesting work environment is essential since intrinsic motivation greatly raises employees' work engagement. Furthermore, the study shows that intrinsic motivation does not decrease when extrinsic drive is introduced. This emphasizes how crucial it is to design jobs that are both fascinating and significant as doing so will raise workers' levels of intrinsic motivation and, in turn, increase their level of engagement at work. The study provides insightful information for employers in the hospitality industry who want to cultivate a driven and enthusiastic workforce by illuminating these dynamics.
4. The article by Alleah Crawford and Susan S. Hubbard (2008) aims to investigate how work-related objectives affect employee performance in the service sector, with a special emphasis on the hotel sector. The study looks at a variety of employee outcomes, including organizational commitment, intention to resign, intrinsic work satisfaction, job involvement, and organization-based self-esteem, by comparing employees with and without work-related goals. According to the research, workers who have goals connected to their jobs show better degrees of organizational commitment and organization-based self-esteem. They also show less chance of quitting and more interest in their jobs. This study adds significant knowledge on the connection between goal orientation and worker performance, with applications for businesses looking to maximize staff happiness and productivity in the hospitality sector.

5. This article by Daniel G. Spencer (1986) provides a synthesis of knowledge regarding employee retention tactics unique to the hospitality industry and provides guidance for creating a model that reworks hiring and selection procedures to promote sustained employee engagement. Additionally, the study outlines targeted paths for developing efficient retention tactics and policies in the hospitality sector. It highlights that whereas dissatisfied workers are more likely to look for better job chances elsewhere, satisfied workers are less likely to look for other employment alternatives. The study's managerial implications advise hospitality organizations to give employee happiness top priority and launch focused retention campaigns to reduce attrition and improve overall performance and stability. This report offers insightful advice for hospitality stakeholders looking to improve retention efforts and foster a devoted customer base through its thorough analysis and suggested methodology.
6. This article by Praphula Kumar Jain, Madhur Jain and Rajendra Pamula(2020), create a prediction model that helps identify employees who are most likely to depart the organization. The study aims to lower attrition rates by evaluating employee satisfaction and effectiveness appraisals. Using a machine learning methodology, the study improves different employee-specific retention tactics. The study also looks at factors that affect employee attrition and suggests possible fixes. The suggested model helps with decision-making by making it easier for management to identify and keep valuable people.
7. The article by Vidhya.S, Pavan.K.A and Vishnupriya.S(2019) delves into the multifaceted dynamics of employee commitment, organizational climate, job satisfaction and retention within the context of star hotels in Coimbatore District. The review highlights the importance of organizational atmosphere and staff dedication as factors that affect work

satisfaction and retention in the hospitality industry. It talks on how affective, normative and continuance dimensions of employee commitment promote a sense of loyalty, belonging and how alignment with company objectives, impact job satisfaction and retention. Furthermore, the research indicates that employee views, attitudes, and behaviors are significantly influenced by organizational climate, which is defined by elements like leadership style, communication styles and work environments.

8. The article by Shaikha Ebrahim AlMutawa, Kamarul Zaman Ahmad, Mohamed Hussein Behery and Ibrahim Tabche(2023) highlights the profound impact of fear of pandemics on turnover intentions among employees, especially in sectors like hospitality and tourism. Studies suggest that during crises, fear of job insecurity and infection significantly heightens turnover intentions. However, organizational support acts as a crucial moderator, buffering the negative effects of fear on turnover intentions by fostering a sense of security and value among employees. Job satisfaction emerges as a key mediator in this relationship, as heightened fear diminishes satisfaction levels, thereby amplifying turnover intentions. Given the unique challenges faced by frontline workers in Dubai's hospitality and tourism industry, understanding and addressing these dynamics are critical for mitigating turnover intentions and safeguarding employee well-being.
9. The article by Khawaja Khalid Mehmood, Samra Masood and Jalal Rajeh Hanaysha (2023), highlights the pivotal role of Human Resource Management (HRM) strategies in driving organizational outcomes, emphasizing the need for alignment with organizational goals and objectives. Strategic Human Resource Management (SHRM) frameworks, such as the Resource-Based View and Dynamic Capability Perspective, highlight the importance of leveraging human capital to achieve competitive advantage and superior

performance. However, the effectiveness of HRM strategies in shaping organizational outcomes is contingent upon various moderating factors, including organizational culture, industry dynamics, and individual-level variables. Employee engagement serves as a key mediating mechanism through which HRM practices influence performance outcomes, emphasizing the importance of fostering a supportive work environment and promoting meaningful employee involvement. The proposed moderated model aims to explore these relationships, advancing our understanding of how HRM strategies contribute to organizational success and identifying strategies for optimization in achieving desired outcomes.

10. The article by Bilquees Ghani, Muhammad Zada, Khalid Rasheed Memon, Rezwan Ullah, Afraseyab Khattak, Heesup Han, Antonio Ariza-Montes and Luis Araya-Castillo (2022), study underscores the pivotal role of employee satisfaction in driving retention efforts. Existing research emphasizes four key factors that contribute to employee satisfaction: sustainable positive work environments, growth opportunities, effective communication, and recruitment and selection practices. By synthesizing past literature, the study advocates for a model that emphasizes the revitalization of recruitment and selection processes to foster employee retention within the hospitality sector. Additionally, the paper offers practical directions for implementing targeted retention strategies. It concludes that satisfied employees are less inclined to seek alternative employment opportunities, highlighting the importance of addressing satisfaction levels to mitigate turnover. Managerial implications are also discussed, shedding light on the imperative for proactive retention initiatives within hospitality organizations.

11. The article by Ishani Tiwari (2015), highlights that employee retention and turnover are major challenges in many businesses, including the hospitality sector. The hotel business, recognized for its demanding work environment and labor-intensive responsibilities, suffers difficulties in keeping talented workers. Job unhappiness, restricted professional growth prospects, and work-life balance concerns are frequently identified as the top causes of turnover in the hotel industry. Furthermore, research highlights the relevance of training and development, work-life balance, and recognition programs in promoting employee retention.
12. The article by Victor Oladapo (2014), highlights how American businesses face the challenge of replacing 70 million retiring Baby Boomers amidst demographic shifts, economic challenges, and global security threats. To stay competitive, organizations need robust talent management strategies for attracting, developing, and retaining talent. This study explores the effectiveness of talent management programs and reasons for their adoption, as well as the predictive power of job security, compensation, and advancement opportunities on retention rates. Findings indicate widespread recognition of the strategic value of talent management programs, with job advancement opportunities identified as the key factor influencing retention. Lack of executive support emerges as the primary obstacle to implementing talent management programs, while traditional retention factors like job security and compensation show limited predictive value.
13. The article by Kowske, Rasch and Wiley (2010), examines the impact of generational differences on work attitudes, focusing particularly on Millennials. They delve into the discourse surrounding Millennials' work attitudes, which has often been characterized by stereotypes such as entitlement and a lack of commitment. The literature suggests a

growing interest in understanding generational differences in the workplace, with researchers and practitioners alike seeking to comprehend how different generational cohorts approach work and what implications this holds for organizational dynamics.

14. The article by Deepak Bangwal's (2019), investigates the relationship between the workplace environment, employee satisfaction, and workers' intent to stay. The literature on these topics emphasizes the importance of the workplace environment in determining employee satisfaction and retention. According to research, a positive workplace environment that includes supportive leadership, clear communication channels, opportunities for professional growth, and a healthy work-life balance increases employee satisfaction and improves organizational outcomes. Employees who believe their workplace supports their well-being and professional development are more likely to be satisfied with their jobs and committed to the organization.
15. The article by Patrick Anthony Finocchiaro (2022), explores the importance of place attachment and quality of life outcomes in employee retention, particularly in the hospitality industry. Place attachment, defined as the emotional bond that people form with their workplace, leads to higher job satisfaction and loyalty. Quality of life outcomes, such as work-life balance and job autonomy, have a significant impact on employee well-being and satisfaction levels. In the hospitality industry, where employees have demanding schedules, place attachment and quality of life are critical in fostering retention. Employees who believe their workplace promotes a high quality of life are more likely to stay with their company.

16. The article by Michael J. Tews, Ankie Hoefnagels, Phillip M. Jolly and Kathryn Stafford (2021), investigates turnover among young adults in the hospitality industry, focusing on the impact of workplace fun and training climate. Existing literature suggests that turnover rates in the hospitality sector, particularly among young employees, remain a pressing concern for organizations worldwide. Research indicates that factors such as job satisfaction, organizational culture, and training opportunities significantly influence turnover intentions among hospitality employees (Zopiatis et al., 2014; Karatepe & Sokmen, 2006). Workplace fun, characterized by enjoyable and engaging activities, has been recognized as a potential driver of employee satisfaction and retention (Tews et al., 2013). Moreover, the training climate within organizations plays a crucial role in shaping employees' perceptions of career development opportunities and job security (Meyer & Allen, 1991; Deery & Jago, 2015). By examining the relationship between workplace fun, training climate, and turnover among young adults in the hospitality industry, the article seeks to contribute to a deeper understanding of the factors influencing retention in this demographic.

### 3.4 RESEARCH GAP

While some retention strategies are implemented in Hard Rock Hotel Goa, there is a gap in understanding their comparative effectiveness and applicability across different departments. Research could focus on evaluating the outcomes of specific retention initiatives, such as career development programs, employee recognition schemes and work-life balance initiatives, to determine their impact on employee turnover rates and organizational performance. Another



research gap lies in addressing generational differences in retention factors within Hard Rock Hotel, Goa. With multiple generations coexisting in the workplace, including Baby Boomers, Generation X, Millennials, and Generation Z, there is a need to explore how each generation perceives retention strategies and what factors influence their decision to stay or leave their current employment. Understanding these generational dynamics can inform the development of tailored retention strategies that resonate with diverse workforce demographics.

### 3.5 RESEARCH QUESTIONS

1. What are the main factors for the high turnover in specific departments within Hard Rock Hotel, Goa?
2. What are the perceptions of workplace support and recognition and other factors and how do these factors affect retention in Hard Rock Hotel, Goa?
3. What is the association between demographic factors and turnover rate within Hard Rock Hotel?

### 3.6 RESEARCH OBJECTIVES

1. To investigate the factors like work environment and culture, work life balance, leadership styles and management practice and family and contributing to the turnover rate.
2. To assess the perception of workplace support, recognition, Career Growth, training and development and overall satisfaction among employees at Hard Rock Hotel, Goa and determine the extent to which these factors influence employee retention rates.
3. To study the association of demographic factors contributing to high turnover rate.

### 3.7 RESEARCH HYPOTHESIS

1. There is a significant impact of work environment and culture, work life balance, leadership styles and management practice, contributing to the turnover rate within Hard Rock Hotel, Goa.
2. Perceptions of workplace support, recognition and career growth opportunities initiatives significantly influence employee engagement and satisfaction at Hard Rock Hotel Goa.
3. There is a significant impact between demographic factors and factors affecting turnover rate.

### 3.8 RESEARCH METHODOLOGY

#### 3.8.1 Population

The study's population consisted of 84 employees from Hard Rock Hotel Goa, representing various departments including Front Office, Food and Beverage, Housekeeping, Culinary, reservations, IT, Human resources, Purchase, Finance and Security. Heads of departments were excluded from the survey to focus on frontline staff insights.

#### 3.8.2 Sampling Unit

The sampling unit comprised of 84 individual employees within Hard Rock Hotel Goa, across different departments and job roles.

#### 3.8.3 Sampling Method and Techniques

The study utilized stratified sampling techniques to ensure representation from diverse departments within the hotel. Employees were selected randomly from each department to participate in the survey. The questionnaire was posted online with a link where the respondent could just click on the link to answer the survey (Oladapo 2014). Apart from that questionnaires were also circulated to all the departments to ensure that more responses would be gathered from those employees who were unable to use their phones on duty.

#### 3.8.4 Period of the Study

The study spanned a duration of 2 months, from February 15, 2024 to April 15, 2024.

#### 3.8.5 Data Collection Method

Data collection employed a quantitative approach, utilizing Google Forms as a structured instrument to gather information on employee perceptions, job satisfaction levels, retention factors and demographic details.

#### 3.8.6 Questionnaire Designing

The questionnaire incorporated Likert scale items designed to systematically measure employee attitudes and opinions regarding various aspects of their job roles and the organizational environment.

#### 3.8.7 Tools and Techniques

The collected data underwent analysis using the Statistical Package for the Social Sciences (SPSS) software. Analysis techniques included the generation of frequency tables, utilization of pie charts for visual representation, crosstabs for discerning relationships between variables, reliability analysis for assessing questionnaire item consistency and correlation analysis to explore relationships between job satisfaction levels, retention factors and demographic variables.

#### 3.8.8 Scope of the Study

The study aims to review and identify challenges and strategies related to employee retention within Hard Rock Hotel, Goa. Given the hospitality industry's emphasis on providing exceptional

customer service, investing in human capital is essential for economic development and competitiveness.

#### 3.8.9 Limitations

It's important to note that the study's findings may be influenced by factors such as sample size, respondent bias and the subjective nature of Likert scale responses. Additionally, the study's scope may be limited to the specific context of Hard Rock Hotel Goa and may not be generalizable to other hospitality settings.

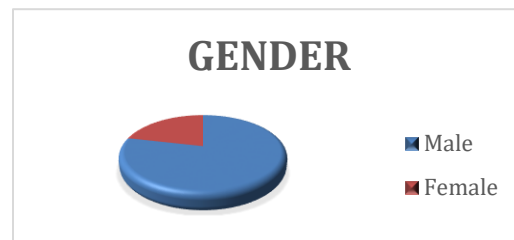
## **CHAPTER 4: DATA ANALYSIS**

### **4.1 DATA ANALYSIS OF DEMOGRAPHIC FACTORS AND SERVICE PERIOD OF EMPLOYEES**

Table 1: Gender

Gender	Frequency	Percent	Cumulative Percent
Male	66	78.6	78.6
Female	18	21.4	100.0
Total	84	100.0	

Figure 2: Gender



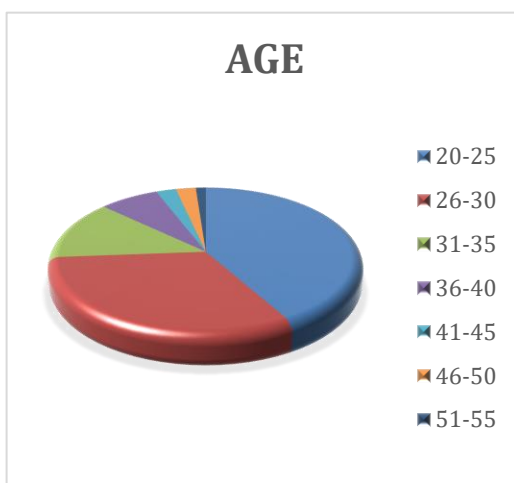
#### **Interpretation of gender:**

The provided data outlines the gender distribution within a given sample, revealing that out of 84 respondents, 66 identify as male and 18 as female. This indicates that males constitute the majority of the sample, accounting for 78.6%, while females make up the remaining 21.4%.

Table 2: Age

Age	Frequency	Percent	Cumulative Percent
20-25	35	41.7	41.7
26-30	27	32.1	73.8
31-35	11	13.1	86.9
36-40	6	7.1	94.0
41-45	2	2.4	96.4
46-50	2	2.4	98.8
51-55	1	1.2	100.0
Total	84	100.0	

Figure 3: Age



#### **Interpretation of age:**

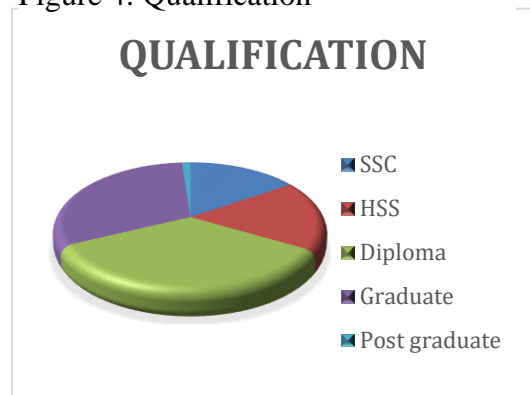
The data offers a breakdown of age groups within a given sample, comprising a total of 84 individuals. The majority of respondents fall within the 20-25 age bracket, accounting for 41.7% of the sample, followed by those aged 26-30, representing 32.1%. Together, these two groups

make up 73.8% of the total respondents, indicating a significant proportion of younger individuals in the surveyed population. As age increases, the frequency of respondents declines, with fewer individuals represented in older age categories. Notably, the cumulative percent column shows that by the age group of 51-55, only 1.2% of the sample remains.

Table 3: Qualification

Qualification	Frequency	Percent	Cumulative Percent
SSC	13	15.5	15.5
HSS	15	17.9	33.3
Diploma	29	34.5	67.9
Graduate	26	31.0	98.8
Post graduate	1	1.2	100.0
Total	84	100.0	

Figure 4: Qualification



Interpretation of qualification:

The above data presents the educational qualifications within a surveyed sample of 84 individuals. The largest proportion of respondents hold a diploma, constituting 34.5% of the sample, followed closely by graduates at 31.0%. Together, these two categories account for the majority of the surveyed population, reaching a cumulative percent of 98.8%. Additionally, 17.9% of respondents have completed their higher secondary education (HSS), while 15.5% have attained a secondary school certificate (SSC). Notably, there is only one respondent with a post-graduate qualification, representing a small but present segment of the sample.

Table 4: Department

Department	Frequency	Percent	Cumulative Percent
Culinary	14	16.7	16.7
Food & Beverage	10	11.9	28.6
Housekeeping	16	19.0	47.6
Finance	5	6.0	53.6
Spa	3	3.6	57.1
Engineering	9	10.7	67.9
IT	2	2.4	70.2
Front office	14	16.7	86.9
Reservation	2	2.4	89.3
HR	1	1.2	90.5
Security	4	4.8	95.2
Purchase	4	4.8	100.0
Total	84	100.0	

Interpretation of department:

The provided data outlines the distribution of employees across various departments within a surveyed organization, encompassing a total of 84 individuals. The housekeeping department accounts for the highest proportion of employees, representing 19.0% of the workforce, followed closely by the culinary department at 16.7%. Together, these two departments comprise nearly one-third of the total workforce. Front office and culinary departments both contribute significantly, each constituting 16.7% of the employees. Other notable departments include food & beverage, engineering, and security, each contributing between 10.7% and 11.9% to the overall workforce. Conversely, departments such as HR, IT, and reservations have smaller representation, each comprising less than 3% of the total workforce.

Figure 5: Department

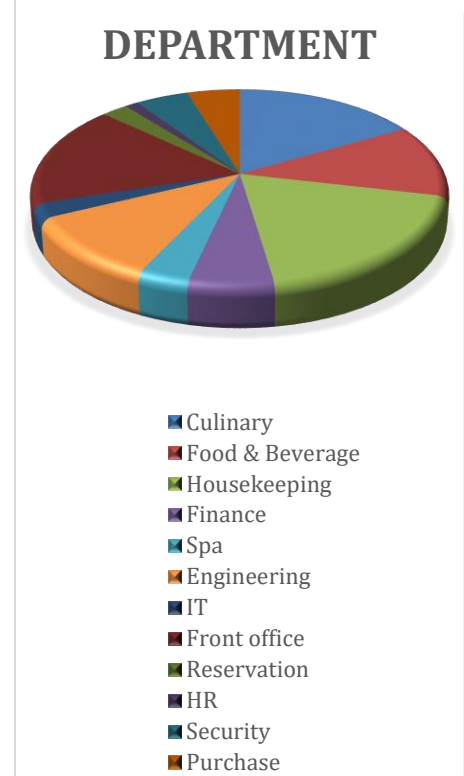
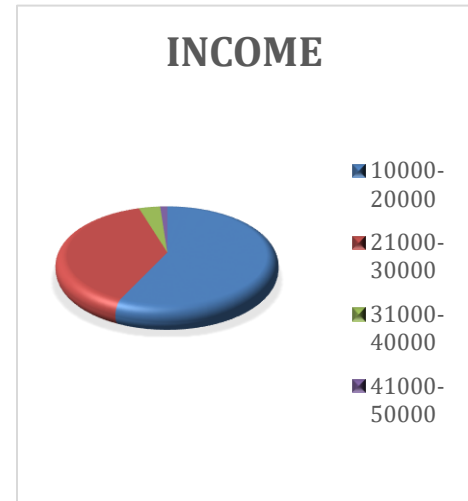


Table 5: Income

Income	Frequency	Percent	Cumulative Percent
10,000 - 20,000	48	57.1	57.1
21,000 - 30,000	32	38.1	95.2
31,000 - 40,000	3	3.6	98.8
41,000 - 50,000	1	1.2	100.0
Total	84	100.0	

Figure 6: Income



Interpretation of income:

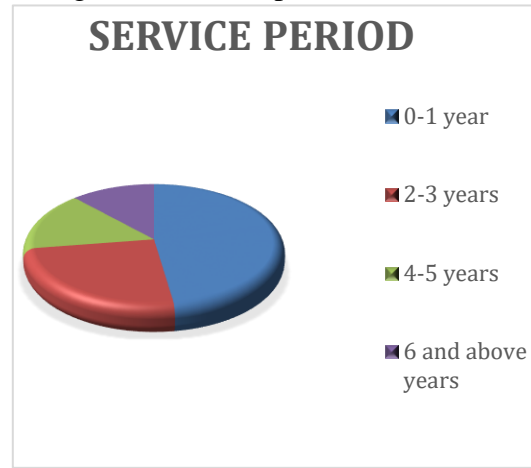
The provided data offers an overview of income distribution among a surveyed population, comprising a total of 84 individuals. The majority of respondents fall within the income bracket of 10,000 to 20,000, representing 57.1% of the sample. Additionally, 38.1% of respondents report incomes ranging from 21,000 to 30,000, indicating a significant proportion in this range. As income levels increase, the frequency of respondents decreases, with only a small percentage earning between 31,000 to 50,000. Notably, the cumulative percent column illustrates that 95.2% of the sample falls within the first two income brackets, highlighting a concentration of individuals within these lower to moderate income ranges.



Table 6:Service Period

Service period	Frequency	Percent	Cumulative Percent
0-1 year	40	47.6	47.6
2-3 years	21	25.0	72.6
4-5 years	13	15.5	88.1
6 and above years	10	11.9	96.4
Total	84	100.0	

Figure 7: Service period



Interpretation of service period:

The data presents the service period distribution among a surveyed population of 84 individuals. Nearly half of the respondents, 47.6%, have been in their current position for 0 to 1 year, indicating a sizable proportion of relatively new employees. Additionally, 25.0% of respondents report a service period of 2 to 3 years, contributing significantly to the cumulative percent. As the service period extends, the frequency of respondents decreases, with 15.5% having served for 4 to 5 years and 11.9% for 6 years or more. The cumulative percent column reveals that 96.4% of respondents have been in their current positions for up to 6 years or more, indicating a relatively stable workforce with a majority having served for less than 3 years.

## 4.2 DATA ANALYSIS USING RELIABILITY TEST

Table 7: Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.718	47

Interpretation:

The reliability analysis conducted on the scale measuring various factors related to employee perceptions and experiences at Hard Rock Hotel Goa yielded a Cronbach's Alpha coefficient of 0.718, indicating good internal consistency reliability. This suggests that the items included in the scale demonstrate a strong level of consistency in measuring the underlying constructs. Further examination of the item-total statistics reveals that most items have corrected item-total correlations above 0.4, indicating a satisfactory level of association with the overall scale. Notably, items related to training and development opportunities, support from the company and immediate managers, recognition programs, feedback on performance, and overall job engagement demonstrate particularly strong correlations with the total scale. Conversely, items related to family influences on career decisions and perceptions of leadership transparency and effectiveness exhibit slightly weaker associations. These findings suggest that while employees generally perceive positive aspects of their work environment, there may be opportunities for improvement in certain areas, such as leadership communication and family-work balance support.

#### 4.3 DATA ANALYSIS USING CROSSTABS BETWEEN DEPARTMENTS AND REASONS FOR JOINING HARD ROCK AND SELECTING THE NEXT EMPLOYER IN THE FUTURE

Table 8: Crosstabulation

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Department * Selecting next company	84	100.0%	0	0.0%	84	100.0%
Department * joining	84	100.0%	0	0.0%	84	100.0%

Department \* Selecting next company Crosstabulation

Count

		Selecting next company					Total
		Career development and prospect	Appreciation and culture	Communication	Working environment	Salary and benefit	
Department	Culinary	5	0	0	5	4	14
	Food & Beverage	2	1	2	1	4	10
	Housekeeping	3	1	3	4	5	16
	Finance	2	0	0	1	2	5
	Spa	3	0	0	0	0	3
	Engineering	2	0	0	2	5	9
	IT	1	0	0	0	1	2
	Front office	3	0	3	3	5	14
	Reservation	0	0	0	0	2	2
	HR	1	0	0	0	0	1
	Security	2	0	0	1	1	4
	Purchase	3	0	0	0	1	4
Total		27	2	8	17	30	84

**Department \* joining Crosstabulation**

Count		joining					Total
		Career development and prospect	Appreciation and culture	Communication	Working environment	Salary and benefit	
Department	Culinary	8	3	0	3	0	14
	Food & Beverage	6	0	0	4	0	10
	Housekeeping	5	4	1	3	3	16
	Finance	5	0	0	0	0	5
	Spa	3	0	0	0	0	3
	Engineering	3	2	0	1	3	9
	IT	1	0	0	1	0	2
	Front office	3	3	2	5	1	14
	Reservation	2	0	0	0	0	2
	HR	1	0	0	0	0	1
	Security	0	1	0	2	1	4
	Purchase	3	0	0	0	1	4
Total		40	13	3	19	9	84

**Interpretation:**

The crosstabulation analysis between department and reasons for joining Hard Rock Hotel, Goa and selecting the next employer reveals notable insights into employee motivations and preferences across various departments. Regarding the reasons for selecting the next employer, employees across departments primarily cite salary and benefits as the most influential factor, with 30 out of 84 respondents (35.7%) emphasizing this aspect. Following closely behind are career development and prospect, with 27 respondents (32.1%) considering it a significant factor. Appreciation and culture are mentioned by 2 respondents (2.4%), while communication and working environment are cited by 8 (9.5%) and 17 (20.2%) respondents, respectively. Notably, the Culinary and Housekeeping departments have a relatively high proportion of employees mentioning salary and benefits as their main consideration.

In terms of reasons for joining Hard Rock Hotel, salary and benefits emerge as a significant factor, with 40 out of 84 respondents (47.6%) highlighting it. Career development and prospect follow closely behind, with 40 respondents (47.6%) considering it important. Appreciation and culture

are mentioned by 13 respondents (15.5%), while communication and working environment are cited by 3 (3.6%) and 19 (22.6%) respondents, respectively. The Culinary and Front Office departments have a relatively high proportion of employees citing career development and prospect as their primary reason for joining, while the Engineering department shows a stronger emphasis on the working environment. Overall, the findings suggest that while salary and benefits play a significant role in both attracting employees to Hard Rock Hotel and influencing their decisions to consider other employment opportunities, career development and prospects are also crucial factors in both scenarios.

#### 4.4 DATA ANALYSIS USING CORRELATION TO TEST THE SIGNIFICANCE OF WORK ENVIRONMENT AND CULTURE, WORK LIFE BALANCE AND LEADERSHIP PRACTICES CONTRIBUTING TO THE TURNOVER RATE

Table 9: Correlations

Correlations			Work environment and culture	Work life balance	Leadership	Family
Kendall's tau_b	Work environment and culture	Correlation Coefficient	1.000	.268**	.358**	-.286**
		Sig. (2-tailed)	.	.001	.000	.000
		N	84	84	84	84
	Work life balance	Correlation Coefficient	.268**	1.000	.308**	-.154
		Sig. (2-tailed)	.001	.	.000	.061
		N	84	84	84	84
	Leadership	Correlation Coefficient	.358**	.308**	1.000	-.219**
		Sig. (2-tailed)	.000	.000	.	.007
		N	84	84	84	84
	Family	Correlation Coefficient	-.286**	-.154	-.219**	1.000
		Sig. (2-tailed)	.000	.061	.007	.
		N	84	84	84	84

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Interpretation:

The nonparametric correlations, measured using Kendall's tau-b, among the variables of work environment and culture, work-life balance, leadership, and family revealed several significant

relationships within the organizational context. Firstly, a statistically significant moderate positive correlation was found between work environment and culture and both work-life balance ( $\tau_b = 0.268, p < 0.01$ ) and leadership ( $\tau_b = 0.358, p < 0.01$ ). This suggests that employees who perceive a positive work environment and culture are also more likely to report better work-life balance and positive leadership within the organization. Similarly, there was a significant moderate positive correlation observed between work-life balance and leadership ( $\tau_b = 0.308, p < 0.01$ ), indicating that employees who report better work-life balance tend to perceive more positive leadership practices. However, a significant negative correlation was found between work environment and culture and family considerations ( $\tau_b = -0.286, p < 0.01$ ), suggesting that employees who perceive a positive work environment and culture may also experience conflicts with family responsibilities. This highlights the importance of addressing work-life balance initiatives to support employees in managing their family commitments. Moreover, a significant negative correlation was observed between leadership and family considerations ( $\tau_b = -0.219, p < 0.01$ ), indicating that employees who perceive more positive leadership may experience fewer conflicts with family responsibilities. This suggests that effective leadership practices may contribute to creating a supportive work environment that accommodates employees' family needs. Overall, these findings provide valuable insights into the relationships among various factors within the organizational context. Addressing issues related to work environment, work-life balance, leadership, and family considerations can contribute to a more positive and supportive workplace culture, ultimately enhancing employee satisfaction and well-being.

#### 4.5 DATA ANALYSIS USING CORRELATION TO CHECK THE SIGNIFICANCE BETWEEN DEMOGRAPHIC FACTORS AND OTHER FACTORS AFFECTING TURNOVER RATE IN HARD ROCK HOTEL

Table 10: Correlations

		Correlations							
		Age	Department	service	income	Career	Training and Development	Work place support	Engagement and satisfaction
Age	Pearson Correlation	1	.198	.648**	.575**	-.052	.049	.031	.142
	Sig. (2-tailed)		.071	.000	.000	.641	.655	.782	.199
	N	84	84	84	84	84	84	84	84
Department	Pearson Correlation	.198	1	.177	-.009	-.144	-.014	.061	.016
	Sig. (2-tailed)	.071		.107	.937	.192	.898	.581	.887
	N	84	84	84	84	84	84	84	84
service	Pearson Correlation	.648**	.177	1	.636**	-.088	-.069	.061	.143
	Sig. (2-tailed)	.000	.107		.000	.427	.532	.583	.193
	N	84	84	84	84	84	84	84	84
income	Pearson Correlation	.575**	-.009	.636**	1	.118	.128	.175	.209
	Sig. (2-tailed)	.000	.937	.000		.285	.247	.112	.057
	N	84	84	84	84	84	84	84	84
Career	Pearson Correlation	-.052	-.144	-.088	.118	1	.739**	.743**	.672**
	Sig. (2-tailed)	.641	.192	.427	.285		.000	.000	.000
	N	84	84	84	84	84	84	84	84
Training and Development	Pearson Correlation	.049	-.014	-.069	.128	.739**	1	.684**	.518**
	Sig. (2-tailed)	.655	.898	.532	.247	.000		.000	.000
	N	84	84	84	84	84	84	84	84
Work place support	Pearson Correlation	.031	.061	.061	.175	.743**	.684**	1	.638**
	Sig. (2-tailed)	.782	.581	.583	.112	.000	.000		.000
	N	84	84	84	84	84	84	84	84
Engagement and satisfaction	Pearson Correlation	.142	.016	.143	.209	.672**	.518**	.638**	1
	Sig. (2-tailed)	.199	.887	.193	.057	.000	.000	.000	
	N	84	84	84	84	84	84	84	84

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Interpretation:

The correlation analysis conducted on the variables of age, department, service, income, career, training and development, workplace support, and engagement and satisfaction revealed several significant relationships within the organizational context. Firstly, a strong positive correlation was found between service and both income ( $r = 0.636$ ,  $p < 0.01$ ) and career ( $r = 0.739$ ,  $p < 0.01$ ). This suggests that employees with longer service tenure tend to have higher incomes and more established careers within the organization. Similarly, a moderate positive correlation was observed between income and both career ( $r = 0.739$ ,  $p < 0.01$ ) and training and development ( $r =$

0.739,  $p < 0.01$ ), indicating that employees with higher incomes tend to have more advanced careers and participate in more training and development opportunities. Additionally, strong positive correlations were found between career and both training and development ( $r = 0.684$ ,  $p < 0.01$ ) and workplace support ( $r = 0.743$ ,  $p < 0.01$ ), suggesting that employees with more advanced careers are more likely to participate in training and development programs and perceive higher levels of workplace support. Furthermore, a moderate positive correlation was observed between workplace support and engagement and satisfaction ( $r = 0.638$ ,  $p < 0.01$ ), indicating that employees who perceive higher levels of workplace support are more likely to report higher levels of engagement and satisfaction with their job. However, age showed only a weak positive correlation with engagement and satisfaction ( $r = 0.142$ ,  $p > 0.05$ ), suggesting that age may not strongly influence these outcomes within the organization.



#### 4.6 DATA ANALYSES USING REGRESSION TO ASSESS HOW WORKPLACE SUPPORT, RECOGNITION AND CAREER GROWTH INFLUENCES OVERALL SATISFACTION AMONG EMPLOYEES AT HARD ROCK HOTEL, GOA.

Table 11: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 <sup>a</sup>	.495	.482	.5649023

a. Predictors: (Constant), Career, Work place support

Table 12: ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.289	2	12.645	39.624	.000 <sup>b</sup>
	Residual	25.848	81	.319		
	Total	51.138	83			

a. Dependent Variable: Engagement and satisfaction

b. Predictors: (Constant), Career, Work place support

Table 13: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.373	.440		.848	.399
	Work place support	.375	.143	.310	2.627	.010
	Career	.532	.142	.441	3.737	.000

a. Dependent Variable: Engagement and satisfaction

#### Interpretation:

The regression analysis conducted with career and workplace support as predictors of employee engagement and satisfaction produced significant results. The overall model was found to be

statistically significant ( $F(2, 81) = 39.624, p < 0.001$ ), indicating that the combination of career and workplace support explains a significant proportion of the variance in employee engagement and satisfaction. Specifically, the regression model accounted for approximately 49.5% of the variance in engagement and satisfaction ( $R^2 = 0.495$ , Adjusted  $R^2 = 0.482$ ), suggesting that the included predictors have a substantial impact on these outcomes. Upon examining the coefficients, both workplace support ( $\beta = 0.310, p = 0.010$ ) and career ( $\beta = 0.441, p < 0.001$ ) demonstrated statistically significant positive effects on employee engagement and satisfaction. This implies that employees who perceive higher levels of support in the workplace and have more opportunities for career advancement tend to report higher levels of engagement and satisfaction.

## **CHAPTER 5: FINDINGS, RECOMMENDATIONS & MANAGERIAL IMPLICATIONS AND CONCLUSION**

### **5.1 FINDINGS**

- **Employee Motivations and Preferences:** The research sheds light on the primary reasons employees choose to join and stay with the organization. While salary and benefits are significant factors for both joining and selecting the next employer, career development and prospects also play a crucial role. This suggests that providing opportunities for advancement and growth within the organization is essential for attracting and retaining talent.
- **Departmental Differences:** The analysis of reasons for joining and selecting the next employer across different departments reveals notable variations in employee motivations. For example, the Culinary and Housekeeping departments show a strong emphasis on salary and benefits, while the Engineering department prioritizes the working environment. Understanding these departmental differences can inform targeted retention strategies tailored to the specific needs and preferences of each department.
- **Leadership Styles and Work-Life Balance:** The reliability analysis conducted on the scale measuring work environment, work-life balance, and leadership styles indicates good internal consistency reliability. This suggests that factors such as leadership style, work environment, and work-life balance are closely related and contribute to overall employee satisfaction and engagement. Organizations can focus on developing leadership skills that prioritize employee well-being, foster a positive work environment, and promote work-life balance to enhance retention.
- **Factors Influencing Employee Satisfaction:** The correlation matrix reveals significant associations between various factors related to employee satisfaction and engagement. Factors such as feeling a sense of belonging, perceptions of an inclusive environment, participation in team-building activities, and satisfaction with work-life balance are positively correlated with positive aspects of workplace culture and job satisfaction.

## 5.2 RECOMMENDATION AND MANAGERIAL IMPLICATIONS

- **Buddy System for New Joiners:** Implement a buddy system where each new employee is paired with a colleague from the same department who can serve as their guide and point of contact during their initial days and weeks at the organization. The buddy can provide practical assistance, answer questions, offer insights into company culture and processes and help new employees navigate their roles and responsibilities. By assigning a buddy to new joiners, the organization can accelerate their onboarding process, ease their transition and promote early engagement and integration within the team and organization.
- **Professional Development Opportunities:** Enhance professional development opportunities by offering training programs, workshops and mentorship initiatives tailored to employees' career aspirations and growth. Providing clear pathways for advancement and skill development can increase motivation and loyalty to the organization.
- **Wellness Programs:** Launch wellness programs and initiatives focused on promoting physical, mental and emotional well-being among employees. Offer wellness resources, such as fitness classes, meditation sessions, counseling services and health screenings, to support employees in maintaining a healthy work-life balance and overall well-being.
- **Leadership Development:** Invest in leadership development programs to cultivate strong and supportive leaders who prioritize employee well-being, foster a positive work environment, and inspire trust, respect, and loyalty among their teams. Provide leadership training, coaching, and mentorship opportunities to develop effective leadership skills and competencies.

## 5.3 CONCLUSION

The research conducted at Hard Rock Hotel Goa has yielded significant insights into the complex dynamics of employee engagement, satisfaction, and turnover within the hospitality industry. Through meticulous analysis encompassing reliability testing, crosstabulation, correlation, and regression analysis, key determinants such as workplace support, career advancement opportunities, and leadership styles have emerged as pivotal factors influencing employee

perceptions and experiences. The findings underscore the critical importance of understanding employee motivations, departmental differences, and the impact of leadership and work-life balance on organizational culture and employee satisfaction. Furthermore, the recommendations derived from this research offer actionable strategies to address these key factors and cultivate a supportive work environment conducive to employee retention and organizational success. By implementing these recommendations, organizations like Hard Rock Hotel Goa can develop targeted interventions to mitigate turnover rates, enhance employee satisfaction and engagement, and ultimately elevate organizational performance. However, it's essential to acknowledge the study's limitations, such as sample size constraints and the subjective nature of Likert scale responses, which may affect the generalizability of findings. Overall, this research represents a significant step forward in informing evidence-based retention strategies tailored to the unique needs of the hospitality industry. Through ongoing efforts to prioritize employee well-being, foster professional development, and enhance leadership effectiveness, organizations can cultivate stable, productive workforces that contribute to sustained organizational success and deliver exceptional guest experiences. Hard Rock Hotel Goa serves as a beacon of commitment to employee satisfaction and organizational excellence, setting a precedent for the broader hospitality sector to follow suit.

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## 5.5 ANNEXURE

My name is Nicole Dsouza and I am currently pursuing my Master's degree. As part of my academic research for my dissertation, I am collecting employee feedback through this questionnaire. Your participation in this survey is invaluable and will contribute significantly to my study. Your honest responses will help me gain insights into various aspects of employee experiences within Hard Rock Hotel. Your time and effort in completing this questionnaire will be greatly appreciated. Thank you in advance for your participation.

### Employee Information

1. Gender:
2. Age:
3. Qualification:
4. Department:
5. Months/Years of service at Hard Rock Hotel Goa:
6. Monthly income Range:
  - 10,000-20,000
  - 21,000-30,000
  - 31,000-40,000
  - 41,000-50,000
7. Reasons for joining Hard Rock Hotel
  - Career development and prospect
  - Appreciation and culture
  - Communication
  - Working environment
  - Salary and benefit
8. Reasons for selecting the next employer in the future
  - Career development and prospect
  - Appreciation and culture
  - Communication

- Working environment
- Salary and benefit

Please take a moment to indicate your level of agreement with the following statements using the provided rating scale: Strongly Disagree (SD= 1), Disagree (D= 2), Neutral (N= 3), Agree (A= 4) and Strongly Agree (SD= 5)

I. <u>Work Environment and Culture:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. I do not feel a sense of belonging and inclusion within Hard Rock Hotel.					
2. I do not feel that the organisation effectively fosters an inclusive and welcoming environment for employees from diverse backgrounds.					
3. I do not feel that the overall work environment at Hard Rock Hotel is excellent.					
4. I do not feel that the workplace culture at Hard Rock Hotel Goa promotes teamwork and collaboration.					
5. I do not participate in team-building activities or events organised by the company.					

II. <u>Work-Life Balance:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. I am not satisfied with my current work-life balance.					
2. I feel that my workload is manageable and allows for adequate time outside of work.					
3. I often feel stressed or overwhelmed by my job responsibilities					



III. <u>Leadership Styles and Management Practices:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. I believe that leadership transparency and inclusivity contribute to employee loyalty and commitment.					
2. My manager does not inspire our team to perform beyond expectations and does not encourage creativity and innovation.					
3. My manager does not focus on setting clear expectations and does not reward my team for meeting predefined goals.					
4. My manager makes decisions independently with little or no input from my team.					
5. I feel that my manager is not transparent and fair with the decision he/ she makes.					
6. I am not satisfied with the current leadership style of Hard Rock Hotel					

IV. <u>Compensation and benefits:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. I am satisfied with my current compensation package at Hard Rock Hotel Goa.					
2. I believe that my compensation is competitive compared to similar positions in other hospitality establishments in the area					
3. I am satisfied with the benefits package provided by Hard Rock Hotel Goa in addition to my compensation					

V. <u>Family:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
I feel strongly supported by my family in my career endeavors.					
My family's opinion significantly influences my decisions regarding my job.					
Family commitments greatly impact my job satisfaction and performance.					
Family responsibilities rarely interfere with my ability to focus on work.					
I often feel guilty when work commitments prevent me from spending time with my family					
My family's financial situation significantly influences my job choices and career decisions.					

VI. <u>Career Growth and Development:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. I believe my skills and talents are being utilized effectively in my current role.					
2. I believe that there are sufficient opportunities for career growth and advancement within Hard Rock Hotel.					
3. I am satisfied with the training and development opportunities provided at Hard Rock Hotel.					
4. The paths for advancement within my department or team are clear.					

VII. <u>Training and development:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. The training and development opportunities provided by the company has contributed to my job satisfaction and motivation					
2. I feel adequately supported by the company in my efforts to enhance my skills and knowledge through training programs.					
3. Participating in training and development activities has improved my performance and effectiveness in my role.					
4. I receive regular feedback and guidance from supervisors or trainers during training sessions to help me improve.					
5. I believe that investing in my training and development is essential for my long-term growth and success within the company.					

VIII. <u>Workplace Support, Recognition and Feedback:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. I am satisfied with the level of support provided by my immediate manager, supervisors and colleagues in my day-to-day tasks.					
2. I am satisfied with the recognition programs or initiatives in place to appreciate employee contributions.					
3. I receive recognition or praise for my contributions at work					
4. My achievements and efforts are valued and acknowledged by my manager and colleagues					

5. I am comfortable approaching my manager about any work-related issues or mistakes.					
6. I am satisfied with the feedback and guidance provided by my manager on my performance.					
7. I feel comfortable expressing my ideas and opinions in team meetings or discussions.					

IX. <u>Overall Engagement and Satisfaction:</u>	SD= 1	D= 2	N= 3	A= 4	SA= 5
1. I am strongly satisfied with my overall job engagement					
2. I strongly believe our company is a great place to work and would highly recommend it to friends or acquaintances					
3. I strongly see myself continuing to work for this company in the foreseeable future.					

## 5.6 APPENDIX I: Samples of work done

Figure 9: New joiners introduction



Figure 10: Contact Information Gathered of Hospitality College Campus Placements Across India's States

S.No.	State	College Name	Address	Contact No.	Website	Remarks
1	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
2	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
3	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
4	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
5	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
6	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
7	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
8	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
9	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
10	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
11	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
12	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
13	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
14	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
15	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
16	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
17	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
18	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
19	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
20	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
21	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
22	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
23	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
24	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
25	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
26	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
27	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
28	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
29	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
30	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
31	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
32	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
33	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
34	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
35	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
36	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
37	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
38	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
39	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
40	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
41	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
42	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
43	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
44	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
45	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
46	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
47	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
48	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
49	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
50	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
51	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
52	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
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Figure 11: Poster inviting interns for internship at Hard Rock Hotel



**GOA**

**Calling All Rockstars! Join the Hard Rock Hotel Goa Band!**

Are you ready to rock the hospitality world? Hard Rock Hotel Goa is searching for passionate and talented individuals to join our team as rockstar interns! If you're enthusiastic, driven and eager to kick-start your career in the hotel industry, we want YOU!

**Positions Available:**

- Front Desk Rockstars
- Food and Beverage Superstars
- Housekeeping Heroes
- Culinary Maestros

**Requirements:**

- Enrolled in a hospitality management or related program
- A rock-solid work ethic and positive attitude
- Ability to shine in a fast-paced environment
- Passion for delivering unforgettable guest experiences

Don't miss your chance to amplify your career with the legendary Hard Rock brand!

Ready to join the band? Send your resume and cover letter to [hr@hrhgoa.com](mailto:hr@hrhgoa.com) with subject line "Rockstar Internship Application" or contact: 8956632479.

Figure 12: Poster for Women's Day



**MARCH 2024**

**International WOMEN'S DAY Celebration**

"Hey Rockstar Ladies of Hard Rock Hotel, Goa! Join us as we celebrate the power, strength and spirit of womanhood this Women's Day! Get ready to groove and rock the day away at our special celebration just for you! See you there!"

**Date: 8th March 2024**  
**Time: 12:30 p.m**  
**Venue: Chrysalis**

## 5.7 APPENDIX II: Photos at work

Figure 13: Resume screening

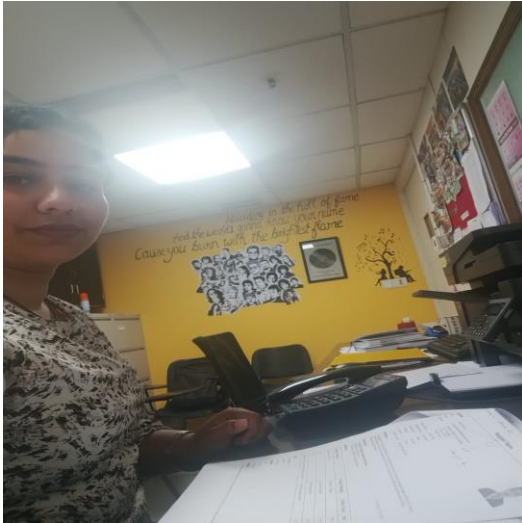


Figure 14: Selecting potential candidate profiles on LinkedIn and connecting with them



Figure 15: 8<sup>th</sup> Anniversary celebration of Hard Rock Hotel Goa



Figure 16: Employee engagement- Cricket tournament



Figure 17: Women's day celebration