

Internship  
Final Report  
7th January – 30th April 2022



**Hilton Goa Resort**  
*Submitted to Goa University*  
*For the partial fulfilment of course in*

**MASTER OF BUSINESS ADMINISTRATION (MBA) - PART 2**

By

**Ms. Varshali Salkar**

**Roll No. 2059**

Batch 2020-22

*Under the guidance of*

**Prof. Nirmala Rajanala**

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## CERTIFICATE OF INTERNSHIP



### To Whomsoever It May Concern

This is to certify that **Ms. Varshali Salkar** had been a part of Hilton Goa Resort as Job Trainee in Human Resource Department from 07<sup>th</sup> January to 30<sup>th</sup> April 2022. During this tenure she has shown commendable learning abilities & completed assigned duties.

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

A handwritten signature in blue ink that reads "Prashant Katarkar".



**Prashant Katarkar**

Cluster Learning & Development Manager

Hilton Goa Resort

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## **DECLARATION**

I, Ms. Varshali Salkar, student of MBA final year at Goa Business School (Roll No- 2059), hereby declare that the project entitled “Final Report” at Hilton Goa Resort has been prepared by me to the best of my knowledge towards the partial fulfilment of the requirement for the award of Master of Business Administration Degree (MBA) during the period from 07th Jan to 30th April 2022, Under the

guidance of Dr. Nirmala of Goa Business School (MBA). I further declare that the work reported in this project has not been submitted before and will not be submitted henceforth by anyone else, either in part or in full.

Student Signature

Signature of guide

Varshali Salkar

Prof. R. Nirmala

Place: Mapusa, Goa

Date:

## **ACKNOWLEDGEMENT**

Firstly, I am thankful to Goa Business School (Goa University), for giving me the opportunity to work on this project.

I take this opportunity to record my sincere thanks to Mr. Prashant Katarkar, Cluster Learning & Development Manager at Hilton Goa Resort, to my parents who co-operated me during this period and giving constant motivation and encouragement to complete this project

I would like to acknowledge, with gratitude, my thanks to my research project mentor, Dr. R. Nirmala for her encouragement and valuable advice, counsel, and for co-ordinating the project work and giving me guidance. Working under his guidance make me learn much. This project would not have been possible without the guidance provided by mentor.

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## Company Analysis

### Company Overview

Hilton Hotels Corporation, is an American multinational hospitality company that manages and franchises a broad portfolio of hotels and resorts. It was founded by Conrad Hilton in May 1919 and the corporation is now led by Christopher J. Nassetta.

Hilton is headquartered in Tysons Corner, Virginia, U.S. As of June 30, 2020, its portfolio includes 6,215 properties (including timeshare properties) with 983,465 rooms in 118 countries and territories, including 690 that are managed and 5,405 that are franchised.

Hilton has 18 brands across different market segments, including Conrad Hotels & Resorts, Canopy by Hilton, Curio – A Collection by Hilton, Hilton Hotels & Resorts, DoubleTree by Hilton, Embassy Suites Hotels, Hilton Garden Inn, Hampton by Hilton, Homewood Suites by Hilton, Home2 Suites by Hilton, Hilton Grand Vacations, LXR Hotels and Resorts by Hilton, Waldorf Astoria Hotels & Resorts, Signia by Hilton, Tru by Hilton, Tapestry Collection by Hilton, Tempo by Hilton and Motto by Hilton.



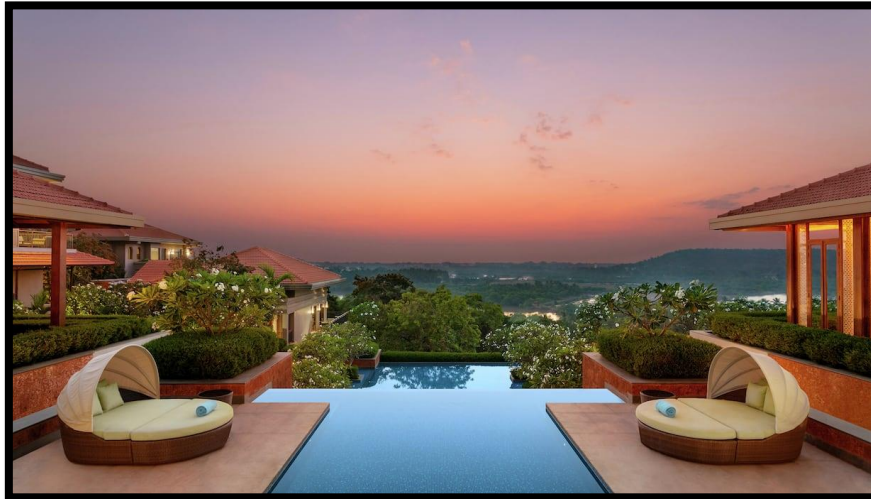
**Hilton Hotels & Resorts** (formerly known as Hilton Hotels) is a global brand of full-service hotels and resorts and the flagship brand of American multinational hospitality company Hilton.

Hilton Hotels & Resorts is Hilton's flagship brand and one of the largest hotel brands in the world. The brand is targeted at both business and leisure travellers with locations in major city centers, near airports, convention centers, and popular vacation destinations around the world.

Hilton Hotels & Resorts participates in Hilton Honors, Hilton's guest loyalty program. Members who book directly through Hilton-owned channels receive exclusive discounts and amenities such as free Wi-Fi, digital check-in, keyless entry, and the ability to use a mobile app to choose specific rooms.

**Hilton Goa Resort** falls under the full-service brand of Hilton Hotels and Resorts. Hilton Goa Resort is franchised by Soham Leisure Ventures Private Limited and the owner is Mr. Suraj Morajkar

It is located in the Saipem hills on Saipem Candolim road overlooking at the beautiful Nerul river and Goa's lush greens. Hilton Goa Resort was launched in the month of October 2020.



#### *WE AT HILTON, WE ARE HOSPITALITY*

Vision: To fill the earth with light and warmth of hospitality by delivering exceptional services, every hotel, every guest, every time.

Mission: To be the most hospitable company in the world by creating heartfelt experiences for the guests, meaningful opportunities for team members, high value for our owners and positive impact in our environment.

#### Values

H – Hospitality

I – Integrity

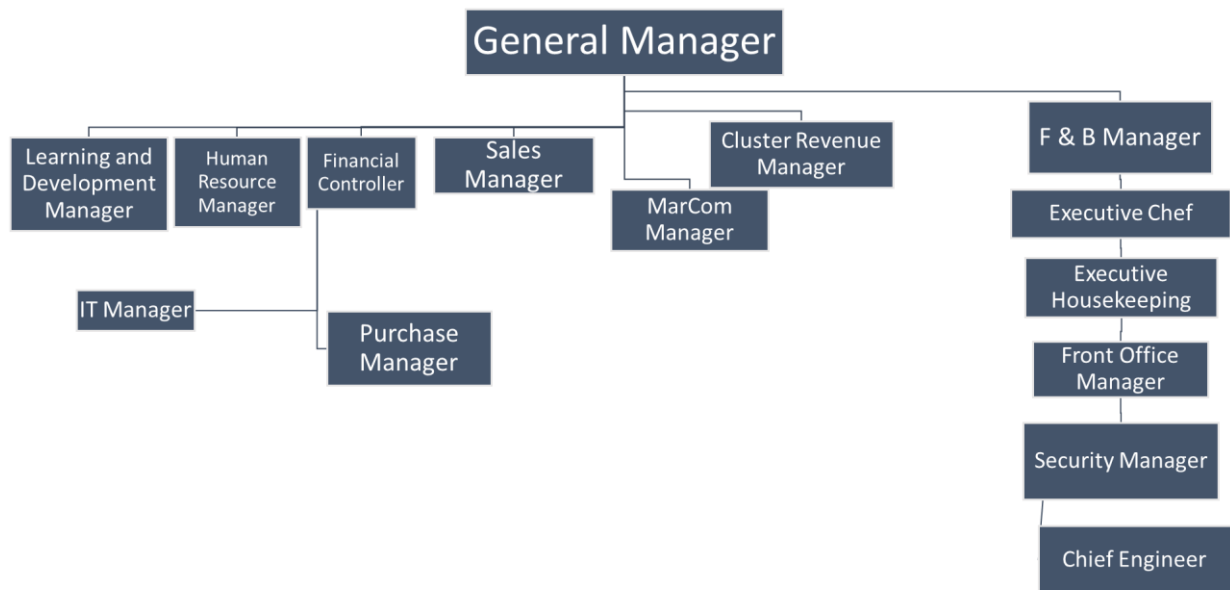
L – Leadership

T – Teamwork

O – Ownership

N - Now

## Organisation Structure



Mr. Amandeep Singh Grover is the General Manager at Hilton Resort Goa. Currently, there are around 97 employees and 35 trainees at the Hotel.



## Products Offered

- Rooms and Suites
- All day Dining
- Connecting rooms
- Room Service
- Free Parking
- Free WiFi
- Digital Key



- Kids zone
- Gym
- Spa



## SWOT Analysis

### Strength

- **Global Brand**  
Hilton offers its services under 18 different brand names which are spread world wide catering to the different needs of the guests.
- **Benefits for employees**  
Hilton offers various benefits to its employees like health insurance, travel programs, sick meals, Hilton Honours program, discounts at restaurants and so on. Hilton takes care of its team members and even during the pandemic they made sure to not let go of their employees.
- **Diversity**  
There is a type of hotel for every type of guest segment. For people who are looking for luxury and high standard service, Hilton has brands like Waldorf Astoria Hotels and Resorts and Conrad Hotels. For full service, there are hotel brands like Hilton Hotels and Resorts, Double Tree by Hilton and so on. Hilton Goa Resort falls under the category of Hilton Hotel and Resorts. These full-service hotels cater to business and leisure travel and their locations are mostly in main city centers and they offer all types of services like banquets, spa, casinos, kids room, gym, complimentary breakfast, all day dining and so on.

### Weakness

- **Flexibility**  
Because Hilton is a global brand, it has to follow processes in a certain way depending on the US home Market. There is no flexibility and this results in things getting delayed. For example, if some stationery is over a PR has to be raised and it requires authorization and approvals only after which the purchase dept can order the stationery.
- **Lack of security**

This is with respect to this particular franchise Hilton Goa Resort wherein there are 2 ways where outsiders can enter, one is through the security and the other one is where the materials are received as result sometimes people can enter the property without going through the security and directly from the receiving point.

- Construction

The franchise Hilton Goa Resort has 4 blocks in its property consisting of 104 rooms. The weakness is that these blocks do not have an elevator because of which guests, particularly senior citizens find it difficult to move up and down in the block. Apart from this, the property is still under construction and some areas like one block, banquet hall, spa, casinos are not yet ready which can cause guests to not choose it for their staycation.

#### Opportunities

- Growth in market

Currently, Hilton is having 3 properties in Goa, these are North Goa i.e., in Arpora, Panjim and Candolim. Since Hilton is a global brand and is doing very well in Goa, they have an opportunity to expand in the Goa market as Goa is a hub for tourist destination and many people from different segments visit here to spend Leisure time.

- During the pandemic

Taking the pandemic as an opportunity, Hilton partnered with Reckitt which has over 200 years of experience in human health and hygiene product development and introduced the concept of Hilton CleanStay. Hilton brought about changes with respect to dining, housekeeping, as per tailored experience for individual needs.

- Marketing

Hilton uses social media aggressively to market itself and various events at Hilton like Sunday brunches, Zodiac brunches, events of celebrities and many more events. As social media like Instagram, Facebook, and extensively used by people today, it is the best way to create awareness of any brand and communicating the USPs.

#### Threat

- Competition

Hilton faces high threat of other 5 five-star brands like Marriott, Hyatt, Accor and so on. These brands are growing at a fast pace and as a result if Hilton does not grow and bring about different and unique experiences for its guests, it will remain behind in the market.

- Government guidelines

When the government issues guidelines like social distancing, or a specific occupancy, it causes a threat to the sales of Hilton. They have to reduce the number of bookings for the hotel, reduce the number of staff causing pressure among the workforce and so on.

## VRIO Analysis

VRIO Analysis is an analytical technique brilliant for the evaluation of company's resources and thus the competitive advantage. VRIO is an acronym from the initials of the names of the evaluation dimensions: Value, Rareness, Imitability, Organization.

<i><b>Resources</b></i>	<i><b>Valuable</b></i>	<i><b>Rare</b></i>	<i><b>Imitable</b></i>	<i><b>Organised</b></i>
<i><b>Financial Resources</b></i>	Yes	Yes	No	Yes
<i><b>Local food products</b></i>	Yes	No	Yes	
<i><b>Employees</b></i>	Yes	Yes	Yes	
<i><b>Distribution network</b></i>	Yes	Yes	No	Yes
<i><b>Cost structure</b></i>	No	No		
<i><b>Patents</b></i>	Yes	Yes	No	No

### Valuable

- Financial Resources

Hilton brand has been in existence for more than 90 years as it was founded in the year 1919 by Conrad Hilton by purchasing first 40 room Mobley Hotel in Texas. The brand Hilton has been valued over the years because of its unique hospitality services. The financial resources have developed over all these years of the business being excellent. These financial resources help Hilton to invest in opportunities which may arise.

- Employees

Hilton considers its team members as a valuable resource to them. They have training programs, high levels of retention, employee engagement programs, birthdays and anniversary celebrations, discounts in Hilton properties and so on.

- Local food products

For Hilton, the local food products are valuable resource. These local food products are differentiated and for the guests who come from different segments of the country, these products are unique for them and they enjoy it.

- Distribution networks

The distribution network is a valuable resource for Hilton. This is because it helps to reach out suitable clients for the hotel. For example, Hilton Goa Resort had sponsored the wedding of television celebrity Mouni Roy because of which created a brand awareness of Hilton in Goa and this proved to be quite beneficial as Hilton Goa Resort was recently launched in Candolim. This event also helped the property in gaining more distributors from different states as some vendors were brought by the celebrity herself.

- Cost structure

The cost structure of Hilton is not a valuable source, particularly at Hilton Goa Resort because currently the Hotel is understaffed and the employees are under pressure to work. There is also cost cutting that is happening. Apart from this employee attrition is another problem because the company spends a lot of funds while onboarding of an employee. These costs include costs relating to joining formalities, pick up facilities, reimbursement of tickets, medical tests, background verification, accommodation, name tags, locker keys and so on and sometimes the employees even go absconding which results in a loss of money and time for the property.

- Patents

The patents of Hilton are a valuable resource to them as they can use the products without any interference or fear of the competitors. The patents of Hilton are digital key via the Hilton Honors app, headboard and so on.

## Rare

- The financial resources of Hilton are rare. Strong financial resources are only possessed by a few companies in the industry which have been competitive and performing in the industry for a very long time.
- The local food products are found to be not rare as identified by Hilton VRIO Analysis. These are easily provided in the market by other competitors. This means that competitors can use these resources in the same way as Hilton and inhibit competitive advantage. This means that the local food products result in competitive parity for Hilton. As this resource is valuable, Hilton can still make use of this resource.

- The employees of Hilton are a rare resource. These employees are highly trained and skilled, and are tested on regular basis to improve their performance.
- The patents of Hilton are a rare resource. These patents are not easily available and are not possessed by competitors.
- The distribution network of Hilton is a rare resource. The distribution network depends on the staff that Hilton has. The distribution network is the result of the staff having well established contacts with the right people. This is because competitors would require a lot of investment and time to come up with a better distribution network than that of Hilton. These are also possessed by very few firms in the industry.

### Imitable

- The financial resources of Hilton are costly to imitate. These resources have been acquired by the company through prolonged profits over the years. New entrants and competitors would require similar profits for a long period of time to accumulate these amounts of financial resources.
- The local food products are not that costly to imitate. These food products can be acquired by competitors as well if they put in more efforts and invest a substantial amount. These also do not require years long experience. As a result, the local food products by Hilton provide it with a temporary competitive advantage that competitors can also acquire in the long run.
- The employees of Hilton are also not difficult to imitate. This is because other hotels can also train their employees at improving their skills. These companies can also offer jobs to employees from Hilton at better compensation packages, work environment, benefits, growth opportunities etc.

- The patents of Hilton are very difficult to imitate. This is because it is not legally allowed to imitate a patented product. Likewise, getting a product patented is in itself a costly process.
- The distribution network of Hilton is also very costly to imitate by competition as identified by the Hilton VRIO Analysis. This has been developed over the years gradually by Hilton. Competitors would have to invest a significant amount if they are to imitate a similar distribution system.

## Organisation

- The financial resources of Hilton are organised. These resources are used strategically to invest in the right places; making use of opportunities and fight the threats.
- The Patents of Hilton are not well organised. This means that the organisation is not using these patents to their full potential. An unused competitive advantage exists that can be changed into a sustainable competitive advantage if Hilton starts selling patented products before the patents expire. Like for example, the Hilton Honors app is having some technical error because of which digital key for guests cannot be enabled via the app.
- The distribution network of Hilton is organised. Hilton uses this network to reach out to its customers by ensuring that products are available on all of its outlets. Therefore, these resources prove to be a source of sustained competitive advantage for Hilton.



## Industry Analysis

### PESTLE Analysis of the Hospitality Industry

- Political Factors

The political party in power may issue certain guidelines or impose certain ban which can hamper the business of a hospitality industry such as travel ban like we had during the pandemic. During this, a lot of industries got impacted and some companies had to let go of their employees and engage in cost cutting. Secondly, when the government supports financially, it helps in keeping the hospitality industry. For example, less taxation for the hotel owners could help Hotels to save up money which could be utilised towards the development of the hotels and serve the guests in a better way.

- Economic

A country's economies is greatly influenced by the hospitality industry. There are so many tourists who visit and spend money in restaurants, hotels and so on. Similarly, these guests also spend money on souvenirs, medicines, eateries and so on. If there is unemployment in a country or salaries are less, then spending leisure time in hotels is not possible for a majority of people because of which the hospitality industry could suffer whereas when the economy is stable, people tend to go out for dining, spend leisure time, go for staycations and this in turn benefits the hospitality industry.

- Social

The type of hotel or the kind of rooms that the hotel offers is very important. The hotel should have the right kind of balance between different type of rooms like twin beds, single bed, double bed, suites, which are demanded by individuals of different genders. Hotels have guests which belong to different segments and care should be taken to serve them in the best possible manner with the right kind of room, food and other assistance.

- Technological

Technology plays a very important role in the hospitality industry. The technology used the hotel, both for the staff and for the guests should be exceptional for the smooth functioning. This will ensure smooth departure and checkout of the guests as well as proper tracking of the staff of the hotel. For example, booking a room online, ordering

food online really makes the guests happy which in turn creates a good image of the hotel. Similarly, today hospitality industry is having the pressure to keep their guests happy at all times as it is very easy for the guests to write a negative review over the internet which can make or break the reputation of any hotel.

- Legal

There are many legal procedures which have to be complied before starting with the idea of having a hotel which the hoteliers must comply to. Hotels have to comply with the food and hygiene standards, fire safety, security, protecting the information of guests and so on.

- Environmental

There is a lot of pressure on the hospitality industry to take care of the environment as this industry consumes a lot of power, food materials, paper, raw materials and so on. Many hotels take a pledge from their employees as a part of the joining process stating that they will take care of their surroundings and ensure that the environment is not harmed in any way.

## Porter's Five Force Analysis

### 1. The Bargaining power of customers

It refers to the ability of the customers to bring down the prices. For a hotel, their guests mostly come through online travelling websites like booking.com, goibibo, makemytrip which bring bulk booking. Such customers have the power to bring down the prices in which the hotels have to offer lesser prices for bulk room bookings. On the other hand, a guest who walks in, does not have to bargaining power to reduce the price of rooms as they do not book rooms in bulk. As a result, when the bargaining power of customers is high, hotels find it difficult to sell rooms at higher prices and when the bargaining power is low, hotels can raise the prices and gain profits. Today, people are becoming tech savvy and they no longer depend on travel agents but just go online and book the rooms after comparing several hotels. As a result, the hotels cannot raise their prices for such customers.

### 2. Bargaining power of suppliers

More than the power of suppliers, the hospitality industry influenced by the power of its employees. Hotels are looking forward to having trained, experienced staff so that they can offer superior quality service and have a cost advantage over the rivals. The job positions are also getting filled without much of a problem as the industry is huge and there are trained professionals always looking for better opportunities. The suppliers to a hotel cannot affect the competitiveness, in order to be competitive, a hotel needs to differentiate itself from that of its competitors.

### 3. New entrants into the industry

The entry to hospitality industry has many obstacles because of the initial investment that is required and particularly in a market which is already saturated such as in a State like Goa. But because of increased awareness as a result of social media like Instagram, facebook, snapchat, coming up with hotels in the hospitality industry can still work out and create a pressure on the existing competitors, particularly if it has differentiated itself from the competitor.

#### 4. The threat of substitutes

A few years ago, the threat for substitutes were very less but today, with advancement in technology and innovations, many challenges have been developed for the hotels. Substitutes Airbnb, homestays can bring down the demand for hotel rooms. Also, with the pandemic, conference meetings and official meetings are now being conducted virtually which reduces the need for having the meeting at hotels and travelling for official meetings because with the help of these virtual meetings, employees over the world can connect with each other.

#### 5. The intensity of rivalry between competitors.

The rivalry among the hotel industry is huge. If the services offered by the hotel are almost the same with similar pricing like most of the 5 star properties offer, then the competition seem to less intense whereas if the services offered are differentiated with competitive prices, then the competition within the competitors tend to be intense.

#### *Problems*

After a careful analysis of the company and the industry, some of the problems which I have identified on the local level and industry level are:

At Hilton Goa Resort, a major issue is that since the hotel has not been fully constructed, there are certain restrictions like cost cutting. Therefore, costing is reduced on the manning, this in turn has created a pressure on the departments to meet the deadlines. Sometimes, employees have to work for more than the official working hours in order to complete the work. The most stressed department is the culinary and the finance department. The employee attrition has been the highest in the culinary department. At times, employees leave this department within 3-4 days of their joining. Further because of less staff, the existing staff had to put in extra efforts like long working hours, no proper leaves as there are no replacements, etc.

# **A STUDY ON EMPLOYEE ATTRITION AND IMPACT ON PERFORMANCE OF A 5 STAR RESORT.**

## **Abstract**

Attrition is a critical issue in any company. When employee attrition takes place, it usually means that there is some problem in the organisation. Attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death. It can also be called as Employee Turnover. If an employee who has been well trained and familiar with the organisational processes leaves the organisation, then the workflow gets disturbed. When an employee leaves, he/she takes with him the expertise, client relationships, team support of an organisation. As a result, the Managers and Human Resource personnel place greater efforts of retaining employees in the organisation. A major problem witnessed at Hilton Goa Resort was the voluntary attrition by the employees. Employee Attrition is when the employee leaves an organisation either by resigning, termination, layoffs, failure to return to work from absence or even when the ceased employee is not replaced for a long time leads to attrition. This study focuses on the causes leading to employee attrition and to take measures for retaining talent depending on these causes.

## **Literature Review**

Kiran Mayi Immaneni & Dr. Vedala Naga Sailaja, 2020; study shows the impact of HR management practices on employee retention. The study examined the relationship between key practices and the Bivariate Correlation and the result showed that Recruitment & Selection, Training and Development, Salary and Monetary Benefits and Work Environment have a significant relationship with Employee Retention. This analysis has been carried out for two categories of hotel segments, i.e. 5 and 4 Star hotels.

Davidson, R. George and Brindha, Dr. (2021); The objective of the study was to identify the extent of the impact of Job Stress on Employee attrition in the Hotel industry in Tamilnadu. The findings illustrate that there is exists positive relationship between Job stress and employee attrition i.e. when job stress increases the employee attrition also increases. Also, the study indicates that job stress highly influences employee attrition.

Pradhan, A., & Misal, A. (2020); During this study the researcher tried to link between socialization of employees and employee attrition & socialization of employees and work culture. The available data suggests that not much research on the said line is been conducted in India. The study is based on quantitative and descriptive research. The primary data is collected from employees and HR dept. employees of six 5-star hotels in Pune city, India.

Nathan Bennett, Terry C. Blum, Rebecca G. Long, , , Paul M. Roman, 1993; this article considers the role that firm characteristics, work force characteristics, location, and employee benefits practices have in explaining employee attrition. Hierarchical regression analyses suggest that benefit practices are associated with turnover, even when controlling for firm characteristics, firm setting, and work force characteristics.

Kavitha Haldorai, Woo Gon Kim, Souji Gopalakrishna Pillai, Taesu Park, Kandappan Balasubranian, 2019; This study aims to investigate the turnover intentions of hotel employees in the short-, medium-, and long-term using the pull-push-mooring framework. The authors collected data using a survey questionnaire from five-star hotel employees in the Kuala Lumpur region. The researchers used PLS-SEM to empirically test the proposed hypotheses. Among the eight push factors identified, six factors were supported overall, and three factors were supported in short-, medium-, and long-term turnover intention.

## **Statement Of Problem**

Employee Attrition is a serious problem in any organisation. Hilton Goa Resort being under the category of the flagship brand Hilton Hotels and Resorts, had been recently launched in the year 2020 when the country was hit by the pandemic. The occupancy had been very low in the initial year and as a result the manning was also less. Manning at Hilton Goa Resort never went above 70 employees. In the end of 2021, the occupancy started to rise and work pressure started to increase.

There was voluntary attrition taking place, a few employees also went absconding which affected the smooth workflow at the resort. As more and more employees started to leave, it could be sensed that there are some issues which may have led to such attrition. The continuity of the work started getting affected as employee strength came down. This led to stress and pressure among the existing employees to complete the tasks with less manpower.

# **RESEARCH**

## **Research Objectives**

- To assess the reasons causing employee attrition at Hilton Goa Resort
- To analyse the impact of attrition on the performance of Hilton Goa Resort
- To suggest effective retention methods to prevent further employee attrition
- To analyse the likelihood of employees leaving the organisation

## **Research Questions**

- What are the factors influencing employees to leave the organisation?
- What is the likelihood of employees leaving the organisation?
- What measures can be taken to retain employees?

## **Research Methodology**

A sample of 30 employees were a part of the survey. The questions were given to random employees in each of the department. The questionnaire was printed and handed over to them and their responses were kept anonymous so that genuine responses are achieved.

The data needed for the study is collected from the employees, through questionnaire. Analysis and interpretations have been done by using the statistical tools and data presented through tables and charts. 5-point likert scale and most likely questions are used in the survey.

## **Research Design**

The aim of the research was to find out the reasons for employees leaving the organisation, particularly focusing on the absconding cases.

Research instrument: Questionnaire

Data Collection

- Primary data: The data is collected from team members of Hilton Goa Resort. using questionnaire.
- Secondary data: The data is collected from company records, website, company FAQs, handbook and so on.

Sampling Technique: Random Sampling

Population size: 80 team members

Sample Size: 30 team members

### **Research Limitations**

- This research has only considered 30 team members as sample for the survey due to the busy schedules and shift of employees
- This research study only considers the employees of Hilton Goa Resort

### **Research Hypothesis**

H0: There is no relation between the attrition and performance of organisation

H1: There is significant relation between the attrition and performance of organisation.



## Survey Questionnaire

### Demographic Questions

1. Which gender do you identify as?
  - a. Male
  - b. Female
  - c. Others
  
2. What is your age?
  - a. 15 – 25
  - b. 25 – 35
  - c. 35 – 45
  - d. 45+
  
3. How many years have you completed in this organisation?
  - a. Less than 1 year
  - b. 1-2 years
  - c. 2-3 years+
  - d. 3 + years
  
4. Marital Status
  - a. Married
  - b. Unmarried
  - c. Prefer not to answer
  
5. What is the highest level of education completed by you?
  - a. SSC
  - b. HSSCE
  - c. Diploma
  - d. Graduation
  - e. Post-Graduation
  - f. Others, Please specify .....
  
6. Which department do you operate at?
  - a. Food & Beverage Service
  - b. Housekeeping

- c. Front Office
- d. Culinary
- e. Finance
- f. HR
- g. Sales & Marketing

**To assess the reasons causing employee attrition at Hilton Goa Resort**

7. Which of the following is a challenge for you at the workplace?

- a. Job stress
- b. Lack of team support
- c. Salary
- d. Long working hours
- e. Supervisors
- f. Any other, please specify .....

8. Please determine the extent to which you agree with the following

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I regularly get feedback about my performance from my supervisor					
I have a clear understanding of my career path					
I enjoy working with my team mates					
My opinions are being valued					
My issues are resolved in time					
I am granted sufficient offs in a month					

9. Do you think your supervisor treat employees equally and fairly?

- a. Yes
- b. No

10. Do you think you are paid fairly as compared to the work put in by you?

- a. Yes
- b. No

11. Are your superiors easily approachable?

- a. Yes
- b. No

**To analyse the likelihood of employees leaving the organisation**

12. How satisfied are you working in the organisation overall?

- a. Not satisfied
- b. Satisfied
- c. Neutral
- d. Highly satisfied

13. Do you see yourself working for another 5 years in this organisation?

- a. Yes
- b. No

14. Did you interview for any other position in the last 2 months?

- a. Yes
- b. No

15. How likely will you be working in this organisation in the next one year?

- a. Extremely likely
- b. Neutral
- c. Not likely

16. If you get the opportunity, how likely are you to apply for a position in this organisation?

- a. Extremely likely
- b. Neutral
- c. Not likely

17. How likely will you recommend this organisation to a friend or colleague?

- a. Most likely
- b. Neutral
- c. Not likely

**To analyse the impact of attrition on the performance of Hilton Goa Resort**

18. Do you think the performance of Hilton Goa Resort has been impacted due to less staff?

- a. Yes
- b. No

19. Has the SALT score gone down in the 1<sup>st</sup> quarter of 2022?

- a. Yes
- b. No

20. According to you, what measures could be used to motivate employees and improve performance at workplace?

- a. Employee engagement activities
- b. Rewards & recognition
- c. Regular trainings
- d. Any other, please specify ....

## FINDINGS

### Demographic

*Age Group:* From this data, we can see that majority of the team members belong to the age group between 15 to 35 years. As a result, we can note that Hilton Goa Resort has a team of young people employed.

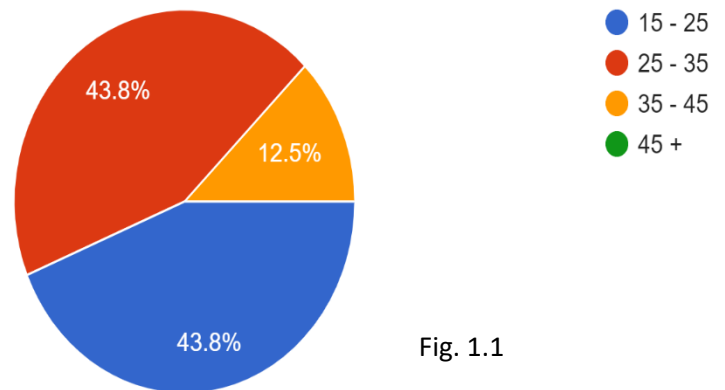


Fig. 1.1

*Experience:* As per the responses, we can see that a majority of the samples, i.e., 53% are working at Hilton Goa Resort for less than 1 year. There are few team members who have been working for more than 2 years. From this, we can say that most of the team members are recently hired in the organisation.

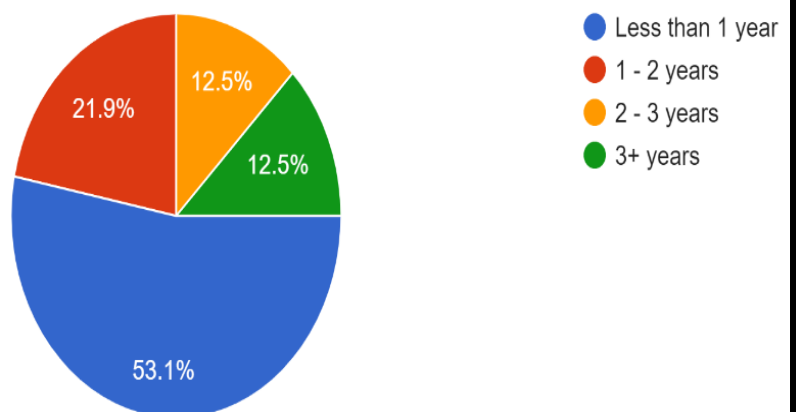


Fig. 1.2

*Department:* The respondents are randomly selected from each of the department for the purpose of this questionnaire.

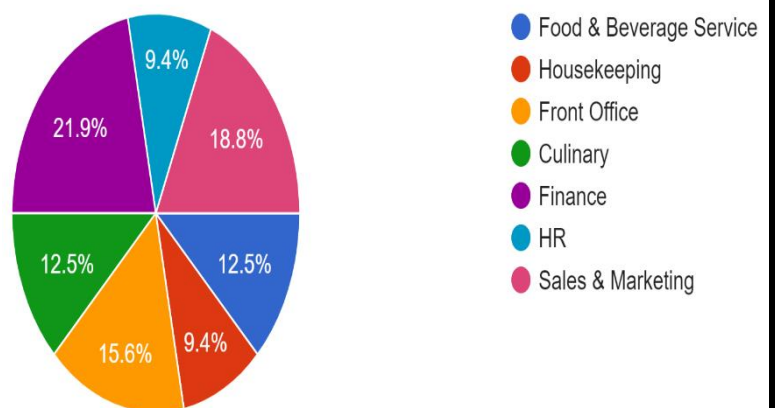


Fig. 1.3

### To assess the reasons causing employee attrition

*Fair Salary:* As we can see on the pie chart, a majority of the respondents, i.e., 43% are of the opinion that they are not being paid fairly as compared to the work put in by them, whereas 34% of them believe that they are paid fairly in comparison to the work put in by them. As a result, this can be considered as one of the reasons for employees not being happy at workplace.

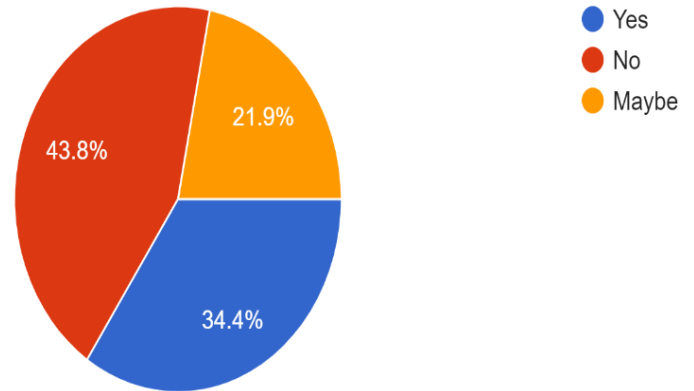


Fig. 2.1

*Challenges faced by employees:* From the pie chart, it can be seen observed that a majority of the sample i.e., 53% of the team members believe that long working hours is a challenge that they face at Hilton. Upon interviewing further, I found out that these employees were working for more than 9 hours. Sometimes, they would work for around 12-14 hours shift. Other challenges faced by them include salary, job stress and so on

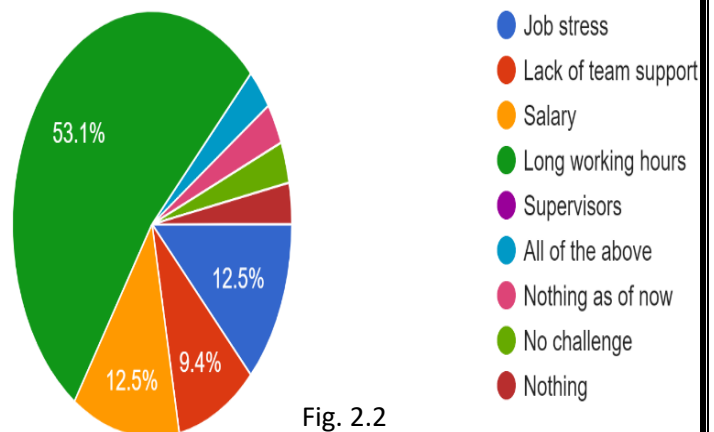


Fig. 2.2

*Fair and equal treatment:* Here, we can see that 62% of the respondents feel that they team members are being treated equally and fairly whereas 37% of the respondents believe that the employees are not treated equally and fairly. Hence, we can conclude that this will not be the reason for employees leaving the organisation.

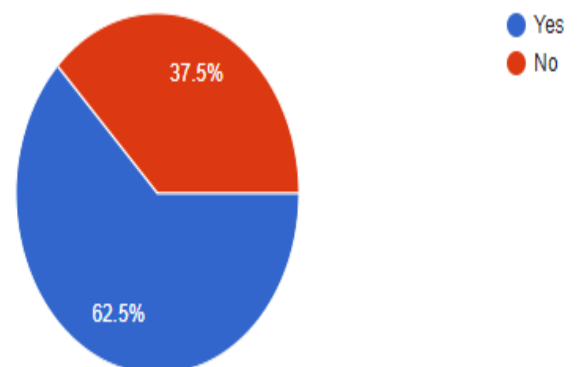


Fig. 2.3

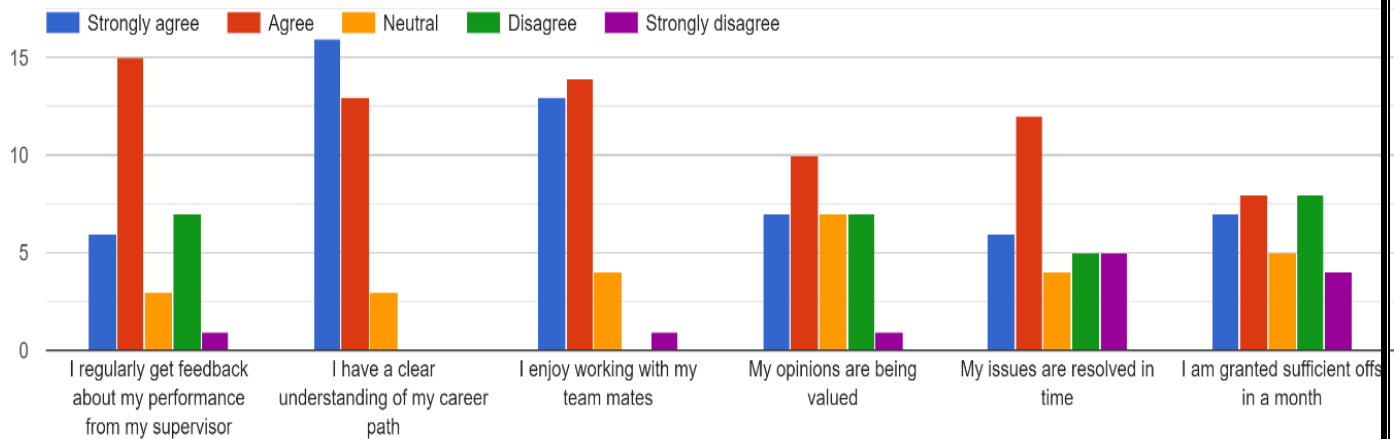


Fig. 2.4

The above graph shows the extent to which team members agree with the following. For almost all parameters, employees agreed with the statement. To some extent, the team members disagree to the fact that they are granted sufficient leaves in a month. There were employees particularly in the culinary department who did not get any leaves at all in a month.

#### To analyse the likelihood of employees leaving the organisation

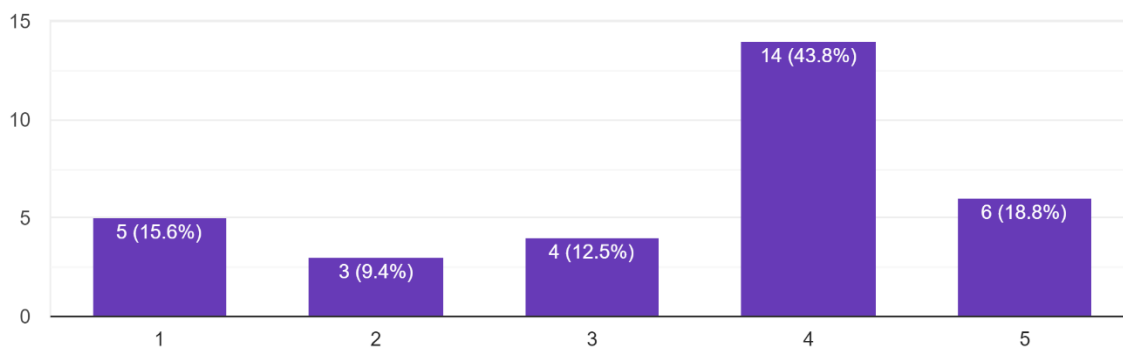


Fig. 3.1

*Overall Satisfaction:* The above graph is the response of team members to the overall satisfaction at workplace from the range of 1 to 5 wherein 1 is not satisfied and 5 is highly satisfied. As we can see from the above graph, majority of the respondents have rated 4 as their level of satisfaction at Hilton Goa Resort.

*Likelihood of working after 5 years:* From the pie chart, we can see that a majority of the sample i.e., 59% of team members have answered as no, which means that they are not likely to be working at Hilton Goa Resort for the next 5 years. As a result, we can conclude that the employees are currently not satisfied in their job and may leave the organisation.

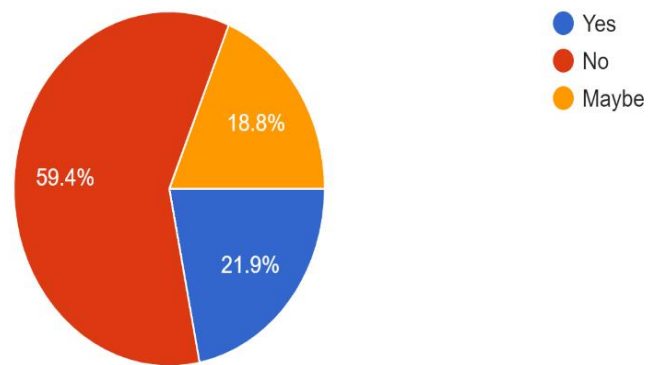


Fig. 3.2

*Likelihood of working for the next one year:* From the pie chart, we can see that majority of the sample size is likely to work at Hilton for the next one year. It may be noted that these could be the team members who have completed less than 1 year at Hilton and would want to work for longer.

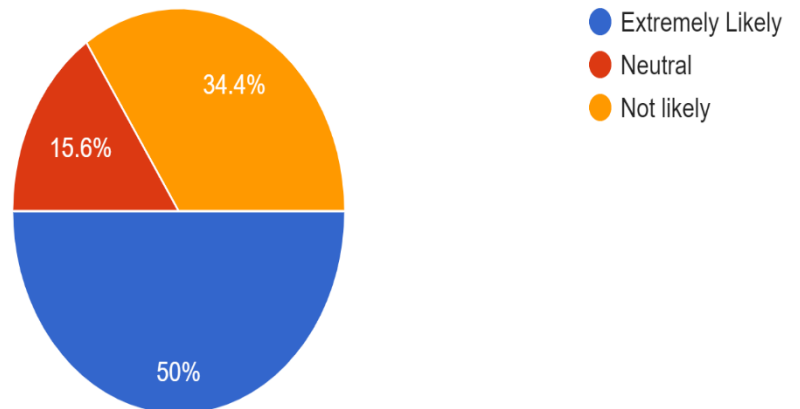


Fig. 3.3

*Interview for some other position:* From the pie chart we can see that majority of the sample has not interviewed for a position outside the organisation in the last 2 months. As a result, we can assume that not many of the employees are looking for a change in their job. However, it should be noted that 31% of the employees are looking for a job change and the organisation should take necessary steps to take care of these employees in particular.

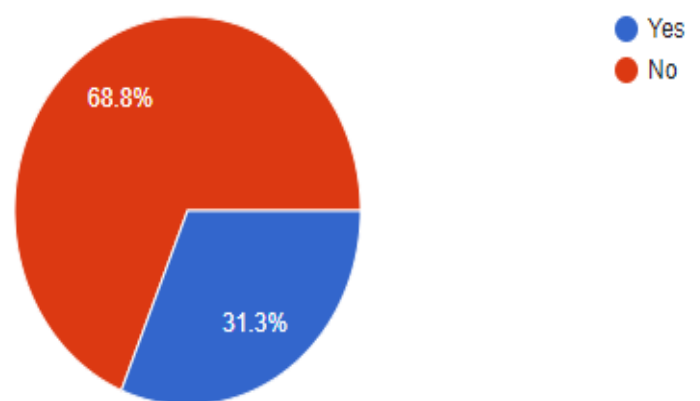


Fig. 3.4



### To analyse the impact of attrition on performance of Hilton Goa Resort

*Impact on performance of HGR due to less staff:* From the fig. 4.1, it can be observed that a majority of sample i.e., 91% of the team members believe that the performance of Hilton Goa Resort has been impacted negatively due to less staff.

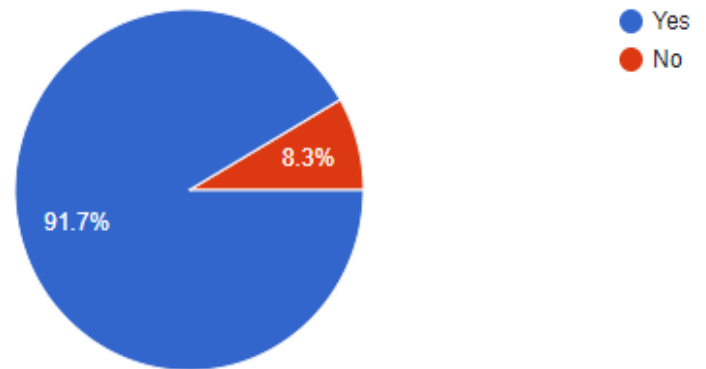


Fig. 4.1

*SALT Score:* From the fig. 4.2, we can observe that a majority of the team members have agreed that the SALT score has gone down in the 1<sup>st</sup> quarter of 2022. SALT refers to satisfaction and loyalty tracker which is like a rating given by the guests after their stay at Hilton via the app.

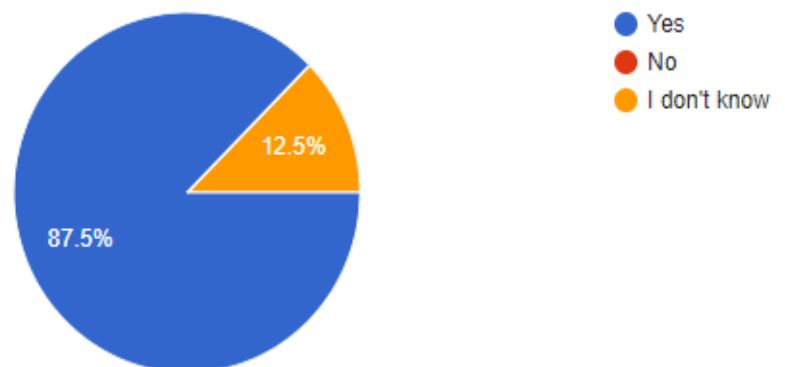


Fig. 4.2

## ANALYSIS

### Correlation

	<i>Employee Attrition</i>	<i>Performance of Hilton Goa Resort</i>
Employee Attrition	1	
Performance of Hilton Goa Resort	-0.36826747	1

From the above analysis, we can see that there is a negative relation between employee attrition and the performance of Hilton Goa Resort. This means that if there is an increase in employee attrition, there will be a decrease in the performance of Hilton Goa Resort and vice versa.

### Regression

#### SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.36826747
R Square	0.13562093
Adjusted R Square	0.106808294
Standard Error	0.249577559
Observations	32

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	3.146130952	0.378503109	8.312035	2.81014E-09
Performance of Hilton Goa Resort	-0.790873016	0.364531358	-2.16956	0.038091192

As per the guideline, if the coefficient is less than 0.05% then we reject the H0. As we can see from the above analysis, the P-value is less than 0.05% i.e., it is 0.03% and hence we reject the null hypothesis. Alternatively, we can conclude that there is a significant relationship between employee attrition and performance of Hilton Goa Resort.

For every increase of 1% or 1 unit of change in the independent variable i.e., employee attrition, the dependent variable i.e., the performance will decrease by 0.79%.

## CONCLUSIONS & RECOMMENDATIONS

From the Correlation analysis, we can conclude that there is an inverse relationship between the employee attrition and the performance of Hilton Goa Resort i.e., when the attrition increases, the performance of Hilton goes down and vice versa.

From the Regression analysis, we can see that the p value is less than 0.05% and hence we reject the null hypothesis which states that there is no significant relation between the attrition and performance of Hilton Goa Resort. Hence, we conclude that there is a significant relation between the attrition and performance of Hilton Goa Resort.

### Recommendations

- From the analysis and findings, it is evident that there are employees who are not satisfied with the current scenario at workplace. The challenges could be job stress, long working hours and so on. As a result, the company should try to control its employees who are leaving or are planning to leave or who are trying to find another job.
- This could be done by introducing employee engagement activities. Once a week, there should be a fun day wherein all the team members are invited at a common place to play or involve in some fun activity.
- Similarly, the retention should also be made stronger so that employees could be retained from leaving by rectifying the salary, giving appropriate training, fulfilling the needs of the employees whichever are in the hands of the management.
- The team member appreciation award should be organised at least once a month so that the efforts of staff could be recognized and rewarded.
- Activities such as the playroom and library should be started so that employees can relax during their free time and freshen up to work more effectively.

## **LEARNING DERIVED**

- Onboarding of new joiners, joining formalities. Joining formalities include documentation, assigning lockers, name tags, registering biometric facial recognition for attendance purpose, background verification on software (Arc test), reference checks, property round.
- Expense claiming: Helping employees to claim the amount of their travel, relocation expenses. These also include the expenses which the staff incurs on purchasing items for the company.
- Maintaining records of each employee: Maintaining employee files in proper order and ensuring all the required documents are kept in order.
- Locker audit: Assisting in locker audit once a month to check if there are any not permissible items kept in the locker.
- Onboarding of industrial trainees/job trainees, assisting in recruitment of trainees, preparing their duty rosters as per their training duration. Preparing and processing monthly stipend for trainees, printing and issuing certificates.
- Maintaining data on excel such insurance data, Team member list, emergency contacts, ID card details, and so on.
- Preparing and dispatching absconding letters: These letters would be sent thrice with a gap of 1 week and the final letter being the termination letter.
- Birthday wall and anniversary wall, notice boards, employee engagement activities on Fridays, following the activity calendar.
- Assisting in PF and ESIC registrations and overall office Admin

## References

- Hilton Hotels and Resorts – Wikipedia
- Hilton Worldwide - Wikipedia
- Team member handbook of Hilton Goa Resort
- [https://www.ajhtl.com/uploads/7/1/6/3/7163688/article\\_38\\_vol\\_8\\_3\\_2019.pdf](https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_38_vol_8_3_2019.pdf)
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- [https://www.researchgate.net/profile/Akankssha-Nigam/publication/353556333\\_Employee\\_Attrition\\_and\\_Employee\\_Satisfaction\\_A\\_Study\\_of\\_HR\\_Performance\\_Appraisal\\_Training\\_Practices\\_in\\_Defence\\_PSUs\\_in\\_India/links/6102d4401e95fe241a98ccdd/Employee-Attrition-and-Employee-Satisfaction-A-Study-of-HR-Performance-Appraisal-Training-Practices-in-Defence-PSUs-in-India.pdf](https://www.researchgate.net/profile/Akankssha-Nigam/publication/353556333_Employee_Attrition_and_Employee_Satisfaction_A_Study_of_HR_Performance_Appraisal_Training_Practices_in_Defence_PSUs_in_India/links/6102d4401e95fe241a98ccdd/Employee-Attrition-and-Employee-Satisfaction-A-Study-of-HR-Performance-Appraisal-Training-Practices-in-Defence-PSUs-in-India.pdf)
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