# Influence of Individual Factors on Employee Turnover in the Housekeeping Department of Star Category Hotels in Himachal Pradesh

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## Abstract
Organizations use a variety of strategies to promote employee performance, including periodic training programmes, ongoing inspiration, employee empowerment, promotion, and suitable rewards, among others. The implementation of these strategies is expensive, and even then, businesses run the risk of having high employee turnover rates. The hotel industry is highly concerned about ETO because it is a service-oriented industry. Himachal is the main tourist destination and have various star category hotels. Each fiscal year, hotel spends a sizable sum of money on re-hiring staff, which is an expensive operation. It's important to investigate the reasons behind the high staff turnover rate. Results of the study indicates that IFs such as age, personality, exposure to the worker, employee incapacity, and degree of education have an impact on ETO in the HK department.

**Keywords:** Turnover, reputation, personality, employee incapacity

## Introduction
The ability of the organization to retain its employees is a key factor in organizational effectiveness and success. A high staff turnover rate can damage a company's reputation and prevent it from making progress toward its goals and generate millions of dollars in revenue. Several prior studies have stressed the need of addressing human capital as the most valuable asset for any firm serious about meeting its objectives (Mwangangi, 2014) [12]. According to Mok and Luk (1995) high staff turnover rates are a major labour issue in the hotel industry, and the influence of job attitudes such as organisational commitment on employee turnover has been proven to be considerable (Griffeth & Hom, 1995) [15]. The overall quality of the service suffers as a result of turnover. According to claims made by the hotel business, there are numerous employment prospects in this labor-intensive sector (Chien-Liang et al., 2021) [4]. The importance of monitoring turnover in the global hospitality sector may be attributed to two key factors. The first argument is that people resources are an organization's most valuable asset (Pandta & Ray 2018; Radenovic et al., 2015) [17]. According to Nel et al. (2014) human capital-employees' skills, abilities, and knowledge-is perhaps the sole sustainable source of competitive advantage in any firm. The hotel sector, which is a subset of the service industry, is particularly labor-intensive, and the fact that employee turnover in this sector is higher than average in comparison to other industries, raises concerns. This is the second important reason for analyzing turnover.

## Review of Literature
The hotel sector in Himachal is aiming for a rebound this year after suffering enormous losses for two years in a row as a result of the Covid-19 outbreak, as the tourism in the hill state has started to slowly pick up as the summer heat washes across the plains. ETO is a symptom of several underlying issues, according to Hinkin et al. (2000) [7] the main causes of which include a "unproductive workplace atmosphere," "bad supervision," and "poor compensation." Employee turnover, as defined by Nel et al. (2014) is the term for the outward movement of employees between multiple companies, vocations, and employment. Employee turnover, according to Loquercio et al. (2006) [11] is the percentage of employees that leave a company within a specific time frame but before the anticipated conclusion of their employment contract. According to (Holston-Okae et al., (2018) [8] there are a variety of factors that affect ETO, including pay, motivation, engagement, workplace culture, and job satisfaction. Employee turnover, according to Holston-Okae and Mushi (2018) [8] is influenced by factors including pay, motivation, engagement, work environment, and job satisfaction. According to Ezeuduji and Mbane (2017) [6] the following factors contribute to the high staff turnover in the hospitality industry: employees who believe their pay is inadequate given the amount of work they do, few opportunities for professional growth, insufficient levels of engagement at work, unfavourable labour relations, and long workdays.

Schuck & Rabe-Hemp (2018) [15] found a strong correlation between higher pay and lower rates of voluntary and involuntary turnover. When combined, more financial rewards and participation in a retirement plan with a known settlement were linked to voluntary separation but not dismissal.

According to Kashyap & Verma (2018) [9] if their expectations are not satisfied, workers want to leave their employment. Lack of a connection between their employment and their interests and other variables may influence their decision to leave. Request, interest, and financial value have all been found to be adversely correlated with turnover intentions, although the analytical participation is not readily apparent from the outcomes. The retention of employees is not well predicted by training, claim (Naveena *et al.*, 2020) [4]. The decision of employees to remain with the organisation, however, is significantly correlated with their training. According to Naveena and Hemakumar (2020) [4] training has a very poor predictive value for employee retention. Training and an employee's decision to remain with the company, however, are significantly related. Employee retention is the basic requirement of the hour.

## Objective of the Study
To identify the influence of individual factors on employee turnover in the housekeeping department.

## Hypothesis
$H_0$: There is no influence of individual factors on employee turnover in the housekeeping department.

$H_1$: There is an influence of individual factors on employee turnover in the housekeeping department.

## Research Methodology
The study's qualitative approach has taken into account literature reviews, periodicals, and books on ETO in the HK department. On the other hand, the quantitative framework of the study has taken care of the research technique, its design, the creation of the questionnaire, the pilot study, the reliability of the data, the analysis of the data, and the interpretations. The approach of research must include data collection. The oxygen that the research cycle needs to function is data. Although a study design may be outstanding, it might still be difficult to finish the project without the necessary data gathering. A high-quality sample is always impartial and ought to reflect the total population. A good sample must have the least amount of sampling error and have the right size. Descriptive statistics, regression, and co-relation approaches will be used to further examine the data provided.

## Data Analysis and Interpretation
Although 550 start-category hotels in HP received the survey questionnaire, only 446 of the study's sample size were included in the analysis. The study's response rate was 81%.

The study's preliminary sample size calculations are as follows:
Total Online questionnaire Circulated = 550
Fully filled Questionnaire Received = 446
Respondents did not respond on the email = 62
Respondents with missing data = 42
Purposive random sampling will be used in the study. Samples are selected at random, with little to no planning.

## Data Collection
In conducting the inquiry, both primary and secondary data will be employed. The major data will be gathered through structured interviews, and employees will have access to a questionnaire that contains closed-ended questions regarding various aspects of ETO. Secondary data may be obtained from books, journals, periodicals, abstracts, indexes, directories, conference papers, internal records of organisations, newspapers, magazines, and audit reports of stakeholders, much as primary data.

## Data Analysis
Calculating the influence of variables on employee turnover requires the use of the Statistical Package for the Social Sciences (SPSS). The results of the study will undoubtedly shed light on the causes of ETO, particularly in the HK department of the star-category hotels. There are 446 employees, 74.5 percent of whom are men and 25.5 percent of them are women. According to the distribution of employees by age group, 41-50 years old make up 29.7% of the workforce, followed by 31-40 years old (28.2%) and 18-30 years old (26.4%). Almost no workers (11.1%), followed by those over 60 (4.6%), are between the ages of 51 and 60. According to the research, 84.3% of staff in start-category hotels are under the age of 50. There are very few workers in HP's start-category hotels with undergraduate (13.4%) or graduate-level education (25.7%). The average master's degree holding rate among start-category hotel staff is 60.9%. In terms of marital status, 54% of employees are married, followed by 37% of those who aren't married or single. Apart from that, 9% of workers choose not to disclose their marital status. In addition, the majority of employees (27.6%) have more than 15 years of work experience, followed by those with 11 to 15 years (27.4%), 5 to 10 years (23%), and fewer than 5 years (22%). It is clear from this that data was gathered from a diverse range of personnel with varying levels of expertise. Overall, 45% of employees have less than 10 years of experience, while the remaining 55% have more than 10 years. Additionally, less than a year is the longest tenure inside the company for 27.8% of workers, followed by 1-3 years (28.5%), 4-6 years (21.1%), and more than 6 years (22.6%). There are variables like IFIET in the central tendency of the descriptive statistics of the data. The data show that the following parameters have the following means and standard deviations: IFIET (3.11 ± 0.69).

**Table 1:** IFIET

| Parameters | N | Min. | Max. | Mean | Std. Dev. | Skewness | | Kurtosis | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Statistic | Std. Error | Statistic | Std. Error |
| IFIET | 446 | 1.83 | 4.83 | 3.12 | 0.70 | 0.519 | 0.112 | -0.489 | 0.223 |

Multiple regression has been used to investigate the impact of IF on ETO intention, and techniques such as correlation, r-square, one-way ANOVA, and regression coefficients have all been assessed with a 95% level of confidence. The findings show that ETO has a mean value of 3.11 However, the average values of the IF components are as follows:

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degree of education (3.74), exposure to the worker (3.74), age (2.79), personality (2.77), and religion (2.92). (3.25). Results indicated that, with the exception of staff incapacitation, the mean values of all the other components are near to neutral, with a standard deviation of only one. In the data, there is not much variety. In addition, staff members of HK leave in the first category hotels claimed that additional variables including religion, age, personality, exposure to the worker, and educational attainment had little impact on ETO intention.

**Table 2:** Descriptive Statistics of IF factors on ETO

| Factors | Mean | Std. Deviation | N |
| --- | --- | --- | --- |
| ETO | 3.11 | 1.064 | 478 |
| Religion | 2.93 | 1.471 | 478 |
| Age | 2.79 | 1.452 | 478 |
| Personality | 2.77 | 1.449 | 478 |
| Exposure to the worker | 3.22 | 1.239 | 478 |
| Employee's incapacitation | 3.74 | 1.029 | 478 |
| Level of Education | 3.26 | 1.208 | 478 |

**Table 3:** Correlation between IF factors and ETO

| | | ETO | Religion | Age | Personality | Exposure to the worker | Employee's incapacitation | Level of Education |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Pearson Correlation | ETO | 1.000 | | | | | | |
| | Religion | 0.091 | 1.000 | | | | | |
| | Age | 0.173 | 0.473 | 1.000 | | | | |
| | Personality | 0.193 | 0.390 | 0.397 | 1.000 | | | |
| | Exposure to the worker | 0.304 | -0.090 | 0.107 | 0.233 | 1.000 | | |
| | Employee's incapacitation | -0.262 | 0.316 | 0.134 | 0.124 | -0.271 | 1.000 | |
| | Level of Education | 0.022 | -0.228 | -0.016 | 0.014 | 0.386 | -0.203 | 1.000 |
| Sig. | ETO | | 0.024 | 0.000 | 0.000 | 0.000 | 0.000 | 0.312 |
| | Religion | 0.024 | | 0.000 | 0.000 | 0.024 | 0.000 | 0.000 |
| | Age | 0.000 | 0.000 | | 0.000 | 0.010 | 0.002 | 0.367 |
| | Personality | 0.000 | 0.000 | 0.000 | | 0.000 | 0.003 | 0.377 |
| | Exposure to the worker | 0.000 | 0.024 | 0.010 | 0.000 | | 0.000 | 0.000 |
| | Employee's incapacitation | 0.000 | 0.000 | 0.002 | 0.003 | 0.000 | | 0.000 |
| | Level of Education | 0.312 | 0.000 | 0.367 | 0.377 | 0.000 | 0.000 | |

The findings show that the regression model considerably under predicts the dependent variable (ETO intention). The data's P-value is 0.000 and F-value is 18.141. This suggests that the regression model's overall significance is high. This indicates that the alternative hypothesis is accepted and the null hypothesis is rejected. H1: IFs have an impact on ETO in the HK department.

In order to determine the magnitude and direction of an independent variable's (IF) influence on a dependent variable (ETO intention), regression analysis is often used. In the study, IF is an independent variable, whereas ETO intention is a dependent variable. The findings show that IF affects ETO intention by 43.3%. At the factor level, however, the effects on ETO intention are as follows: age (7.5%), personality (7.0%), worker exposure (21.2%), employee incapacity (-28.0%), and degree of education (-9.4%). This means that if an employee's incapacity and level of education both reduce by 1%, the ETO will rise to 28% and 9.4%, respectively. Similarly, if age, personality, and worker exposure all rise by 1%, the ETO will increase by 7.5%, 7%, and 21.2%, respectively. Overall, it can be concluded that IFs such as age, personality, exposure to the worker, employee incapacity, and degree of education have an impact on ETO in the HK department.

**Conclusion**
According to the study's findings, the bulk of the workers previously worked at another hotel and left due to inadequate compensation. Other factors of unhappiness highlighted include a lack of possibilities for promotion, poor management, insecure employment, and weekend work. The majority of respondents indicated they would be pleased at work if they had excellent teammates, enough supplies, and management who cared about their problems. Although turnover cannot be totally eliminated, it is critical to develop manageable measures

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