

Stabilizing The Workforce: A Complete Guide To Controlling Turnover

Identifying Reasons for Employee Turnover in Housekeeping Department- A Study of Selected Hotels in Delhi

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ABSTRACT

Hotel industry in India is witnessing a number of challenges at domestic & global level. These challenges are faced due to number of reasons, which include government policies, competition, market size and human resource related issues. Over the time, the Human Resource related issues have emerged as big challenge for Indian hotel industry. Though there are many challenges but employee turnover is one of the major challenge that the hospitality industry facing. Deloitte research team conducted a Comparison Trends Survey (2013-14), which shows that the average rate of employee turnover is 13% across the country in hospitality. According to the report of National Skill Development Corporation (NSDC) (2011) has projected human resource requirement in hotel industry in India will be 27, 72000 by the year 2022. Housekeeping department is considered to be the backbone of hotel operations. Further, the review of same report suggest that the share of housekeeping department in total HR requirement will be 6,34000 by the year 2022, which is highest among all the other departments of hotel. New Delhi, being an administrative capital of India is always a "melting pot of diverse culture". It is a city with a rich historical past & a world class international airport makes it act as a "Gateway to India". Today it has wide variety of hotels & many more are coming. A report published by Confederation of India Industry (CII) (2012) shows that Delhi alone has 288 registered hotels, which account 12% of total registered hotels within the country ranging from budget to five star. Despite of remarkable growth in hotel sector, dealing with Human Resource issues is a problem. The present study focuses on employee turnover issues in housekeeping departments of hotels located in New Delhi & tries to find out various reasons of employee turnover.

Keywords:

Employee Turnover, Hotel Industry, Delhi

INTRODUCTION

Accommodation is consider to be one of the major component of hospitality industry in which wide variety of hotels (from Five Star Deluxe to Budget, Heritage Hotels, Motels etc) are available. Hotel industry is consider to be a

very complex in nature, as it involves four core departments these are Front Office, Housekeeping, F&B Service and Production and number of ancillary departments, all departments work together to create a matchless experience for the guest. All departments synchronize with each other for providing ultimate services to the guests. According to NSDC report (2011) in coming years, there will be a huge requirement of 27, 72000 employees in the hotel industry. The Table1 shows the huge requirement of employees within hotel department by 2022.

Table 1:
Human Resource Requirement in various departments of hotels in India (by the year 2022).

DEPARTMENT	HUMAN RESOURCE REQUIREMENT (by 2022)	No of persons / percentage share
Front Office	5000	(0.18%)
F&B Service	5, 8300	(2.1%)
F&B Kitchen	3, 93000	(14.17%)
Housekeeping	6, 34000	(22.83%)
Total Requirement	27, 72000	

Source: Ministry of Tourism, Government of India, Primary Research and IMACS Analysis

From the table, it is clear that housekeeping department itself has a huge requirement of human resource which is approximately 23% of total requirement by the year 2022. This makes it one of biggest employer within the hotel. As housekeeping department is a back bone of all the hotel operations & it works behind the scene 24x7x365 to create ultimate guest satisfaction. Kappa, Nishke & Schappert (1997) underline that efficient house-keeping department ensures the cleanliness, maintenance on ethnic appeal of lodging properties. The housekeeping department not only prepares clean rooms on a timely basis for arriving guests it also cleans and maintains everything in the hotel. Branson and Lemnos (2004) defines Housekeeping as the provision of clean, safe and safe environment. It is not only the conscientiousness of Housekeeping department but the other staff members of the Hotel should be concerned with these provisions in their own departments like kitchen, restaurant and other departments of the Hotel.

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