

A STUDY ON WOMEN EMPLOYEES RETENTION STRATEGIES ADOPTED BY HOTELS IN BENGALURU CITY

SUMMARY

INTRODUCTION

Human Resource Management specifies the procurement, maintenance, inspiration and support of organization's human resources. In the changing scenario of technological developments along with increasing educational standards, internal and external environment, the role of modern HR managers is further complicated for which they should equip themselves with good knowledge of disciplines and functional areas. The HR managers should concurrence the challenges modelled by competitors at national and international echelons within the dominion of dynamic work roles and responsibilities.

STATEMENT OF THE PROBLEM

This study pursues to discourse certain key HR problems that have to be attempted in order to maintain organizations in given environment for which censorious review of such problems are to be conducted in hotel employment arena which are commonly thankless and disagreed but if important, good policies and practices with suitable models lead HRM in attaining optimal management to complete tourism and hospitality industry.

THE STUDY'S OBJECTIVES

The study's core objective is to evaluate whether implementation of **HRM practices** has effect on the **retention strategies of women employees**.

The explicit objectives of this study are:

1. To scrutinize demographic profile in Bengaluru City Hotels' women employees,
2. To analyse HRM Practices followed in Hotels in Bengaluru City,
3. To find whether the Retention strategies followed by the Hotels in Bengaluru has any impact on the retention of women employees,
4. To present major findings, offer suggestions Centred on those findings and recommendations for the benefits of all the stakeholders and motivate future researchers by hinting at scope of further research.

METHODOLOGY

This study is an empirical one settled on survey technique at Bengaluru City, Capital City of Karnataka ponders only on Hotels with **Three Star facilities in Bengaluru city's 1504 women employees**

Selected HRM practices for the study are Recruitment and Selection, Training, Compensation and Reward, Social Benefits, Team work and Compensation, Promotion, Safety and Health, Performance Appraisal, Grievance Handling and Women Empowerment.

STUDY - LIMITATIONS

1. Time constrictions were core constraint of the study, which affected the processing and analyzing of the data.
2. Sufficient number of respondents from the entire women employee could not be contacted.
3. The study is confined to selected women employees only in Three Star Facilitating Hotels and other issues are beyond the scope of this study.
4. Study was modified after Pilot Study as the Hotels insisted to remove questions relating to salary or wages of the respondents which was the major variable in demographic profile of respondents.
5. Sample size is limited to 1504 people only. The sample magnitude might not sufficiently signify the whole hotel industry.
6. It was challenging to distinguish if all the respondents furnished precise data as few respondents prejudice to provide ambiguous data.

The study is represented in *Five Chapters* with titles as 'Study Initiation and Design,' 'Literature Review', 'Conceptual Framework', 'Analysis and Interpretation' and 'Findings, Suggestions and Conclusion.'

Statistical tools used are Descriptive analysis & Inferential statistics which include Chi-square test, t-test, Friedman test, ANOVA, Correlation and Regression analysis along with Structural Equation Modelling (SEM).

SUMMARY OF THE FINDINGS BASED ON:-

The foundation of statistic profile of women employees are gathered to recognize significant outcomes among representative sample of a populace which showed that women employees in 31-40 years old are married, professionally qualified, have under 5 years of service in the present Organization, are put in junior level position-Cleaners having a place

with Housekeeping department who have just served in atleast one association beforehand having upto 5 years of total work involvement and proceeding to work in the present association due to individual reasons are from Hotel Industry.

Under Mean and Standard Deviation the top factor regarding **Recruitment and Selection process** is '*Before deciding, the organization utilises a thorough selection mechanism*', **Training process** is '*This organization is committed to employees training*', **Compensation and Reward** is '*The commitment to a merit pay system*', **Social Benefits process** is '*Flexible work hours to accommodate personal needs*', **Team Work and Communication process** is '*Provides the opportunity to propose improvements to the organization's work and development*', **Promotion Practices** are shared by '*Fair and equitable chances of promotion*' and '*Experience based promotions*', **Safety and Health process** is '*Organization ensures the welfare of employees*', **Performance Appraisal process** is '*Performance appraisal practices for designing & determine training programmes plan for employees*', **Grievance Redressal System** is '*Clear & formal procedures for grievance redressal*', **Women Empowerment** is '*Recognition and appreciation by colleagues*', **Employee Satisfaction and Motivation** is '*Salary upto the expectation of employees*', **Employee Commitment** is '*Encouragement for the active participation in problem-solving groups at decision making*' and **Employee Retention** is '*Not fed up with working in their organization*'.

Under Quartiles the HRM Practices Level on Retention, HRM Practices Level on Satisfaction of Women Employees, HRM Practices Level on Commitment of Women Employees and HRM Practices Level on Retention of Women Employees are at moderate level.

INFERENTIAL ANALYSIS

Under t- test it is found that the married respondents are in better position than unmarried respondents due to more number of dependents *and* Women Employees are well skilled to meet the Hotel Industry requirement.

Under ANOVA- Age of women employees denote better training as experience leading to promotion and hence they are satisfied with their job and ultimately remain in the Organization. Professional qualification is the pre-requisite for women improvement which is further strengthened by experience. Continuous working in single organization, women employees mostly have developed attachment towards their job leading to retention of these

women employees. When women employees are empowered almost whole organization works in better environment. Occupation of Women Employees depends upon education level, trade skill and previous work experiences. HRM Practices on Retention do not have any linkage with departments and they are placed on the basis of skills and work experience demanded by the various departments. They need safety, so they work in those organizations which are nearby to their house and other matter does not effects them. They utilize their total years' of work experience when they are committed towards their job, thus they work in those organizations with greater commitment level leading to Retention and they need consistent job, so they work in those organizations with greater commitment level which lead to Employee Retention.

Under Chi-square test Women employees are influenced by HRM practices of the organization in increasing their Satisfaction level which influences retention of women employees. They are influenced by HRM practices of the organization in increasing their Commitment level which influences retention of women employees. Organizations adopt various HRM Strategies to retain their employees which have resulted with negligible impact on Women Employees. A majority of satisfied women employees are committed, so they continue to work in the organization. There is a substantial association amid the Employee Satisfaction Level and the Employee Retention Level of Women Employees at minimal level only. Only a few Committed Women Employees are retained by the organization. HRM Practices are at moderate level among all the respondents. There is no association amid Marital Status and the Level of HRM Practices on Retention of Women Employees. Educational qualification does not have any association with the Level of HRM Practices on Retention of Women Employees. There is an association amid *Experience* in the present organization and the Level of HRM Practices on Retention of women employees. There is an association amid designation in which majority of women employees are working and the Level of HRM Practices on Retention by the Hotels. There is an association amid Occupation and the Level of HRM Practices on Retention of women employees *by the Hotels*. *Those departments where Women Employees are working are strongly associated with the Level of HRM Practices on Retention of Women Employees.* There is an association amid the Number of previous organizations served and the Level of HRM Practices on Retention of women employees. *Total experience is not influenced with the levels of HRM Practices on Retention but due to their personal reasons like short distance travelling between their residence & work place or other family reason influence them. They stay with the present organization*

because of their personal reasons and not because of level of HRM Practices on Retention and as the saying goes – ‘Woman is the HOMEMAKER’ & ‘HOTELS are Home away from Home’. Hotels say that their employees who join were able to work even with other industry’s work experience just with basic training.

Under Friedman test, in current scenario, women need Grievance Redressal more than any factor as there are very less representatives who listen to them and solve their problems in Hotels of Bengaluru City to ensure their safety and security which leads to the retention as women employees’ turnover rate is very high and to retain them in the Hotels, they need to concentrate on the Grievance Redressal, Salary have to match women employees’ expectations so as to enhance the motivation and satisfaction and with *ready availability of work in most of Hotels in Bengaluru City, women employees at lower level who are less educated feel they are not fed up with working in their present organization, as they get a job to support their family or dependents as and when they are in need.*

Under correlation analysis *there is a positive association between HRM Practices Level on the Retention of Women Employees, among HRM Practices Level on the Retention and Women Employees’ Satisfaction, there is an idealistic relationship between HRM rehearses on the dimension of maintenance and Women Employees’ Commitment, amid HRM Practices Level on the Retention and factors of Women Employees’ Retention indicating significant and between factors of Employee Satisfaction, Commitment & Retention of Women Employees and are substantial at 1 % level.*

Under multiple regression analysis *Women Empowerment is the utmost imperative aspect to ensure Women Employees’ satisfaction which makes it clear that women employees’ when given power & treated as part of the organization are satisfied most and continue to work in the organization. Women Employees are Commitment when Compensation & Reward is put into practice leading to total women employees’ commitment, in turn, retained in the organization, and thus make it clear those women empowerment is the pre-requisite for women’s commitment in today’s scenario. Promotion is the utmost imperative aspect to extract Women Employees Retention, which specifies that women employees are given Promotion, on recognition centred on unbiased performance appraisal and along with empowerment it can lead to committed employee, who can be retained in the organization, and it is observed that recruitment & selection alone does not ensure retention of employees.*

SUGGESTIONS

As the focal-point of thesis is the women employees of Hotel Industry suggestions are offered from the view-points of women employees.

- The first and foremost concern of women employees, particularly in the hotel industry, is the safety and security from all sorts of exploitation especially sexual exploitation. As the hotel industry is the meeting place of people of varied places and varied cultures this concern grows intensity and magnitude.

Hence the management may leave no stone unturned to keep their women employees safe and secure which would enhance their satisfaction level which in turn would make them committed more to the organization. And the ultimate outcome is their retention.

- In the hotel industry there are two sets of employees – one having direct contract with guests which gives the extra income through TIPS and the other who are confined to administration, kitchen and the like where there is no chance for extra income.

Management may sort out a strategy to please such employees also either by introducing a common pool system of TIPS to be equally distributed among all employees irrespective of department or cadre or by adding a certain percentage of basic pay under the name of service or TIPS allowance to the employees of these section which may boost their satisfaction and reduce their intention to quit.

- Taking into account the unique biological problems of women the working hours or working days may be designed to make them free at the menial hours or days or months such as periods or pregnancy or child birth and so on.

- By offering the facility of crèche's or child care centers in the hotel the problem of young mothers coming for work with small kids may be solved which would enhance the satisfaction and commitment of the employee who would decide to stay longer in such organization where this is a healing touch.

- Periodical honouring of the women employees for their long and meritorious service to the organization (say every 5th year completion of service) by presenting cash award or gift (or both) would fetch the management a rich dividend by way of increased satisfaction and commitment of these employees and they would begin to think of getting this awards every 5th year.

- Similarly timely interest free loan facilities (repayable in EMI's deductible from their salary) to meet the exigent expenses of marriage, education, ailment, accident or death of their family members would make them grateful and loyal towards the organization.

- The management may start a scheme called ‘Earning while Learning’ under which children of the women employees (both sons and daughters) may be offered part time jobs during week days and full time jobs during vacation (Centred on their educational qualification) which would not only help them financially to pursue their education but also give them experience in the work field. Particularly those who are studying allied courses such as Catering Technology, Hotel.
- Management would grow in self-confidence as their job opportunities after their education would brighten both at national and international level. Such a scheme would ultimately benefit the management as the mothers of these children would never think of leaving the organization which has opened the golden portals of bright future of their children.
- Periodical Meetings may be convened to draw the road-map for the achievements of organizational goal. In such meetings not only gender discrimination but also cadre discrimination should be totally eliminated.

Women employees may be encouraged not to be a passive spectators but active participants. They may not only be allowed to voice their views openly, freely and frankly but their opinions may be weighed on the basis of principle not on the basis of person or cadre.

- As a bath attached rest room with the facilities to lie or nap or easy chair or rocking chair would refresh the women employees from fatigue and physical pain of hard work and recreation room with the facilities of indoor games such as chess, carom, dice and others would relieve them of their stress and tension.

Hence management may initiate steps to provide both of these facilities to them which would put an end to gossiping and wasting their rest hours. On the contrary this provision would help increase their concentration on work after rest.

MANAGERIAL IMPLICATIONS FROM THE STUDY

1. The Study guide Hotels in formulating policies and measures that would retain women employees.
2. Study helps in improving unemployment rate facing the nation and socio economic status of the nation.
3. Study indicates women employees to stay in their job, in-turn improving socio-economic status of women in society.
4. To add knowledge about women employees’ turnover and challenges facing by hospitality industry in converting them into women employees’ retention.

SCOPE FOR FURTHER RESEARCH

The following studies can be undertaken in Similar study or Comparative studies of women employees with area, department, designation, hotel category, form of service industry specific samples.

CONCLUSION

Through a microscopic analysis this study has brought to limelight the practices followed by the various managements of Hotel Industry to retain their women employees for a larger period in their respective organizations. Employment to women ensures them economic independence which is the first step in the right direction towards women empowerment.

But retention of women employees not so an easy problem as they easily and frequently changes their job not only organization wise but also sector wise for many reason chief of them being on monetary gains. Personal reason and material status also influence them in staying in or quitting an organization abruptly.

All such problems have been carefully analysed and major findings have been presented in the forgoing page. As such, this study is, no doubt, an extensive one but the researcher does not claim it to be an exhaustive one.

But this study has certainly opened new avenues for the researchers to tread upon. They can undertake an in-depth analysis of ‘Retention of Women Employees’ in other industries; or they may examine the practices or strategies adopted by Hotel Industry in other segments may be undertaken.

If any reader takes the cue from this study and tries to keep the tread of research unextinguished this researcher would feel elated and content for having undertaken not only a challenging and interesting but also an inspiring task.