

Employee Retention: A key Driver to the Growth of Tourism and Hospitality in Odisha

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Abstract

Odisha is the soul of incredible India having numerous tourist attractions both natural and manmade. The rich heritage and culture of this land is a unique feature in the global arena. The tourism and hospitality in the state of Odisha is still in the developing stage. Tourism is a highly labour intensive sector and has the potential to generate high employment growth through a mix of activities. It is the hospitality accommodation industry which binds together a lot of other employment generating sectors through backward and forward linkages and the maximum tourist satisfaction can be achieved by means of competent human resource. However, good human resource practices can be an alternative strategy for the growth of this sector. Hence, accommodation sector being highly shared by private entrepreneurs, low pay, low career opportunity and poor employment conditions, low job security, the labour management is more in this sector. An effort has been made in this paper to bring forward the key factors associated with turnover of employee in the Accommodation Sector of Odisha which had not been explored quite significantly. So, the study has attempted to discover aspects as perceived by the employees and employers as important for them to retain employment in the Accommodation Sector. The study has adopted descriptive survey research design.

Key Words: *Labour intensive, Adventure tourism, Strategy, Accommodation Sector*

Introduction

The organization's success and prosper cannot be realized without support and contribution from its employees. From modern human resource perspective, human capital is the most valuable assets for the organizations [30]. Human assets are difficult to duplicate, so they become the key competitive advantage for an organization in the intensive competition. Clearly, finding and hiring the right employees are initial to the establishment of organization, but maintaining the effective workforce will be more important for the organization's development [37]. Employee is a person who has agreed to provide service for employer in exchange for money [28]. Many researchers studied on the topic of employee's turnover [24], and they come up with the reasons why employees quit their job and choose another company or organization to work for, the fact such as unsatisfied pay, limited career development, work life conflict, change of residential and many other reasons lead an employee to resign from the organization. As a result, job-hopping becomes a serious and costly phenomenon in the labour market, when employees change from one job to other regardless better alternatives

or other apparently “rational” motives. It may result from individual employee’s characteristic such as itch of impulsiveness or social influences such as turnover culture [24]. Employee turnover has been a concern for the hospitality industry for years, and it will continue to be important because it reduces service quality, damages employee morale, and affects hotel finances. Many researchers studied on the topic of employee’s turnover [24], one of the major benefits of the development of the hospitality industry in any economy is the provision of employment. The industry consists of a number of diverse sectors including travel agencies, tour operators, transportation, accommodation, food and beverage, and attractions which require a variety of occupational skills and competencies. The [46] indicates that, employment in tourism and hospitality was estimated to be over 230 million jobs and over ten percent of the gross domestic product worldwide by 2007. Several studies suggest that there is a positive relationship between employee satisfaction and customer satisfaction [3], [25], [39], [44]. The ability to respond quickly and effectively (time-based competition) and to satisfy customer needs has become a defining characteristic of competitiveness and of success for many companies [17].

In order to meet the growing demand of tourists for accommodation, Government of Odisha accorded industrial status to the hotel sector for the first time in the country so as to attract investors to increase the capacity of hotel rooms and beds at tourist centres in 1980. The importance of hotel industry for creating different categories of employment was duly endorsed and government provided land and financial support for the hotelier like Oberoi, Taj, Swosti, Prachi group of hotels and other entrepreneurs to build all categories of hotel in the state. In 1985 the Hotel and Restaurant Association of Orissa (HRAO) was established which is the largest body made up of tour operators and travel agents, travel trade owners and professionals’ hotels and tourism educational institutions in Odisha. The members of the association operate in close cooperation with each other with one common motive of promotion of tourism industry of Odisha. The Trade and Hotel industry sector has been growing consistently since 1950-51. The share of this sector in State domestic product increased from 4.85 percent in 1950-51 to 12.7 percent in 2008-09 in 1999-00 base. The share of the trade and hotel industry sector in real GSDP has increased from 10.83 percent in 2004-05 to 12.58 percent in 2009-10 at 2004-05 prices. Both hotel and tourism industry go hand in hand. So the growth of tourism depends on the development of hotel industry. From 1999 to 2009, the number of hotel rooms has grown at an annual rate of 6 percent, and number of tourists visiting the State has grown at the rate of 10 percent. It, therefore, follows that the growth of this sector and its contribution to the tourist sector is founded on higher rate of capacity utilization.

The Government of Odisha is giving high priority to the development and promotion of both tourism and hotel industry. As there was a shortage of skilled manpower in Odisha, hotels during their initial stage had no other options but to recruit employees from other States. Most of the recruitments were in managerial positions, especially, in the areas like Front Office, Food Production and Food and Beverage Services (Data collected from HR records of various standard Hotels of Bhubaneswar, Odisha). The data revealed that 40% of the recruitments were from West Bengal, 15% from Uttar Pradesh and 10% from Southern States. With the growing need of manpower in hotel industry, the State Government of Odisha introduced a 3 years Diploma Course in Hotel Management & Catering Technology and the Institute was renamed as "State Institute of Hotel Management" in 1981. The Institute was further upgraded to the national level by the Government of India and was named as "Institute of Hotel Management Catering Technology & Applied Nutrition" in the year 1984. It started its full-fledged programs like Diploma and Degree in Hotel Management and Catering Technology. Students from the various parts of the country joined in this Institute and eventually, hotel industry in Odisha could address the manpower shortage issues. Employee retention as of today is a major issue in the Accommodation Sector of Odisha which is directly affecting the Hotel Business as well as the growth of Tourism. The important possible factors that affect the employee retentions are better career opportunities in other Metros, Compensation and benefits, family issues, working environment, job satisfaction and recognition.

Literature Review

Retention is a voluntary move by an organisation to create an environment which engages employees for long term. According to [9], this attachment relationship should be durable and constant and link the employee to the organisation by common values and by the way in which the organisation responds to the needs of the employees. Traditionally factors propping up turnover are job satisfaction [21], organizational commitment or psychological contract, career expectations, work life balance, lack of training and development [40], [6], [11], peer and supervisor relationship [14] cultural context [38], rewards [20], seasonality of business, and nature of jobs (i.e. part time, casual, or seasonal) [19], [12], [27], [29], [45]. Control over these factors can save this “labour intensive hospitality industry” [4], [5], [8] from bearing high cost of turnover [11].

Compensation plays significant role in attracting and retaining good employees specially those employees who give outstanding performance or unique skill which is indispensable to the organization because company invest more amounts on their training and orientation. Many studies have point out the impact of employee compensation, rewards and employee relation on turnover and retention [2],[10],[16],[22],[31],[36],[43]. Benefits are indirect financial and non-financial payments employees receive for [35]. Benefits are also positively related to retention [13], [23].

According to [41], compensation offer recognition, but non-monetary forms of recognition are also not ignored and important. Recognition from bosses, team members, Co-workers and customer enhance loyalty. Employee participation in decision making and influence in actions are also important [12], [15].

Job satisfaction is a set of favourable or unfavourable feeling and emotions with which employees view their work [32]. It is pleasurable feelings that result from the perception that a job fulfils or allows for the fulfilment of its holder’s important job values [7], [42]indicated that career development plan for the employees play a vital role in the retention of employees. Providing these career development opportunities restrict employees from leaving the organization and increase in loyalty.

Along with few other factors may also reduce the turnover rate of the organizations as [33], suggested that physical environment of the work place effects a lot to the performance quality of the employees because satisfaction and motivation with peers and works declined after changing the work place environment. Employee benefits provision (2010).Research also recognizes that organization whose support their employee in integrating between family responsibilities and work reduce the employee intention regarding leave the job [1]. [34] placed flexible work arrangement as a very important part of wok family support that plays pivotal rule in the retention of employees.

Objectives of the Study

- To explore the reasons behind employee turnover in classified hotels of Odisha
- To explore key employment-related issues which could prove useful in reducing employee turnover rate and possibly identify employment traits or characteristics which would increase retention.

Method of the Study

The study relies on both secondary and primary data. The secondary data sources are publications of the tourism industry available from multiple sources including books, journals, brochures, reports, and the Internet. The primary data were gathered from (Executives and employees) of the classified hotels of Odisha. Data were collected from the HR department of various classified Hotels. For the purpose of the study 100 respondents from 10 hotels consisting of 35 executives and 65 non-executive categories of employees were interviewed.

Background of Accommodation Sector of Odisha

The feasibility for the accommodation unit is directly proportional to tourist influx, but other factors like connectivity, communication, availability of manpower, transportation etc. are playing the major role in this respect.

Table No-I
(Year –wise Hotel Position in Odisha 2003-2012)

Year	Year No.ofHSGHotels Rooms/Beds	No.ofMSGHotels Rooms/Beds	No.of LSG Hotels Rooms/Beds	Total Hotels Rooms/Beds
2003	69/2715/5514	171/4364/8990	620/10760/19403	860/17839/33907
2004	76/2867/5829	183/4620/9497	646/11054/19988	905/18541/35314
2005	84/3036/6128	191/4878/10071	659/11351/20572	934/19265/36771
2006	103/3699/7380	226/5346/11089	824/13775/25359	1153/22820/43828
2007	62/2564/5143	204/5018/9069	936/15759/30736	1202/23341/44948
2008	86/3533/7212	211/4841/9583	935/15823/30014	1232/24197/46809
2009	96/3833/7812	232/5219/10329	948/15910/30267	1276/24962/48408
2010	114/4320/8829	263/6165/12126	942/16046/30278	942/16046/30278
2011	150/5727/11652	245/5721/11544	933/15843/29671	933/15843/29671
2012	251/8813/17810	288/6399/13096	918/15558/29171	1457/30770/60077

HSG:High spending group, **MSG:** Middle spending Group, and **LSG:** Low spending Group

Source: Statistical bulletin 2012-, Department of Tourism Government of Odisha

Table I denotes the statistics about the year wise hotel position in the state from 2003 to 2012. It is clear from the table that, the number of hotel rooms under the category of HSG (High spending group), MSG (Middle spending Group), and LSG (Low spending Group) has significantly increased in past 10 years but in 2007 there is a drastic fall in the hotel rooms and beds, and the revival was not possible till 2009 (between the two consecutive year 2008-09). It really indicates that, few factors must have been associated with this process which restricts the growth of this sector.

Table No. –II Tourist visits in Odisha
Calendar Year (January-December, 2003-2012)

Year	Domestic	% Change	Foreign	%Change	Total	% Change
2003	37,01,250	8.4	25,020	8.6	37,26,270	8.4
2004	41,25,536	11.5	28,817	15.2	41,54,353	11.5
2005	46,32,976	12.3	33,310	15.6	46,66,286	12.3
2006	52,39,896	13.1	39,141	17.5	52,79,037	13.1
2007	59,44,890	13.4	41,880	7.0	59,86,770	13.4
2008	63,58,445	6.9	43,966	5.0	64,02,411	6.9
2009	68,91,510	8.3	8 45,684	3.9	69,37,194	8.35
2010	75,91,615	10.16	50,432	10.39	76,42,047	10.16
2011	82,71,257	8.95	60,722	20.4	83,31,979	9.03
2012	90,53,086	9.45	64,719	6.58	91,17,805	9.43

Source: Statistical bulletin 2012-13, Department of Tourism Government of Odisha

Table II shows the year wise statistics about the number of tourist arrival into the state (Both Foreign and Domestic). There is a constant increase in the percentage of domestic tourists with a mean index of 10.25; whereas the increase in percentage of foreign tourists with a mean index is 11.01.

Table No- III
List of Star Hotels in Odisha during 2012-13 as on 31.03.2013.

Sl No.	Name of Hotel	Location	Star Category	No. of Rooms	No. of Beds
1	The Trident	Bhubaneswar	***** Dlx	62	124
2.	May Fair Lagoon	Bhubaneswar	***** Dlx	96	192
3.	Hotel The Crown	Bhubaneswar	***	68	68
4.	Hotel Swosti Premium Ltd	Bhubaneswar	***	147	294
5.	Hotel Swosti.	Bhubaneswar	***	57	114
6.	Hotel Radhika Regency	Rourkela	***	81	162
7.	Hotel Shakti International	Puri	***	36	72
16.	Hotel Orchard	Jharsuguda	**	50	100
17.	Hotel Sai Krishna	Jeypore	**	33	66
18	Hotel Mani Krishna	Jeypore	**	19	38
19	Hotel Alishan Palace Resort Pvt. Ltd.	Kantabanjhi	**	42	84
	Total	11		669	1258

Source: Statistical bulletin 2012-13, Department of Tourism Government of Odisha

In Table III, the statistics shows the list of Star classified Hotels in the State. But in comparison to growing demand for the domestic and foreign tourist, the growth of star category hotels are less which is evident in Table –III. It clearly indicates that, there must be some factors responsible to obstruct the rate of expected growth.

Table No. IV
Average percentage of hotel occupancy in terms of beds (2008-2012)

Sl. No	Name of the Place	2008	2009	2010	2011	2012
1.	Puri	58	61	65	68	71
2.	Bhubaneswar	68	75	79	83	87
3.	Konark	35	33	36	38	37
4.	Berhampur	56	51	58	59	60
5.	Gopalpur	36	35	36	37	38
6.	Chilika Area	43	47	50	51	55
7.	Cuttack	66	66	69	71	76
8.	Balasore	53	59	59	56	56
9.	Chandipur	50	57	52	56	57
10.	Dhenkanal	52	53	58	50	47
11.	Angul	46	61	63	66	66
12.	Baripada	61	55	61	60	65
13	Keonjhar	59	51	49	50	54

14.	Rourkela	63	68	68	70	70
15.	Sambalpur	58	58	62	57	58
16.	Jharsuguda	67	62	54	45	46
17.	Bolangir	58	57	58	58	61
18.	Koraput	66	63	56	64	68
19.	Jeypore	56	61	65	72	67
20.	Rayagada	66	59	61	63	63
21.	Phulbani	48	37	46	47	46
22.	Bhawanipatna	55	48	48	51	53
23.	Bhadrak	56	60	64	64	56
24.	Malkangiri	97	83	66	49	53
25.	Nawarangpur	80	92	93	95	84
26.	Boudh	41	34	37	40	71
27.	Sonepur	55	47	45	44	51
28.	Baragarh	63	59	58	59	62
29.	Nayagarh	46	52	55	56	60
30.	Paradeep	33	33	35	38	43
31.	Paralakhemundi	48	50	52	50	57
32.	Deogarh	43	38	28	29	33
33.	Jajpur Road	-	-	-	*	47
34.	Sundergarh	-	-	-	*	87

Source: Statistical bulletin 2012-13, Department of Tourism Government of Odisha

The statistics in Table No. IV indicates the average percentage of Hotel occupancy in the state from 2008 to 2012. There is fluctuation in occupancy statistics from 2008 to 2012 instead of constant increase of rooms. This shows that there could be some possible reasons for the inconsistency.

Table No-V
Statistics of Employee recruitment and Quit in a financial year 2013-2014

Sl. No	Dept.	Recruitments					Resign/ Quit					Turnover Percentage
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Total	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Total	
1	Regional Manager's Office	0					0	-	-	-	0	0.00
2	Personnel Administration	30	-	0	-	30	20	-	0	0	20	66.66
3	Accounts	40	30	10	0	80	10	10	20	0	40	50.00
4	Front Office/ Sales	100	0	60	40	200	80	-	60	0	140	70.00
5	Housekeeping	30	20	20	20	90	70	30	20	40	160	177.77
6	Spa, Health Club & Swimming Pool	0	0	-	-	0	0	0	0	0	0	0.00
7	Food and Beverage Service/ Banquet Sales	60	70	50	20	200	160	10	60	50	280	140.00
8	Food and Beverage Production	120	70	80	40	310	180	80	70	50	380	122.58

9	Stores/Purchase	0	0	0	0	0	0	0	0	0	0	0.00
10	Engineering& Maintenance	80	0	10	10	100	0	10	0	20	30	30.00
11	System	0	0	0	0	0	0	0	0	0	0	0.00
12	Security	10	30	0	10	50	40	30	10	20	100	200.00
13	Base Flight Kitchen	10	0	0	0	10	0	0	0	0	0	0.00

Source: Employee Records/ Department Wise for the year-2013-2014

Table V shows the statistics of employee recruitment and Quit of various departments in Starcategory hotels for the financial year 2012-13. The high turnover is seen in few departments like Housekeeping, F&B Service, F&B Production, Security, Front Office, Personnel Administration and Account. In few departments neither there is any recruitment nor did any quit for example Regional Manger’s Office, Spa, Health club and swimming pool, stores and purchase, systems and maintenance.

Methodology

1.1 Samples

A sample survey of 200 numbers of respondents from 10 classified hotels were taken. Out of which 100 numbers were Employers and 100 numbers were employees. A total of 200 questionnaire were initially administered.

1.2. Measurement

The variables of employee retention factors was measured in 5 point Likert Scale format ranging from 1- ‘Strongly Disagree’ to 5 ‘Strongly Agree’.

1.3. Method of Analysis

Prior to hypothesis testing, Factor analysis was initially undertaken for the study using a co-variance Matrix as input to test the factors to evaluate the distinctiveness of the measures used in this study. The research hypothesis were subsequently tested using t-test.

**Table No.VI
Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.533	19.161	19.161	1.533	19.161	19.161
2	1.328	16.602	35.763	1.328	16.602	35.763
3	1.257	15.716	51.478	1.257	15.716	51.478
4	1.097	13.716	65.194	1.097	13.716	65.194
5	.916	11.454	76.649			
6	.812	10.151	86.800			
7	.547	6.834	93.634			
8	.509	6.366	100.000			

Extraction Method: Principal Component Analysis.

The table No. VI shows the out of eight variables of employee retention factors only the four factors are extracted. 65% of data is variable and 35% is invariable.

Table No. VII
Component Matrix^a

	Component			
	1	2	3	4
Salary and Reward	.274	.501	-.436	.052
Compensation	-.063	.586	.534	.003
Stress at Work Place	.396	.204	-.187	.667
Job satisfaction	-.727	.118	-.118	.467
Motivation	.437	.527	-.150	-.443
Career opportunity	.204	.083	.842	.153
Work Environment	.298	-.573	.044	-.190
Professional and Nonprofessional Tussle	.670	-.256	.032	.419

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

The table No. VII shows the out of eight variables of employee retention factors only the four factors are extracted, they are professional and nonprofessional tussle which contribute as the most important factors for employee retention followed by motivation, stress at work place and work environment.

Table No. IX
Mean Overall Employee’s Perception towards Employee Retention

Sl No.	Employee Perception	Mean
1	Salary and Reward	1.83
2	Compensation	2.47
3	Stress at Work Place	3.13
4	Job satisfaction	3.55
5	Motivation	2.60
6	Career Opportunity	2.74
7	Work Environment	3.77
8	Professional and Nonprofessional Tussle	2.32
9	Grand Mean Index	2.8

As would be seen from the above Table, employee perception is **high** with their job though not to an optimum level. The **overall mean perception index** score is 2.8. This means that they are satisfied with their jobs up to 80 per cent level. However, there are some attributes like “Salary and Reward”, ‘Compensation’, ‘Career opportunity’, ‘motivation’ and ‘professional and nonprofessional tussle’ in which the level of dissatisfaction is high. The one area with which they are **most dissatisfied** is their “Salary and Reward” (Mean – 1.83); and another aspect with which they are **least reactive** towards the Work environment (Mean – 3.77).

This table indicated the employer’s perception level towards the employee retention with the similar factors as perceived by the employees. The Mean is calculated and presented in the table.

Table-X
Mean Overall Employer’s Perception towards Employee Retention

Sl No.	Employer Perception	Mean
1	Salary and Reward	3.56
2	Compensation	3.81
3	Stress at Work Place	3.60
4	Job satisfaction	3.55
5	Motivation	3.40
6	Career Opportunity	3.56
7	Work Environment	3.82
8	Professional and Nonprofessional Tussle	3.88
9	Grand Mean Index	3.64

In Table No.X, the Perception level of employer is more than moderate. The grand mean index score of 3.64 implies that employer’s perception to a larger extent is up to a maximum level.

To find out whether the differences were statistically significant or not, a paired ‘t’ test was employed. The results of this test are presented in the Table.

Hypothesis I proposed that are significant differences in the employee perception and employer’s perception with regard to Factors contributing to Employee Retention. In order to evaluate the differences paired sample t-test was conducted.

Table No. XI
Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Employers	3.6663	8	.16431	.05809
Employee	2.808750	8	.6415926	.2268372

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Employers - Employee	.8575000	.6227072	.2201603	.3369037	1.3780963	3.895	7	.006

The result is summarised in Table No. XI shows that, The Sig. (2- Tailed) value is 0.006. This value is less than .05. Because of this we can conclude that there are significant difference in Employees and Employer’s perception towards the factors contributing to employee retention.

Hypothesis II proposed that there are significant differences in the employee perception and employer’s perception towards salary and reward as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted.

Table No. XII
Salary and Reward
Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Salary and Reward (Employers)	3.56	99	1.255	.126
	Salary and Reward (Employees)	1.83	99	.893	.090

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Salary and Reward (Employers) - Salary and Reward (Employees)	1.727	1.504	.151	1.427	2.027	11.428	98	.002

The result is summarised in Table No. XII, The Sig. (2- Tailed) value is 0.002. This value is less than .05. Because of this we can conclude that there is a statistically significant difference between the mean towards the perception of salary and reward by employers and employees. Employees perceive that they get less Salary and reward whereas the employers perceive that the employees are well paid.

Hypothesis III proposed that there are significant differences in the employee perception and employer’s perception towards Compensation as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted.

Table No. XIII
Compensation
Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Compensation (Employers)	3.81	99	1.085	.109
	Compensation (Employees)	2.47	99	1.082	.109

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			

Pair 1	Compensation (Employers) - Compensation (Employees)	1.333	1.552	.156	1.024	1.643	8.549	98	.002
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The result is summarised in Table No. XIII. the Sig. (2- Tailed) value is 0.000. This value is less than .05. Because of this we can conclude that there is a statistically significant difference between the mean towards the perception of Compensation by employers and employees. Employees perceive that their compensation package is not up to their expectation, whereas the employers perceive that the employees are well compensated.

Hypothesis IV proposed that there are significant differences in the employee perception and employer’s perception towards Stress at work Place as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted.

**Table No.-XIV
Stress at Work Place
Paired Samples Statistics**

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Stress at Work Place (Employers)	3.60	99	1.277	.128
Pair 1 Stress at Work Place (Employees)	3.13	99	1.122	.113

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Stress at Work Place (Employers) – Stress at Work Place (Employees)	.465	1.606	.161	.144	.785	2.879	98	.005

The result is summarised in Table No. XIV. The Sig. (2- Tailed) value is 0.005. This value is less than .05. Because of this we can conclude that there is a statistically significant difference between the mean towards the perception of Stress at work place by employers and employees. Employees perceive that their job is very stressful, whereas the employers perceive that the employee’s work place is less stressful.

Table No. XV
Job Satisfaction

Hypothesis V proposed that there are no significant differences in the employee perception and employer’s perception towards Job Satisfaction as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Job satisfaction (Employers)	3.70	99	1.305	.131
	Job satisfaction (Employees)	3.55	99	1.248	.125

Paired Samples Test

	Paired Differences					t	Df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Job satisfaction (Employers) - Job satisfaction (Employees)	.152	1.809	.182	-.209	.512	.833	98	.407

The result is summarised in Table No. XV. the Sig. (2- Tailed) value is 0.407. This value is greater than .05. Because of this we can conclude that there is a statistically no significant difference between the mean towards the perception of Job satisfaction by employers and employees.

Hypothesis VI proposed that there are statistical insignificant differences in the employee perception and employer’s perception towards Motivation as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted.

Table No XVI
Motivation

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Motivation (Employers)	3.40	99	1.772	.178
	Motivation (Employees)	2.60	99	.957	.096

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Motivation (Employers) - Motivation (Employees)	.808	2.074	.208	.395	1.222	3.878	98	.002

The result is summarised in Table No. XVI. The Sig. (2- Tailed) value is 0.002. This value is less than .05. Because of this we can conclude that there is a statistically significant difference between the mean towards the perception of Motivation by employers and employees. Employees perceive that are not motivated, whereas the employers perceive that the employees are well motivated.

Hypothesis VII proposed that there are significant differences in the employee perception and employer’s perception towards Career Opportunity as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted.

**Table No XVII
Career Opportunity
Paired Samples Statistics**

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Career Opportunity(Employers)	3.56	99	1.272	.128
Career opportunity (Employees)	2.74	99	1.046	.105

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Career Opportunity (Employers) – Career opportunity (Employees)	.818	1.656	.166	.488	1.148	4.916	98	.002

The result is summarised in Table No. XVI. The Sig. (2- Tailed) value is 0.002. This value is less than .05. Because of this we can conclude that there is a statistically significant difference between the mean towards the perception of Career Opportunity by employers and employees. Employees perceive that are their career opportunities are not good whereas the employers perceive that the employees get good career opportunities.

Hypothesis VIII proposed that there are no significant differences in the employee perception and employer’s perception towards Work Environment as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted.

Table No.XVIII
Work Environment
Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Work Environment (Employers)	3.82	99	1.232	.124
Work Environment (Employees)	3.77	99	1.141	.115

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Work Environment (Employers) Work Environment (Employees)	.051	1.521	.153	-.253	.354	.330	98	.742

The result is summarised in Table XVIII. The Sig. (2- Tailed) value is 0.742. This value is greater than .05. Because of this we can conclude that there is no statistically insignificant difference between the mean towards the perception of Work environment by employers and employees.

Hypothesis IX proposed that there are significant differences in the employee perception and employer’s perception towards Professional and Nonprofessional Tussle as a factor for employee retention. In order to evaluate the differences paired sample t-test was conducted.

Table No. XIX
Professional and Nonprofessional Tussle

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 Professional and Nonprofessional Tussle (Employers)	3.88	99	1.189	.119
Professional and Nonprofessional Tussle (Employee)	2.38	99	1.184	.119

Paired Samples Test

		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pair 1	Professional and Nonprofessional Tussle (Employers) Professional and Nonprofessional Tussle (Employee)	1.495	1.781	.179	1.140	1.850	8.353	98	.002

The result is summarised in Table No. XIX. the Sig. (2- Tailed) value is 002. This value is less than .05. Because of this we can conclude that there is a statistically significant difference between the mean towards the perception of professional and nonprofessional tussle by employers and employees.

Summary of the results:

The summary of the results is discussed in the following. We conducted a comparison between the perception of employees and employers towards the factors contributing in retention of employees in hotels in Odisha. From the results, we may see that there are eight variables in the research questionnaires which were distributed to employers and employees in various star category hotels in Odisha. After a data acquisition in SPSS, it is found that the employees’ perception towards factors such as salary & reward, compensation, stress at work place, working with co-workers, motivation, career opportunity and professional and non-professional tussle were the major contributor of employee turnover in hotels.

Conclusion:

From the inception of hotel business, employee turnover has been a major issue in Odisha. These alarming issues not only affect the hotel enterprises but also growth and development of tourism industry in the State. This means that compensation is a major factor that employees consider when making the decision to leave or remain in an organisation. Due to the increase in sudden rise of global economy, the per capita income has also increased considerably and the prices of vital commodities like transportation, food, accommodations etc. have hiked. In this respect, Hotel and Restaurant Association of Odisha (HARRO), an apex body should take into consideration this important matter to meet the employee’s expectation leading to better practices of hotel business as well as to sustain the tourism and hospitality in the State. Due to the globalization and technological advancement, people get ample opportunity to explore in different places rather than their home town. Therefore, in this study, the factor better job opportunity also occupies a significant place. It is very important for management to develop a retention strategy that addresses employee compensation and job satisfaction as major factors. This means that management should be able to create a total reward structure that includes more than just compensation. Compensation and benefits package of employees should be lucrative so that it attracts the valued employees to remain in the organization. This retention strategy should make an organisation a great experience. The tourism drive of the state could be impeded if nothing is done to salvage the precarious situation in the accommodation sector.

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