

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

As expected it was discovered that there are substantial negative correlations between “Recognition practices”, “Competence development practices”, “Information sharing practices”, “Compensation Management Practices”, and the “turnover intention” of employees. Hypothesis 4 explored a “-ve” association between “pay management techniques” and “employee turnover intention” and validated it.

According to the findings of an analysis of the overall links between the various components of the system for “human resource practices, compensation management practices” have the most significant “-ve” relationship with “turnover intention”. Employees have the tendency to have the perception that they are less likely to leave a firm if the ways of remuneration they receive are fair and unbiased.

5.1 SUMMARY OF FINDINGS

For hypothesis 1: The practice of recognition has a “-ve” influence on the intention of employees to leave the company. This indicates that employees have a tendency to assume that if recognition techniques are effective and appealing to employees, then the desire of employees to leave the company will gradually decrease.

For hypothesis 2: It has a detrimental effect on the intention to turn over the position. Research conducted by Paré & Tremblay in 2007b found that employees are more likely to remain with an organization if they perceive there are sufficient opportunities for professional growth. According to this study, the employees believe that the

competency development strategies that are in place to limit the possibility of staff turnover are appropriate.

For hypothesis 3: Therefore, there is a significant correlation between “information-sharing practices” and “employee turnover intentions”. Employees believe that “information-sharing practices” are only connected to “turnover intentions” when they are a part of larger programmes that are meant to increase employee engagement in decision-making.

For hypothesis 4: The examination of the data did not bring up any conclusive evidence of a significant connection between “employee-turnover intention” and “performance evaluation” procedures. According to the findings of the study, the hospitality industry needs to place a greater priority on human resource practices and promote employee performance within the organization in order to not only decrease employee turnover but also to improve employees' overall performance. This can be accomplished by promoting employee performance within the organization.

For hypothesis 6: The analysis of the data showed that there is a “+ve” association between “training practices” and “turnover intentions”. Employees believe that they have access to superior training programs in their organizations, so they have not entertained the idea of enhancing their talent in another organization.

Recognition Practices: The respondents who were polled were in agreement with the notion that their hotel business does engage in fair recognition practices. It has been discovered that the hotel's business policies are actively supported by recognition strategies and that these strategies are also nicely integrated. It was discovered through a collection of primary data and subsequent analysis that human resource recognition

procedures are advantageous to all levels of employees. Furthermore, it was discovered that such practices are successfully implemented by a selection of 4 and 5-star hotels in the city of Jaipur.

Competence Development Practices: The vast majority of respondents are in agreement with the statement that one's level of salary is based on their level of performance. It was found that the majority of the respondents agreed that they have been given non-monetary awards in the past and that these rewards have been beneficial to them in terms of enhancing their performance at work. Due to the fact that the standard deviation has values that vary from 0.80 to 0.94, there is also a consistency of opinion regarding the perspectives. According to the primary data, it has been discovered that pay, hikes, and non-monetary prizes, as well as a merit-based system of rewards and computations of pay, have been successfully implemented in a selection of 4 and 5-star hotels in the city of Jaipur. The vast majority of workers endorsed the aforementioned points.

Information Sharing Practices: It has been discovered that employees are in agreement that they debate the significant issues together, make decisions collectively, and put those decisions into effect in the appropriate manner inside the firm. The vast majority of workers have the impression that their employer gives information about the organization's growth and shares its expertise with them. According to the primary data, staff members have the perception that they are given opportunities to take part in the decision-making process at their place of employment.

Compensation Development Practices: Employees believe that managers typically assign responsibilities to employees based on the employees' prior experience and areas of interest. Employees also believe that their subordinates encourage employees to

apply their newly acquired abilities and skills within the context of their daily work. This belief is supported by research.

Performance Evaluation Practices: It has been determined that certain companies do not meet acceptable standards due to the lack of written and operational performance evaluation methods, and there is no correlation between the employees' performance evaluation practices and their salaries. Employees strong disagreement with the notion that performance evaluators' behaviors are not worth communicative and knowledgeable, and that as a result, the task is not regarded as an important responsibility by superiors.

Training Practices: In terms of the training procedure that is utilized in the hospitality industry, the vast majority of workers are under the impression that there is neither a written nor an operational training policy in place, nor is there a continual training requirement assessment nor subsequent training efforts. In addition, there is no systematic approach to the monitoring and assessment of training programs both before and after they are delivered.

Other Observations:

One of the many service industries the “hotel industry” is one is increasing at one of the quickest rates. On the other hand, the industry is dealing with a lack of available competent labour resources and a disparity between the amount of labour that is needed and the amount of labour that is available (Santhanam et al., 2015). Companies in the hospitality industry should place more of an emphasis on human resource procedures and make an effort to improve the industry's image in order to increase employee recruitment and retention rates. As a consequence of this fact, the research provides insightful information regarding the relevance of employees'

affiliations with their organisations, the importance that provided comprehensive on human resource processes, and the degree to which perception influences employee turnover intentions. In addition, the study reveals the extent to which perception influences employee turnover intentions. The researchers also discovered some major implications on employee turnover intention due to emergent factors associated to Covid-19 outbreaks. These factors have positively influenced turnover intention, hence the researchers concluded that these implications are significant. The researcher investigates this element and finds that it has substantial ramifications over the turnover intention. The researcher has published the conclusions of their investigation in a research paper, which has been very positively received. These characteristics, in particular, have a substantial impact on turnover intention in the context of the ongoing Covid-19 Pandemic, and they are significant from the point of view of the study. These facets are outside the purview of the current study; hence, further investigation into them could take place in the future.

5.2 CONCLUSIONS

The effect of each independent variable on the dependent variable is investigated concurrently by using multiple linear regressions. [Case in point:] Table 5 displays the findings of a multiple regression analysis conducted on the six independent variables and the dependent variable that relates to turnover intention. It presents the findings of the connections between the factors that determine the intention to turn over. It has been demonstrated that “recognition techniques, competence development practices, information-sharing procedures, and salary management practices” all have a negative significant influence on the intention to leave one's current position.

According to what was projected, it has been demonstrated that Compensation Management Practices (CMP) inside the organization have the most substantial and largest negative influence on “Turnover Intention”. Whereas the other research factors— “REC, COMP, and INFO” —show a negative and significant relationship on the inclination to turn over employees. And if we are to believe the hypothesis, each of the four practices has some kind of important connection to a hypothesis. Our theory is invalidated, however, by the fact that the influence of TRAI on “turnover intention” is both significant and favorable. The research investigation failed to find evidence to contradict the null hypothesis, which led to the discovery of no significant findings. If an employee feels that there is a lack of performance activities to increase efficiency and productivity, which significantly influences their employment, they are less likely to leave their current employer. However, employees are more likely to leave if they believe that their current employer significantly influences their employment. On the other hand, employees who perceive there is a lack of performance activities to boost employee performance are less likely to look for new employment elsewhere and are more likely to remain with their existing employer. However, employees are less likely to leave their current employer if they believe there is a lack of performance activities to enhance their performance. Performance assessment practices do not have a direct impact on turnover intention; however, employees are less likely to leave their current employer if they believe there is a lack of performance activities to enhance their performance.

According to Chuan's definition (1992), “r-square values are considered to be low when it is lower than .12, medium when they are between .13 and .25, and high when they are higher than .26”. In this particular piece of research, the characteristics of the

study were able to explain 13.8% of the total variance in turnover intention. According to the statistical data, there was a failure on the part of two independent components to explain 13.8% of the variance in turnover intention in the stated domain. Here, Table 8: ANOVA The table demonstrates the significant P-Value, which is defined as a value that is lower than .05 and is significant.

One of the many service industries in India, the “hotel industry” is one that is increasing at one of the quickest rates. On the other hand, the industry is dealing with a lack of available competent labour resources and a disparity between the amount of labour that is needed and the amount of labour that is available (Santhanam et al., 2015). Companies in the hospitality industry should place more of an emphasis on human resource procedures and make an effort to improve the industry's image in order to increase employee recruitment and retention rates. Given this, the investigation offers valuable information into the relevance of employees' identity with their organisation and their valuing of human resource practises, as well as how much understanding impacts employee turnover intentions. Specifically, the study looks at how much perception influences how likely employees are to leave their current jobs. In addition, the research demonstrates the degree to which perception has an influence on the intentions of employees to leave their jobs.

5.3 LIMITATIONS & FUTURE SCOPE OF RESEARCH

The findings of the present research study must be considered in light of its limitations:

- Only hotels in the Jaipur region in Rajasthan are included in the study at this time.

- Only staff of hotels rated 4 and 5 stars is included in the target market for this campaign.
- This study is concerned with the hotel industry in the Jaipur region. It was not possible to tour any of the other parts of the state of Rajasthan. As a result, it may be difficult to extrapolate these findings to other areas of the state or to service organizations.
- Only staff of hotels rated 4 and 5 stars in Jaipur, Rajasthan were included in this survey. The city is located in the Indian state of Rajasthan. It is possible that future studies will concentrate on a broad and varied sample in order to achieve more generalized conclusions. It would be in everyone's best interest to do the study again on a nationwide scale.
- In the context of the prevailing Covid Pandemic particularly, and are significant from the research point of view. These aspects are beyond the scope of the present study and hence may further be explored in the future.
- Academicians, researchers, stakeholders, HR practitioners, and professionals working in the job market may further investigate the findings and conclusion of the study in order to construct a valuable human resource database for the purpose of doing additional research.
- The conclusion of the study is based on common factors that were discovered through a literature review. These common criteria are related to the turnover intention of employees working in the hotels that were selected for the study. As a consequence of this, the researcher of the future can investigate the impact of many parameters on the intent of workers to leave an organization, irrespective of the level of workers within the hierarchy of the company.

Because the current study was conducted during the Covid-19 pandemic, in which employee turnover intentions were observed as unnatural/maximum because of the impact of the Covid-19 pandemic hence, the future researcher may conduct a comprehensive study of the various parameters of employee HRM practices and employees intention to continue and discontinue their job in a particular organization to analyze the influence of such factors on employees turnover intention in the hotel industry during the normal course of business operations.

5.4 RECOMMENDATIONS OF THE STUDY

It is evident from the literature review that activities in human resource management practices such as recognition practices, competence development practices, information sharing practices, compensation development practices, performance evaluation practices, and training practices play an important role in increasing the purpose of the employee to sell.

Organizations, therefore,

- Should build better ambiance and practices for the prompt recognition of the employees to enhance motivation, job satisfaction of employees, and overall organizational performance.
- Should initiate a proper system of periodical performance reviews and appraisals of the employees at different levels in the hierarchy of the organization.
- Should develop a system of proper training needs assessment and conducting training & development practices for employees at different levels of hierarchy in the organization.

- It is important to keep track of how well the employees' training is helping them execute their jobs, and this should factor into the evaluation process. It is common practice to boost employee motivation by providing them with training that simulates real-world scenarios and by applauding the accomplishments of workers already on the payroll.
- Employees should be provided with frequent and equitable opportunities for promotion and advancement in their careers, together with the chance to participate in a variety of experiences, in order to facilitate the growth of the employees' respective skill sets.
- Should take necessary steps to provide better opportunities to employees in the participative decision-making process to nurture an effective communication system.
- Should offer a robust system of compensation that contributes significantly to recruiting and maintaining competitive human capital and can also influence the actions and purpose of turnover.
- Employees in the hotel industry are observed motivated below par because of the impact of the COVID-19 pandemic and the resulting new normal of behavior and business operations. The impact of this has been observed as a greater turnover of employees particularly in the hotel industry and employees are more frequently switching their jobs to get used to changing trends, needs, and expected performance dimensions of the new normal. Hence, human resource managers should create and develop a skill enhancement ecosystem

for the employees to help them upskill and reskill to retain the competent workforce and reduce abnormal turnover trends.

5.5 SOCIAL IMPACT OF THE STUDY

The present study tends to address the concern of different stakeholders, the existing domain of knowledge as well as socio-economic/ environmental issues relevant to the hotel industry. The researcher intends to make a well-informed contribution to convincing society about the value addition through the present study as follows -

- The research outcomes of the present study are of immense help to the professional management of the hotels in terms of the emerging human resources management practices in the new normal after the Covid -19 in general and retaining productive and competent employees within the organization in specific.
- A relevant performance management system for the employees can be developed by the hotel industry based on the outcomes and recommendations of the study to mitigate the challenges faced by the professional managers in the hotels to increase employees' performance owing to a scarcity of professionally experienced skilled staff.
- Besides existing information-sharing practices, the outcomes of the study outlined new insights to practitioners and managers to enhance employee performance, encourage employee participation, and open communication

opportunities that would help them craft relevant strategies to nurture and sustain employees' motivation and boost their confidence.

- The outcomes of the present study will help Society, Professionals, and Researchers to build a fresh perspective concerning developing innovative HR practices facilitating better employee recognition and the overall performance, development, and experience of the employees.
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