

“A study on factors affecting Labour Turnover in the Food Production Department of hotels”

Authors

Dr. Kiran M. Shende¹

Associate Professor, AISSMS College of HMCT, Pune

Dr. Gauri D. Shah²

Associate Professor, AISSMS College of HMCT, Pune

Dr. Rasika R. Gumaste³

Associate Professor, AISSMS College of HMCT, Pune

ABSTRACT

This paper features the highlights of the Labour turnover in the Hospitality sector with special reference to the Food Production department and turnover of the chefs working in the Hospitality Industry. Food is considered as the heart of the Hotel Business and other hospitality could be complimentary to the same. As it is rightly said that the way to a Man's heart is through his stomach and this saying is indeed true for the whole mankind. Hence, we understand the importance of the Chefs in the hospitality industry and the need to study their turnover rate. This study would enable us to find out the various reasons for the increase in the turnover rate. Accordingly we can explore the various methodologies that are framed or practiced by the Industry to retain the talent or decrease their turnover. In order to understand the turnover, we need to first understand the challenges faced by the Food Production Department with special reference to the Chefs. Further, the changing market scenario and modernization is also creating a shift in the personality of Chefs, which in turn leads the chefs to seek a new standard of living. Labour Turnover in the Food Production Department is an outcome of many such factors.

Keywords – Hotel Industry, Food Production Department, Labour Turnover, Labour Turnover percentage.

INTRODUCTION

Chef is a trained person responsible for cooking food in the hotel, the preliminary duty of a chef is to cook appealing food for the guest staying in the hotel. Chefs are a part of food production department normally situated back of the house, irrespective of being situated away from the guest area it still features as one of the most important department of the hotel. As the old saying goes everything revolves around the food and well fed guest will be a satisfied customer at the end of the day.

As a result of massive growth in the hospitality sector where there is a lot of competition in the market, every hotel wants to appoint the best people and a chef's profession is a skillful profession thus, the requirement is very high. This requirement has not only generated a great demand for the skilled professionals but also has increased the turnover rate.

The labour turnover is a vital factor in the food production department of a hotel as a lot of time, money and efforts are spent in training and grooming them according to the standards of the organization. Further, it is also believed that skilled chef is an asset to the department and losing these important assets is not preferred by the hotel industry.

As per a survey the overall turnover rate in the hospitality sector was 72.9 percent in 2016, up slightly from a rate of 72.2 percent in 2015. It also represented the sixth consecutive annual increase, after falling to a cyclical low of 56.4 percent in 2010. <https://www.restaurant.org/Hospitality-employee-turnover-rate-edged-high>, Mar 16, 2017

Need of the study

The labour turnover in the food production department is very vital to the Hotel Industry as it is directly related to the services provided to the guests. If the labour turnover ratio declines the department would have to spend a lot of time energy and finance, in grooming new staff, creating the same standards again and also wait for the outcome of such training and grooming of the staff. The efforts spent do not come instantly and have to complete a cycle to become worthy, and if the labour turnover changes constantly then it becomes extremely

challenging to control the same. Hence, the need for the study is to understand the reasons of such labour turnover and frame strategies to curb attrition and improve retention largely. This would also result in increasing the number of old, honest and loyal staff members who are loyal to the department.

Significance of the study

The significance of the study is to understand the psychology of the employees and the major reasons that would drive them towards a job shift. The department will benefit by retaining honest, loyal, trained staff members. The staff members in turn benefit by having received importance in the existing work place rather than continuously changing jobs. The organization will save the cost incurred on training and recruitment of new employees. They would also profit by retaining the expertise of employees on whom they have invested largely.

Scope of the study

In this research topic, we would explore the various reasons that effect labour turnover in the food production department. As we know, that increasing opportunities for skilled professional will give them a chance to accept better options than the present ones. Chefs would always like to keep their choices open so that they can exchange their expertise for better salaries. Sometimes it is also considered that change in job gives them an instant opportunity for incrementing their present salary and leads to financial gain. Chefs would prefer to change their job for financial as well as professional gains. This results to a constant increase in the turnover rate. Further, if the department loose such staff members, they have lost the time and money spent in the whole grooming process. Moreover the hotel will have to re-spend on the same process and create a fresh batch of professionals with similar skills and expertise. Considering all these factors it is always preferred by the Hotels to create strategies to reduce employee turnover. The executive chef could do this through a constant feedback system, engaging the staff in various ways, addressing all their requirements through an effective methodology etc. this would reduce the turnover rate to some extent. This paper specifically aims at observing the labour turnover in the food production department. This also explores the various factors affecting the employees to make a job shift. The study would further explore the attractive packages that would make them retain their present jobs. This would allow a wider scope for the study and understand additional creative methods along with parallel psychological study for formulating strategies towards turnover practices to be followed in the hotel.

Statement of the Problem

In the current scenario we understand that there is ample of market opportunities for the employees to seek better career options. The younger generation is keener in professional and personal financial growth. They do not believe in becoming stagnant in search of a permanent job. They prefer changing their preferences in exchange of a better deal. This creates a major challenge for the hotel industry to retain them. The food production department should give the new chefs an opportunity required for self growth and enhancement, it also gives them the desired challenges to prove their worth and earn promotions by performing to the best of their capacity. To achieve this, a well framed feedback system is required so that the strategies could be modified and upgraded to meet the current requirements. Anything that becomes stagnant or out dated might pose a great threat to turnover rate. Hence the aim of this research is to understand the mentality of the chefs through well framed system which will reduce the turnover rate.

Limitations of the Study

- The study was purely based on the information received through the limited scope and purview of survey
- The study was relevant to the existing market scenario and the information, judgment and predictions of the respondents may differ accordingly with time, status, mindset and geographical zone.
- The study also relates to the boom and demands of the hotel industry professionals in the current scenario and would differ in case of the shift in a demand supply trend.

Definitions

Food Production Department: The department which is involved in preparation of food. A process, in which raw materials are cooked, combined and transformed to make a dish. The scope of Food Production has been widening at a faster pace in India as well as Abroad. <https://medium.com/@lordsinstitutesurat/food-production-hotel-and-hospitality-management-a6d32b27bf71>

Labour Turnover: It is defined as the proportion of a firm's workforce that leaves during the course of a year. <https://www.tutor2u.net>

Turnover Rate: The term 'employee turnover rate' refers to the percentage of employees who leave an organization during a certain period of time. People usually include voluntary resignations, dismissals, non certifications and retirements in their turnover calculations. They normally don't include internal movements like promotions or transfers.

Employee Turnover Percentage: To calculate the monthly employee turnover rate, all you need is three numbers: the numbers of active employees at the beginning (B) and end (E) of the month and the number of employees who left (L) during that month. You can get your average (Avg) number of employees by adding your beginning and ending workforce and dividing by two ($Avg = [B+E]/2$). <https://resources.workable.com>

LITERATURE REVIEW

The research had reviewed a number of relevant literatures to identify the important elements of HR strategies pertaining to Labour Turnover in the hotel industry. A well-organized HR strategy had always been a powerful tool for offering quality service, maximum customer and employee satisfaction. There are a number of researches, seminars and articles on the subject are a testimony to the importance of HR strategies on Labour Turnover.

Hospitality journals like Express Hospitality, Travel World etc. carry regular articles on the above subject. Apart from that below mentioned will also provide the valuable information.

- Books / Journals / Magazines / Newsletters
- Internet / Websites – Citation

Jyoti Peshave and Lalita Chirmulay (2019): The study had highlighted about a new trending career which chefs are attracting i.e. take home chefs. The study explains the scope for hospitality students to make Home chef as a career. The study had showed that people already in this business are from varied backgrounds, thus home chef can prove to be a trending career for hospitality students as a foodpreneur. The preliminary aim of their research was to understand the concept of Home chefs along with the pros, factors that help gain popularity and how to effectively brand oneself as home chef.

Yao T., Qiu Q, & Wei Y (2019) The study had aimed to analyze the psychological mechanism affecting the attitudinal and behavioral loyalty of employees in hotel industry. The study had used organizational commitment theory and regards the hotel employee as an internal customer to construct and verify a conceptual framework. Some of the major findings were first, affective, normative, and continuance commitments and have apparent and varying effects on the attitudinal and behavioral loyalty of employees. Second, the attitudinal loyalty of employees significantly promotes behavioral loyalty. Third, employee trust and satisfaction in hotel sector are vital backgrounds of the three dimensions of organizational commitment. These findings have significant implications for managing hotel employee turnover and improving the psychological achievements of employees.

David McMillin & Staff Writer (2013) according to the author employees may leave and join many sectors, but it is happening at a very quicker rate in the hotel industry. The labour turnover rate of hotel employees is approximately 20 times higher than any other industry. According to a new research improving employee turnover in the hotel industry starts with one simple leadership attribute i.e. authenticity. As per the survey there is a strong correlation between authentic leadership and an employee's organizational commitment. This connection ultimately interprets to potential increase in employee turnover in the hotel industry.

D. McMillin & S. Writer, (2013) the study had explored the past, current and future trends in human resource management (HRM) in the hotel industry, with a specific focus on international brands. The research has found that issues of training and skills development of service quality are as important in the future as in the past. With the revolution in technology the way HRM is conducted should change according to the Generations X and Y approach towards work, it requires a new approach for HRM. The concept of Casualization and outsourcing will become more dominant methods of employment. Strategic human resource management (SHRM) and its practices have the flexibility to add value to future hospitality firm performance. The future of HRM in the hospitality industry will need to take into account the various new trends.

Davidson, M. C., Timo, N., & Wang, Y. (2010) their research had revealed that Employee turnover is a significant challenge for human resource management (HRM) strategies and organizational performance. The study seeks to present findings drawn from an extensive survey of labor turnover. A particular influence is focused on turnover rates and costs. The research shows that the major costs are attributed to labour turnover. These are costs that both

the industry and individual operators should scrutinize closely as they influence substantially on hotel operating costs and productivity. It also indicates that the levels of service consumer experience and value may be impacted.

Chand, M., & Katou, A. A. (2007). Their study had a two folded purpose, to investigate whether some specific characteristics of hotels affect organizational performance in Indian hotel industry and to investigate whether the HRM systems affect organizational performance in Indian hotels. The results had indicated that hotel performance is positively associated with hotel category and type of hotel. Additionally hotel performance is positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle, and pay systems. The study had also made a modest attempt to add information to the very little experiential knowledge available referring to the link between HRM and performance in the hotel industry.

M. Deery (2002) the chapter had addressed some key issues pertaining to labor turnover, in particular it aimed at issues related to the hospitality industry. It had explored theories of economic, sociological and psychological prospective. The case study had examined employment issues and labor turnover in the hotels of international brands. The chapter had examined the ways that the hotels adopt to overcome the issues related to promotional opportunities and overall development of the employees. The chapter had also provided the recommendations and best practices in managing and maintaining staff to reduce dysfunctional turnover in the hospitality industry.

G. Rowley, & K. Purcell (2001). The study had drawn upon qualitative research carried out as part of a major project to provide evidence on skill deficiencies. The research had sets out to shed light upon the causes and consequences of labour turnover in the industry and the coping strategies and counter measures of employers, also it proves that labour turnover is substantially within the control of management and it has useful implications for practitioners.

A. Cheng & A. Brown (1998) their study had explored the perceptions of HR managers on the strategic management of labour turnover. The main dispute of the study was that the effects of labour turnover can be moderated with deliberately managed human resources through the four key HR activities. The hotel revealed a comparable range of HR policies and practices that were adopted with an explicit recognition of the contribution an organization's human resources have on the bottom-line. There was a clear conjunction towards curtailing turnover primarily through the recruitment, selection and induction processes.

R. D Iverson & M. Deery (1997) The study had revealed that turnover culture is considered to be a major problem in the hospitality industry as there is little to no research examining its influence on an employee's decision to stay or leave. This study had attempted to address the deficit by testing a causal model of employee intent to leave and the results had indicated that turnover culture was the most important determinant of intent to leave, followed by the variables of job search behaviour, job opportunity, organizational commitment, union loyalty, job satisfaction, career development, reutilization, promotional opportunity, role conflict, and negative affectivity. According to the findings various HR strategies had to be formulated which have wider implications for the management.

Denvir A, & McMahon F. (1992) the study had reviews the effect of labour turnover on organizations generally and methods used to reduce the impact of turnover. The research had studied the level of turnover in hotels is reported showing annual turnover rates the varying practices of the hotels in regard to recruitment, selection, induction, and training were documented. The cost of preventative measures had given and the tentative assumption was drawn that some hotels may be spending more on prevention of labour turnover than is justified.

OBJECTIVES OF THE STUDY

1. To identify various factors affecting labour turnover.
2. To suggest the most appropriate factor affecting labour turnover.
3. To analyze labour turnover percentage in hotels.

RESEARCH METHODOLOGY

The various factors affecting labour turnover have been compiled by carrying out a rigorous survey across hotels in Pune. These factors were floated in the form of questionnaires and the feedback was collected on the basis of this survey. This questionnaire was circulated amongst mixed samples of chefs working on various occupational levels of the hotel. The sample types included chefs starting from Executive chef till Commis. This survey was specifically carried out to evaluate the mind-set of the employees and fulfil the objectives of the study.

Type of Research: A descriptive research was used to study the various factors affecting labour turnover in hotels and had included surveys and fact finding enquiries of different kinds.

Methods of Data Collection

Primary data - was collected from the chefs working in various hotels in and around Pune city. Primary data was collected through survey in the following ways:

1. **Personal Interviews:** The answer was sought to a set of pre-conceived questions through personal interviews and the data was collected in a structured way.
2. **Questionnaires:** Considering the Reviews, and the additional inputs, one schedule was prepared it was a questionnaire designed for the Management of the hotel to collect the official information regarding the hotel from its establishment.
3. **By observation:** The data collection was done by conducting visits to sample hotels. This is a primary technique for collection of data on non verbal behavior observation to understand dynamic behavioral process.

Secondary data – was collected from published / unpublished literature on Labour turnover, latest references available from the journals, newspapers, research publications and magazines, past records and training reports of the hotel, and other relevant sources like internet.

Questionnaire – Design and implementation: The questionnaire design was done with the aid of experts in statistical techniques and taking into account the measurement needs & objectives of the study. The questionnaire was administered to the sample population and sample size.

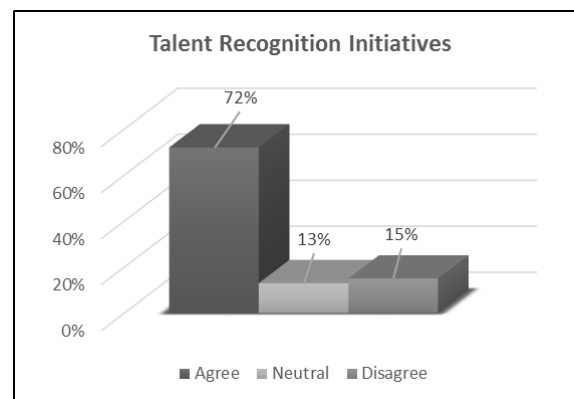
Sampling Techniques: For this study different chefs working in various hotels in and around Pune city who are working at all the hierarchical levels were taken into consideration. This had involved a total of 100 samples.

DATA ANALYSIS & INTERPRETATION

The data collected was analyzed using basic and advanced analytical tools. This also includes the detailed analysis of the data which was conducted with the purpose of attaining the set objectives of the research. Mentioned below is the analysis which is also presented graphically and in tabulated form for better interpretation. The Interpretation of the collected data was done by drawing inferences from the collected facts after the analysis of the study.

Table – I Frequency Analysis - Talent Recognition Initiatives

Frequency			Percentage
Agree	Neutral	Disagree	
72%	13%	15%	100%

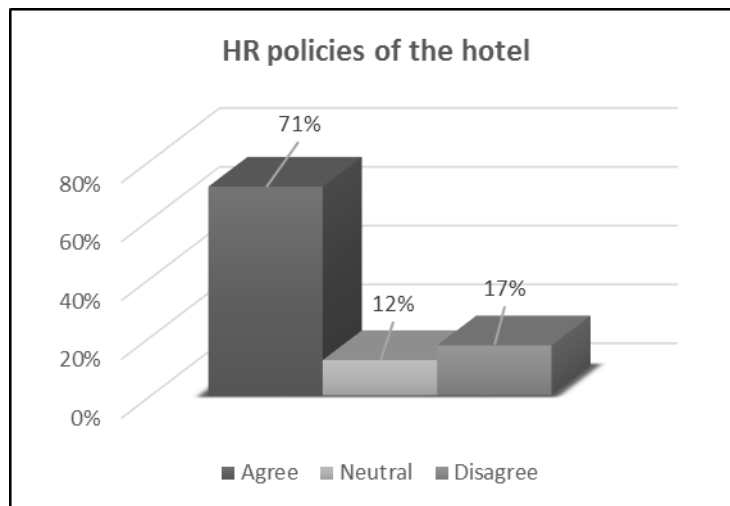


Observation: As per the above table it is seen that a high percentage i.e. 72 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement is moderate i.e. 15 percent and the remaining respondents i.e. 13 percent were neutral.

Interpretation: According to the observation it can be interpreted that the food production department should take initiatives pertaining to talent recognition. However, the department should further strive to attain the gap or shortfall if any and continue its efforts towards betterment. This should be undertaken at an early stage of a new appointment and should be a continuous process. An early talent recognition will lead towards bridging the gaps and find the best fit in a specific department at times of promotions and increments. These initiatives will motivate the employees and they will see a better future with the organization. It will also help the department to get the turnover ratio down to some extent.

Table – II Frequency Analysis – HR Policies of the Hotel towards employee turnover

Frequency			Percentage
Agree	Neutral	Disagree	
71%	12%	17%	100%

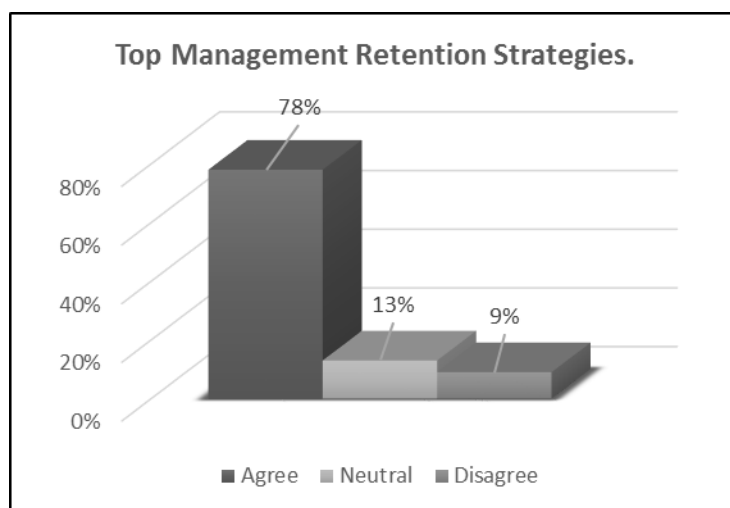


Observation: As per the above table it is seen that a very high percentage i.e. 71 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement is moderate i.e. 17 percent and the remaining respondents i.e. 12 percent were neutral.

Interpretation: According to the observation it can be interpreted that HR policies of the hotel industry play an important role towards employee turnover, hence they need to work upon their approach towards human resource policies so as to satisfy the employees to the best of the capabilities and also to motivate them to have a better career with the organization. A well planned and systematic practice would have a direct impact on employee turnover.

Table – III Frequency Analysis – Top Management Retention Strategies

Frequency			Percentage
Agree	Neutral	Disagree	
78%	13%	9%	100%

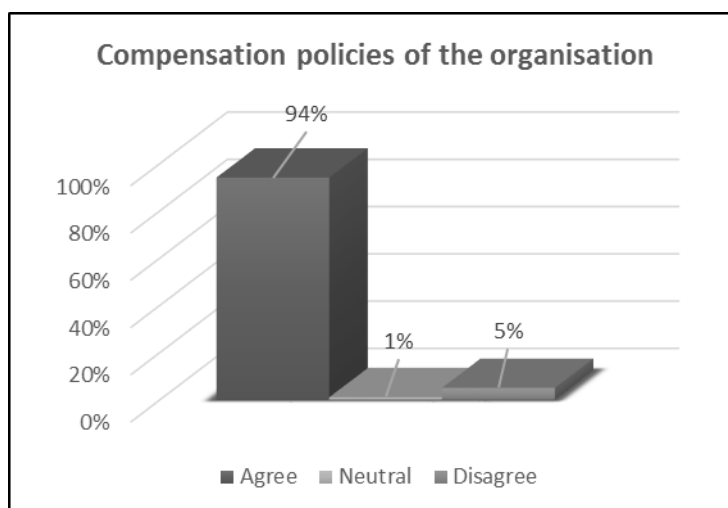


Observation: As per the above table it is seen that a very high percentage i.e. 78 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement is moderate i.e. 9 percent and the remaining respondents i.e. 13 percent were neutral.

Interpretation: According to the observation it can be interpreted that the expertise of the top management plays a very vital role in the success of any organization. The top management should make specific strategies to curb turnover ratio and retain them in the organization. The top management should formulate employee centric strategies to generate a feel good factor in the chefs which will make them stay in the organization.

Table – IV Frequency Analysis – Compensation Policies of the Organization is an effective talent retention practice

Frequency			Percentage
Agree	Neutral	Disagree	
94%	1%	5%	100%

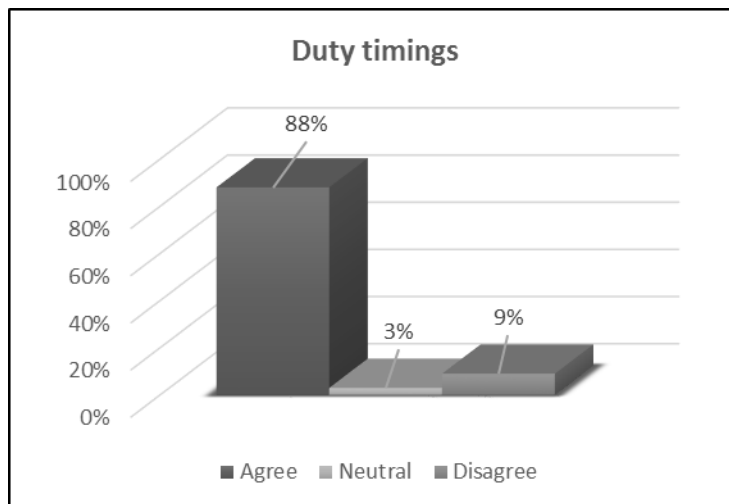


Observation: As per the above table it is seen that a very high percentage i.e. 94 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement is moderate i.e. 5 percent and the remaining respondents i.e. 1 percent were neutral.

Interpretation: According to the observation it can be interpreted that a good compensation policy is the most important factor for any organization, the organization is required to give fair compensations or even better than their competitors. There should be a provision for other monetary gains apart from the regular salary. Monetary motivators are the most vital factors for any employee. It is important to compensate every effort put in by the employees, and a monetary compensation attracts as it reaches the direct need of the employee. This in turn would make the employees financially secure and help in increasing the turnover rate.

Table – V Frequency Analysis – Flexibility of Duty Timings and Fixed work hours

Frequency			Percentage
Agree	Neutral	Disagree	
88%	3%	9%	100%

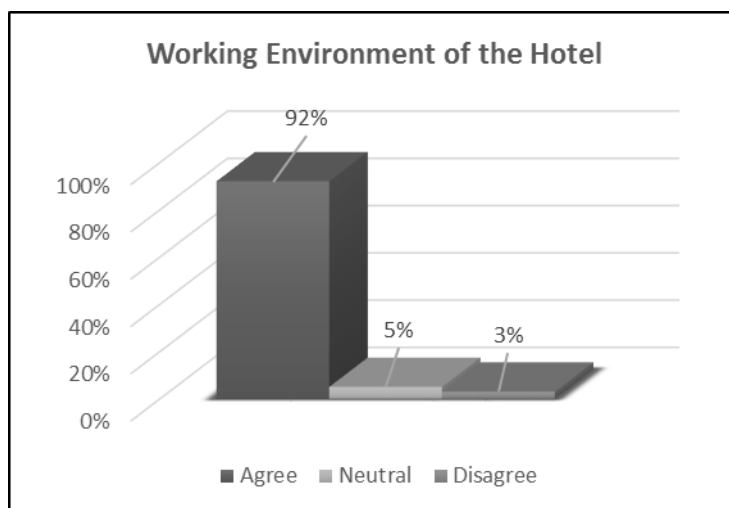


Observation: As per the above table it is seen that a very high percentage i.e. 88 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement is moderate i.e. 9 percent and the remaining respondents i.e. 3 percent were neutral.

Interpretation: According to the observation it can be interpreted that provision of flexible work timings should be provided to the employees. Also, the duration of work hours fixed as per laws should be strictly implemented as it will have a direct impact on labour turnover. This will help an employee to generate a good work-life balance resulting in increase in turnover rate.

Table – VI Frequency Analysis – Working Environment of the Hotel

Frequency			Percentage
Agree	Neutral	Disagree	
92%	5%	3%	100%

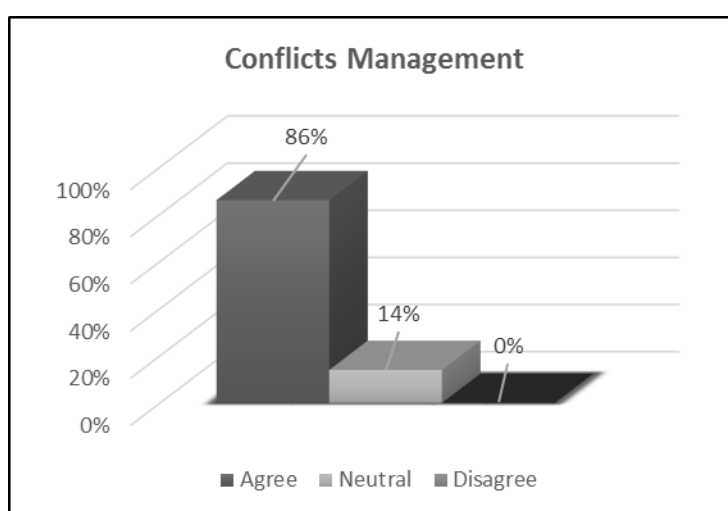


Observation: As per the above table it is seen that a very high percentage i.e. 92 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement is low i.e. 3 percent and the remaining respondents i.e. 5 percent were neutral.

Interpretation: According to the observation it can be interpreted that work environment plays a vital role towards the success of an organization. Most of the respondents were of an opinion that healthy working condition is required to generate a feel good factor amongst employees. Also, if the employees feel secure at their work place, they would never want to leave one, resulting in a good turnover.

Table – VII Frequency Analysis – Conflict Management System

Frequency			Percentage
Agree	Neutral	Disagree	
86%	14%	0%	100%

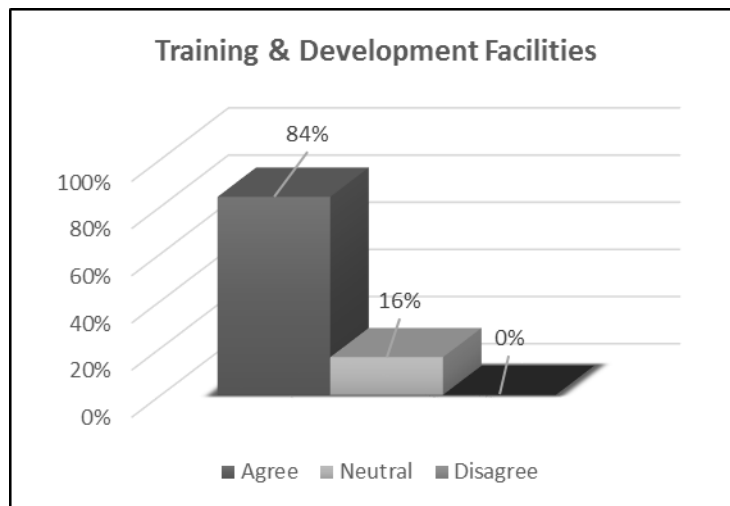


Observation: As per the above table it is seen that a higher percentage i.e. 86 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement was nil and the remaining respondents i.e. 14 percent were found to be neutral.

Interpretation: According to the observation conflicts are an integral part in any organization and should be handled sensibly. The graph above also shows that many of the chef respondents feel that there has to be a strong conflict management system in the hotel because majority of the conflicts happens amongst the production and service staff. A proper resolution of conflicts will help in harmonizing the work atmosphere. Hence, there would be less instances of employee leaving due to internal conflicts.

Table – VIII Frequency Analysis – Training & Development Facilities

Frequency			Percentage
Agree	Neutral	Disagree	
84%	16%	0%	100%



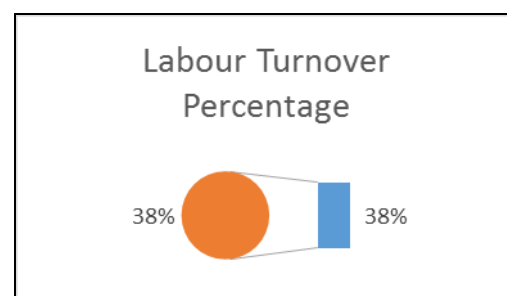
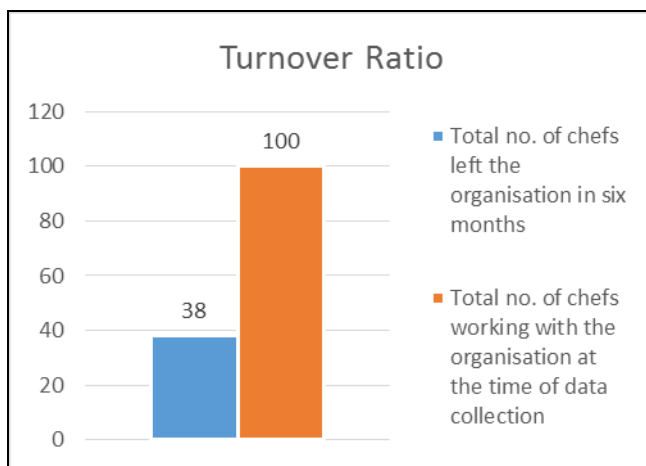
Observation: As per the above table it is seen that a higher percentage i.e. 84 percent of the respondents have agreed upon the parameter, whereas the amount of disagreement was nil and the remaining respondents i.e. 16 percent were found to be neutral.

Interpretation: According to the observation training and development is an essential part in any organization and should be given prime importance. The graph above also shows that many of the chef respondents feels that a continuous training should be given to the staff members for their growth and development. An employee always would owe to the organization, which has taught him and contributed towards his professional growth. This would make them loyal improving the turnover ratio.

Formula for turnover rate:

$$\frac{\text{Total no. of chefs left the organization in six months}}{\text{Total no. of chefs working with the hotel during data collection}} \times 100$$

Hence,



Inference: According to the above table it is seen that out of 100 respondents 38 chefs have left the organization in a span of six months, which has resulted in 38% of turnover ratio.

OBSERVATIONS and FINDINGS

The first observation was that the turnover rate in the Food Production department of the Hotel Industry is very high as compared to the other departments. The new era has introduced many new and different avenues and has made

available new opportunities for chefs like home chefs, restaurateur, entrepreneur etc apart from working in the age old pattern as monotonous chefs of the hotel industry. According to the analyzed data below mentioned are the observations and findings.

- The food production department should take initiatives pertaining to talent recognition. Talent recognition will lead towards bridging the gaps and find the best fit in a specific department at times of promotions and increments. These initiatives will motivate the employees and they will see a better future with the organization.
- HR policies of the hotel industry play an important role towards employee turnover. The approach towards human resource policies should be in accordance with employee satisfaction. This would motivate them to have a better career with the organization. A well planned and systematic practice would have a direct impact on employee turnover.
- Top management should make specific strategies to curb turnover ratio and retain employee in the organization. This could be achieved by formulating employee centric strategies to generate a feel good factor in the chefs which will make them stay in the organization.
- A good and fair compensation policy is the most important factor for any organization. Provision for other monetary gains apart from the regular salary is required. Monetary Compensation for every effort put in by the employees attracts the direct need of the employee. This in turn would make the employees financially secure and help in increasing the turnover rate.
- Provision of flexible work timings should be provided to the employees. Further, fixed duration of work hours as per laws should be strictly implemented as it will have a direct impact on labour turnover by generating a good work-life balance in turn resulting in increase in turnover rate.
- The work environment plays a vital role towards the success of an organization. A healthy working condition is required to generate a feel good factor amongst employees. Also, if the employees feel secure at their work place, they would never want to leave one, thus resulting in a good turnover.
- Conflicts are an integral part in any organization, hence there has to be a strong conflict management system in the hotel. A proper resolution of conflicts will help in harmonizing the work atmosphere and there would be less instances of employee leaving due to internal conflicts.
- Training and Development should be given prime importance. An employee always would owe to the organization, who has taught him and contributed towards his professional growth. This would make them loyal improving the turnover ratio.

SUGGESTIONS

- It is suggested that hotels could focus on strategies pertaining to compensation management and work environment of the organization as these factors were found to be most highly rated by the chefs.
- It is further suggested that work timings, conflict management system and professional development practices should also be taken into consideration to build an effective kitchen brigade.
- The top management of the hotel could formulate strategies focusing on early talent recognition and plan methodologies to motivate the chefs. The introduction of succession planning and briefing the chefs of the strategy would create a sense of competitive environment and motivate them to aspire higher goals.

CONCLUSIONS

1. The Hotel Industry should have specific strategies for early talent recognition. This could be undertaken by the food production department to groom the staff accordingly; leading towards bridging the gaps in the department and finding the best fit for leading the department in future.
2. A good compensation policy is the most important factor for a better turnover percentage. Employees prefer fair compensation for every single effort they make for the organization.
3. It is also important that the department has clearly outlined work timings as per laws. It should be strictly implemented followed in the kitchens along with fair compensation for over time.

4. A healthy work environment is very important for smooth functioning of any department; working conditions of the department will enable in forming a good kitchen brigade.
5. The healthy work culture in the department is by itself a strong mechanism for a good work group and enables minimum efforts towards conflicts management.

BIBLIOGRAPHY AND REFERENCES

- A. Denvir & F. McMahon (1992)** Labour turnover in London hotels and the cost effectiveness of preventative measures. *International Journal of Hospitality Management*, 11(2), 143-154.
- Cheng, A., & Brown, A. (1998)** HRM strategies and labour turnover in the hotel industry: A comparative study of Australia and Singapore. *International journal of human resource management*, 9(1), 136-154.
- D. McMillin & S. Writer, (2013)**, the Secret to Improving Employee Retention in the Hospitality Industry, April 29 2013
- Davidson CG, McPhail M, Barry S. (2011)**. Hospitality HRM: past, present and the future. *International Journal of Contemporary Hospitality Management*, 23(4), 498-516.
- Deery M (2002)** Labor turnover in international hospitality and tourism. *Human resource management: International perspectives in hospitality and tourism*, 51-63.
- Iverson R. D & Deery M. (1997)** Turnover culture in the hospitality industry, *Human Resource Management Journal*, 7(4), 71-82.
- J. Peshave and L. Chirmulay (2019):** Unleash Your Inner Chef: A New Career Trend in Hospitality as a home chef, *Atithya: A Journal of Hospitality*, Volume 5 Issue 1, pg 23-26, ISSN:
- M. C. Davidson, N. Timo, & Y. Wang (2010)** how much does labour turnover cost? A case study of Australian four-and five-star hotels. *International Journal of Contemporary Hospitality Management*, 22(4), 451-466.
- M. Chand & A. A Katou (2007)**. The impact of HRM practices on organizational performance in the Indian hotel industry. *Employee Relations*, 29(6), 576-594.
- Rowley G & Purcell K (2001)** 'As cooks go, she went': is labour churn inevitable. *International Journal of Hospitality Management*, 20(2), 163-185.
- Yao T., Qiu Q, & Wei Y (2019)**. Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76, 1-8.

Websites:

www.HotelMotel.com
 www.publishingindia.com
 www.tutor2u.net
 www.medium.com@lordsinstitute
 www.wikipedia.org
 https://resources.workable.com