Chapter 7

SUMMARY, CONCLUSION & RECOMMENDATIONS

7.1 SUMMARY

The analysis of primary data reveals that there is really a very high rate of employees attrition in budget hotels located in Mumbai region. It is also a fact that the Budget hotels are playing a very significant role in catering to the requirement of business as well as leisure travelers to a great extent. They are also playing a key role in the employment generation and augmenting the revenue and foreign exchange of the country. It is, therefore, a big challenge not only for the management of the hotels, H.R. Managers, hotel owners but also for all other stakeholders to control this high rate of employee attrition especially in budget hotels. Some of the main reasons for high rate of employee attrition are explained in following paragraphs.

In most of the cases, the owners of the properties have not been able to upgrade or maintain the property for want of sufficient funds. Moreover, the salaries in these hotels are not up to the mark. This creates a vicious circle in the sense that poor upkeep of the property and dissatisfaction amongst employees, results in the lower occupancy. Lower occupancy is directly proportional to the revenue and profits. Lower revenue and profit generation in turn results into the lower availability of funds for the proper upkeep of the property.

Moreover, most of the owners in the hotel industry are either from Builder’s fraternity or those who have been into Restaurants business. They enter into the fray of hotel business to make bigger and quicker bucks rather than creating a brand of their own. Creation of a brand, though requires a lot of patience, initial investments, but pays huge dividends in a long run. Moreover, with a view to increase the immediate revenue and profits, they are found resorting to the practices of hiring contracted workers or cheaper employees.
Supervisors subordinate relationship is very important and significant aspect in any service industry and especially the hotel industry. Supervisors have also not been able to control the high rate of attrition among their employees. They have taken many initiatives to check attrition in their organizations but have not taken up, such a burning issue, as a challenge and that is too on a war footing basis to overcome this menace.

The fact of the matter is that an employee who had pursued the Hotel Management Degree Course with big hopes, could not find placement with such luxury hotels as he might have thought of and ends up getting a job in a Budget (three-star or four-star) hotel. He soon realizes that the ambience, the infrastructure and the service conditions with the present employer are not meeting to his expectations. His dreams, thus, start shattering to pieces from the day one of his employment. He, therefore, finds himself never ever settled until and unless he has switched over to a luxury (five-star) hotel.

This is one of the main reasons of the very high rate of attrition in Budget Hotels especially in the Metro cities where there are lot avenues of employment available. On analysis of primary data, there were found many other reasons of the high attrition. All these reasons have been discussed in details in the following paragraphs along with the recommendations for overcoming and solving this burning problem of highest rate of employee attrition in the budget hotels in Mumbai region.

7.2 FINDINGS

7.2.1 Principal Reasons of the High Attrition

The analysis of primary data revealed that employees in nutshell had problems predominantly related to their Salaries and compensation, Customers rapport with the employees, cleanliness, F&B services, overall customer satisfaction, Odd working hours, night shifts, higher studies, cruise line, overseas opportunities, keen to join 5-star hotels, lack of self esteem were noted to be the other reasons of high rate of attrition in these Mid-segment or Budget Hotels. Moreover, temptation by other industries, poor
upkeep and maintenance of the property. Women employees related problems – pregnancy, harassment, odd working hours, night shifts, lack of restroom/changing room were also recorded to be the reasons for this burning issue.

### 7.2.2 Attrition was highest amongst the Age group of 20 to 35 years

An in depth analysis of the data collected from the respondents revealed some important information with regard to the high rate of attrition in this segment. Majority of the respondents chosen were young i.e. between the age group of 20 to 35 years. These youngster were found to be impatient about their reaching to the next stage in their career or attaining the next rung rather than giving more importance to the learning and get settled in the existing set up.

### 7.2.3 Attrition is higher amongst Women Employees

Women employees had their own set of problems like averse to the idea of doing night shifts or working in odd hours. In case someone is not well in the family, they suddenly report on leave. In case of self marriage, they don’t hesitate to take leave for six to twelve months together. They join back and again after a few years apply for maternity leave. As many of the budget hotel are not having such provisions of maternity leave, they have to take a break in service.

### 7.2.4 Usage of third party payroll responsible for higher attrition

At professional level, many of the employees were found to be on the third party payroll. With a view to cut the wage bills, employers are not keeping 100% staff on their payroll. They are hiring contracted employees. This kind of contracted or temporary employment definitely give a rise to the high rate of attrition. When the employees are not on the payroll of a company, on the one hand they don’t enjoy all the benefits otherwise given to the permanent employees of the company.

Contracted employees are not given the benefits of Provident Funds, Medical
Treatment of the spouse and family, paid leave, sick leave, gratuity, LTC, They are not even covered under minimum wage act, workmen compensation act and other social security acts. Moreover, they have to undergo another kind of exploitation at the hands of the contractor on whose payroll they are working on. The contractor, does not pass on all the benefits (received from the principal employer) to his employees placed elsewhere. It has been noticed that in some cases the contractor pays as less as 75% of the amount he receives from the companies (towards the salary compensation) where the employees are placed to work while working on contractor’s payroll.

7.2.5 Nuclear Family and staying too far from the hotel

The study also undertook detailed analysis of the family background of the respondents. It also revealed that majority of the respondents lived in far off places. Most of them had nuclear families, hence, in case of any sickness among children or spouse, one reports on leave. Even with the joint family, most of the employees stated that their wife is also working, hence, in case of parent’s sickness, they are compelled to report on leave. The hotel industry works 24/7 and when an operational staff suddenly reports on leave, he is not able to relieve the person doing previous shift and that employee has to continue with two shifts in a row. This not only results into health problems but also affects the quality of services at work place. In hotel industry, the operational staff mostly has to face the guest, and when he himself is not feeling fresh, one can imagine the kind of service he would render to the guests.

7.2.6 Over-qualification or Under-qualification causes higher attrition

The study observed that almost 20% of the respondents were under qualified or over qualified using the present employment as stepping stone. Those who were under-qualified, were keen to take a break from service for a few years and pursue higher studies by joining some regular courses, specially MBA from some good institution. Those who were over-qualified, were dissatisfied
with the present employment (in a low profile Three Star or Four Star category of hotel) and were always on a look out for a job elsewhere. In such a situation their favorites are the overseas employment, Cruise Line jobs or switching over to other industries.

7.2.7 Trade Unions

This study observed that only 35% of the respondents confirmed the existence of any trade union, to protect the rights of their members. It was also noticed that almost none of them held any post in the unions. In some hotels the trade unions were really playing vital role to protect the legitimate rights of the employees by compelling the employer to follow the fair employment policies. There have also been instances where, instead of playing positive role, the trade unions have rather turned out to be a nuisance and creating problems in smooth running of the hotel. They are rather creating problems and playing a spoil-sport in employer-employees relationships.

7.2.8. Location of the hotel

The performance of the some of the hotels was exceptional in terms of revenue generation. When we tried to find out the specific reason of this increased revenues and profitability, the study revealed that they have been able to maintain a decent or high rate of their rooms revenues because of their location. On account of the increased profitability, they have been able to meet the expectations of their employees in terms of timely and sufficient salaries, compensation, incentives or overtimes, and even the annual Bonus or decent or higher rate of annual increment to their staff. Moreover, the promoters also have more money at their disposal to invest in the up-gradation or improvement of the hotels ambience, infrastructure and staff amenities. Hence, apart from maintaining a good level of occupancy in their respective hotels, the rate of employee attrition was also found to be quite satisfactory in these hotels.
7.2.9 Indifferent attitude of Top & middle management

 Majority of the Budget Hotels in Mumbai are having one or another problems. To begin with, if a hotel is fortunate enough to get good employees, the top management or middle management do not appreciate their value. Middle management is not adopting a long term approach but rather focused on increasing the occupancy level and the profitability of the hotel. They are busy concentrating on the immediate gains so that they may please their bosses with higher and higher profitability so as to get a pay hike for themselves. In the process, they set unreasonable targets for their down the line staff and ignore their welfare and grievances. When the impractical targets are not achieved, the management resort to hire and fire policy which ultimately results into the higher rate of attrition in the hotel. Ideally, they should first be investing on the image building or branding of the hotel for a certain period of time and then think of reaping the fruits. But on the contrary, they were found more focused on maximizing the revenues and thereby the profits in a short span of time.

The middle management people (Managers and Supervisors) were not found keen to maintain good rapport or relation with their subordinate. It is a fact that they could hardly do anything when it came to the huge investments to upgrade or maintain the property, but they could at least put in extra efforts to control the high rate of employee attrition in their hotel. They ultimately woke up to the situation, whenever there were the cases of mass-resigning and tried to control the damage. But they could not help much, as by then, it has been too late, the damage had already been done and the employees had already decided to quit the job.

7.2.10 Unreasonable expectations of the employees

An Employee who had pursued the Hotel Management Course with big hopes, usually finds himself landed in a Budget hotels as there are a fewer vacancies in the luxury hotels and everyone could not be accommodated. As the infrastructure and the facilities in these budget hotels or the Mid segment hotels is not that posh, they soon realize that the service conditions are all
together different and way below than their expectations. Their golden dreams to be a part of the most luxurious seven star posh hotel in the industry thus start shattering from the day one of their employment. Gradually, they develop a lack of self esteem and in turn are not able to give 100% to their assigned job or duties. They are bodily available at their workplace with an eye on their mind somewhere else – the next employer – that is the luxury five-star or seven-star hotels, which they have been nurturing for years as their ultimate and dream destination.

7.2.11 Other reasons for high rate of attrition in budget hotels in Mumbai

- Lack of sufficient Salaries and compensation package in Hotel Industry, especially Budget Hotels.

- Lack of facilities such as, accommodation, canteen, cafeteria, recreation room, transportation, changing rooms, staff lockers were also noted to be the reasons for high attrition.

- Lack of Incentive schemes and overtime facilities.

- Lack of employees welfare schemes – like non-implementation of workman’s compensation act, minimum wages act and other social security acts.

- Lack of fair employment terms and conditions and practices leads to the higher rate of employee attrition

- Arbitrary transfers from one property to another property or the group or from one city to another city.

- Lack of Motivation either by the immediate supervisors or by the top management.

- Highhandedness of the immediate supervisor has also been a reason for this problem.
Lack of written H.R. Policies & practices.

Hire and fire policies adopted by the management and the hoteliers.

Monotony of job – doing the same kind of job every day leads to boredom.

High rate of absconding. Out of the total employees quitting the job in a year’s time, 30 to 35% of them are absconding.

7.3 RECOMMENDATIONS

Based on the findings of this study, the recommendations with regard to different stakeholders in the hotel industry, may be summarized in following categories:-

7.3.1 Recommendations to the Hoteliers or Promoters

The employers should have a sense of Corporate Social Responsibility, i.e. an attitude of returning back to the society they earn from. When an employee is quitting, focus should be on warmer exit of the employees so as to get to the root cause of his quitting. Quick and remedial measure must be taken to check further departures on that account. The employers need to be open to receive feedback from the employees and should implement some of the valid and reasonable suggestions.

When it comes to the upkeep to the property, the hoteliers have to bear in mind that today they are operating in a very competitive environment and they cannot play around with the expectations either of their employees or their customers. There are ample of opportunities and options available not only for the employees but also for their customers. The hoteliers have also to bear in mind that Budget Hotels are not very well established brands compared to their five-star counter parts, and their very existence depends upon the customer satisfaction. The customer satisfaction in turn depends upon the quality of product and services rendered. A satisfied employee not only stays for longer with an organization but also creates the repeat customers through his personal rapport developed with the customers. Every time a guest enters
the lobby to check-in and find an altogether new faces at the reception puts him totally off.

Employers must also bear in mind the fact that employees in hotel industry are less paid than their counterparts are paying to their employees in other industries. Moreover, apart from the lesser salaries and compensations, there is always a pressure of odd working hours and night shifts in this industry. The employees of hotel industry are therefore ever ready to switch over to other hotels or other clients for better salaries and perks. They should therefore be properly and sufficiently compensated. Some of the budget hotels in Mumbai are operating only two shifts of twelve hours each. Employers should reduce the number of working hours by strictly sticking to 8 hours duty especially for the night shift.

7.3.2 Recommendations to the Middle Management of the Hotel

HR Department has to play a key role in framing of proper induction, training and development programs for the employees. The employees attrition can well be checked if proper care is taken at the time of their initial recruitment. HR Manager must have the ability to evaluate the attitude of the candidate not only by going through the previous trends, but also through asking about the priorities of the candidate with regard to his career path.

There is also a need for the HR Department to have a comprehensive and documented HR Policy where the career growth plan, promotion policies, leave policies, compensation, incentive schemes monetary and non-monetary benefits, recognitions, rewards, nature and quantum of punishment for earning employees etc are clearly defined and handed over to each employee at the time of joining the organization.

HR Manager has again to ensure that Supervisor subordinate relations are cordial and the grievances of the employees are promptly addressed. A two way and continuous communication is a must between the Subordinate and Supervisor. There is also the need of a full time Counselor in the organization.
especially because a lot of women employees work in the hotel industry.

A policy of “train, train and retrain” is a must for the continuous updating of the employees with new trends and expectations of the customers in the hotel industry. As the employees in this segment of hotels are suddenly absconding, there is also a need for multi-tasking, job enrichment and job rotation. Punishment, if any, to the erring employees need to be designed to improve their behavior, not to alienate or shame them. Praising an employee publicly but criticizing him privately creates an emotional bounding.

Analysis of the primary data also revealed that many of the employees absconded their previous job without informing to their employer. They stopped going to the hotel from the next day of the salary disbursement. This shows the lack of confidence, coordination and trust between the Supervisor and the subordinate. Employees felt that had he given the required notice to his employer, his one month salary would have been withheld by the management, and an honest settlement was a distant dream.

7.3.3 Recommendations to the Employees

- A person must choose his career into the field of his utmost interest. Once have chosen a profession, an employee must have a long term approach and should chart out a career plan.

- Before an employee joins an organization, he must do a thorough due diligence of its culture. But the fact of the matter is that, such decision are taken on their whims and fancies. One joins a particular hotel or an organization on personal considerations which have nothing to do with his career plan or growth. He joins because it is closer to his place, or was offered better remuneration or because his friend was working there.

- He should not think of hopping jobs for narrow motives of getting a higher remuneration or to grab a more convenient job.

- It is just the beginning of their career and hard work must be the key to attain
success rather than resorting to the tricks for getting faster promotions or higher packages by switching over to other hotels or other industry.

- They should bear in mind the principle that there is no alternative to the hard work and no short cut to the success. Job hopping, in short run seems to be paying good dividends in terms of increased compensation and elevated or enhance designation, but that reflects badly on seeing your career path.

- Good and reputed employers always look at the stability of the employee with the previous organizations and do not higher those who are in a habit of changing jobs at the drop of their hat.

- It is totally an unprofessional approach to join an organization in a hurry and soon realizing that it was not a right place for him.

- In the beginning years of his career, an employee must have the attitude of learning as much as possible even by giving extra time and efforts in their present employment rather than becoming and job hopper for narrow monetary gains.

7.3.4 Recommendations to the Human Resource Managers

In view of the above mentioned facts, conclusions and findings, this study makes policy recommendations for all the stakeholders in Hotel Industry, especially the Budget Hotels in Mumbai region. The stakeholders in the context of the present study are the hotel employees, their employers, hotel management, human resource managers, training managers, hoteliers, and also the policy makers.

1. Employers should have a sense of Corporate Social Responsibility towards their employees. It is concerned with a humanitarian aspect towards the employees of the organization. The organization which follow the norms of CSR treat their employees as precious humane assets. Such companies are more sensitive towards the environment and strictly implement the related
ISOs in their office and manufacturing units.

2. The effective strategies to check attrition, is train, retrain and retain. There have been the arguments on this very important aspect of training. The hotelier have argued saying that they are incurring a huge cost on the training and development of the employees and making them more employable in the market. The employees therefore become more prone to quit than to stay with them. But this is not true as a trained staff is able to retain the existing customer and also attract more and more new clients, thereby helping in increasing the revenue and profitability for the hotel. Once the profitability goes up, the present employer, with more resources at his disposal, is able to retain the employees for a longer period by paying them higher salaries and compensation.

3. In the book, titled “HRM in Future” the author has mentioned that there will be more focus on warmer exit of the employees, with a possibility of recommending a swap job holder in their place can turn out to be a good practice.

4. The Human Resource Management department and their Managers need to be smart enough to gauge the mindset of the candidate at the time of selection and recruitment process. To some extent it is revealed by a careful perusal of his CV as well. If a candidate is having a tendency of job hopping, such a candidate should be avoided.

5. Stay Interviews apart from the Exit interviews necessary. There is a need for periodical interviews of the employees by the HR Department to have a sense of what the employees feel about the organization, their immediate bosses, the infrastructure of the hotel. They should also be asked suggestion to improve upon the ambience as well as the services to the hotel guests. The interview evaluation sheet would then be used as a tool to draw an inference about the mindset of the person. Exit interviews are conducted when an employee leaves the organization. Hence, before that situation arrives, the HR should periodically conduct “Stay Interviews” so as to have a sense
about the expected departure in the coming months. It is not enough to conduct such interview, but the remedial action should also be taken immediately to retain such employees. Companies these days adopt various tactics to ensure the retention of an employee. Many a times they are giving them some six month’s or one year project and make the employee an Incharge of that project. At the time of giving that particular project they are taking a commitment from the employee that he or she will continue with their employment at least till the time the project is completed under him.

6. Rewards and recognition programs should be in place. Many hotels are adopting such practices as announcing the name of “man of the month” or other such kind of awards. One employee is selected every month from each of the operational and non-operational department and their name and photographs are placed on the notice board at a prominent place in the hotel. It is a non-monetary incentive but really inspires other employees.

7. Customer satisfaction leads to job satisfaction amongst employees. Hence there has to be utmost emphasis on customer satisfaction. In the hotel industry, the customers acquire the centre stage and the all other activities revolves around him. But to provide proper services to the customers, the employees must themselves remain satisfied. Hence, the hotelier should focus his attention in satisfying his staff and leave the rest on his employees.

8. Must follow the CSR (corporate social responsibility) Policies. A very effective tool for retention of the talent. If the provisions of CSR (ISO 26000) are properly followed by the employer, they treat their employees with dignity and respect, hence, takes utmost care of their legitimate needs and demands. It helps in avoiding the labour unrest in an organization and thereby retaining the talented staff.

9. Delayed Salary & biased promotions must be avoided. The is the basic requirement not only in the hotel industry but also in any organization. If an employer wants his business to flourish, he has to ensure that at least salaries to the employees are timely paid. Moreover, the top management has to
ensure that no partiality taking place while promoting the existing employees from lower position to the higher position. There is also a need to take a policy decision that more and more number of higher positions (vacancies) are filled in by promoting the junior staff within the organization, instead of hiring from the open market. This will open up avenues of promotions for the existing staff and will be helpful in retaining them. In absence of such a promotional policies, the employees will tend to switch over to get to the higher rung in their career.

10. Lessen the communication gap between management and workers. The companies having a bureaucratic set up where the junior staff are required to maintain the protocol while interacting with the top management, are prone to have a high rate of attrition. Not only the junior employees should be allowed to speak up and raise the issues, or give suggestions, to the top management, but also the top management should not create a barriers by sitting in the cabins and expecting their supervisors to sort out the issues at their level.

11. Devising and communicating career and growth path to the employees in writing. HR Department should not only frame the HR policy of the organization but also hand over the hard copy of it to each and every employee at the time of induction. If a hard copy is not possible in the beginning, then at least a soft copy must be mailed to the new employee following by the hard copy in due course of time. These HR Policies should clearly mention the time-bound avenues of promotions and entire career path of the employees in the organization.

12. Using non-monetary motivation. The Seniors should not depend upon the top management to give monetary incentives to his juniors performing well or have been recommended by him. At times, a tap on the back or a few words of appreciation can keep the employees motivated. But all reprimands and criticisms should be in private and appreciations in public.

13. Developing a rapport with the workers. A senior, all the time talking about the
work, work and work alone cannot be a successful Manager. Employees are after all human being and have families. Even if are not married at least have parents and siblings. A good manager tries to develop a personal bond with his juniors by sharing about his family and asking about their families. It does wonders at times and in a zest, the highly spirited employee delivers more at work than his apparent capacity.

14. Positive role of Trade Unions. By ensuring adherence to the good employment practices by the employer, the Trade Union can play a very constructive and positive role and thereby checking the high rate of employee attrition.

7.3.5 Recommendations to the Government & other stakeholders

- Government Taxes levied on the room bills and F&B bills are very high. There should be reduction in the taxes to make the rooms and Food & Beverage, Banquet and other services in Budget Hotels more affordable.

- Corporate clients and even leisure travelers could be seen going out for dinner or bringing the parceled food from outside, the reason being unaffordable cost of food in these hotels.

- Reduction in taxes will increase the volume of business and in turn increase in the revenue and profitability of hotels. Indirectly it will also increase the tax revenues for the government itself.

- Government should also bring down the number of licenses required to start and run the hotel. Central Government has done commendable job by allowing e-visa initially to the people of 150 countries from November, 2014 and added 36 more countries in July, 2016 making a total of 186 countries.

- Similarly, to promote selected tourist destinations in India, the Central and State governments should announce the tax holidays or subsidized finance for development of hotels, resorts and required infrastructure.
7.3.6 Affiliation to a bigger or foreign chain of hotels

When we talk of the single hotel property business, in the beginning, there were two types of people entered into the hotel business. On the one hand, those who were the investors in the real estate or those who earlier were into the restaurants business. They started hotel business as a single property owner and continued to operate like that for years together without affiliation to any well established international chain of hotel or got affiliation from Indian hotel chains.

But when they realized that their counterparts with such affiliation are having an edge over them in every sphere of hotel business, these single owner entities got tempted to enter into the franchise arrangement contract with some or other international chain of hotels.

7.3.7 Emphasis on Aggressive marketing

In case of room or banquet requirement, the client usually sends a mailer about his requirements to the hotels enlisted with the. Here the hotel management or to be more precise, the Marketing Team has to bear in mind they there are other players who must be following up the same client. There is therefore the need to offer the best of the available and possible set of product and services the hotel can offer

Hence, the one who is not having an aggressive marketing team, lose that business opportunities. However, branded or established you (or your hotel) are, but you can’t take the business from that client for granted. You are into service industry and what is more important is the service. Moreover, the concept of service is not confined to the hotel premises. The time has changed a lot and the marketing personnel in the hotel industry (like any other industry) have to slog out and run around to crack every single deal. Gone are the days when a marketing personnel were expected just to remain in the hotel and meet the clients in the hotel lobby to exchange their visiting cards and make them comfortable.
7.3.8 Priority to the Customer Satisfaction

The percentage of occupancy level in a hotel play a very vital role not only for the profitability, but also for the very existence of the hotel business. The revenue and profitability has direct relations with the occupancy level in a hotel. With the increase in the occupancy, the revenue and profitability automatically goes up. It is therefore necessary to discuss the factors influencing the occupancy level in a hotel. It also indirectly affects the rate of attrition in a hotel. If occupancy level of a hotel is optimum or on a higher side, the revenue generation and profitability will also be higher. Will be able to meet the expectations of their employees and also spend and invest in their training and development. It will also be able to maintain the services and ambience of their property. All these factors will lead to the lower rate of attrition.

7.3.9. Change in the Curriculum of Studies by the Hotel Management Institutions

It has also been observed that most of the Hotel Management Institute across the country have been using the same curriculum of studies for the decades together. In the present day highly technological environment, these curriculum of studies have become redundant. In practice, the hotels across the world have been continuously updating themselves with the current trends. Foreign chain of hotels are continuously working to find out the innovative ways to serve their guest in a more and more professional manner. There is the continuous and more and more use of technology in every sphere of the hotel industry. Most of the foreign hotels have their own mobile apps so as to enable their guest to have the convenience of doing room booking even when they are on the move. The Hotel Management Institutions in India therefore need to change the whole curriculum of studies and make it more tech-savvy or more technology oriented.

7.3.10 Use of Social Media by the Hotels

It has been observed and studies by the hotel Industry professionals that the
social media these days playing a tremendous role in influencing the travel plans of the people. The hotels, with a view to attract and retain their customer, cannot afford to avoid the use of social media. The biggest advantage with the usage of social media is that it is not involving any expenses or at least big amount of investment. Hotels can use the social media like WhatsApps, Instagram or even Facebook to be in touch with their loyal customers. They can updating them about the forthcoming special offers, events, promotional events etc. to generate additional revenue. Another advantage with usage of social media is that it is not confined to the advertisement of your product and services. It rather enables the hotel management to engage their old and prospective customers into a two way communication. The movement a person gets alert from the hotel about their new offers or special packages, the target customer can instantly get the clarification on his queries.

7.4 Limitations of the research

Despite all sincere efforts that have been made to collect relevant primary and secondary data and information, there can be some limitations on account of the reasons, such as:-

- The personal bias of some of the respondents may affect the authenticity of the conclusions to some extent.

- Constraint were experienced in soliciting data and information especially from the primary sources. Some of the respondents were hesitant to pass on the information related to their present employment fearing the disciplinary action by the employer.

- Keeping in mind the vastness of the Hospitality and the Hotel Industry, the impact of high rate of employees attrition only on Budget Hotels located in Mumbai Region were studied.
7.5 Suggestions for future work

The present study on the “High rate of employees attrition in Budget Hotels” was based on the primary data collected during the period from November, 2015 onwards. There is, therefore, a scope for future research on somewhat similar topic but covering different time periods. Moreover, the hotels for this research work were selected from Mumbai region. There is, therefore, again a scope to undertake similar research work in future by covering other geographical regions.