

Staff Retention in Hotel Industry: An Empirical Study Amongst Generation Z Working in Five Star Hotels of Mumbai

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Abstract

Background: Started as an action termed as 'revenge tourism' post pandemic, the phenomena seems to be far from over and the tourism activities in India is galloping. This phenomenon is generating good volume of business activities for hotels- rooms as well as food & beverages. This surge is creating a dearth towards skilled manpower in hotel industry and hotels are finding it difficult to retain quality manpower specially youngsters (Generation Z or Gen Z) joining the industry. **Objectives:** This study intent to identify the vital factors that contributes towards turnover intention of Gen Z and mitigate these factors to retain staff for a longer duration. **Methodology:** This is a quantitative research wherein three factors of staff retention were identified namely organizational citizenship behavior (OCB), employee engagement and job satisfaction, five constructs for each factors, namely learning and development culture, safety at workplace, welfare scheme for staff, leadership, autonomy, work-life equilibrium, recognition to employees by management, reimbursements, fixed duty hours, job assignments as per skills and education, etc. were drawn and a questionnaire was designed on the principles of five point Likert's scale. The locale of study was luxury hotels of Mumbai. The hotels were either government approved five-star deluxe hotel or five-star hotels of Mumbai or hotels awaiting affiliation of five-star. Total 153 responses were collected from staff working in four major revenue generating operational department of hotels. The data was tested with correlation and regression analysis. **Results:** As per the study 47.06% respondents with mean value 4.02 agreed that acknowledgement to employee's efforts generates loyalty towards an organization, it was followed by training and development culture 45.75% (mean value 3.90) and job security with 41.83% ratings and mean value 3.91. Correlation analysis showed strong link between constructs of job satisfaction and employee engagement but weak link for OCB. When data was run in regression analysis R value for organizational citizenship behaviour against all the demographic profiles was less than 0.05, therefore it establishes no relationship between the factor and demographic profiles, however it was well accepted for other two factors. **Conclusion:** The hotels need to take care towards duty hours, leave policies, and internal work environment- which should be healthy and conducive to T&D if they want to retain Gen Z employees.

Keywords: Hotel industry, staff retention, Gen Z, hospitality

Introduction

The Merriam-Webster dictionary terms Generation Z (or Gen Z) as "the generation of people born in the late 1990s and early 2000s" (Merriam-Webster, 2020) while Oxford Living Dictionaries defines it as "the group of people

who were born between the late 1990s and early 2010s, who are regarded as being very familiar with the internet." (oxfordlearnersdictionaries.com, 2020). The Guardian terms Gen Z as "born from mid-1990 on" (Lavelle, 2020). Thus,

youngsters reaching or crossing age of 24 years by 2020 can be called as Gen Z. Gen Z has an easy access to required information and it aids them plan their career chart at young age. Another main difference between Gen Z and other generations is that they had wide range of careers to choose from apart from conventional career choices of engineering, medical and para-medical, armed forces, banking and finance, information technology etc. Gen Z looks towards the fields of designs, artificial intelligence, data analysis, machine learning, robotics, agriculture, hospitality education and training etc. towards career aspirations (Ministry of Education, 2020) thus Gen Z has variety of careers to choose, is focused and have information available with them on a click of a mouse.

Government of India is promoting tourism on multiple fronts which is quite evident in national tourism policy 2015, some initiatives are PRASHAD, Swadesh Darshan Initiative, boosting medical tourism, enhancing infrastructure at Buddhist circuit and promoting it, e-Tourist and on arrival Visa facility to more than 169 countries, road shows being organized in many European countries on one hand and motivating tourism infrastructure by declaring tax holiday to government approved star hotels located near UNESCO recognized world heritage sites, relaxing norms to develop heritage structures as accommodation for tourists, development of trained manpower under 'skill India' and alike programmes on other hand. These initiatives have created a positive image of India worldwide and increased tourism activities (WTTC, 2019; IBEF, 2020). In 2023, arrival of international travelers has touched 18.89 million exceeding the earlier peak of 17.91 million in year 2019. Of the total foreign arrivals in India, 57.2% landings were handled by Delhi and Mumbai airport. Total earning from foreign tourism in 2023 were US\$ 20.077 billion and if domestic tourists of 2509.63 million are added to it, the revenue generated by tourism activities increases manifold (Ministry of Tourism, 2024).

The city of Mumbai generates a high volume of tourism and business activities mainly because of presence of large sea ports and airports, export houses, manning agencies for cruise liners and merchant navy vessels, some of India's largest call centers and IT hubs, head offices of India's biggest business houses, historic monuments and rich collection of more than 200 structures of heritage importance (UNESCO, 2024) including forts, colonial era structures, art galleries,

museums, and much more (maharashtratourism.gov.in, 2024).

Turnover intention is conscious and willfulness decision to leave the establishment (Tett & Meyer, 1993). As per Foreman (2009) work-related factors (Job satisfaction), individual reasons (demographic profile) and external factors, socio-economic circumstances, trade unions etc. contribute to turnover intention. Lu and Gursay (2013) conducted study between baby boomers and millennials and found out significantly positive relationship between job satisfaction, emotional fatigue and turnover intent whereas one of the latest study by Zhou et al. (2025) mapped Gen Z turnover intentions with environment fit and career commitment. Daniel and Sanjaya (2024) attributed it to clear job description with no overlapping of responsibilities, leadership, work culture and a supportive environment.

Employees' subjective well-being (SWB) has been recognized as an important construct towards turnover intention in hospitality by many authors (Gordon et al., 2019; Dai et al., 2019). Shi et al. (2020) conducted a significant study suggesting employee engagement and job satisfaction are vital aspects of staff turnover intents and should be administered on day-to-day basis against common practice of annual appraisals systems. Supervisory support and job autonomy were vital factors contributing to daily SWB and turnover intentions.

Wood and Macaulay (1991) list quality of supervision, improper communication, working conditions, organizations' culture, less salaries and benefits, ineffective leadership and direction as factors of turnover intentions in hospitality. Similar factors are listed by Gustafson (2002) and Getz (1994) plus they highlighted dearth of occupational safety and want of promotion opportunities responsible for employee turnover intention. Effective leadership is recognized as an important construct towards employee retention (Gordon et al., 2019; Dai et al., 2019). Another study suggested that HR practices like recruitment and onboarding procedures, selection, a clear career chart, unbiased performance appraisal system, perks, appreciation and identification of best performing employees mediate employee turnover intentions (Nivethitha et al., 2015).

Khalid et al., 2009 mapped relationship between organizational citizenship behaviour (OCB) and turnover

intent. Wang et al., 2017 identified work-family conflict to OCB as a feature of turnover intention. Lee et al. (2012) found impact of co-worker relationship with job satisfaction and further with OC, whereas Kim et al. (2017) also established link between organization cultures, organization-employee relation quality with employee turnover intentions. Zopiatis et al. (2014) also carried out detailed study to establish adverse relationship between job involvement, commitment, satisfaction and staff turnover intention. Jeon (2014) established job embeddedness positively linked with job satisfaction and career progression and negatively with turnover intentions.

The size of hotel and catering industry in Mumbai is enormous and it creates huge requirement quality hospitality personnel. Many of Gen Z employees could not stick to one place for even a year as they get better perks in other hotels or abroad placements, jobs in shipping or airlines etc. or they move to retail and alike sectors. Although there are more than 32 colleges affiliated to state university, 6 deemed to be Universities, Institute of Hotel Management run by Ministry of Tourism and many centers of open Universities offering degree in hospitality but these institutions could not fulfil the industry demand towards quality manpower. Chain hotels also conduct campus interviews at various hotel management colleges in tier II and tier III cities but high cost of living is a deterrent for most of the students to come and work in Mumbai. Therefore, it's more feasible for hotels to be aware of the reasons causing employee turnover intentions and chalk out strategies to combat it.

One of the major shift Indian hospitality sector witnessed in last decade is demand of branded rooms on budget and mid-market segment and entry of many leading players entering in this segment. This further post a challenge of efficient talent management as there is inadequate supply of quality talent and augmented competition towards talent attraction and talent retention for the hotel industry (Ken Research, 2024). National skill development corporation report 2013-17, 2017-22 states that hotels look forward for a period of 36 months to recover training cost towards young employees but youngster at lower level usually stay for a period of 6 months only. The employees of 18-24 years of age does not want to stick to one organization for a long duration (NSDC, 2017-22).

The literature suggests different factors like job

satisfaction, demographic profile, employee subjective well-being, employee engagement, job embeddedness and organizational citizenship behavior with significant relationship with employee turnover intentions. This tried to identify and group these factors and establish their relationship with turnover intents of Gen Z.

H1: There exists significant association between job satisfaction and staff retention among Gen Z employees working in hotels in Mumbai.

H2: There is significant relationship between employee engagement and staff retention among Gen Z employed in hotels in Mumbai.

H3: There remains significant relationship between organizational citizenship behavior and staff retention among Gen Z employed in hotels in Mumbai.

The constructs mapped with identified hypothesis (table 1), the model as designed for the study (fig 1) are presented.

Table 1: Constructs Identified for Independent Variables

S. No.	Factors	Constructs	Remarks/ references
1	Job Satisfaction	<ul style="list-style-type: none"> • Training & Development (T&D Culture) • Awareness towards Safety • Employee welfare schemes • Leadership • Autonomy at work 	Zhou et al., 2025 Sartika et al., 2025 Gordon et al., 2019 Hemdi & Rahman, 2011 Sartika et al., 2025
2	Employee Engagement	<ul style="list-style-type: none"> • Work-life balance • Acknowledgement of employees' efforts • Financial benefits • Fixed duty hours • Overall culture 	Das & Malik, 2024 Daniel & Sanjaya, 2024 Daniel & Sanjaya, 2024; Shi et al., 2024 Kim et al., 2017 Kumar et al., 2012
3	Organizational citizenship behavior (OCB)	<ul style="list-style-type: none"> • Job assignment as per skills & education (qualifications) • Fair company policies • Job security • Appreciation • Politics at workplace 	Shi et al., 2024 Sartika et al., 2025 Sartika et al., 2025 Kim et al., 2017 Daniel & Sanjaya, 2024

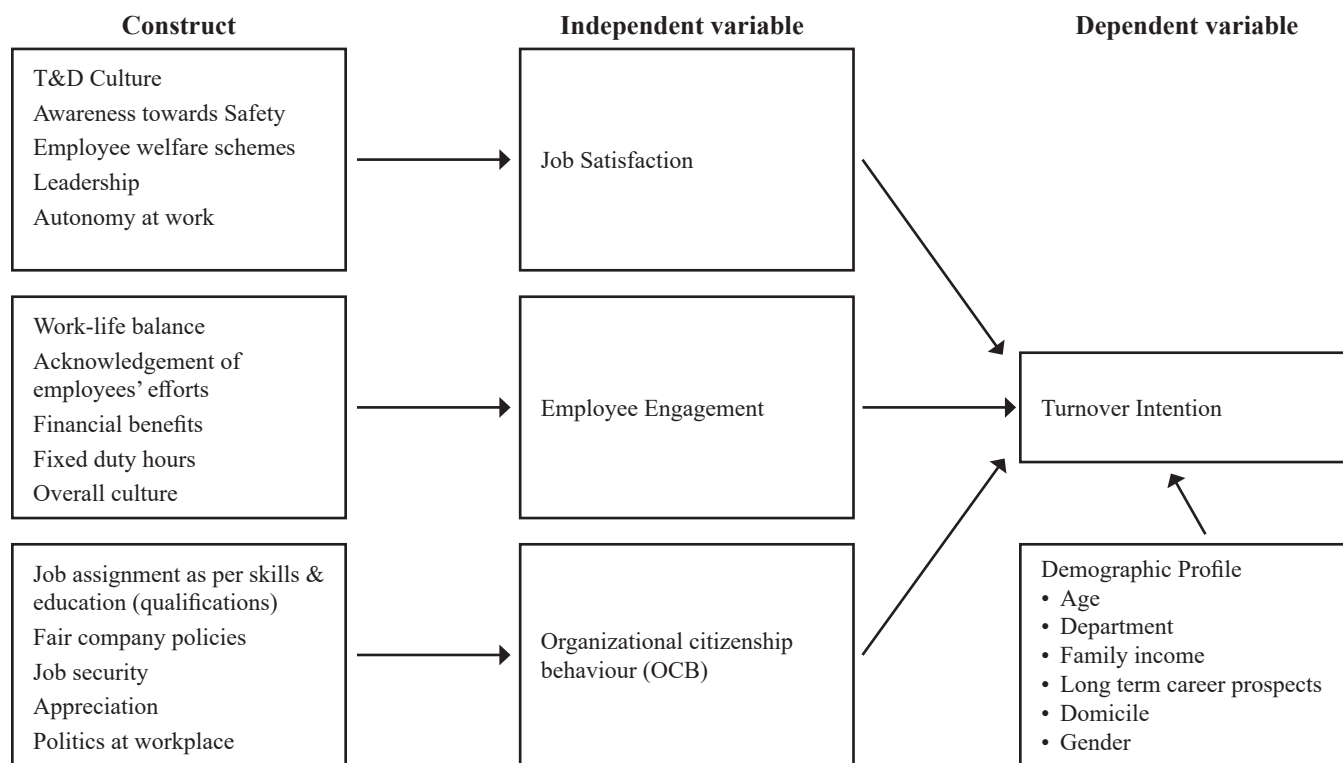


Figure 1: Research Model

Objectives:

- To explore the influence of factors that mediate retention of Gen Z in hotels.
- To map the impact of identified factors on Gen Z's turnover intentions.

Methodology

Research Design: Quantitative research approach was adopted to find out the factors which mediate the staff retention strategies for hotels in Mumbai.

Locale: Locale of the study was luxury hotels of city of Mumbai and its suburbs. There are about 18 five-star deluxe, 14 five star and around 21 hotels of 5-star category either waiting for their classification or reclassification (FHRAI, 2025).

Sampling Design: Total 153 responses were collected. The study was focused on Gen Z or Generation Z employees working in front office, food & beverage service, food production and housekeeping departments of luxury hotels of Mumbai.

Tools and Technique: Based on the research model as illustrated in figure 1, a questionnaire was designed and

circulated amongst four major revenue producing departments of hotels as major challenge for hotels is to retain the staff from these departments. As getting responses online proved to be tough, a hard copy of questionnaire was also circulated in person to get swift responses. The information collected from hotel managers and employees and literature was used to identify three factors affecting employee turnover intentions in hotel industry. Five questions for each factor were drawn. A simple survey form was made mentioning 15 questions in 5-point Likert scale.

Data Analysis and Statistical Analysis: The data was run through standard deviation, mean, confidence level to get its robustness and together with percentage values of each construct against demographic profiles to draw out conclusions. The data was also run through with correlation and regression tool to find out whether the drawn out hypotheses were accepted or rejected.

Results and Discussion

The respondent's demographic profiles presented in table 2 reflects that almost 76.47% of respondents were less than 23 years, this demonstrates that youngsters these days are aware of hospitality as career and had taken admission to hospitality colleges immediately after passing out 12th grade.

Food production department seems to be most popular choice amongst them followed by F&B service. 65% respondents were from Mumbai and outside Mumbai candidates are from as far place like Uttarakhand and Kerala, this shows that hospitality institutions in city attracts candidates pan India. Majority of respondents were from middle income families. One alarming fact for industry is that only 54 percent of these youngsters want to stay in hotel industry for long term rest of the respondents either wants to move abroad or have plans to move to other fields. It takes a hotel approximately 3 years to recover training cost of fresher and if someone leaves an organization before that, it's a total loss for hotels (NSDC, 2017-22).

Table 2: Demographic Profiles and Frequency of Data

S. No	Profile	Particulars	Code	Numbers	Percentage
1	Age	22 years or below	A.1	84	54.90
		22.1 to 23 years	A.2	33	21.57
		23.1 to 24 years	A.3	19	12.42
		24 years and above	A.4	17	11.11
2	Family Income (INR per month)	Up to 35,000/-	B.1	53	34.64
		35,001/- to 50,000/-	B.2	47	30.72
		50,001/- to 65,000/-	B.3	37	24.18
		65,001 plus	B.4	16	10.46
3	Department	Food Production	C.1	84	54.90
		F&B Service	C.2	43	28.10
		Front Office	C.3	09	5.88
		Housekeeping	C.4	17	11.11
4	Long term Career Prospects	Senior positions in hotel industry	D.1	84	54.90
		Move to other industries	D.2	29	18.95
		Settling/ moving abroad	D.3	26	16.99
		Entrepreneurship	D.4	14	9.15
5	Gender	Male	E.1	130	84.97
		Female	E.2	23	15.03
6	Domicile	Mumbai	F.1	99	64.71
		Outside Mumbai	F.2	54	35.29

Next, the responses were summarized as per the ratings in Likert's scale (1 to 5) against each construct of the questionnaire, given as under:

Table 3: Summary of Responses Against each Construct and its Percentage

S. No	Constructs	Ratings (5 point Likert scale)										Total
		1	%	2	%	3	%	4	%	5	%	
1	T&D Culture	13	8.50	18	11.76	18	11.76	34	22.22	70	45.75	153
2	Awareness towards Safety	7	4.58	14	9.15	30	19.61	46	30.07	56	36.60	153
3	Employee welfare schemes	10	6.54	21	13.73	22	14.38	58	37.91	42	27.45	153
4	Leadership	14	9.15	19	12.42	24	15.69	43	28.10	53	34.64	153

5	Autonomy at work	8	5.23	23	15.03	24	15.69	48	31.37	50	32.68	153
6	Work-life balance	25	16.34	18	11.76	19	12.42	43	28.10	48	31.37	153
7	Acknowledgement of employees' efforts	11	7.19	9	5.88	23	15.03	38	24.84	72	47.06	153
8	Financial benefits	9	5.88	21	13.73	27	17.65	38	24.84	58	37.91	153
9	Fixed duty hours	8	5.23	13	8.50	38	24.84	45	29.41	49	32.03	153
10	Overall culture	12	7.84	13	8.50	23	15.03	52	33.99	53	34.64	153
11	Job assignment as per skills & education	9	5.88	9	5.88	29	18.95	50	32.68	56	36.60	153
12	Fair company policies	7	4.58	15	9.80	34	22.22	62	40.52	35	22.88	153
13	Job security	16	10.46	11	7.19	19	12.42	43	28.10	64	41.83	153
14	Appreciation	12	7.84	17	11.11	25	16.34	44	28.76	55	35.95	153
15	Politics at workplace	32	20.92	31	20.26	29	18.95	30	19.61	31	20.26	153

The respondents strongly supported the fact that acknowledgement of employees' efforts by company (47.06%) is reason for them to stick to an organization it was followed by T&D culture (45.75%) and job security (41.83%), financial benefits and job assignment as per skills & education were another motives of staff retention amongst Gen Z. Some of the other trends as analyzing standard deviation (SD), mean (M) and confidence level (CL) for each demographic profile are as:

Table 4: Coding of Constructs with their Standard Deviation, Mean and Confidence Level

S. No	Construct of turnover intention	Construct Code	Factor/ Factor code	Standard deviation (SD)	Mean (M)	Confidence level (95%) (CL)
1	T&D Culture	JS.1	Job Satisfaction (JS.)	1.33	3.90	0.21
2	Awareness towards Safety	JS.2		1.14	3.89	0.18
3	Employee welfare schemes	JS.3		1.21	3.68	0.21
4	Leadership	JS.4		1.32	3.70	0.23
5	Autonomy at work	JS.5		1.24	3.73	0.21
6	Work-life balance	EE.1	Employee Engagement (EE.)	1.48	3.47	0.25
7	Acknowledgement of employees' efforts	EE.2		1.22	4.02	0.21
8	Financial benefits	EE.3		1.24	3.81	0.22
9	Fixed duty hours	EE.4		1.16	3.75	0.18
10	Overall culture	EE.5		1.23	3.83	0.21
11	Job assignment as per skills	OCB.1	Organizational citizenship behaviour (OCB.)	1.15	3.91	0.18
12	Fair company policies	OCB.2		1.08	3.72	0.19
13	Job security	OCB.3		1.30	3.91	0.23
14	Appreciation	OCB.4		1.25	3.78	0.20
15	Politics at workplace.	OCB.5		1.45	2.97	0.23

Descriptive statistical analysis of data shows T&D culture, acknowledgement to employees' efforts, job assignment as per qualification and job security as highest rated constructs towards turnover intentions, politics at work place and work-life balance as least affecting construct for Gen Z. However standard deviation and confidence level values for politics at workplace are higher, further investigating the constructs against each demographic profile can gives a clear picture:

Table 5: Mean, Standard Deviation and Confidence Level Against Age of Respondents

Factor	Construct	M				SD				CL			
		A.1	A.2	A.3	A.4	A.1	A.2	A.3	A.4	A.1	A.2	A.3	A.4
JS.	JS.1	4.57	3.63	2.80	2.24	0.93	1.24	1.19	1.08	0.21	0.45	0.57	0.65
	JS.2	3.92	3.75	3.85	3.84	1.18	1.07	1.23	1.30	0.27	0.38	0.61	0.76
	JS.3	3.55	3.69	4.06	4.16	1.21	1.32	1.05	1.00	0.26	0.48	0.48	0.61
	JS.4	3.73	3.73	3.38	3.84	1.36	1.37	1.22	1.29	0.31	0.50	0.59	0.78
	JS.5	3.63	3.66	3.90	4.16	1.32	1.29	0.98	0.91	0.30	0.46	0.49	0.55
EE.	EE.1	3.05	3.64	4.15	4.55	1.56	1.34	1.13	0.64	0.33	0.48	0.55	0.41
	EE.2	3.90	3.95	4.36	4.55	1.35	1.25	0.79	0.53	0.31	0.45	0.36	0.30
	EE.3	3.47	4.07	4.36	4.47	1.34	1.13	0.75	0.67	0.30	0.42	0.38	0.41
	EE.4	3.64	3.95	3.90	3.86	1.18	1.07	1.16	1.29	0.27	0.38	0.57	0.78
	EE.5	3.72	3.78	3.94	4.09	1.27	1.21	1.14	1.21	0.27	0.46	0.56	0.73
OCB.	OCB.1	4.18	3.76	3.33	3.63	0.90	1.33	1.33	1.36	0.21	0.49	0.63	0.83
	OCB.2	3.58	3.86	3.96	3.86	1.07	1.11	1.14	0.91	0.22	0.42	0.55	0.55
	OCB.3	3.83	3.98	3.94	4.14	1.36	1.27	1.30	1.15	0.30	0.47	0.63	0.70
	OCB.4	3.94	3.64	3.69	3.33	1.16	1.37	1.37	1.45	0.24	0.51	0.65	0.88
	OCB.5	2.72	3.23	3.18	3.47	1.46	1.46	1.41	1.34	0.31	0.52	0.68	0.81

Table 5 demonstrates that for youngest of the lot amongst Gen Z working in hotels, training and development was most preferred factor and welfare schemes at work place didn't matter much to them. For employee engagement acknowledgement of employee's efforts were most preferred and financial benefits was least preferred factor. In organizational citizenship behavior, job assignment as per skills got maximum weightage and politics at workplace got the least. For respondents more than 22 years of age, awareness towards safety was most preferred and T&D culture was least favorite in job satisfaction factor, financial benefits scored most in comparison to other reasons and work-life equilibrium influenced least in employee engagement and for the constructs of OCB, job security recorded maximum though politics at workplace did not had any major impact to turnover intents. For employees exceeding 23 years and up to 24 years of age schemes towards employee wellbeing were most preferred factor and T&D culture was minimum preferred construct under job satisfaction. Acknowledgement of employee's efforts and financial benefits were most popular and fixed duty hours as least popular construct under employee engagement while fair organizational policies and job security were major reasons and politics at work was least

impactful. For 24 years old (and above), again employee welfare scheme was given maximum ratings and T&D culture got least for job satisfaction factor. Work-life balance and acknowledgement of employee's efforts scored best whereas fixed duty hours was least scoring factor under employee engagement and for OCB job security was most important while appreciation at workplace the least significant.

Family income as demographic profile in table 6, for "respondents with family income of Rs 35,000/- and below T&D culture was most preferred construct and welfare scheme was least preferred reason towards turnover intentions. Similarly, acknowledgement of employees' efforts and getting job as per the skills were most significant constructs and fixed duty hours and politics at workplace were least significant constructs towards employee engagement and OCB factors respectively. For Gen Z with family income of Rs. 35,001/- to 50,000/- pm, most dominant constructs were awareness towards safety, acknowledgement of employee efforts and job security and least important construct were T&D culture, work-life balance and workplace politics under factors JS, EE and OCB respectively. Candidates with family income of 50,001 to 65,000 INR, T&D culture, acknowledgement of employees' efforts and job assignment as per skills as most and autonomy at work, work-life balance and workplace politics as constructs with least scores towards JS, EE and OCB. Respondents with family income of above 65,000 INR leadership, financial benefits and fair company policies as most liked and awareness towards safety, work-life balance and appreciation of their efforts at workplace as least impactful reason towards turnover intention for factors of JS, EE and OCB respectively".

Table 6: Mean, Standard Deviation and Confidence Level against Family Income as Demographic Profile

Factor	Construct	M				SD				CL			
		B.1	B.2	B.3	B.4	B.1	B.2	B.3	B.4	B.1	B.2	B.3	B.4
JS.	JS.1	4.07	3.53	4.21	3.94	1.25	1.50	1.13	1.21	0.45	0.39	0.70	4.07
	JS.2	3.87	4.10	3.84	3.37	1.15	1.01	1.15	1.50	0.30	0.40	0.87	3.87
	JS.3	3.54	3.81	3.75	3.80	1.39	1.00	1.27	1.05	0.30	0.44	0.61	0.67
	JS.4	3.56	3.64	3.72	4.30	1.34	1.32	1.45	0.91	0.39	0.50	0.53	0.79
	JS.5	3.62	4.03	3.47	3.80	1.27	1.04	1.34	1.25	0.31	0.46	0.72	0.81
EE.	EE.1	3.82	3.66	30.64	3.37	1.41	1.55	1.44	1.50	0.46	0.49	0.87	0.79
	EE.2	4.13	4.10	40.01	3.65	1.24	1.09	1.24	1.60	0.32	0.42	0.92	0.81
	EE.3	3.79	3.86	30.75	3.87	1.30	1.21	1.22	1.41	0.36	0.42	0.81	0.79
	EE.4	3.54	3.90	30.95	3.72	1.26	1.04	1.11	1.20	0.31	0.38	0.70	0.78
	EE.5	3.74	3.86	30.95	3.58	1.27	1.23	1.26	1.16	0.36	0.43	0.67	0.77

OCB.	OCB.1	4.05	3.84	40.07	3.51	0.91	1.30	1.11	1.34	0.39	0.38	0.78	0.78
	OCB.2	3.64	3.55	30.78	4.37	1.15	1.00	1.06	0.84	0.30	0.36	0.49	0.69
	OCB.3	3.77	4.10	30.72	4.22	1.41	1.19	1.38	1.12	0.35	0.48	0.65	0.68
	OCB.4	4.03	3.77	30.81	3.08	1.07	1.27	1.41	1.27	0.38	0.48	0.73	0.70
	OCB.5	2.66	3.01	3.15	3.44	1.48	1.30	1.57	1.50	0.39	0.54	0.87	0.66

Another important aspect of the study was to gauge responses of staff department wise. On analysis of table 7 which furnishes the data of respondents based their departments, for respondents of food production department T&D culture, acknowledge of efforts, and job security were most signification constructs while autonomy at workplace, work-life balance and workplace politics scored least. For respondents from food and beverages service department, autonomy at workplace, financial benefits, and job assignments as per skills were most impactful and constructs of welfare schemes, work-life balance, workplace politics didn't have significant impact towards turnover intentions. For front office, most preferred constructs are safety culture, acknowledgement of efforts, and job as per skills & education and the least preferred are welfare scheme, organizational culture and workplace politics. Personnel of housekeeping identified T&D culture, acknowledgement of employee's efforts and job "as per skills as most impactful and leadership, work-life balance and workplace politics as least important constructs".

Table 7: Mean, Standard Deviation and Confidence Level against Department as Demographic Profile

Factor	Construct	M				SD				CL			
		C.1	C.2	C.3	C.4	C.1	C.2	C.3	C.4	C.1	C.2	C.3	C.4
JS.	JS.1	3.86	3.79	3.58	4.75	1.30	1.42	1.61	0.57	0.27	0.45	1.50	0.33
	JS.2	3.78	3.89	4.30	4.28	1.22	1.08	1.09	0.94	0.25	0.34	1.03	0.53
	JS.3	3.71	3.50	3.58	4.28	1.15	1.38	1.49	0.68	0.23	0.44	1.40	0.39
	JS.4	3.82	3.67	4.01	2.88	1.27	1.37	0.98	1.44	0.26	0.43	0.92	0.81
	JS.5	3.64	3.99	3.87	3.48	1.27	1.11	0.88	1.39	0.26	0.35	0.83	0.78
EE.	EE.1	3.47	3.67	4.15	2.61	1.44	1.32	1.44	1.79	0.30	0.42	1.35	1.00
	EE.2	3.97	3.89	4.73	4.41	1.28	1.21	0.47	1.04	0.26	0.38	0.45	0.58
	EE.3	3.72	4.03	4.44	3.41	1.27	1.21	0.77	1.28	0.26	0.38	0.73	0.72
	EE.4	3.80	3.74	3.58	3.81	1.20	1.12	0.96	1.13	0.25	0.35	0.90	0.63
	EE.5	3.91	3.67	3.15	4.01	1.20	1.30	1.67	0.98	0.25	0.41	1.56	0.55
OCB.	OCB.1	3.71	4.08	4.59	4.41	1.33	0.82	0.51	0.61	0.27	0.26	0.49	0.35
	OCB.2	3.69	3.77	4.01	3.68	1.10	0.94	1.52	1.09	0.22	0.30	1.41	0.62
	OCB.3	3.90	3.81	3.87	4.21	1.31	1.38	1.44	1.06	0.27	0.44	1.35	0.60
	OCB.4	3.82	3.74	4.15	3.68	1.23	1.38	1.44	1.27	0.25	0.41	1.35	0.71
	OCB.5	2.85	3.21	2.72	3.08	1.40	1.58	1.48	1.47	0.29	0.50	1.38	0.82

When staff retention is the objective, it was important to take responses of how respondents think about long term career prospects in an organization. The data as reflected in table 8 shows that the "candidates who wanted to stay in hotels for long term considered T&D culture, acknowledgement of efforts and fair company policies were most vital and work-life balance, autonomy and job profile as per skills & education were least significant reasons. The respondents who want to diversify to other industries also have similar picks for important constructs but gave least rankings to leadership, work-life balance and workplace politics. Respondents with abroad inspiration had welfare scheme, acknowledgement and job security maximum scores and leadership, work-life balance and workplace politics as minimum influence on turnover intentions. Respondents with entrepreneurship as long term career objectives were inclined towards fixed duty schedule, autonomy and appreciation as most and T&D, leadership, and work-life balance" as least chosen reason of turnover intentions.

Table 8: Mean, Standard Deviation and Confidence Level against Long Term Career Prospect as Demographic Profile

Factor	Construct	M				SD				CL			
		D.1	D.2	D.3	D.4	D.1	D.2	D.3	D.4	D.1	D.2	D.3	D.4
JS.	JS.1	3.94	4.19	3.87	3.59	1.33	1.14	1.51	1.45	0.29	0.45	0.64	0.98
	JS.2	3.80	4.11	3.88	3.95	1.25	1.08	0.99	0.94	0.27	0.42	0.42	0.64
	JS.3	3.59	3.56	4.21	3.86	1.28	1.23	0.83	1.17	0.28	0.48	0.35	0.79
	JS.4	3.84	3.36	3.63	3.59	1.19	1.40	1.53	1.69	0.26	0.55	0.64	1.15
	JS.5	3.50	3.93	3.92	4.60	1.28	1.23	1.21	0.52	0.28	0.48	0.46	0.35
EE.	EE.1	3.61	3.36	3.00	3.68	1.39	1.66	1.53	1.50	0.30	0.65	0.65	1.02
	EE.2	3.93	4.23	4.21	3.95	1.28	1.19	1.06	1.22	0.28	0.47	0.45	0.83
	EE.3	3.70	4.04	3.83	4.04	1.34	1.15	1.09	1.18	0.29	0.45	0.46	0.80
	EE.4	3.70	3.85	3.75	4.22	1.13	1.31	1.11	1.08	0.25	0.52	0.47	0.73
	EE.5	3.89	3.52	3.75	4.13	1.15	1.38	1.36	1.22	0.25	0.54	0.57	0.83
OCB.	OCB.1	3.61	4.48	3.71	3.21	1.39	0.59	1.23	1.40	0.30	0.23	0.52	0.95
	OCB.2	3.93	3.63	3.79	4.22	1.28	1.26	0.83	0.75	0.28	0.49	0.35	0.51
	OCB.3	3.70	4.08	4.08	3.59	1.34	1.23	1.14	1.37	0.29	0.48	0.48	0.93
	OCB.4	3.70	3.82	4.00	4.40	1.13	1.23	1.10	0.67	0.25	0.48	0.47	0.45
	OCB.5	3.89	3.22	2.83	3.30	1.15	1.48	1.27	1.85	0.25	0.58	0.54	1.25

Another important profile to be studied separately was gender. Table 9 reflects the preferences of Gen Z based on gender while males were most motivated to T&D culture, acknowledgement to employees' efforts and job assignment as per skills and were least interested to welfare

structures, work-life balance and politics at work, females were influenced with autonomy, acknowledgement and appreciation at workplace and least affected by leadership, workplace politics and work-life balance towards turnover intentions.

Respondents with domicile at Mumbai had T&D, safety awareness, acknowledgement of employees' efforts, job assignment as per skills and fair company's policy as most significant and welfare scheme, work-life balance and job security as least important reason for turnover intentions. Respondents from outside Mumbai had T&D culture, acknowledgement of employees' initiatives and job assignment as per skills as most and leadership, work-life balance and appreciation as least significant reason for turnover intentions.

Table 9: Mean, Standard Deviation and Confidence Level for Gender

Factor	Construct	M				SD				CL			
		E.1	E.2	F.1	F.2	E.1	E.2	F.1	F.2	E.1	E.2	F.1	F.2
JS.	JS.1	3.95	3.58	3.83	4.12	1.31	1.55	1.42	1.13	0.23	0.77	0.29	0.32
	JS.2	3.86	3.58	3.82	4.1	1.18	0.91	1.18	1.9	0.21	0.45	0.24	0.31
	JS.3	3.68	4.24	3.65	3.84	1.19	1.7	1.30	1.4	0.21	0.53	0.26	0.30
	JS.4	3.77	3.35	3.74	3.65	1.29	1.76	1.33	1.37	0.23	0.87	0.27	0.39
	JS.5	3.68	4.32	3.73	3.72	1.24	0.83	1.23	1.28	0.21	0.44	0.25	0.37
EE.	EE.1	3.50	3.30	3.45	3.53	1.47	1.61	1.49	1.48	0.26	0.80	0.30	0.42
	EE.2	4.4	4.8	4.3	4.6	1.26	1.7	1.23	1.23	0.22	0.52	0.25	0.35
	EE.3	3.76	4.3	3.86	3.75	1.26	1.5	1.25	1.27	0.23	0.51	0.25	0.37
	EE.4	3.79	3.74	3.82	3.71	1.17	1.14	1.19	1.11	0.20	0.56	0.24	0.32
	EE.5	3.80	4.2	3.76	3.96	1.25	1.25	1.30	1.14	0.22	0.61	0.26	0.32
OCB.	OCB.1	4.2	3.41	3.83	4.12	1.11	1.30	1.42	1.13	0.19	0.64	0.29	0.32
	OCB.2	3.69	4.9	3.85	4.4	1.9	0.85	1.17	1.8	0.19	0.43	0.24	0.31
	OCB.3	3.92	3.85	3.65	3.84	1.34	1.21	1.30	1.4	0.23	0.60	0.26	0.30
	OCB.4	3.73	4.41	3.74	3.65	1.31	0.61	1.33	1.37	0.02	0.30	0.27	0.39
	OCB.5	2.95	3.8	3.74	3.75	1.43	1.77	1.22	1.28	0.25	0.88	0.25	0.37

Testing Hypotheses: To test the hypothesis, arithmetic mean of constructs under different factors were taken and checked for correlation and regression. Correlation values of demographic profiles for job satisfaction and employee engagement are above 0.05 (barring domicile) which shows hypothesis is accepted whereas it is less than 0.05 for organizational citizenship behavior which shows that it is rejected towards turnover intention of Gen Z employees.

Table 10: Correlation Between Demographic Profiles and Factors under Hypothesis

	Column 1	Column 2	Column 3	Column 4		Column 1	Column 2	Column 3	Column 4
Column1	1				Column1	1			
Column2	-0.2892	1			Column2	-0.1357	1		
Column3	0.397857	-0.01477	1		Column3	0.413078	-0.01477	1	
Column4	0.018405	0.128024	0.01817	1	Column4	0.046571	0.128024	0.01817	1
Age with JS, EE & OCB					Family income with JS,EE & OCB				
	Column 1	Column 2	Column 3	Column 4		Column 1	Column 2	Column 3	Column 4
Column1	1				Column1	1			
Column2	0.27928	1			Column2	-0.28431	1		
Column3	0.37965	0.01477	1		Column3	0.398998	-0.01477	1	
Column4	0.034511	0.128024	0.01817	1	Column4	0.015299	0.128024	0.01817	1
Department with JS, EE & OCB					Long term career prospects with JS,EE & OCB				
	Column 1	Column 2	Column 3	Column 4		Column 1	Column 2	Column 3	Column 4
Column1	1				Column1	1			
Column2	0.06419	1			Column2	-0.11995	1		
Column3	-0.08023	-0.01477	1		Column3	0.003609	-0.01477	1	
Column4	0.051032	0.128024	0.01817	1	Column4	0.002071	0.128024	0.01817	1
Gender with JS, EE & OCB					Domicile with JS, EE & OCB				

Table 11: Regression Analysis of Demographic Profiles and Factors under Hypothesis

Demographic profile	Job Satisfaction		Employee engagement		OCB		Remarks
	R Value	R Square	R Value	R Square	R Value	R Square	
Age	0.2892	0.0836	0.3979	0.1583	0.0184	0.0003	R value for organizational citizenship behaviour against all the demographic profiles is less than 0.05, therefore it establishes no relationship between the factor and demographic profiles.
Family income	0.1357	0.0184	0.4131	0.1706	0.0466	0.0022	
Department	0.2793	0.0780	0.3797	0.1441	0.0345	0.0012	
Long term career prospects	0.2843	0.0808	0.3990	0.1592	0.0153	0.0002	
Gender	0.0552	0.0031	0.0931	0.0087	0.0182	0.0003	
Domicile	0.1431	0.0205	0.3441	0.1184	0.0139	0.0002	

Hypothesis 1 and 2 were accepted, Hypothesis 3 was rejected. This establishes that some of the constructs of organizational citizenship behavior were not as effective as the constructs as identified for job satisfaction and employee engagement when it comes to staff retention in hotels.

Conclusion

The study showed that T&D functions was a strong reason for fresher to join a hotel and its prominence diminished with escalation of experience (Zhou et al., 2025).

Appreciation and welfare schemes gained more importance with the progression in age of respondents. (Shi et al., 2020; Shi et al., 2024). Work life balance was not so significant factor of employee retention for fresher and it kept becoming more significant with enhancement of age (Gok & Peker, 2017) (Das & Malik, 2024). Employees, specially fresher in kitchen (food production) department wanted to work with inspirational leaders (chefs) (Woods & Macaulay, 1991; Simhong, 2025). Most of respondents were ready to put in long hours of work (Shi et al., 2024) but sought a work-life balance (Gok & Peker, 2017; Das & Malik, 2024), cancellation of weekly offs and leaves adds to their dissatisfaction. Work-life balance gained more prominence as the age progresses. Gen Z employees are most likely to stay in an organization where job assignments are offered as per the skills and education and there is acknowledgement of employees' efforts. (Kim et al., 2017; Sartika et al., 2025; Shi et al., 2024).

For female respondents, financial benefits, and appreciation were important reasons of staff retention (Daniel & Sanjaya, 2024) whereas job assignments as per skills and education was a vital factor for male respondents. Politics at work did not bothers much to Gen Z if their other needs are taken care of properly. Job satisfaction mediated employee retention (Lu & Gursoy, 2013; Daniel & Sanjaya, 2024) so were the constructs of employee engagement (Gordon et al., 2019). One revelation of the study was that the factors identified of OCB were found to have week association with employee turnover intentions of Gen Z. During personal interactions, many HR and training managers revealed that for Gen Z working in food & beverage and front office the average length of stay is 6 months and for food production it is 8-9 months. The city is a major hub of recruitment for cruise liners and merchant vessels and abroad placement-mainly to European countries, Canada, USA, Australia, New-Zeland, and Gulf countries wherein this Gen Z get placed easily. These can be some of the possible reasons of high attrition rate and posing challenge to local hotels to retain staff for longer duration. Many youngsters select sectors like QSRs, call centers, retail etc. as career choice as hardcore hotel industry pays them menial salaries. The main goals of in-house training offered by hotels is to give orientation to new recruits towards organizations' internal environment, S.O.Ps, development of soft skills to make a recruit fit enough to face the guest. These T&D programs uses organizations' resources specially finances which needs to be recovered as early as possible. This put pressure in T&D functions making them

to be tough and demanding, those who could not manage the pressure like long duty hours, developing knowledge and skills to a desired level, following S.O.Ps etc., leave their jobs for other industries/ sectors.

The study was carried out on Gen Z with at least undergraduate degree or equivalence and working with four operational departments (rooms or food division). Similar studies can be carried out for other key departments. Similar studies on other metro cities, tier II and III cities and for other categories of hotels can be carried out to get valuable insights towards the cognitive style and thought process of Gen Z which further can help hotel industry to map strategies towards staff retention.

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