To Study the Factors of Absenteeism in Hospitality Sector in India

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Abstract: Absenteeism is one of the major plights in hospitality industry in India. This study tries to examine the factors that lead to employees taking unauthorized leaves and to give some recommendations to improve the employee motivational factors. Human capital is the most important resource in hotels being a service industry; unauthorized leaves not only affect the workflow in the daily functions but also over load other employees who need to put in extra effort to complete the tasks. Each task is allocated to specific people according to the occupancy of the current day and when one person fail to turn up without informing the manager that particular task remain unassigned or when reassigned to others the standard of the hotels will not be able to meet. This in turn will affect the guest satisfaction level and thus the good will of the property apart from overloading other employees. Lack of efficient supervising and job related stress are the most important factor which leads to absenteeism and followed by learning opportunities and career growth. Improving these major factors will surely reduce the absenteeism rate in the industry. This paper is based on the review of other research papers to find out the factors behind absenteeism and primary research by collecting questionnaire to find on what scale these factors affect the absenteeism rate in the current time

Keywords: Absenteeism, Motivational factors, employee satisfaction

Objectives –

1. To identify the most prominent factors responsible for employees to abstain from work by taking unauthorized leaves.
2. To compare the factors of absenteeism in Indian hospitality industry Vs. Indian IT Industry.
3. To make suggestions in form of best practices to reduce absenteeism in Indian hospitality industry.

Literature Review

The reasons for absenteeism at workplace can be categorized under major four umbrellas, they are Individual factors, Organizational and workplace factors, Social and social Influences and Associated workplace factors. Individual factors include illness and diseases, life style factors, lack of motivation, external responsibilities and distance from workplace. Organizational factors include nature of work, Job person fit, Organizational culture and climate, Autonomy in work, size and type of the work, work stress, working hours and job satisfaction. Social and societal influences include community norms and family priorities, cultural acceptance of the community and regional variation. Associated workplace climate factors are productivity, stress claims, industrial climate, compensation claims, occupation health and morale. Royal Australian College of Physicians (1999).

Work related factors found to play major role in the absenteeism of the employees. Most of the respondents were absent because of the stress and the organizational culture. Lack of recognition and lower than the expected monitory benefits were also found to be major causes for the workplace absenteeism. Study by Morneau Shepell(2014) says that the low productivity of the employees while they are present in the organization or in turn presentism is also noted as an issue. The major factors and determinants of stress at workplace leading to psychological withdrawal, quitting intentions and absenteeism at workplace are the physical demands of the job, working conditions and working hours. Female employees are under more stress than male employees and also married employees are more stress than the unmarried employees. Work-life balance was a major factor which caused stress. Leontaridiand Ward (2002).

Illness and domestic reasons are also common reasons for the workplace absenteeism. And the another prominent reason was the relation with the peers and superiors or in other words the attitude of colleagues and superiors towards the employees.
which in turn becomes a stress booster for the employees. The major challenges as per the study of Naughton (2005) to reduce absenteeism were; to change the attitude of the management towards the problems of the employees, change in the organizational structure, transparent appraisal systems and career development programs. Low wages, high work load and family are other common reasons that demotivate employees to attend work. Some solutions to reduce employee absenteeism are job rotation, multi tasking and minimizing monotony and making a favorable work culture and salary of the employees on par with the market average. More importantly employee– employer relation has to strong and transparent. Chandramauli and Sandhyarani (2010). There are individual reasons, leadership reasons and organizational reasons for employees being absent at the workplace. Individual reasons include illness and family and personal problems. Leadership reasons include unfairness from superiors and lack of support and motivation from the management. Individual reasons include illness and family and personal problems. Leadership reasons include unfairness from superiors and lack of support and motivation from the management. Organizational reasons include low salary, poor infrastructure and work culture. Study suggests that absenteeism can be lowered by a collaborative effort from the management and the employees Evans (2011).

There is a positive correlation between recruitment and absenteeism and staff turnover. If people with apt attitude and skill sets are recruited in an organization the employee absenteeism rate will be much lower than the usual trend Villiers (2011). Because there is a relation between employees and their behavior in workplace with the work environment and workplace factors affecting the employee performance. Study says that two major factors that affect the employee performance and absenteeism are motivation and the infrastructure in the work environment Chandrasekhar (2011). High stress and lack of work-life balance leads to absenteeism at workplace. HR therefore can use work life balance as a tool to improve individual and organizational performance Lazar (2010). Focusing on India the major factors for absenteeism are sickness, transportation, working hours and night shift, family functions, accidents, nature of work and work pressure, Personal factors like attitude towards the work, age, gender, and seniority and Workplace factors such as job satisfaction, working hours, routine of the work and organizational culture. Percentage of absenteeism is high in night shift. The absenteeism is seasonal in India because it accelerates in March- April-May and during September – October. Some peculiar features about the absenteeism in Indian Industry are like the rate of absenteeism in lowest on the pay day, absenteeism is very high in the employees below 25 years of age above 40 years of age Basariya (2013).

**Absenteeism and Satisfaction levels of Employee**

The absenteeism of workers in a work place are caused by factors related to the dissatisfaction of the employees. There is a direct linkage between employee absenteeism and job satisfaction. Kahinde Obasan (2011). Dissatisfied employees are more likely to miss work than satisfied employees. Josias Beverley (2005). Employees who lack motivation at work get disengaged and find excuses from work and eventually drop out. Organizations which hold and respect the esteem of their employees are likely to have higher number of satisfied employees Alavi, H.R., & Askaripur, M.R. (2003). Major causes for absenteeism in the organization are the activities and policies of the organization. Motivational training should be given to the employees at regular period of time. Skilled and semi-skilled labors should be treated as same. But their benefits should be different. Karthikeyan and Sivakami, (2007). Committed employees in the organization are the ones who plan to stay with organization for long. Such employees seldom take leaves other than mandatory leaves. They have high satisfaction levels and are inertly motivated to work Steers and Mowday (2004). Dobre (2013) in his paper titled “Employee Motivation and Organizational performance” says that employee dissatisfaction leads to weak work environment and leads to absenteeism and attrition. There is also a positive relation between employee motivation and organizational effectiveness. Bette work environment and monetary benefits are found to be most important factors for motivating employees.

**Peer and Supervisor relations**

As social creatures we all need support groups and are comfortable when we are surrounded by people with whom we share warm relations. A well over a one third of our day’s time we spend with our colleagues. The kind of relations we share with our peers and supervisors therefore has a major say in the motivation to work. Lack of co-ordination among the colleagues and respect for employees are the major reason for employees to abscond or remain absent from work Reddy and Rathore (2012). There is a positive relationship between perceptions of unfairness at work and absenteeism. Boer, Baker, Syroit and Schauffli (2002) have
established that major reasons for absenteeism are unfavorable work conditions and Unfairness at work. Unfairness done by the superiors like biased distribution of tasks and biased appraisal results in major demotivating factor.

**Absenteeism and Hospitality Industry**

Like other industries in hospitality also the major factors are nature of work, responsibility, recognition and career progression, compensation, hotel policies and reputation of the hotel communication with supervisors and co-workers Limaporn and Nunthapirat (2015). Credibility of leaders and managers is found to be the most important factor for employee motivation along with organizational culture. Monotony at work and long working hours are the major factors that causing demotivation among the employees. And according to Kingir and Mesci (2010) these two factors were the major reason for attrition and absenteeism in hotel industries.

Contribution of efficient leadership is significant in the motivation of the employees. Motivational leadership, alongside employee perceptions of empowerment and employees work orientation contributes both work attitude and job performance Boyne (2012).

**Research Methodology**

**Sampling method& size of sample:**

The sampling method to aid this research will be the usage of a *Questionnaire* which will be circulated to the employees of hospitality sector. Employees across divisions were surveyed.

**Objective**

1. To identify the most prominent factors responsible for employees to abstain from work by taking unauthorized leaves.
2. To compare the factors of absenteeism in Indian hospitality industry Vs. Indian IT Industry.
3. To make suggestions in form of best practices to reduce absenteeism in Indian hospitality industry.

**Criterion of selection of the Factors**

From the review of literature it is evident that motivation and engagement are the prime reason for employees to abstain from work. The factors that are selected for primary research are therefore the factors of motivation and have been selected after studying the literature in this area. These factors are directly linked with the motivational theories.

**Maslow’s Hierarchy of Needs**

Maslow’s hierarchy of needs is a fundamental framework which provides the levels of motivation for an individual for working in an organization. The theory mentions five levels in which the needs of an individual can be classified. These levels are illustrated in the diagram -
Let us have a look into which level of motivation the selected factors fall into –

**Social Needs**
1. Support of Co-workers and their bonding
2. Support and guidance from supervisor

**Self Esteem**
1. Monetary rewards and compensation
2. Career growth opportunities
3. Lack of cross department and international exposure opportunities
4. Recognition of work by management

Following is a brief description of the factors that have been selected and used in the questionnaire. The below hygiene and motivational factors are responsible for keeping an employee committed at work. Let us have a look at these factors in detail.

1. **Support and guidance from supervisor**

Apart from overseeing the tasks of the employees support and motivation from supervisors is very important to keep the employees motivated and this also helps in increasing the productivity of the employee and retention. Managers and supervisors should create a dynamic relation with the employees to help them to grow personally and to put their efforts towards the growth of the organization. A clear understanding and goal setting should be done in the beginning between supervisor and the employees.

2. **Support of Co-workers and their bonding**

To achieve the organizational outcome individual performance will not be enough, ideas and efforts of team should be there. A smooth bonding between the co-workers will create a soothing work atmosphere and this also motivates employees to work enthusiastically towards the organizational goals. Trends such a peer coaching comes from the same concept that each employees should work hand in hand towards the common goal of the organization.

3. **Career growth opportunities**

Current work force is more of Gen-Y people and it’s really important for management to know about the work habits of them to achieve the organizational goals. More of Gen-Y people seek career growths and they are more of ‘Go Getters’, if they couldn’t see a career progress in their future it would be very hard to control the attrition in the organizations. Clear and transparent appraisal systems career planning should be an important motivating factor for this generation people.

4. **Monetary rewards and compensation**

Monetary rewards, specifically talking about hospitality industry in India, are very less compared to that of other industries and abroad. This leads to demotivation and employees tend to look for other opportunities. Apart from the compensation hotels should come up with other monetary rewards for exceptional performance and guest recognitions for n employee. Over time working also has to be given ample amount of the monetary rewards otherwise will lead to stress and work-life imbalance which will increase the attrition in the organization.

5. **Lack of Learning Opportunities**

Learning opportunities in Hospitality industry often get limited to the department and the specific areas that employees work. For example if an employee joins in Food Production department he will be working only in a specialty kitchen till the time he gets promotions. This will decrease the learning opportunities and delays employee’s promotion possibilities even if the person is highly skilled.

6. **Recognition of work by management**

Recognition can be said to as formal or informal acknowledgement of an individual or a team for their work. Appreciation a basic human need and it is essential for good going of an employee in the organization to keep up his good work and keep himself motivated. Recognition leads to employee’s motivation which will yield more productivity and more efficient operations to achieve the organizational goal.

7. **Culture of the organization**

Culture of the organization is developed by leaders and the employees in the organization. Culture can be said to as ethics and values that organization keeps in the work flow and dealing with the customers and employees which includes the work environment also. It is very important to have a pleasant work culture in every organization to keep the employees motivated.
8. Monotony and Boredom

Monotony and lack of challenging tasks in the work leads to demotivation of the employees. Especially in hospitality industry where every day work get repeated employees specially Millennials will seek for some other challenging jobs. Employee engagement plays a very important role in employee retention.

9. Job related Stress

Work related stress is a big problem rising in the world to every industries, this not only reduces the productivity of the employee but also health and psychological problems for the employees. Work related stress can be from long working hours or the problems in workplace with people or processes or lack of person to job match or work culture of the organization etc. Management has to continuously take feedback from employees to make sure employees are not stressed out in the organization.

10. Lack of cross department and international exposure opportunities

Cross training improves employee’s expertise level in roles outside his current responsibility. Interdepartmental exposure or international exposure, to an extent, can solve problems related to lack of learning opportunities and monotony in the workplace. This can also increase the diversity in the each team and more knowledge will pass to employees. This can also considered as a step to recognize the employees.

Findings and Analysis

Table 1: Name of the organizations

<table>
<thead>
<tr>
<th>Sr No.</th>
<th>Property</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Courtyard Marriott</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>Four Seasons</td>
<td>19</td>
</tr>
<tr>
<td>3</td>
<td>Hilton</td>
<td>19</td>
</tr>
<tr>
<td>4</td>
<td>Hyatt</td>
<td>16</td>
</tr>
<tr>
<td>5</td>
<td>J W Marriott</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Oberoi</td>
<td>13</td>
</tr>
<tr>
<td>7</td>
<td>Taj Vivanta</td>
<td>17</td>
</tr>
<tr>
<td>8</td>
<td>Trident</td>
<td>16</td>
</tr>
</tbody>
</table>

Figure 1: Name of Organization

![Respondents by Properties](image-url)
Table No 2: Years of experience of the Respondent

<table>
<thead>
<tr>
<th>Years of experience of the Respondent</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 1</td>
<td>31.8%</td>
<td>35</td>
</tr>
<tr>
<td>1 – 2</td>
<td>44.5%</td>
<td>49</td>
</tr>
<tr>
<td>2 – 5</td>
<td>21.8%</td>
<td>24</td>
</tr>
<tr>
<td>&gt;5</td>
<td>1.8%</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>110</td>
</tr>
</tbody>
</table>

Out of the total respondents 35 have work experience of less than a year. 49 respondents were between 1 and 2 years of experience. 24 were between 2 to 5 years of experience and 2 were above 5 years of experience. The major focus was given to entry level and supervisory staff.

Chapter 4: Results and Discussion

The respondents rated the 10 factors of motivation as to what degree they influence them in taking unauthorized leaves. 110 respondents from the hospitality industry filled in the survey questionnaire. These 10 factors have been ranked on the mean value of responses.

Table No 3: Motivational Factors

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Factors</th>
<th>Mean Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job Stress</td>
<td>3.51</td>
</tr>
<tr>
<td>2</td>
<td>Supervision</td>
<td>3.3</td>
</tr>
<tr>
<td>3</td>
<td>Co Workers</td>
<td>3.01</td>
</tr>
<tr>
<td>4</td>
<td>Career Growth</td>
<td>2.83</td>
</tr>
<tr>
<td>5</td>
<td>Recognition</td>
<td>2.66</td>
</tr>
<tr>
<td>6</td>
<td>Learning Opportunity</td>
<td>2.54</td>
</tr>
<tr>
<td>7</td>
<td>Boredom and Monotony</td>
<td>2.41</td>
</tr>
<tr>
<td>8</td>
<td>Pay</td>
<td>2.4</td>
</tr>
<tr>
<td>9</td>
<td>Culture</td>
<td>2.4</td>
</tr>
<tr>
<td>10</td>
<td>Cross Exposure</td>
<td>2.15</td>
</tr>
</tbody>
</table>

Job related stress (3.51) emerges as the main reason for people to remain absent from work. Workforce management is a key challenge in the hospitality industry. The industry faces crunch of manpower. This leads to burden on workforce to stretch their working hours. It is common for employees to work for 14 to 16 hours at a stretch at least 5 to 6 times a week. Adding to this the fact
that hospitality is a 24*7 working industry manpower has to be deployed on weekends and have to work in night shifts. Being a service industry where employees are serving customers daily they have to ensure they are at the top of their service quality at all times. This all adds to the stress levels of the employees. The results show that Job stress is the main factor for employees to seek escape from work.

‘Supervision’ got a mean rating of 3.3 followed by ‘coworkers’ at 3.01. These two factors are directly associated with the culture of the organizations. Superior – Subordinate relations determine how the work environment is. Healthy work environment is marked by cordial relations marked by openness, knowledge sharing and the extent to which superior shows interest in the development of employee. The superior-subordinate relationship is also associated with the self esteem. Every individual seeks respect and likes to be treated fairly and with dignity. Most employees quit their job because of their bosses reason being they are not treated properly at work and in some worst cases to the extent of harassment. The way your boss treats you at work has a significant impact on an individual’s work performance.

Such relations are influenced to a very high extent by the culture of the organizations. People oriented organizations score high on employee satisfaction. Staying with culture is the factor of coordination and cooperation with peers. Organizations where employees back each other, support and help each other are the progressive organizations. When an individual has a great team to work with and he feels it more like his family it makes him more productive at work. The lack of coordination and cordial relations between peers mark by distrust can have severe consequences on the motivation level of the individual and the team. For a hotel industry to be highly efficient high degree of inter department coordination is essential. The success of organizations infact depends on how well individuals and teams serve each other in order to serve quality to the customers. Lack of support from colleagues therefore is seen in the study to be a major demotivating factor for employees.

As per “Maslows” need of hierarchy all individuals have Aspirations and desires. The desire for growth is what drives an individual at work. When an organization offers an individual an opportunity to grow and learn by engaging him in career building activities and investing in his career planning the employee has a deep sense of motivation. On the contrary when an individual sees himself stuck in a position with no interest or opportunity made available by the organization for him to grow and improve it severely affects the motivation level of the employees. Respondents in the survey ranked lack of “Career and Growth” Opportunity as one of the key factors for employee disengagement. This factor scored a mean of 2.83 making it the 4th most prominent reason for employees to remain absent from work.

Appreciation and rewards are key motivational factors. Teams that reward the achievements or appreciate the efforts of an employee are boosting employees moral to continue their good work. Several motivational programs that celebrate employee’s achievements like “star of the month”, “service king” etc. are adopted by many hotels. Recognition by monetary incentives like “shopping cards”, “Paid vacation” are also popular employee appreciation techniques.

On the contrary the organizations which do not recognize the good work of their employees are set for failure. In the study also employees rated it as a key factor for absenteeism. A mean rating of 2.66 shows that hotel industry in India needs to improve on this aspect by adopting innovative appreciating programs for the employees.

Investing in learning and development activities is another key method of engaging the employees. In service based industries where employees should be treated as assets. The development of skills and knowledge of employees is the development of employees. For employees also it is a great source of motivation. With a mean score of 2.54 absence of such opportunities can be attributed as one of the main reason for employees to remain absent from work. Continuous learning and development activities as per the needs of business and employees should be analyzed and offered in the hotel industry. When learning and development is not a part of the culture of the company not only it affects the organizations as they loose on capitalizing the talent but employees also feel dejected and demotivated.

Job rotation and job enlargement are keys to keep an employee involved in the work. If an employee is made to work over the same assignment especially if it has repetitive steps it is set to bring monotony and boredom to the employee. Employee therefore loses interest and his performance starts dipping. In hospitality sector it is essential that employee’s assignments are changed periodically. Monotony and boredom got a mean rating of 2.41 on a scale of 4 as the attributor to absenteeism.

Of all the factors compensation and monetary incentives scored low (2.4) as factors for employees to abstain from working. This proves that absenteeism is more associated with
psychological needs of sense of satisfaction and motivation than monetary motivation. Lack of cross cultural exposure was also one of the factors that the study found not to be attributing to absenteeism (mean score 2.1). One of the reason for this could be the maximum respondents are at the executive levels and at this stage of career the immediate needs of the individuals are different.

**New Entrants Vs Industry**

Table No. shows the major factors that the new entrants in the organization (0 to 1 years) consider as main reasons for remaining absent from work. Handholding and support from mentors is essential in this stage of career. The relation of the employees with their immediate supervisor therefore has a major say in the motivation levels of the employees. New entrants have therefore ranked relations with supervisors as the major reason for them to abstain from work.

**Table No 4: New Entrance Vs Industry**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Factors</th>
<th>Mean Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Supervision</td>
<td>3.29</td>
</tr>
<tr>
<td>2</td>
<td>Job stress</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>cross exposure</td>
<td>2.8</td>
</tr>
<tr>
<td>4</td>
<td>learning opportunities</td>
<td>2.66</td>
</tr>
<tr>
<td>5</td>
<td>career growth</td>
<td>2.6</td>
</tr>
<tr>
<td>6</td>
<td>monotony and boredom</td>
<td>2.4</td>
</tr>
<tr>
<td>7</td>
<td>Recognition</td>
<td>2.49</td>
</tr>
<tr>
<td>8</td>
<td>co-workers</td>
<td>2.31</td>
</tr>
<tr>
<td>9</td>
<td>pay</td>
<td>2.29</td>
</tr>
<tr>
<td>10</td>
<td>culture</td>
<td>2.23</td>
</tr>
</tbody>
</table>

Table No. shows a comparative graph of factors of absenteeism of new entrants’ vis-à-vis the market...
average. In the early stage of career learning and development needs of the individuals are high. These factors are the major contributors to employee’s motivation and satisfaction levels. Therefore when compared to industry mean this employee category rates lack of learning opportunities (mean rating of 2.66) above industry mean (mean rating if 2.5). Also the lack of cross cultural training is major reason that employees in this category attribute for their absence from work (mean rating of 2.8 as against industry average of 2.15).

From the results it can also be observed that monetary benefits at this stage of career aren’t the major reason for motivation and hence abstaining from work (mean rating of 2.29 as against industry average of 2.4). Also another interesting observation is that new entrants don’t mind the culture of the organizations. Most of the fresher employees in this industry are hired from campus placements across India and at this stage of career their emphasis is on learning and development and gaining diverse work related experience. This is the reason why employees in this category rated culture at 2.23 as against the industry that rated culture at 2.4.

Comparison of results with IT Industry

Similar to our findings in hospitality industry ‘Job related stress’ arising out of long working hours and work load are the key factors responsible for unauthorized absenteeism. In absence of a concrete law companies are flouting the weekly working hours as has been recommended by ILO. Managers like in hospitality sector expect employees to deliver their best every time when working with a client and put them under severe work pressure under the context of meeting project deadline.

In contrast to hospitality sector, the Indian IT sector attributes compensation as a major issue that causes dissatisfaction among employees and leads to erratic leave taking and eventually quitting the organization. Denial of annual leaves is another major factor that is characteristic to absenteeism in Indian IT industries. Despite the pending leaves the employees are denied on the grounds of project requirement and lack of manpower. This means the employee is devoid of a long break for distressing himself.

Supervision and fairness in job allocation and appraisal similar to the hospitality sector is a key reason for the employees to abstain from work. Though most of the Indian IT companies claim of achieving PCMM standards however employees are not satisfied with the existing process for evaluation and appraisal. Management by Objectives, 360 degree appraisal has been introduced in many organizations but still the problem persists.

Recommendations and Conclusion

This study made an attempt to identify the major factors because of which employees in hospitality sector take unauthorized leaves. Upon studying these factors there are certain areas where if the organizations make improvement can reduce the number of employees abstaining from work and improve employee engagement. A strategic manpower planning is the first step in this direction. As job related stress is the most important reason that has emerged and this stress is mostly because of the extended work hours that employees have to put in due to shortage of manpower, an efficient manpower planning has help solve this issue. It’s important that shift allocation takes place in a planned way so that no one employee feels stressed out cause of long hours.

The extra efforts put in by employees should be appreciated. There should be a structure in place wherein such efforts are appreciated by monetarily incentivizing them and recognizing their efforts. This is essentially a motivation to encourage them to keep up their good work. Creating a career plan by understanding the aspirations and interests of the employee is another way to keep employees assured that the organization is bothered about their development and is taking efforts in their skill development. The goals of the organization should be aligned with the individual goals that are set annually in the performance appraisal. Only when an employee feels that the achievement of these individual goals is leading to their own career development they are able to remain motivated. Employees should be made aware and they themselves should be able to visualize what opportunities lay ahead for their growth in the organization.

Another crucial area where improvement needs to be made is job planning. It is important that employees after they have spent a certain period of time on one assignment and there lies no more learning opportunities in that area they are assigned new roles. Such job rotation practices keeps the monotony of the work away and employees remain interested as the new assignment brings with it newer challenges and new learning avenues. The manner in which supervisor handled his team emerged as one of the key reason for employees to
remain absent from work. Therefore for supervisors and managers training programs focusing on team handling should be conducted. Training should be imparted on issues like giving positive feedback, effective communication and developing their emotional quotient. Most of the employees are discontented that most of their performance appraisal is directly handled by their supervisor, this needs to be changed. Appraisal should include setting of mutual goals and taking inputs from peers, customers and subordinates.

Leaders must make persistent efforts to build a transparent culture that encourages employees. Such open policies eradicate distrust and helps in creating an atmosphere of cooperation and coordination. Sticking with the culture the organizations must encourage employees to innovate at work by giving them enough autonomy to create customer delights. This is huge morale booster as employees take ownership of the work and feels appreciated and encouraged. It is essential that organizations encourage employees to take their leaves and make it compulsory for them to take a break after certain period of continuous work. This gives the essential time for individual to get refreshed and rejoin the work with grater enthusiasm and energy.

Employees should also be given with a certain power or the authority to take instant decision which will create a wow factor for the guest. This will not only improve the guest satisfaction but also improve the job satisfaction in employees. For example at the arrival if some guest request for any amenities, normally what happens is that for complementary guest requests the employee need to inform the supervisor and then supervisor informs the manager and then the department heads and after his permission guest gets the requested item, which takes lots of time and guests get irritated by the time. And the employee is the person who needs to handle the angry guest which may put him in frustration. This problem can be easily avoided if the employee has a certain power to take instant decision.

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