

AN EMPIRICAL STUDY OF NEW AGE EMPLOYMENT IN TOUR OPERATIONS AND ALLIED AREAS

Shyju P. J.*, Rinzing Lama**

Abstract *In this study, the authors makes an attempt to understand the aspirations of the new generation employees in tour operation business and allied areas. It is being attempted with the presumption that the takeover of information technology seeded the concept of micro enterprises in tourism which functions with the business model of low investment and good turnover. The focus was in identifying employee-specific factors of encouraging and discouraging in nature in the fast growing tourism sector, especially job attrition and the dynamics of human resource management practices. Factor Analysis, independent sample t-test, multiple regression have been used to establish various relationships. The findings of the study are considered to be relevant since it quantitatively establish the dynamics of employment in tourism in India.*

Keywords: *Job Attrition, Employment, Job Satisfaction, Human Resource Management*

INTRODUCTION

Tourism is an invisible export for any nation in terms of the economic benefits generated from it. Revenue earned from tourism sector often encourages firms to invest in different areas of tourism business. The future of tourism industry depends on a number of factors such as tourism potential of an area, its marketability, coordination of various stake holders and the presence of service providers with quality offerings. Human resource play a vital role for any nation; in terms of tourism, the efficiency of the human resource decides the quality of offering and the skills of employees often termed as assets. Ensuring the prompt service delivery, keeping the benchmarks in standards impacts tourism industry in any country. UNWTO reports hints that 296 million job opportunities will be created by tourism by the end of 2019 (ILO, 2011).

Tourism industry in India is in a growing stage. Tourism has been an interesting topic to administrators and all efforts have been taken up to promote tourism in India. Convergence of electronic/online business and traditional travel business posed some serious challenges to the travel and tourism sector. In tourism industry 'Tour Operation Business' generate sizable amount of foreign exchange earnings from inbound operations. Outbound market is attracted by the newly rich and the elites alike. As per tourism statistics

of Ministry of Tourism (2014), 13 million people travel abroad from India. which is almost double of foreign tourist arrivals to India. Domestic Tour Operation market is grown substantially well and it provides good turn over to small tour operating companies.

But in a short span of time companies realized that changing the existing pattern of traditional business to online business mode not only compliment their present revenue, but also introduce new horizons of business relations across the globe thereby making sure that their presence in the virtual world. This switching also made possible by the rapid expansion of information technology in all sphere of tourism industry. The result of the new face of tourism business made possible by the entry of young professionals in tourism, most of them are qualified from universities or institutes offering tourism education at various levels.

Looking at the bright side of tourism industry and its growth several institutes and universities introduced several academic programmes to impart tourism and hospitality education. But the level of commitment required for job, challenges as multitasking nature of job, need of high degree of efficiency and good interpersonal relations pose real time challenges to candidates to continue the profession or switch to other jobs.

* Assistant Professor (Tourism), Faculty of Arts, Banaras Hindu University, Varanasi, Uttar Pradesh, India.
Email: shyju@bhu.ac.in, pjshyju@gmail.com

** Assistant Professor, Indian Institute of Tourism and Travel Management, Noida, Uttar Pradesh, India.
Email: rinzing.lama@iitmnoida.ac.in.

Background of the Study

The IT enabled tourism industry offered new opportunities for young professionals such as Web designers, content editing, website updation, networking etc. in the technical front, and query handling, tour itinerary designing, costing, etc. in operations. Human resource requirements of the industry have multiplied in the last few years. Most of the tour operating companies face problem from lack of availability of qualified, trained and experienced employees.

The new generation employees of tourism business adapt themselves to changing environment of tourism operation business and allied areas quickly by being part of the team. Integration of the young employees with technology (software use in tour operation business, query handling, website updation), management team decide business policy and people in operations area work on logistics and tourist movements at the site. Experience gained in this field help every employee to utilize the opportunities to climb up the organization hierarchy in due course of time or establish their own business entity. Opportunities in tourism and travel trade have been widely utilized by the mobile apps, but it also directed a challenging environment to the business giants or the conventional business teams to synchronize their business model with the mobile technology.

A report published by Australian Government in 2010 (Australian Tourism Labour Force), found that nearly half of all tourism businesses surveyed indicated they are experiencing a recruitment, retention and/or skills deficiency. In Indian context, University Grants Commission (UGC) initiated diploma programmes and vocational courses in tourism and hospitality in universities and colleges to address skill deficiency and manpower issues. The main intention of starting such programmes was aimed to bridge the gap of qualified professionals in tourism. Several students, who qualified Diploma, Degree and Post Graduate programmes now work in tour operation business and allied business segments. But, sources from tourism industry acknowledge that deficiency of skills, lack of commitment by employees and high attrition rates are unsolved issues in tourism. Since jobs at entry level in these organisations are under paid, many executives leave their job and search for better options.

Looking at the employee side main problems faced by the fresh graduate tourism professionals who comes from small towns, is communication skills especially in English. Those who join the trade, initially struggle with the business communication requirements, which put them under stressful conditions. Another factor is professional grooming and raising standards to the requirements of tourism industry. The casual approaches in classrooms in grooming adversely affect candidates to grab attractive offers or hike in pay packages comparing to those students who come from metro cities. After realizing the facts and difficulty in getting a

desired job, the candidates change themselves to match with the requirements of tourism trade.

The market requirements and seasonality factor also affect the travel trade. In Indian context, the heavy rush in inbound season starts by August and ends by March every year. During this period employees work over time in many organizations which have good inbound tour operation business. Many religious festivals also celebrated during this period of the year. Availing leave is not easy for employees working in inbound tour operation business. Hence the frustration of not getting holidays or spends time with family members and friends during festival are a major concern raised by many young employees. This emotional burden is felt high in the beginning of the career and it is also found that this is sorted out the long run while they add their experiences.

The economic slowdown worldwide, Greek financial crisis, de valuation of Yuan and other market related issues affect new employment opportunities and the increments of the employees. Merging and acquisition of companies also lead to trim the employee strength of the acquired organisation according to the policy of the organization. The complexity of tourism business phenomenon, dynamic changes in the global business environment result in tour operation and allied business units in a number of ways. It is important to realize the attitude of new age employees working in tourism industry. The study is also significant to all organizations' in tourism business as the findings of the study would be useful to understand the thought process of new age employees and job attrition levels. This study deals with primarily tour operations business (inbound/outbound/domestic) and allied areas (Travel documentation/transportation/travel insurance/ground handling agents/airport services/adventure tour operators/MICE).

Review of Literature

There are several studies conducted worldwide on employee job attrition in tourism and hospitality. Majority of these studies are related to hospitality industry, which is one of the largest employers in this sector. Reasons of high job attrition are many, but work environment and job satisfaction are two major reason found in many researches. Looking at the literature available, the following areas are already addressed by researchers from different countries. Major issues discussed include turn over in hospitality, emotional labour, employee pay issues, employee expectations, mobility issues, labour dynamics, working environment, types of turnover, quality of curriculum and training methods of institutes offering academic programmes in tourism and hospitality.

Locke (1976) defined job satisfaction as an emotional response to work resulted from the attitude possessed by employees towards work and the evaluation of organisations'

on work and work experiences. Mobley (1977) believed that job dissatisfaction can lead to career change thinking and has evaluated the advantages when searching for another job.

Three major issues related to employee turnover are employee related, organization related and the tourism industry related (Birdir, 2002). According to Gustafson (2002), studies are not given much attention to the consequences of employee turnover or serious researches have not been conducted in this area. Most of the studies are limited to hospitality industry as it employs a large number of people from unskilled level to highly skilled levels. The following reasons found as major factors of job attrition; low job satisfaction, low salary packages, absence of career development, emotional labour and stress, long working hours, hierarchy, seasonality, unsatisfactory working relations in the organization (Hom and Griffeth, 1995; Meier, 1991; Woods and Macaulay, 1989), emotional exhaustion was found to predict organisational commitment, turnover intentions, and job performance (Cropanzano, Rupp and Z. S. Byrne, 2003).

Torrington et al. (2005) described employees views such as felt to be fair, rights, relativities, recognition, composition are the major factors concerned with employee pay issues. According to Ayres (2006) the traditional work philosophy has been a job for life, with employees spending their entire careers in one industry and in many cases with just one employer. This approach has been changed in the new millennium and the young generation looks for a job which gives the expected salary, coupled with other factors such as scope for job flexibility, career growth etc. While the opportunities increased and the human resources management practices changed, most of the employees look just other than pay packages to choose their work environment.

Morton (2002), Oliver (2006) conducted studies in this direction and found that 'Generation Y' workers are seen to have much higher expectations of a job than previous generations, including high expectations of pay, conditions, promotion and advancement. Solnet and Hood (2008) proposed a framework involving multiple variables to gain a more extensive understanding of the generation Y employee. The framework outlines the following variables resulting in understanding the aspirations of the youth and how it influence the overall work environment. The variables include external influences, organizational influences, generation Y work values, HRM strategies, generation Y work attitudes, generation Y behaviors and organizational outcomes. The need of addressing a number of issues addressed by employers starting from recruitment, training, induction and retention are analysed by Richardson and Thomas (2012). The study shows that changing global work environment and concerned to Generation Y seeking balanced life.

Ayers (2006) related career as an important reason of employee turnover. Mobility is identified as a factor of *new career* construct and mentoring was found to be a management and motivational tool. Career is defined as a combination of human ability, ambition and the opportunities available to the individual.

In a report on human resource development published in Montenegro (2007), emphasized the role of human resources development as an integral part of the master plan for sustainable tourism development. It underlines the need of change required in vocational education to meet out the demand for future. A study by Tourism Industry Association (2006) recommends that to achieve a balanced growth in the industry, it is important to focus on developing skills of people and developing a suitable workforce. This will help in delivering quality experience to visitors or guests. The labour dynamics is attributed to the effectiveness of staff retention strategies. Considering the nature of tourism as a people centric industry and its dynamic environment, employees always have an opportunity to expose to new experiences, new people and new cultures (Chalkiti & Sigala, 2009).

According to a study by International Labour Organisation on job attrition in tourism, it is found that the turnover rate in tourism and hospitality sector is 25 percent at managerial position, while 70 percent hospitality graduates leave the industry within six years (ILO, 2010). The Australian Tourism Labour Force Report explained the need of improving skills of the employees and expressed concern of the impact on tourism and hospitality industry. Ministry of Tourism conducted a study on the human resource requirement in tourism industry in 2012. The study reported that the total employment forecast in travel and tourism sector expected is 1,19,033 by 2021-22 and the annual demand expected at non managerial level is 13523 (annual demand for employees).

Staffing issues should be addressed very carefully in order to ensure service quality, customer satisfaction and improve productivity in hospitality organisations (AppawAgbola and Agbola, 2012). Various issues prevailing in tourism and hospitality industry created a wrong perception of employment conditions and it led to pessimistic views on human resource management practice (Usha, 2013). Chia-Ju Lu et.al (2013) examined the effects of emotional labor and job satisfaction.

According to Peshave and Gujarati (2013), the most important factors affecting attrition are low salaries & long working hours. The workforce is like an intellectual property, both in terms of skills and money (Gupta, 2013). Tourism business involves customers with diverse cultural background, emotional temperaments and social characteristics. (Al-Khasawneh, 2013). According to Al-Battat & Som (2013), when an employee faces dissatisfaction from poor working environment considers leaving his job. In addition to the

work environment, if the employee is competent enough with opportunities, recognizes the performance, the employee turnover can be reduced (Banarjee, 2014). Shaikh and Syed (2013) highlighted the quality of teaching and the curriculum content as major causes of under employability of students who pursue tourism management and hospitality courses. Reports published by Australian Tourism Labour Force Report (2011), Ministry of Tourism (2012), International Labour Organisation Report (2010) have been useful to understand the labour dynamics in tourism industry.

All these studies have been focused on different causes of job attrition in tourism, but fewer researches have been taken place in Indian context. Though researches have been conducted at various academic institutions, results are neither shared among the public domain nor available for serious discussions. The present study is focused on job attrition factors, tourism industry dynamics and complexity in human resource management in tour operation business and other related areas.

Research Problem

Tourism has emerged as the one of the largest source of employment in private sector. Skilled staff requirement is much higher in hospitality, travel trade and tour operations respectively. Growth in tourism industry also resulted in a tremendous increase in the demand for qualified and skilled staff to work in 24 hours, 7 days basis throughout the year. The biggest problem of tourism industry in India is seasonality factors. But these issues are being managed through diversifying the market by introducing Domestic and MICE tourism market. The swift pace of changes in tourism industry, presence of numerous players, service providers and the specialist operators have opened up new arenas of career development and entrepreneurship as well. Hence for the past five years, for the qualified candidates it was not difficult to get job in tourism sector, but the initial offering and the work nature have been major issues for many newly joined employees. Looking at these ground realities and the perspectives developed in the minds of the young employees, there is a gross attitudinal change in work orientation, attitude towards tourism jobs, or opening own business firm which also decides the job attrition rates.

It is found that many students pass out from reputed institutes (the newly recruited through campus placement drives or direct recruitment) change their field gradually. The job attrition rates are high at the lower levels comparing to the middle management or top management positions (Malhotra, 2014). Interactions with the students who pursue tourism have brought up issues such as the uncertainty over private jobs, salary and increments, employee relations,

long term career developments etc. Hence switching of jobs, changing the field of work, shifting the work place etc. are always stress factors in the minds of students.

RESEARCH QUESTIONS

- There is a belief in young employees that longer stay in one organization won't help to get better financial benefits or career progress. This belief is widely accepted by the young executives, but the depthness of this issue need to be discussed.
- Another observation is that the flat pyramid structure of tour operation business and allied areas restrict experienced and qualified staff to reach the top positions in short span of time. Ambitions to get higher positions tempt employees to choose jobs in smaller organisations. Enquiry of this matter is essential to identify job attrition factors.
- It is also observed that some executives continue their job in the same field of their choice and some change their field. It is important to identify the reasons of change of track from tourism business to other areas in order to understand the complexity of human resource management in tourism.
- During the initial time of joining of the fresh/young executives, work and pay are the two important factors candidates look for. Career planning lays the foundation for future career development of the young employees. To know the job attrition factors, it is important to find out the relationship between career plan of employees and job attrition factors.
- Switching of jobs is not an outcome of one days thinking. It depends on a number of factors which are employee related, organizational, and the tourism industry related. Study is required to find the correlation of advice of senior staff, internal motivations of employees and lack of orientation among the employees results in continuous switching of jobs.

Objectives

1. To examine the opinion of employees on the attractiveness of jobs in tour operation business and allied areas.
2. To analyse the reasons of high job attrition and identify the predicting factors.
3. To suggest a possible model that explains the dynamics and complexity of human resource management in tour operation business and allied areas.

Hypotheses

1. Male and female employees differ on job attrition factors and the tourism industry dynamics.
2. High job attrition is attributed to dynamics and complexity of human resources management in tour operation business and allied areas.

Sampling, Instrument and Methods

The study was designed in explorative way. After discussing with the experts and colleagues working in tourism, a closed end questionnaire was designed. After testing it, it was linked with an online survey platform and mailed to the email address of employees working in tour operation business and allied areas. Email links were shared in social networking sites and also sent to 180 employees working in various organizations in Delhi, Mumbai, Bangalore, Chennai, Kolkata, Lucknow and Varanasi. 114 completed questionnaires were received within the study period which was useful for completion of the study. The questionnaire included several questions that determine the nature of job while joining, nature of tourism employment etc. The target employees were young employees with an age group of 20 years to 40 years. The study is conducted among the employees in tourism business environment. The rationale is tourism industry provides employment opportunities in numerous ways, and comparing to hospitality sector, it is given less priority and attention. Employees working in tourism sector with five years or less experience is termed here as new generation employees.

Analysis

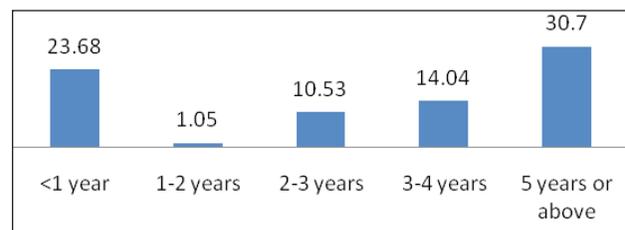
Analysis was conducted using SPSS 20. The first part of the analysis deals profiling of respondents. (a)

Table 1: Respondents Profile

Age Group	Male	Female	Total	Percentage
20-25	30	13	43	38%
26-30	38	16	54	47%
31-35	11	3	14	12%
36-40	2	1	3	3%
Total	81 (71%)	33 (29%)	114 (100%)	100%

The age group of the respondents varies from 20 to 40 years, but majority of the respondents were in the age group of 26-30 years i.e. 47% (both male and female) followed by 20-25 years 38% (both male and female) respectively.

Figure 1: Work Experience in Tourism Industry



The survey result shows that 30.7% were of 5 years or above experience, 23.68% were belong to less than year 14.05% were with an experience of 3-4 years. Respondents with 2-3

Table 2: Pattern of Career Beginning

Gender	Career beginning						Total
	Airport representative	Executive Domestic	Executive IBT	Sales	Trainee	Skilled	
Male	8	10	27	19	11	6	81,(71%)
Female	0	6	11	6	8	2	33,(29%)
	8 (7%)	16 (14%)	38 (33%)	25 (22%)	19 (17%)	8 (7%)	114 ((100%)

Table- 3: Continuity in the Organization since Beginning of Career

Category	Working with same organization since joining		Total
	Yes	No	
Male	23	38	61(53%)
Female	6	13	19(17%)
Skipped from answering			34(30%)
Total	29 (25%)	51(45%)	114

years were 10.53%.

The above table illustrates that 33% respondents (male and female) joined their first job as executive in inbound operations, followed by 22% respondents in sales, 17% respondents as management trainee and 14% as executive inbound operations. The variety of job offered to a fresh graduate in tourism sector is therefore understood as mentioned above.

The nature of job includes handling Business to Business (B2B), Business to Customers (B2C), and both. This indicates that the initial task of any newly recruited employee also include communicating their channel partners in addition to handling other jobs. This further is clarified that most of the jobs in tourism industry involves multi-tasking.

Table No. 3 reveals that 25% respondents continue their job since beginning of their job, 45% changed their jobs, 30% skipped from answering this question.

The current job profile of the employees is mentioned below. The above table shows the trend of switching of areas by the employees from the initial jobs to the job of their own choice

and interest.

A cross tabulation of gender vs. present job shows (Table No. 7) some interesting facts. 9% respondents are working in top management positions, 24% work in mid management positions, 18% at senior executive level and 32% work at executive level. Absence of women employees on top management positions in tour operations business indicates slow career progression in tour operation business.

This further indicates that the all respondents are clear with the reasons to choose a new job. Experience gained during the current job also reflects in the responses. 17 statements were prepared to understand various factors determining job attrition and the dynamics of human resource management in tourism industry. Respondents have mixed opinion on the statement ‘Taking risk or handling conflict forced to quit the past job’, and fully disagreed with statements ‘Distance to workplace form home to find a new job’, ‘I can’t work with any private company not more than a year’, ‘I just do private job because getting govt. job is difficult’ and I recommend my friends to not to stay with any company long time.

Table- 4: Current Job Profile

Present Job –area	% Distribution
Tour Operations-IBT	28.57
Tour Operations -OBT	15.18
Sales	14.29
Hospitality	1.79
Aviation	4.46
Business Development	5.36
MICE	6.25
Customer Relations	2.68
None of these	21.42
Total	114

Table- 5: Current Position

Gender	Current position						Total (%)
	Executives	Sr. exec	Mid mgt	Top mgt	Others	Non-response	
Male	25	12	20	11	9	4	71
Female	11	8	7	0	5	2	29
Total	36	20	27	11	14	6	114

Table- 6: Factor Loading

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	7.399	43.522	43.522
2	1.975	11.620	55.141
3	1.124	6.610	61.752

(b) Factor Analysis

A 17 items of Job Attrition Scale (JAS) were subjected to principal component Analysis. The statements were designed in 5-point Likert Scale given with answers ranging from Strongly Disagree to Strongly Agree. Reliability test shows that the Cronbach Alpha value for overall scale is .921 which is considered as a good measure (Nunnally, 1978).

In order to identify the key deciding factors of job attrition an Explanatory Factor Analysis (EFA) was conducted. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is .881, (Approx. Chi Square 1061.898, df 136 and Bartlett's test of sphericity is significant ($P < .05$)), which qualifies the variables to conduct factor analysis. The Principal Component Analysis extracted three factors explains 61.75% of total variance with eigenvalues exceeding 1.

The result of factor analysis shows that three domain areas are identified in terms of job attrition. This include attrition factors explains variance of 43.52%, futuristic thoughts factors explains variance of 11.62% and general

facts explains 6.61% and the cumulative score is 61.75%. This means that variables come under futuristic thoughts of employees influence significantly the decision to stay back with a company or leave the job. Other factors have low influence on decision of job switching but have an impact in the overall decision to job attrition levels in tour operations and allied areas.

Independent sample t test has been conducted to test the hypothesis 1. The Levene's test shows the p value as .068, which indicates that the variances for the two groups (male and female) are the same and the assumption of equal variance has not been violated. The two tailed test shows that there is no significant difference between the two groups, i.e. the means of male and female respondents on job attrition factors, as the t value -0.553 , $p = .582$, $df = 112$ (Male: Mean = 46.36, S.D=16.64., Female: Mean=48.21, S.D=15.28) and the hypothesis (1) is rejected.

This further proves that the job attrition factors in tourism observed in the study are felt by both male and female employees and there is no significant difference on the said

Table- 7: Factor Analysis

Sl.No	Factors	Factor Loading	Eigen Values	Explained Variance
01	Attrition Factors			
	Profile and attraction of the offer	.556	7.399	43.522
	Poor increments	.758		
	Changing jobs will help in realizing organization levels and improve learning	.679		
	HR Manager knows retaining employees are difficult	.755		
	Taking risk and handling conflict are reason to quit	.582		
	Can't work in any private company not more than a year	.629		
	Do job because getting govt. job is not easy	.590		
	Jobs in tourism are less attractive in terms of salary and promotion	.625		
	Priority is job satisfaction	.680		
	Suggest friends not to stay with any company for long	.630		
02	Futuristic Thoughts			
	Good pay package	.618	1.975	11.62
	Good employee relationship	.750		
	Career development	.811		
	Learning of changing job won't help	.651		
I have a career plan	.682			
03	General facts			
	Distance from home is another issue	.559	1.124	6.610
	Can't work more than a year in one organisation	.526		
	Do job because no govt. job is available	.636		
	Tourism jobs are less attractive	.593		
	Recommend friends not to stay with any company for long time	.538		
Lack of orientation	.796			
	Total Variance Explained			61.752

Table 8: Independent Sample t-test

Factor	Levene's Test for equality of variance		t-test for equality of variance		
	F	Sig.	t	df	Sig. (2-tailed)
Equal variances assumed	3.406	.068	.553	112	.582
Equal variances not assumed			.573	64.27	.569

factors. To analyse the predictability of independent variables on dependent variable multiple regression Analysis was conducted. The independent variables consist of futuristic thoughts factors, discouraging factors, general factors were used as indicators of job attrition. The independent variable under observation is Human Resource Manager is aware of the high levels of job attrition factors and the dynamics of human resource management in tour operation business and allied area.

Table-9 explains the result of hierarchical multiple regression. The result of correlation exhibits a high correlation between the dependent variable and independent variables. The observation of Beta value is a measure of how strongly each predictor variable influences the independent

variable (Pallant, 2010). Following variables are found with high Beta value and $P < .05$ found significant to the model; poor increments in existing jobs, changing jobs will help in realizing levels of organization and improvement in learning, can't work more than a year, do job because no government job is available, lack of orientation to leave the first job are found to be significant. The results of regression analysis results suggest that the above said variables have a significant impact on the dependent variable, i.e. high job attrition is attributed to its dynamics and complexity of human resource management in tour operation business and allied trade. The test results show that hypothesis (2) is not rejected.

The Anova Table indicates that the model as a whole is significant. ($F(16,98)=53.43, p < .005$)).

Table 9: Regression Analysis (Coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
		Beta	Std. Error	Beta		
1	Profile and attraction	-.032	.093	-.032	-.348	.728
	Employee relationship	.177	.137	.173	1.294	.199
	Poor increments	.417	.116	.406	3.590	.001
	Career development	-.049	.119	-.039	-.410	.683
	Realising levels of organisations and learning improvement	.399	.088	.396	4.515	.000
	Changing job wont helps	.007	.100	.007	.071	.944
	Risk and conflict reason to quit	-.006	.102	-.007	-.061	.952
	Distance from home	-.071	.083	-.093	-.858	.393
	I cant work more than a year	.396	.150	.568	2.633	.010
	I have a career plan	.105	.116	.092	.906	.367
	I do job because no other govt. job	-.286	.125	-.385	-2.283	.025
	Jobs less attractive	.185	.105	.211	1.768	.080
	Job satisfaction first priority	-.032	.116	-.024	-.273	.786
	Not to stay with any company	.150	.132	.231	1.142	.256
	Lack of orientation left first job	-.316	.135	-.410	-2.348	.021
	Good pay pack	-.128	.195	-.123	-.654	.515

Table 10: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	807.432	16	50.465	53.426	.000
	Residual	92.568	98	.945		
	Total	900.000	114			

Table- 11: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.947	.897	.880	.972	.897	53.426	16	98	.000	.962

The model summary (Table 12) explains 89.7% (Adjusted R Square.88) of the overall variance of the identified independent variables on dependent variable. The model of the present study explains that job attrition in tourism is predicted by poor increments in existing job, switching jobs will help to learn the levels of organisations and improve learning, belief of employees that working with an organization won't benefit them, doing job under pressure as the employees don't have other jobs, and the lack of orientation while joining the first job.

DISCUSSIONS

The study reveals a number of interesting facts on new generation employees' impression on jobs in tour operation and allied sectors. The male dominance in the study area (Tour Operations and other basic services) hints that less women prefer jobs in this field. After a short stint in the beginning of the career, women switch to other jobs. In the beginning of the career, most of the employees join as executives or management trainees in Outbound/Inbound/Domestic/Sales/Business Development departments in Tour Operations business.

In a span of two to three years the employees identify their preference areas and move to the right field which they feel comfortable to work. This also hints that job attrition is very high in tour operation business and allied areas. Several reasons found significant to accept a new offer, but in general the pay packages, good increments, scope for career development etc. always tempt the employees to look for new jobs. The study shows that frequency of changing jobs is in a downward trend. Once the employees get experience in jobs, and find their right job and try to stick with the same organisation. This indicates that job attrition is higher at the lower levels of organizations and the tendency of switching jobs is high among the young executives.

The study also shows that employees find their choice of job after getting an experience of two to three years. The current job profile of employees indicates that the range of jobs expanded from the time of their joining to number of other areas. Majority of the employees work in tour operations (IBT and OBT), but some of the respondents are in sales, business development, MICE, hospitality etc. After getting minimum experience in tourism, sizable number of

employees changes their profession from tourism as they find it is less impressive due to several reasons.

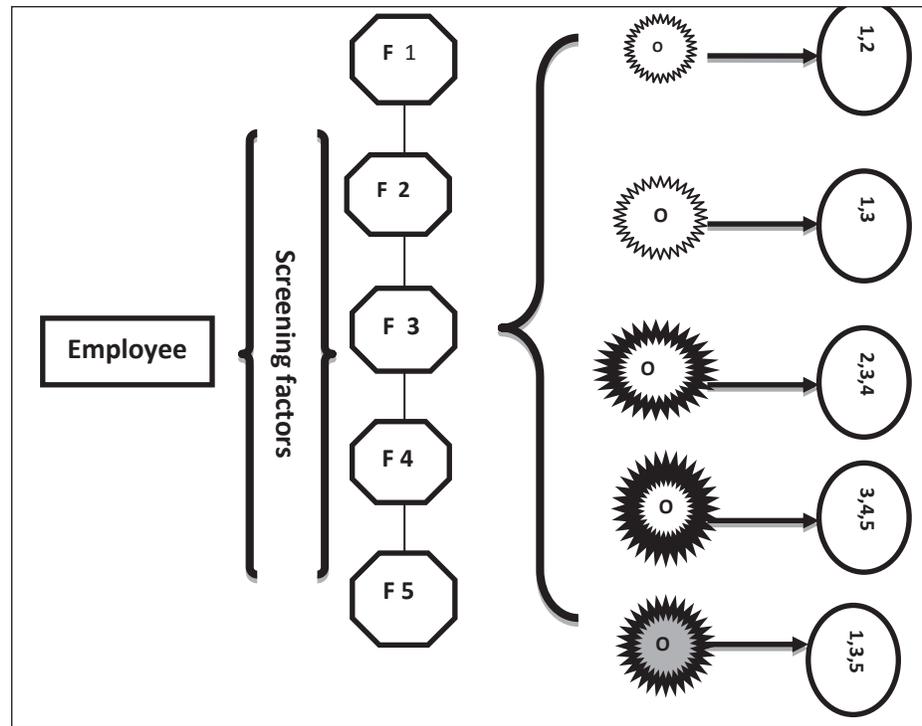
Observation of current designation of the respondents shows that male respondents reached top management levels, whereas the female respondents reached up to mid management levels. It shows the steady career progression of the male employees who are in tour operation business and allied areas. This also shows the skewed ratio of females in tour operation business in India. Informal interviews with women candidates revealed that tourism profession is yet to earn a respectable position in the family circle or the society.

Out of seventeen variables (JAS) tested through Exploratory Factor Analysis (EFA), the identified factors were categorised according to factor loading in to three groups. These factors are labeled as attrition factors, futuristic thoughts and general facts. The first factor consists of variables which indicate the main factors of job attrition. The second factor consists of variables which are futuristic aspects. The third factor labeled as general fact which is common in nature and everyone knows it. The factor analysis has been useful to identify the major areas of job attrition in tour operation business.

The difference in opinion of male and female employees on selected job attrition factors that explain the complexity and dynamics of tourism industry is analysed through Independent sample t test and it rejected the hypothesis (1). There is no difference on opinion between male and female employees on job attritions factors and the complexity of human resource management in tour operation business.

Regression analysis tested the predicting variables on job attrition factors. It mainly identified the attrition factors act as a decision making factor to leave the current job which further proves the hypothesis (2). The Anova test validates the strength of the proposed model. It is found the overall fitness of the model which explains the predictor variables on job attrition and the dynamics of human resource management in tourism. The existing model just explains predicting variables, but more studies are required to design a functional model on job attrition in tour operation business. The study proposes a frame work on job attrition factors and dynamics of human resource management in tour operation business and allied area. It explains how an employee weighs different options and finally takes the decision to join a new company.

Figure 2, Model showing Job Attrition Factors and Dynamics of Human Resource Management in Tour Operation Business and allied area



(F= Factors deciding leaving job, O=Job offers, Weighing options = Combinations available F1, F2, F3, F4 and F5)

The above model suggests that the employees have different options, but they weigh the opportunities before taking final decision of a job offer. F1, F2, F3, F4 and F5 here indicate the options available which include good increments (overall package), Opportunities for career growth, Organisations' reputation or candidate's belief to serve the organization longer time, proper orientation received during the time of recruitment/training and induction. The new generation employees search for jobs while they are working in the same organization. After comparing with the existing conditions and the attractiveness of the job (attrition factors) they leave their present job once the job offer is confirmed.

CONCLUSION

Like other service sectors, tourism also showing growth trend in India. High job attrition will lead to high cost in human resources investments. Learning the employees' attitude on their job satisfaction, orientation on continuing the same job and the factors decide the switching of jobs lead to new insights in tour operation business and allied areas. Though the study focused on tour operations and allied trade, the findings can be generalized to all related sectors as well. According to the *Market Pulse report published by Ministry of Tourism (2012)*, Government of India on -Manpower requirement in Hotel Industry, Tour Operator,

and Travel Sector manpower requirement is going to be a serious problem for the tourism industry in India. Training institutes or universities never include serious discussions on job attrition and serious researches are lacking in job attrition and consequences of it. In order to address the problem of job attrition, it is also important for travel trade to check these issues and realize the facts. The complexity of human resources management and dynamics of tourism industry to be considered by every organization while designing their human resource policy.

Tourism industry offers attractive business options to those who are enterprising and willing to take risk. Students passing from tourism institutes venture in to own business plans. The sprouting of several small business units or micro enterprises (Individually own /Partnership) in tourism further indicate the opportunities brought by tourism. Three or four friends initiate the tourism business unit and they together handle all tasks. The peer group, or business networks helps them to get business through B2B and later sell it to ground operators after making necessary negotiations. Some employees also run their own business along with their present job (through the network developed during the past year/s) through which they earn additional revenue. The long term existence of such entities depends on the amount of control and initiatives, and investment by the business partners. The total investment in human resources in terms

of training, skill upgradation, exposure visits etc. adds the cost to the net investment which can be returned only when the employees stay with the organization longer time.

Another noticeable feature is new generation business models follow low cost, high income pattern. The dependence of information technology helps the industry to work in low cost models, but the dependence of human resources in tourism industry remains same. It is found that such low investment business flourish in inbound tourism market, domestic tourism and small scale events though the total turnover would be not that high. Another issue is the risk for an established organization is when merging of two organization takes place, a section of employees remains undecided to stay back and later they launch their own business unit. This leads to loose experienced hands and at the same time losing business connections and high value clients. It can be concluded that the new generation employees in tourism have the real challenge of experimenting their business skills and surviving the threat factors which shows the complexity of tourism business itself.

Limitations of the study

The study is restricted to employees of tour operating companies and allied trade over three months. The researcher has limited control over data collection. Availability of time to complete the survey, access to the internet connection and its speed, quality time spent by the employees to complete the questionnaire were not under control of the researcher. The generalization of the findings and acceptability of the framework proposed in the study are subject to revisions. Several researches are required to suggest a final model to the job attrition factors.

Future Research Implications

This study opens to a number of future research options such as Generation Y employees and growth of tourism industry India, Skill deficiency of Generation Y employees, relationship between job satisfaction and job attrition, Impact of merging and acquisition on employees etc.

REFERENCES

- Al-Khasawneh, A. (2013). Effect of Organizational climate on job turnover of employees at tourism hotels in Petra region of Jordan. *American Journal of Social and Management Sciences*, 4(2), 54-62.
- Al Battat, A. R., & Som, A. P. M. (2013). Employee dissatisfaction and turnover crises in the Malaysian hospitality industry. *International Journal of Business and Management*, 8, 5.
- Appaw-Agbola, E., & Agbola, A. (2012). Staffing issues among small tourism organizations in Ghana: A study of selected small hotels in the Volta region. *World Review of Business Research* 2(5), 36-47
- Australian Government. (2011). *Australian Tourism Labour Force Report Labour Profile –Part 1*, Department of Resources, Energy and Tourism, Commonwealth of Australia.
- Ayres, H. (2006). Career development in tourism and leisure: An exploratory study of the influence of mobility and mentoring. *Journal of Hospitality and Tourism Management*, 13(2), 113-123
- Banerjee, A. (2014). Human resource development in tourism industry in India: A case study of Jet Airways India Ltd. *Journal of Tourism: A Contemporary Perspective*, 1(1), 1-6.
- Birdir, K. (2002). General manager turnover and root causes. *International Journal of Contemporary Hospitality Management*, 14(1), 43-47.
- Chalkiti, K., & Sigala, M. (2009). Staff turnover in the Greek tourism industry: A comparison between insular and peninsular regions. DOI 10.1108/0959611011035945335-359
- Dhanao, R. (2014). Status of Tourism and Hospitality Education in India. *SSIJMAR*, 3 (1), 90-94
- GOI. (2012). *Ministry of Tourism*.
- Goldin. (2010). The economic case for tourism, UNWTO/South Africa International Summit on Tourism, Sport and Mega-events;; D. Bolwell, W. Weinz: *Reducing poverty through tourism* (Geneva, ILO, Working Paper No. 266, 2008); from www.ilo.org/public/english/dialogue/sector/sectors/tourism/emp.htm. accessed on 28.06.2015
- Gupta, N. (2013). A study of employee retention with special reference to Indian tourism Industry. *European Academic Research*, 1(6). Retrieved from <http://euacademic.org/uploadarticle/67.pdf>, accessed on 25.05.2015
- Gustafson, C. (2002). Employee turnover: A study of private clubs in the USA. *International Journal of Contemporary Hospitality Management*, 14(3), 106-113
- Hom, P. W., & Griffeth, R. W. (1995). *Employee turnover*. South-Western College, Cincinnati, OH. Retrieved from <http://data.worldbank.org/data-catalog/world-development-indicators/> accessed 9 July 2015.
- ILO Report. (2010). *Developments and challenges in the hospitality and tourism sector, Issues paper for discussion at the Global Dialogue Forum for the Hotels, Catering, Tourism Sector*. Geneva
- Kumar, M. (2014). Hospitality Education in India, Present Status, Challenges and opportunities. *African Journal of Hospitality, Tourism and Leisure*, 3(2), 1-5, Retrieved from <http://www.ajhtl.com/uploads/7/1/6/3/7163688/ar->

- ticle_10_vol_3_2_july_14.pdf accessed on 15.05.2015
- Locke, E. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.). *Handbook of Industrial and Organizational Psychology*, 1297–1349
- Lu, C., Shih, Y. Y., & Chen Y. L. (2013). Effects of emotional labor and job satisfaction on organizational citizenship behaviors: A case study on business hotel chains. *The International Journal of Organizational Innovation*, 5(4) 165.
- Meier, J. D. (1991). *Solutions to the hospitality industry's labor shortage*. FIU Hospitality Review, Fall, pp. 78-85
- Ministry of Tourism. (2012). *Study to Assess the Requirement of Manpower in Hospitality and Travel Trade Sector*, 4-212
- Ministry of Tourism and Environment. (2007). *Human Resources Development Strategy for the Tourism Sector in Montenegro*, 5-6
- Mobley, W. (1977). *Employee turnover, Causes, Consequences, and Control.*: Reading MA: Addison – Wesley
- Morton, D. L. (2002). Targeting generation Y. *Public Relations Quarterly*, 47(2), 46-48.
- Nunnally, J. O. (1978). *Psychometric theory*. New York: Mc Graw- Hill
- Oliver, D. (2006). An expectation of continued success: The work attitudes of generation Y. *Labour and Industry*, 17(1), 61-84
- Pallant, J. (2010). *SPSS Survival Manual*. MC Graw Hill England: Berkshire
- Patel, R. (2012). Indias Tourism Industry-Progress and Emerging Issues. *APJEM*, 1(5), 1-10 accessed on 01.08.2015 from <http://prj.co.in/setup/business/paper29.pdf> accessed on 28.04.2015
- Peshave, M., & Gujarathi, R. (2013). A study of factors influencing increasing attrition rate in hotels of Pune, its impact on the organization and measures undertaken by the hotels to curb the attrition rate. *Journal of Hospitality Application & Research*, 8(1), 40-55
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88, 160-169. doi:10.1037/0021-9010.88.1.160
- Richardson, S., & Thomas, N. (2012). Utilising generation Y: United States hospitality and tourism students. Perceptions of careers in the industry. *Journal of Hospitality and Tourism Management*, 19, 1-13.
- Ronra, B., & Chaisawa, M. (2011). Factors affecting employee turnover and job satisfaction: A case study of Amari Hotels and Resorts. Retrieved from <http://www.scribd.com/doc/52601912/> on 16.08.2015
- Shaikh, F. M., & Syed, A. A. S. (2013). The HR challenges in tourism industry in Pakistan a case study of Gorakh hill-Dadu-Dindh Retrieved from http://www.revistades-tatistica.ro/wp-content/uploads/2014/02/RRS_02_2013_a3_en.pdf accessed on 01.08.2015
- Solnet, D., & Hood, A. (2008). Generation Y as hospitality employees: Framing a research agenda. *Journal of Hospitality and Tourism Management*, 15(1), 59-68.
- Su, H., Lee, L., & Fan, C. (2011). Turnover determinants of new employees in International Hotels. *Journal of Service Science and Management*, 4, 158-164 doi:10.4236/jssm.2011.42019
- Thakur S. K. (2014). Tourism Education in India Need Quality People, 3(2), 5-10. Retrieved from http://theglobaljournals.com/gra/file.php?val=February_2014_1393072254_5d473_85.pdf accessed on 18.04.2015
- Torrington, D., Hall, L., & Taylor, S. (2005). *Human Resource Management* (6th ed.). Prentice Hall.
- Tourism & Transport Forum of Australia. (2006). *Labour turnover and costs in the Australian accommodation industry*. Retrieved from www.ttf.org.au/research/pdf/2006/TTF_Hotel_Turnover_Report.pdf.
- Tourism & Hospitality Workforce Strategy (2006). *Tourism Industry Association*. Retrieved from <https://www.tianz.org.nz/content/library/TourismHospWkbkLR.pdf> on 04.06.2015
- Trade Union Congress. (2003). *Alcohol and Work: A Potent Cocktail*, TUC. In Dennis Nickson, *Human Resource Management for the Tourism and Hospitality Industries*, BH, 2007, Elsevier, Oxford.
- Usha.p. (2013). Human resources practices in tourism and hospitality industries in selected countries. *Asia Pacific Journal of Marketing & Management Review*, 2(5), 1-16
- Woods, R. H., & Macaulay, J. F. (1989). Rx for turnover: Retention programs that work. *The Cornell Hotel. Restaurant Administration Quarterly*, 30(1), 79-90.