Study on the Perception of State University Graduates vs Government Hotel School Students on Hospitality industry Retention

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Abstract

The hospitality industry is a diversified and exciting business that focuses on providing high-quality experience to guests who are visiting particular destinations. To provide professional service to the guests, destinations and organizations required qualified and intelligent workforce. State Universities and hotel schools, as well as several other private universities provide hospitality education in Sri Lanka with the goal of developing industry-ready individuals and high skilled workforce that can match the workforce demand from the industry. Although there is a high demand for skilled workforce from the industry, retention of the graduates in the industry been questionable in Sri Lanka. To analyze this issue and to identify potential causes, this study was conducted by focusing on analysis of university graduates' and hotel school students' retention attitudes in the hospitality industry in Sri Lanka. The primary data was collected from 10 respondents representing State universities; Uva Wellassa, Sabaragamuwa, Rajarata, and the Sri Lanka Institute of Tourism and Hospitality Management, by using the purposive sampling technique. With the limits of COVID 19 pandemic, structured interviews were conducted over the phone. Content analysis method was used for the study since the study adopted the qualitative research design. Hospitality career retention attitudinal perceptions is the parental theme revealed from the collected data and eight sub themes were designed based on it. Major findings disclosed that university graduates' retention is very low compared to the hotel school and the hotel school graduates retention rate is almost 100%. The career perception and the attitudes and satisfaction of university graduates vary with several external factors and hence they shift for other jobs after the industrial training period. The factors affect to the satisfaction and attitudinal changes of the university graduates and hotel school needed to be addressed in future studies.

Introduction

United Nations World Tourism Organization (2021) states that tourism has witnessed continuing expansion and deeper diversification to be one of the rapid growing industries in the world. However, Timo, & Wang, (2010) suggested that the hospitality industry is suffering from substantial staff turnover annually. World Travel and Tourism Council (2021) mentions that 62 million tourism related jobs have been lost, indicating an 18.5 percent decrease, leaving approximately 272 million jobs engaged globally in the industry, compared to 334 million in 2019. Brown, Thomas, & Bosselman (2015) mention that job turnover in hospitality industry have an influence on both the financial success and staff morale of a hospitality organization. In addition, Dermody, Young& Taylor (2004) suggests that the greater hospitality industry's employment turnover rate, result in more money spending on finding, employing, and training new employees. Hence Lu and Gursoy (2016) states that hospitality Industry is trying to identify the reasons of job turnover and boost staff retention in order to reduce their operational expenses. Furthermore, Dipietro & Milman (2008) argued that many proprietors in the hospitality business assume that increasing salary will reduce turnover rates and enhance the retention. However, it does not predict their retention. Since salary is a component that first draws personnel.

Hotel sector significantly relies on young personnel. National Restaurant Association (2019) mentioned that over 2 million teens begin their careers in the hospitality industry, and a lot of students have started their careers in the catering industry. Hence, both state university graduates and government hotel school graduates cover a large amount of the personnel in the hospitality industry. Moreover, Frye, Kang, Huh, & Lee (2020) state that the work schedules of graduate workers are typically impacted by their academic and vacation engagements, which can create planning issues and lead to an impression of less than total dedication to the employer and the workplace.

In 1995, Altman & Brothers observed that graduates in hospitality industry had a poor retention rate in the sector for which they had been trained. Approximately, one-third hospitality graduates have either quit the sector by the fifth year from graduation or never worked in the hospitality sector again due to some least loving factors such as long working hours, improper schedules, financial issues and personal considerations. In addition, according to Pavesic & Brymer (1989), graduates in hospitality industry represents variety of social, ethnic, educational, occupational, regional, and social conditions and surroundings. Hence, all of foresaid elements will have an effect on their expectations.as they relate to a career in hotel management. Moreover, Graduates of hospitality have pre-existing assumptions of the sector imprinted by their academic activities and job experience.

When considering Sri Lankan context, 80 % of the total direct employment in the tourism and hospitality industry was from hotels and restaurants in 2019 according to Sri Lanka Tourism Development Authority (SLTDA, 2019). When it comes to occupational classifications, 14.8 % were from the management and professional levels. 51.5 % were in technical, clerical, or managerial positions. Manual operating grades accounted for 33.7 % of the total. Further, as per the Tourism Development Strategy 2017-2020, the Sri Lankan hospitality sector need highly trained labor to be retained and used as a strategic human capital. Moreover, SLTDA (2019) mention that they require to recruit the "appropriate individuals for the appropriate job in order to make Sri Lanka a high value destination". In this scenario, SLTDA aim three groups: the governmental sector, the private sector, and the community. Hence, undergraduates from government universities and undergraduates of Sri Lanka Institute of Tourism and Hotel Management (SLITHM) have a strong potential to enter and retain in the

hotel sector as knowledgeable, experienced, and professional workers in this regard. In this light, SLITHM (2019) noted that it has been operating in Sri Lanka under the Ministry of Tourism for more than five decades, teaching and educating students for the tourism and hospitality sectors, with regional facilities in Anuradhapura, Bandarawela, Kandy, Koggala, Ratnapura, Kurunegala, Pasikudah, and Jaffna. Furthermore, the currentCOVID-19 situation in the Sri Lanka may have influenced graduates' attitudes on the hospitality sector. There are some researches has been done on designing the tourism higher education curriculum but the extent to which tourism higher education meets industry needs and the job performance of the graduates has not yet been closely investigated (Wang et al., 2010). Therefore, there is a knowledge gap on this area of research. The purpose of this research is to study on the Perception of State University Graduates vs Government Hotel School Students on Hospitality industry Retention.

Hence, understanding the perspectives of graduates at government universities and SLITHM on retention in professions of hospitality sector is important for decision making. Accordingly, Research questions were designed as follows.

1.What is the perception of State University Graduates and government hotel school students on hospitality industry retention?

2.What are the similarities and differences in hospitality career retention of state university graduates and hotel school Students?

3.What are the core influences received from the university itself in retaining in the Hospitality industry?

Literature Review

Tourism Industry

Hospitality is a multimillion-dollar industry and its involvement on global economy is significant. According to United Nation's World Tourism Organization (UNWTO) global tourism revenue hits USD 5.9 trillion in 2019. Rishi & Gaur, (2012) stated that Hospitality contributes significantly to the global gross domestic production (GDP). People around the world consider tourism to be an important economic activity due to its direct economic impact as well as its significant indirect and induced impacts (Ranasinghe & Nawarathna, 2018). Bandara and Gangananda (2021) further emphasis that hospitality has grown as one of the largest industries and sources of income generation in recent years among the countries in Asia. The tourism and hospitality industry was one of the fastest-growing industries and major foreign exchange-earner with the ability of generating many direct and indirect job opportunities to Sri Lankans (Ranasinghe & Nawarathna, 2018). According to the statistics of Sri Lanka Tourism Development Authority (SLTDA,2019), industry contribution to the country's economy was Rs. 646,342.3 million (US$ 3,606.9 million) which is the 3rd largest income generator of the Island. Further SLTDA statistics showcase that from the total direct employment, 80% were employed in hotels and restaurants. Travel agency and tour operator account for 7% of the total, airline 5%, guides 3%, state sector2%, Tourist shops 1%, recreational facility agencies 1% and national tour organizations 0.5. When considering occupational categories, 14.8% were from managerial and professional grades. 51.5% represented technical, clerical and supervisory grades. 33.7 accounted for manual operative grades. Above mentioned facts elaborate the importance of hospitality industry towards Sri Lanka's economic and social wellbeing.

Graduate Profile in Tourism and Hospitality Industry

In Sri Lankan context, there are education facilities available to join with higher education under hospitality stream. From available education methods, most popular methods to produce graduates are State Universities and Sri Lanka Institute of Tourism & Hotel Management. Hospitality graduates look forward to continue the journey in the industry by achieving their personal and organizational goals. Aas et al., (2005) pointed that education has become increasingly essential, as a valuable starting point for the development of human capital involving in hospitality operations and management. The tourism industry starts to see the need for a more sophisticated approach to human resource management and this is reflected in a new approach to education and training of the workforce (Wang et al., 2010). According to Litvin, (2000) hospitality lecturer's knowledge, sensitivity, and experience in the industry can create a motivational factor in fresh graduates. As Airey & Tribe (2006) status, tourism degree is important, it does much more than reflects the immediate needs of the work place or the immediate demands of the entry employment positions. Tourism higher education, aiming to provide new insights to the management of tourism activity, will make itself relevant for the future. Kang & Gould, (2002) identified that since many hospitality students upon graduation enter the operations divisions in hospitality and tourism industry, they are subjected to the needs of operations which are carried out throughout the day (shift work), including weekends and public holidays. Coupled with the stressful nature of the work, dealing with irate guest and the fast pace nature of the line, students are disinclined to work in the industry after joining the trade. Graduates entering the hospitality industry do so in order to have a career at the end of their studies. Most students are struck by glamour aspect and the customer face of the organization. Many of them are not aware of long hours at work, high stress levels, low compensation and limited opportunities for management trainee positions which can cause dissatisfaction among graduates that coming from State Universities and Sri Lanka Institute of Tourism & Hotel Management (Jauhari, 2006). According to Kusluvan, (2010), it was crucial to understand the attitudes of students to gain an insight to the reasons why many students are disinclined to join the line or choose to leave the industry after having stayed in the trade for a relatively short period. Kusluvan, (2010) further elaborated that it was important to see the perspectives of students who are currently pursuing a hospitality curriculum and those that have graduated. Dewey, (1915) identified the waste in tourism education is due to isolation from real practice. If graduates from tourism education are unable to apply their skills and knowledge to tourism management practice, if tourism management graduates are unable to satisfy the needs of the tourism industry, then tourism education is truly wasted. Jauhari, (2006) pointed Training/Internship in the industry can be used as an important tool in shaping competencies of the fresh graduates, but in most of the cases undergraduates and fresh graduates are treated as inexpensive labor. Dopson & Tas, (2004) mentioned that the development of curriculum should be pegged to industrial standards and reviewed through competencies grids as well as analysis will be a help to match the gap between graduates expectations and industry demands.

Employee Retention in Hospitality Industry

Hughes and Rog (2008) mentioned that employee retention has been a big issue of human resources for all corporate industries, particularly the tourism sector. One of the most difficult challenges for hospitality business is recruiting and retaining staff. This is owing to the high demand for competent individuals in the business, as well as the industry's labor-intensive nature. Furthermore, Bharwani and Butt (2012) stated that It has been challenging for the hospitality business to recruit and retain people, owing to the industry's negative reputation as well as the employees' hard labor and low salary. One of the most important factors in hiring new is employee promotion and growth, as well as the economy's current state of recession.

High rate of turnover affects the morale of other employees as well as it also leads to the loss of productive workers (Yang et al., 2012). Hence, Hughes and Rog (2008) mentioned that Some hospitality organizations are challenging these traditional factors in order to provide a positive and encouraging experience for their staff. These organizations are dedicated to their staff and help them find a comprehensive training and development activities that includes teamwork, honor, and assistance in improving their skills. Bharwani and Butt (2012) has been suggested that staff in the hospitality business who have positive relationships with their managers and other workers enhance their efficiency and work quality. If a staff is happy with their job and the workplace environment, they would feel like they are a part of the hotel and will want to remain for a longer amount of time.

Factors affecting Employee Retention

As the business environment is changing rapidly, the need for attracting and retaining talented people is growing (Hiltrop, 1999). Poulston, (2008) found that to keeping the employment rate up and unemployment rate down, employee retention helps an organization. At the same time employee retention have the ability to strengthen organizational image and reputation. Fitz-enz, (1990) identified that there are several key factors which account for retaining employees. Some that factors are related to the organizational culture (Sheridan, 1992; Blanchard & Peale1988), developmental opportunities (Horwitz et. al., 2003), Supervisory support (Eisenberger et. al., 2002) and organizational commitment (Curtis & Wright, 2001). Walker (2001) identified seven set factors that can increase employee retention. It includes compensation and appreciation; promotion and development chances; provision of challenging work; pleasing atmosphere within the organization; a healthy balance between the personal and professional life; positive relations with co-workers; and good communications. Birt et al. (2004) suggested that high integrity and involvement by the manager, advancement opportunities, empowerment, responsibility and challenging work are important variables for employee retention. Martin et al., (2006) opined that motivators such as empowerment and career development might be valuable contributions for retaining employees. Kyndt et. al., (2009) found that personal factors such as level of education, self-perceived leadership skills, seniority and learning attitude affect employee retention. Ramlall, (2003) further elaborated that compensation package and location of the company were important factors in deciding to remain in organization. By analyzing all the factors mentioned above employers, leaders, and managers need to recognize that effective employees may have more employment outlooks than what the employers may be willing to offer. Properly managed human resource will be able to produce higher number of opportunities towards the organization and at the same time unmatched human resource is the best competitive advantage that hospitality base business can have.

Research Methodology

This study aims to examine the Hospitality Industry Retention as comparative study on State university graduates vs Government hotel school students in Sri Lanka. State universities such as Uva Wellassa University (UWU), Rajarata University of Sri Lanka (RUSL), Sabaragamuwa University of Sri Lanka (SUSL) and SLITHM act a major role in generating graduates to the hospitality industry. Hence, graduates of UWU, RUSL, SUSL and SLITHM are considered as the population of this study. According to Ranasinghe (2019), SLITHM produces over 4,000 trained professionals every year In Sri Lanka,. While the SUSL, UWU & RUSL generate 50-150 tourism graduates each year, However, using the purposive sampling approach, 05 graduates from state institutions and 05 students from SLITHM were chosen as the study's sample. To achieve the research primary data were gathered via

structured interviews. Each interview was conducted via telephone due to the current situation in the Sri Lanka. However, each interview took 25 – 30 minutes to complete. Gathered primary data was transcribed into word format and sent to the all respondents to ensure the validity of the data. The approach employed of this study was qualitative. Hence, researchers used content analysis method. Thus, this study comprises 8 open ended questions with the parent theme of "Hospitality career retention attitudinal perceptions".

A comprehensive analysis was employed to describe the comments provided by the respondents utilizing eight sub themes such as Social Recognition, Personal Family Congeniality, Influence from Co- Workers, Physical work condition adaptability, Industry Commitment, Moral Motivation from the University/ Hotel School, Related Skills Development, Level of recognition for education background.

Data Analysis and Comparison
Social Recognition

Based on the respondent's reviews regarding the level of social recognition for their career, majority of the respondents been in satisfactory level. Nature of the enjoyable, Manageable and friendliness respondents stated it came as their dream job. Further, the respondents indicated that they were employed in middle or Operation level position. They highly mentioned the title of the current position will help to gain positive social recognition. Hence, out of the six respondents, there were two female respondents. They had negative feedback regarding social status due to some negative comments from the society. Based on the respondents' perception, the nature of Working with wonderful people provides positive influence for built positive social recognition. Chances to meet celebrities, sportsmen, politicians and opportunities to deal with foreigners create favorable image to flexible working environment. Create platform to interact with new people with nature of the hospitality and tourism industry.

However, the perception of state university graduates regarding the social recognition is a tragedy. They join with the industry once they have to finish the industrial training period of 6 months. Based on the data gathered, their social recognition just limited to vey shorter period of time. Once they realized, that theories learnt during 4 years of time did not applicable as same to the industry, they, fed up. Rarely, one or two may get positive social recognition, but not at the initial stage. They search for a validity and value for the so called, "Degree". They try to hide the job and the job position. Two female graduates, revealed one of the most important finding that, they won't join with the hospitality industry after the graduation, but with the travel sector. The probability of retention with the industry of state university graduates are very low compared to the hotel school graduates, when the evaluation done related to social recognition.

Personal Family Congeniality

The researchers illustrate, the most common item that would cause current hotel school students to leave the hospitality industry was work family conflict. According to the respondents reviews, the researcher can identify maintain the Work life balance of the hotel industry's employees is difficult. If there is flexible shift based working hours, it can lead to maintain better work life balance. The family is the most important role-player in the society. According to respondents' opinion higher work life balance higher will be employee retention. Respondents stated that work-life-balance includes flexible work-arrangements and leaves, including practices like flextime, job-sharing-schemes all these things not practically

undertaken. These things only limit to the roster. The few of the respondents stated their positive opinion regarding work life balance. They have easily accessible and short distance from the home to hotel, further some of them were unmarried they haven't more responsibility.

Traditionally, parents have high expectations when their children were selected to the government university. Ordinary education system prevailing in Sri Lanka is "parental Driven". The parents work hard than children to get pass through the examinations and therefore, it is a dream of very parent to get their children entered to the university system. Thus, there is a major influence form parent when entering to the university somehow. Even without considering the nature of job market after completing the degree, they forced children to get selected to earn a plus point in the society for them. This situation was same as here.

To build up and retain in the hospitality industry it is required to have initial knowledge. For that, each and every person need to work from the ground level to know about the entire operation. The hotels would not consider the education background much when opening their jobs. They only think about the level of experience and work performances. The graduates have to start their careers with the ground level. The family members, relative and friends might not have any idea on this. They hesitate the nature of the work given to the university graduates since they are possessed with the degree in hand. Waiter, room boy, kitchen helpers and trainees are the basic jobs that they might receive when they enter to the hospitality industry. Hence, the families, relative and friends demotivate them. Specially, for female graduates, immense influence was there from their boyfriends/husband/ family and relatives. Although the highest number of State university graduates represent females, most of them will end up their career life as lifetime housewives or teachers.

Influence from Co- Workers

The respondents had positive perception regarding supportive organization culture. Supervisors and other co- workers, supportive for task completion. Respondents were mentioned "Employees who feel valued, recognized and honored with a sense of belongingness to the organization will be actively engaged in achieving the goals and objectives of the business, with increased productivity" They had positive perception regarding their supportive team. This will also build a high-level of trust between the employees and supervisor. According to the respondents perception the nature of the superior subordinate relationship among the entire workforce will help to enhanced level of employee retention. Guidance which came from top management they highly appreciated. However, few respondents were mentioned internal conflicts also.

State graduates mentioned that, it is very difficult to cope up with the co-workers mainly because of the seniority. They said that, when a trainee came to the hotel, the senior or co-workers tries to allocate their job responsibilities and tasks for the newly recruited trainees. It is an "institutional rag" given to them. As per they mentioned, it is the way of the hospitality industry. This might sometimes depend on the gender. Male graduates have to face with lot of institutional ragging than female workers. "They helps when the top management asked to do and when the managers are observing only", this is a common data gathered revealed by each graduate. The coworkers sarcastically asking: "why you come here with a degree". This point has a huge impact on the study.

Physical Work Condition Adaptability

Few respondents were mentioned, unbalanced of workload negatively affect for their career options. Hence, other respondents were mentioned the workload is reasonable they can manageable due to nature of the industry they had to work long shifts also. The highlighted they can transfer their skills. At the peak season they had more workload and when came to the off season, reduce the workload. Based on the respondent's views, the researcher can observed sometimes Job unfairness cause for the leave the job in the hospitality industry. Due to the nature of the unbalanced of the work, some of the respondents work under pressure. Its directly reduce the production rate. If there unavailability of employees to the operation, the availability of employees must complete all the tasks. The respondents were mentioned because of their industry experiences, they can utility their skills to the particular tasks.

State university graduates mentioned that, it is manageable. They can work under the pressure and deadlines. Working long hours and long shifts does not mean a much for them. They said that, "we can get more experience by working more hours, it is a good opportunity for us to know the operation within few months by working more hours and extra shifts, since we are adapted for pressure situations during our university life, it is manageable to work, we are given free meals, uniforms and accommodations, we can work without any worries, we like to work without leaves since we can experience daily work uniqueness with the hotel operation".

Both SLITHM and University graduates have same idea on Physical work condition adaptability. Both of the respondents are fit enough for work conditions and its adaptability according to the situations. This implied that, industry retention would not be effected from Physical work condition adaptability of both parties.

Industry Commitment

The respondents mentioned there is limited opportunity to promotion within their career. These findings would indicate those still in the hospitality industry find it more important to have good promotion prospects and a career in which they can use their hospitality degree. Some of the respondents mentioned due to best performances within their career, they had promotion and rewards from the work place. This encouragement cause for job retention.

Moreover, respondents have positive perception regarding job satisfaction. They have meet different kind of challenges in everyday or daily new target they were try to develop their self-improvement. The final target of majority of the respondents was starting self-business related to their qualifications. Employee empowerment contribute to the retain employment. The top of list causes of retention reported by respondents were facilities like laundry, free accommodation, Family tours, free meals, Training programs, free medical etc. Retirements plans like provident fund; pension encourage employees to retain their career.

Comparatively, both SLITHM graduates and state university graduates are highly committed to the industry seeking the future benefit propositions. There is no difference with them.

Moral Motivation

Based on the respondent's reviews they highly mentioned the title of the current position basically depend on their previous experiences and academic qualifications. Large proportion of the hotel school graduates indicated that they had gain practical knowledge from internship opportunities. Practical nature of the degree program of the hotel school rated positively in

respondents' career. They also felt that their tourism and hotel management subjects along with their internship placements played a more important role in securing their current position.

Universities (UWU, RUSL, and SUSL) really motivates the graduates to start their career in the hospitality industry and retain as the same. Motivations programs, moral talks are continuously organized by the universities and industry related updates are given to them. Practical examples to boost the moral intention are given in order to give the degree a valuable employment in the field. At the same time, the universities are organizing several festivals and functions related to the hospitality, which gives students with the motivation to enjoy the real hospitality circumstances.

Ex: Galena by UWU, Voyage by RUSL

This explanation suggested that, there are some contradictory points to be cleared in comparing the SLITHM graduates and University graduates on hospitality retention. There can be some other motivations (push or pull) affected to the retention other than these points, which are still under revealed.

Related Skills Development

The respondents had positive perception regarding skills development. They gained more skills as creativity, Leadership, Work under pressure, Time management, Professionalism, language cohesions from the hotel school. The respondents mentioned they can utilize their skills within their career. Behalf of that, Based on the respondent's perception, training and development is highly significant for the enhancement of their skills. Few of the respondents were mentioned they were not limited to the Hotel school education. They had complete hospitality related courses and General management courses. Further, overseas working experiences helped a respondent to success their career. Equal training and development opportunity which provide by the external resource person or top management enhanced their career retention also. Ex: The hotel management organized leadership and training program for the employees and corporate social responsibility (CSR) activity.

According to the answers from the university graduates, unavailability of practical curriculum related to the hospitality field is less. They claim that, the universities draw attention for general management principles rather than focusing the industry. Unnecessary and unrelated subjects to the hospitality degree were included. The available related subjects also covered the theories mostly limiting to the practical exposure of them. As they stated, the major deviation is, inability to become CHEFs through university education. It claims that, SLITHM only produces chefs and they have the monopoly. The university graduates declare that, they are limited for the University for the Whole Years including weekends, limited their knowledge seek. They are not made free to follow any extra courses related to the hospitality. That leads them to dragging back in the hospitality retention since SLITHM graduates possess with lots of capabilities and they are really challenging for the university graduates. The universities promote tourism entrepreneurships after the graduation which is very difficult to bear at the initial stage, but, someone finds its possible and limited.

The level of the skill development is not satisfactory with the university graduates when compared to SLITHM. It is not enough to have theoretical knowledge to retain with the hospitality. It needs more and more practical and work experiences. Thus, there is a strong mismatch between the SLITHM and university graduates in related skills development.

Level of Recognition for Education Background

According to the respondent's perception, they had to work with less educated people also. At the initial stage of graduate's career, they started with lower-level salary. There is no consideration about their education level at that time. Hence, with the industry experiences they can earn more value to their education qualification also. Based on their performance they can move to the executive level or managerial level position.

As per the discussion held with a respondent, the term of "Social Status" definitely add value to the recognition, but it is very less in the hospitality industry. Hospitality requires people skills and experience rather than education. Hospitality, rarely, embrace well educated people in the lower positions, because they believe that every individual hired can deliver the service to the guests irrespective of the educational background. The only thing that they need to manage is friendliness and courtesy for the guests.

Though they are SLITHM graduates or state university graduates, they can earn a good job position in the hospitality with the time, which means timely on the job education. But, for the service recognition of the hospitality industry, they concentrate on the educational background in promoting to the middle or top-level management positions.

Conclusion and Recommendations

Conclusion

Retention strategies have become an integral part of an organization's business strategy (Ghosh, Satyawadi, Joshi, & Shadman, 2012). Effective retention strategies cause for reduce turnover. The study mainly focused, state university graduates and SLITHM graduate's career retention attitudes, similarities and differences in both role-players and core influences they gained from academia. Based on the respondent's indicators, the researcher was identifying sub themes as social recognition, Personal- family congeniality, Influence from co-workers, Physical work condition adaptability, Industry commitment, Moral motivation from the university or Hotel school and related skills development. Based on the SLITHM graduate's reviews regarding the level of social recognition for their career, majority of the respondents been in satisfactory level due to enjoyability, manageable and friendliness when state university graduate searching for a government related jobs.

Considering the personal family congeniality, the family is the most important role-player in the society. Blomme et. Al, (2009) found the work-family conflict to increase turnover intentions, while Kusluvan and Kusluvan, (2000) argued better managing the work-family balance could increase retention. The researcher illustrated that based on the respondent's opinion SLITHM graduates feel that any how they might have a job to cover cost of living. State university graduates had perception as they forced to shift for another jobs and overseas opportunities. The most common item that would cause current hospitality graduates to leave the hospitality industry was work family conflict the respondent's mindset was maintain the Work life balance of the hotel industry's employees are difficult. If there is flexible shift based working hours, it can lead to maintain better work life balance. The SLITHM graduates had positive perception regarding supportive organization culture. Supervisors and other co-workers, supportive for task completion. Hence, there were some discrepancies for state university graduates as less opportunity to career enhancement and misbalanced of duty assign. When the organization is stable for work and friendly working environment help to retention of employees. Both of SLITHM graduates and state university graduates had almost

same perception regarding working environment. When it came to the women employment, there was some different opinions. Unbalanced of workload negatively affect for their career options. Hence, some of the respondents were mentioned the workload is reasonable they can manageable due to nature of the industry they had to work long shifts also. Work under pressure caused for the employee turnover.

The employer should make sure that the employees are satisfied with their work and they should also get holidays and other incentives from time to time. Thompson et a, (2006) stated that "A happy worker is a productive worker". The respondents argued that, when working in the hotel industry it experiences to career success with the opportunity to travel abroad. The majority of the respondents rated that their perception about job retention in positive way. Highly commitment perceiving the future benefits. Further, current position of their career is basically depending on their level of education and industry experience. Moral motivation in SLITHM and state university is Very high and enthusiastic Further, the SLITHM graduates had positive perception regarding skills development. Through their curriculum concern more on relevant skills needed to be retaining in the industry and practical explosion than the state university curriculum. Learning methods strictly focused on relevant subjects. The explanation of both parties regarding level of recognition for education background was irrelevant theme for estimating the hospitality industry retention as per the data collected.

Summary of Findings

Social Recognition

SLITHM Graduates
They perceive high social recognition and they are satisfied with it
It is a reason for the industry retention
State University Graduates
Gradually decreases upon the completion of 6 months internship program
Search for other jobs specially government tourism related jobs to earn social recognition

Personal Family Congeniality

SLITHM Graduates
Satisfactory
They feel that anyhow they might have a job to cover cost of living
State University Graduates
Less or neither nor positive assistance
Forced to shift for other jobs and overseas opportunities

Influence form Co- Workers

SLITHM Graduates
Helpful
Know to work with different people attitudes
Likely moderate conflicts between co workers
State University Graduates
Frustrated
Institutional ragging from SLITHM graduates
Promote less opportunities for the career advancement
Assign duties and tasks related to co-workers for the graduates

Physical Work condition adaptability	**SLITHM Graduates**
	    High and manageable
	    No arguments with it, they work as they assigned and adoptable
	State University Graduates
	    Satisfactory and they have the ability to work under pressure.
	    Long shifts are almost considered as opportunity to witness the changing culture

Industry Commitment	**SLITHM Graduates**
	    High Commitment perceiving the future benefits
	State University Graduates
	    Highly committed with the industry if they were given with proper background for career advancement

Moral Motivation	**SLITHM Graduates**
	    Very high and enthusiastic
	    Have the monopoly of building chefs
	State University Graduates
	    Moral motivation is high but the ego is high than that
	    They won't be able to retain due to lagging self-motivation at the starting stage

Related Skills Development	**SLITHM Graduates**
	    Concern more on relevant skills needed to be retain in the industry than theories
	    Learning strictly focused on relevant subjects
	State University Graduates
	    Concern more on theories and general management concepts
	    Lacking related skill development
	    Limiting students to engage with other hospitality related private courses

Level of Recognition for Education Background	**SLITHM Graduates**
	    Irrelevant theme for estimating the hospitality industry retention as per the data collected
	State University Graduates
	    Irrelevant theme for estimating the hospitality industry retention as per the data collected

Recommendations

The statements of the respondents provide their viewpoints, which can be considered by the management and employers to improve their training and development program for career and personal growth, reward and other compensations could also improve the work life balance of the employees by creating better work environment with flexible working schedule. Further, the employers should improve their retention factors and make the work easier and fun for the employees instead of stressful workload overload at freshers. If the management start taking feedback from their employees time to time and make changes in the working culture than the hospitality organization can retain their staff. The organization should create supportive organization culture without discrepancies. Safe and hygienic working environment, favorable rules and policies may cause to retain in the organization and satisfy the employees. Hence, the management of the organization should eliminate or reduce the internal conflict between the employees and should build favorable relationship with co-workers. Most of the respondents had negative perception regarding their personal benefits. The curriculum of the academia should match which the industry requirements also. There should be further development. The management should consider offering an attractive, competitive, benefits package with components such as life insurance, disability insurance and flexible hours to work can enhance retaining culture within the industry. Administrators ought to involve their staff to the decision-making process which makes positive feel on the workers and add value to them. It is better to provide awards or appreciation rewards to the employees to motivate them. Because for the workers to perform higher, there's a requirement to undertake regular performance appraisals and address problems with worker morale and worker suggestions and job security.

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