Turnover intention amongst Generation Z employees working in luxury hotels in the city of Mumbai and its suburbs

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Abstract - **Hotel industry in Mumbai faces acute challenges of retaining staff -especially with fresh college graduates. Individual born after late 1990s are classified as Gen Z and have different aspirations from their careers compared to previous generations.**

Purpose: The purpose of the study is to find out the factors and the constructs that are responsible for turnover intentions and their impact on Gen Z. The study was conducted on employees graduated from hotel management colleges after 2017, working with operational departments of luxury hotels at Mumbai and its suburbs.

Research Design/ Methodology: Based on literature review and interviews with hotels managers, 15 constructs were identified and were classified under 3 factors- job satisfaction, employee engagement and organizational citizenship behavior. Data was extracted from 144 different respondents through virtual platforms and analyzed with descriptive statistics, to find inclination of respondents towards each factor under different demographic profiles.

Findings: Constructs of job satisfaction were found to have moderate relationship towards turnover intentions with learning and development culture as strongest factor for youngest of respondents and in food production department. Towards employee engagement, constructs were having mediating role. Respondents wanted work-life balance and to be treated with respect, however they were ready for long duty hours. Construct of OCB were found to have weak relationship with turnover intentions.

Index Terms - **Turnover intentions, employee retention, talent management, hospitality education, hotel industry.**

1.INTRODUCTION

The Merriam-Webster online dictionary describes Generation Z (or Gen Z) as "the generation reaching adulthood in the second decade of the 21st century" (Merrium-Webster, 2020) This generation has access to information and technology which helps them to decide their course of career at quite young age. They had wide spectrum of career choices apart from conventional career choices like fashion technology, artificial intelligence, data handling and analysis, agriculture and hospitality management etc. (Ministry of Education, 2020).

1.1 Tourism & Hospitality Industry.

Holistic approach adopted by the government to promote tourism since last many years like drafting National tourism Policy 2015, PRASHAD, promoting medical tourism, promotion of Buddhist circuit, swadesh darshan scheme, e-Tourist Visa facility to 169 countries, announcing tax holiday to 2,3,and 4 star hotels located near UNESCO world heritage sites, measures to promote heritage accommodations, development of hospitality education and training etc. has witnessed a positive image and increased tourism activities in India (Ministry of Tourism- various reports, 2020).

During 2019, India's rank was 10th amongst 185 countries in terms of travel and tourism total contribution to nations GDP which stood INR 13,68,100 crore (US$ 194.30 billion), 6.8% of the total economy (WTTC, 2019). In FY20, 3.9 crore jobs were created by tourism sector in India, which was 8% contribution to the total employment in India (India brand equity foundation, 2020).

1.2 Employment Potential of Hotel Industry in Mumbai.

The city of Mumbai is also known as financial capital of India. It houses the head-offices of the country's major business houses. The largest ports of country ensured the presence of biggest export houses, ware-houses, shipping companies and transport companies. The logistic and support services like government agencies, manning agencies, I.T, hospitality and consultancy services etc. also found its market in Mumbai. The city has good number of historic monuments; from Elephanta caves built at 5th Contrary AD, more than 200 art deco structures (UNESCO, 2020) , forts, monuments of religious importance, museums, art galleries, beaches and much more. (maharashtratourisn.gov.in, 2020).

In the year 2018 city had an inventory of 13,726 luxury hotel rooms and 4039 more rooms are expected to be coming up by 2023 (source: Hotelivate). City houses more than 78 hotels maintaining four-star category standards with inventory of more than 8000 room. Together these two category employees approx. 43,500 employees (Manav, 2020). Apart from these there are around 950 other small and mid-size hotels in city (expedia.co.in), fine dine, mid-segment, quick service restaurants (QSRs), clubs, corporate canteens, banquet and catering companies making the number of people employed in hotel and hospitality industry many folds.

2. RESEARCH OBJECTIVE

The main objectives of this research is to:
1. Identify the factors responsible for turnover intentions of Gen Z in hotel industry of Mumbai.
2. To find out the level of impact these factors have on Gen Z turnover intentions.

3. SIGNIFICANCE OF THE STUDY

As discussed, the hotel industry of Mumbai generates huge demand for quality manpower. These hotels spent resources to induct and train staff and look for a long-term association with them but many of Gen Z employees leave the job within first year of joining an organization for abroad placements, shipping industry or better prospects. Therefore, it's imperative for hotels to identify the factors that cause employee turnover intentions, make strategies to combat it and implement them effectively.

4. REVIEW OF LITERATURE

Turnover intention can be defined as conscious and deliberate willfulness to leave the establishment (Tett R.P., 1993). Employee turnover depends on three main factors work-related (Job satisfaction), individual (demographic profile) and external factors (Socio-economic conditions, trade unions etc.) (Foreman, 2009). Study between baby boomers and millennials found out significant moderating relationship between emotional exhaustion, job satisfaction and turnover intention (Lu, 2013)

Job satisfaction and employee engagement are important construct towards employee turnover intentions and should be measure on daily basis against common industry practice to measure on yearly basis(Shi., 2020). Altarawmneh et al suggested that rewards, bonuses, salaries enhancement and performance appraisals can be considered to reduce turnover intentions (Ikhlas Altarawmneh., 2010) whereas Soojin et al linked it with supervisory justice and organizational justice (Kim Soojin, 2017)

Emiroglu et al, Kim and many other studies the relationship between demographic variables (like age, gender etc.) and turnover intentions (Emiroglu B.D., 2015) (Kim, 2010). Studies also supported the function like learning and development to curb attrition rate (Kamplikar, 2011). Malik et al furnished factors like managerial attitude, job satisfaction, job involvement, communication, work environment and training affecting employee's turnover intentions (Malik, 2011).

The studies also supported the fact that HR practices like recruitment sources, selection, training, career growth opportunities, performance appraisal, and pay and benefits are relation with organizational identification and employee turnover intention (Nivethitha, 2015) (M.C. Davidson, 2012) (B. Becker., 1996).

Khalid et al established relationship between organizational citizenship behaviour (OCB) and turnover intention (Khalid, 2009) Wang et al added work-family conflict to OCB as a factor of turnover intention (I-An Wang, 2017).

5. FACTORS AND CONSTRUCTS FOR DATA COLLECTION

Based on the review of literature and interaction with managers and employees of Gen Z. The main factors contributing to turnover intentions were identified as:

Job satisfaction, Employee engagement, Organizational citizenship behavior The demographic profile taken for study were age, family income, department, long term career prospects, gender and domicile. The constructs identified under the factors identified for study were as;

S.No.	Factors	Constructs	Remarks/ references
1	Job Satisfaction	• Learning and development culture (L&D Culture) • Safety culture • Employee welfare scheme • Leadership and direction • Autonomy	(Kamplikar, 2011) (Gustafson, 2002) (Nivethitha, 2015) (Gordon, 2019) (Hemdi M.A. 2011)
2	Employee Engagement	• Work-life balance • Respect to employees by company • Monetary benefits • Fixed duty schedule • Organizational culture	(Peshave, 2013). (Malik, 2011). (Hemdi M.A., 2011) (Woods R.H., 1991) (Panwar, 2012) (Kim Soojin., 2017), (Kumar, 2012)
3	Organizational citizenship behaviour (OCB)	• Getting work as per qualifications • Unbiased company policies • Job security • Appreciation at workplace • Politics at workplace	(Getz, 1994). (Ikhlas Altarawmneh., 2010) (Qureshi, 2013) (Kim Soojin, 2017) (Terry Lam., 2002)

Figure 1: Identification of constructs for independent variables

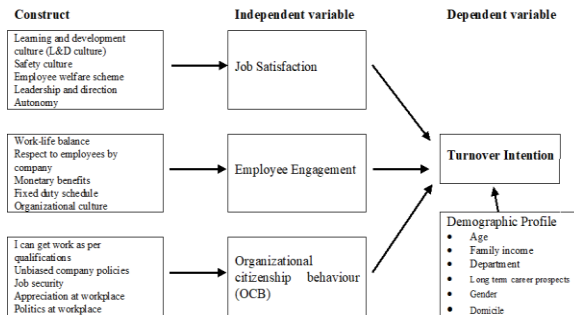## 6. PROPOSED THEORETICAL FRAMEWORK

Figure 2: Theoretical framework for research.

7. RESEARCH METHODOLOGY

A descriptive analysis on data was conducted to understand the impact of different factors on turnover intentions. Five constructs for each factor were identified. A questionnaire was made mentioning 15 constructs and sent to hotel management graduates. Respondents were asked to award point on 5-point Likert scale on the impact of each construct responsible for their turnover intention. Rating of 5 was for strongly agree, 4 for agree, 3 for neither agree nor disagree, 2 for disagree and 1 for strongly disagree. The questionnaire was sent to approx. 450 respondents passed out /recruited in or after 2017 from hotel management colleges. The respondents were working in luxury hotels in Mumbai and its suburbs. Total 144 responses were collected, summery of demographic profile of the respondents is furnished below:

7.1 Sample and data collection

S.No	Profile	Particulars	Code	Numbers	Percentage	Responses
1	Age	Up to 22 years	A1	81	56.25	144
		22.1 to 23 years	A2	31	21.53	
		23.1 to 24 years	A3	17	11.81	
		More than 24 years	A4	15	10.42	
2	Family Income (INR per month)	Up to 35,000/-	B1	50	34.72	144
		35,001/- to 50,000/-	B2	45	31.25	
		50,001/- to 65,000/-	B3	35	24.31	

		65,001 and above	B4	14	9.72	
3	Department	Food Production	C1	81	56.25	144
		F&B Service	C2	41	28.47	
		Front Office	C3	07	4.86	
		Housekeeping	C4	15	10.42	
4	Long term Career Prospects	Higher positions in hotel industry	D1	82	56.94	144
		Diversified to other industries	D2	27	18.75	
		Abroad placements	D3	24	16.67	
		Entrepreneurship	D4	11	7.64	
5	Gender	Male	E1	126	87.50	144
		Female	E2	18	12.50	
6	Domicile	Mumbai	F1	95	65.97	144
		Outside Mumbai	F2	49	34.03	

Figure 3: Demographic profile of respondents

The data in table 3 shows almost 78% of respondents were less than 23 years of age, this attests that majority of them were aware of hospitality as career and had taken admission to hospitality colleges immediately after passing out 12th grade. Almost 35 percent respondents were from outside Mumbai but wanted to commence their career with hotels in Mumbai. Approx. 66% of respondents had family income of less than 50,000. One alarming fact for industry is that only 57% respondents want to stay in industry for long term (as hotels allocate huge finances towards training cost on new recruits and wanted them to stick for longer durations to recover these costs) (NSDC-report).

7.2 Data Analysis and Interpretation
Data collected from the respondents is summarized as:

Code	Constructs of turnover intention	Ratings by respondents in 5-point Likert scale										Total
		1	%	2	%	3	%	4	%	5	%	100%
JS1	L & D Culture	12	8.33	16	11.11	15	10.42	32	22.2	6	47.9	144
JS2	Safety culture	7	4.86	12	8.33	27	18.75	44	30.5	5	37.5	144
JS3	Employee welfare scheme	10	6.94	18	12.50	19	13.19	56	38.8	4	28.4	144
JS4	Inspirational leadership	14	9.72	17	11.81	21	14.58	40	27.7	5	36.1	144
JS5	Autonomy	8	5.56	21	14.58	22	15.28	45	31.2	4	33.3	144
EE1	Work-life balance	25	17.36	16	11.11	17	11.81	40	27.7	4	31.9	144
EE2	Respect to employees	11	7.64	06	4.17	21	14.58	35	24.3	7	49.3	144
EE3	Monetary benefits	9	6.25	18	12.50	24	16.67	36	25.0	5	39.5	144
EE4	Fixed duty schedule	8	5.56	11	7.64	35	24.31	43	29.8	4	32.6	144
EE5	Company's financial stability	12	8.33	11	7.64	21	14.58	49	34.0	5	35.4	144
OCB1	Work as per qualifications	9	6.25	7	4.86	26	18.06	47	32.6	5	38.1	144
OCB2	Unbiased company policies	7	4.86	12	8.33	31	21.53	60	41.6	3	23.6	144
OCB3	Job security	15	10.42	8	5.56	17	11.81	41	28.4	6	43.7	144
OCB4	Appreciation at workplace	11	7.64	14	9.72	23	15.97	42	29.1	5	37.5	144
OCB5	Politics at workplace	32	22.22	29	20.14	26	18.06	27	18.7	3	20.8	144

Figure 4: Summery of responses received

The respondents supported maximum number of factors barring "politics at workplace" as a reason of turnover intention. Respect to workers and learning & development culture at organization were most impactful constructs as identified by respondents The descriptive analysis as carried out in excel for different demographic profiles yielded following results:

Factor	Construct	Mean				Standard Deviation				Confidence level (95%)			
		A1	A2	A3	A4	A1	A2	A3	A4	A1	A2	A3	A4
JS	JS1	4.56	3.61	2.79	2.23	0.92	1.23	1.18	1.09	0.20	0.45	0.57	0.66

	JS2	3.93	3.77	3.84	3.85	1.17	1.06	1.21	1.28	0.26	0.39	0.59	0.77
	JS3	3.54	3.68	4.05	4.15	1.22	1.33	1.03	0.99	0.27	0.49	0.49	0.60
	JS4	3.72	3.74	3.37	3.85	1.35	1.39	1.21	1.28	0.30	0.51	0.58	0.77
	JS5	3.64	3.65	3.89	4.15	1.30	1.28	0.99	0.90	0.29	0.47	0.48	0.54
EE	EE1	3.04	3.68	4.16	4.54	1.54	1.33	1.12	0.66	0.34	0.49	0.54	0.40
	EE2	3.91	3.94	4.37	4.54	1.36	1.24	0.76	0.52	0.30	0.45	0.37	0.31
	EE3	3.46	4.06	4.37	4.46	1.35	1.12	0.76	0.66	0.30	0.41	0.37	0.40
	EE4	3.65	3.94	3.89	3.85	1.17	1.06	1.15	1.28	0.26	0.39	0.55	0.77
	EE5	3.74	3.77	3.95	4.08	1.28	1.23	1.13	1.19	0.28	0.45	0.54	0.72
OCB	OCB1	4.17	3.77	3.32	3.62	0.91	1.31	1.34	1.39	0.20	0.48	0.64	0.84
	OCB2	3.57	3.87	3.95	3.85	1.06	1.12	1.13	0.90	0.23	0.41	0.54	0.54
	OCB3	3.81	3.97	3.95	4.15	1.37	1.25	1.31	1.14	0.30	0.46	0.63	0.69
	OCB4	3.95	3.65	3.68	3.31	1.15	1.36	1.38	1.44	0.25	0.50	0.66	0.87
	OCB5	2.73	3.23	3.16	3.46	1.47	1.45	1.42	1.33	0.32	0.53	0.69	0.80

Figure 5: Mean, Standard deviation and confidence level against age as demographic profile.

Figure 5 shows that for respondents up to 22 years of age, L&D culture was most preferred and welfare schemes was least preferred construct of Job satisfaction. Respect to employee was highest rated and monetary benefits was least rated amongst constructs of employee engagement and in OCB most respondents wanted work as per qualification and politics at workplace affected least towards their turnover intentions. For candidates between 22 years and 23 years of age, safety culture was most preferred and L&D culture was least preferred in job satisfaction factor, monetary benefits were preferred over other constructs and work-life balance impacted least in employee engagement and under constructs of OCB, job security counted most whereas politics at workplace had least impact towards turnover intentions. For respondents more than 23 years up to 24 years of age employee welfare schemes had most and L&D culture and least influence under job satisfaction constructs. Respect to employees and monetary benefits were most effective and fixed duty schedule as least effective construct under employee engagement factor whereas unbiased company policies and job security were biggest reasons and politics at workplace was least notified reason for OCB. For age group of 24 years and above, employee welfare scheme was most and L&D culture as least favourite construct under job satisfaction factor. Work-life balance and respect to employee were given more emphasis whereas fixed duty schedule the least under employee engagement and under OCB job security was most influential while appreciation at workplace the least rated construct.

Factor	Construct	Mean				Standard Deviation				Confidence level			
		B1	B2	B3	B4	B1	B2	B3	B4	B1	B2	B3	B4
JS	JS1	4.06	3.52	4.20	3.93	1.25	1.50	1.13	1.21	0.36	0.45	0.39	0.70
	JS2	3.86	4.09	3.83	3.36	1.15	1.01	1.15	1.50	0.33	0.30	0.40	0.87
	JS3	3.53	3.80	3.74	3.79	1.39	1.00	1.27	1.05	0.40	0.30	0.44	0.61
	JS4	3.55	3.63	3.71	4.29	1.34	1.32	1.45	0.91	0.38	0.39	0.50	0.53
	JS5	3.61	4.02	3.46	3.79	1.27	1.04	1.34	1.25	0.37	0.31	0.46	0.72
EE	EE1	3.81	3.65	3.63	3.36	1.41	1.55	1.44	1.50	0.40	0.46	0.49	0.87
	EE2	4.12	4.09	4.00	3.64	1.24	1.09	1.24	1.60	0.35	0.32	0.42	0.92
	EE3	3.78	3.85	3.74	3.86	1.30	1.21	1.22	1.41	0.37	0.36	0.42	0.81
	EE4	3.53	3.89	3.94	3.71	1.26	1.04	1.11	1.20	0.36	0.31	0.38	0.70

	EE5	3.73	3.85	3.94	3.57	1.27	1.23	1.26	1.16	0.37	0.36	0.43	0.67
OCB	OCB1	4.04	3.83	4.06	3.50	0.91	1.30	1.11	1.34	0.26	0.39	0.38	0.78
	OCB2	3.63	3.54	3.77	4.36	1.15	1.00	1.06	0.84	0.33	0.30	0.36	0.49
	OCB3	3.76	4.09	3.71	4.21	1.41	1.19	1.38	1.12	0.40	0.35	0.48	0.65
	OCB4	4.02	3.76	3.80	3.07	1.07	1.27	1.41	1.27	0.31	0.38	0.48	0.73
	OCB5	2.65	3.00	3.14	3.43	1.48	1.30	1.57	1.50	0.43	0.39	0.54	0.87

Figure 6: Mean, standard deviation and confidence level against family income as demographic profile.

Figure 6 shows that respondents with family income of Rs 35,000/- and below had L&D culture, respect to employee and work as per qualification as most and employee welfare scheme, fixed duty schedule and politics at workplace as least impacted reason towards turnover intentions under job satisfaction, employee engagement and OCB factors respectively. For employees with family income of Rs. 35,001/- to 50,000/- per month, most influential constructs were safety culture, respect to employee and job security and least influential were L&D culture, work-life balance and politics at workplace. Respondents with 50,001 to 65,000 rupees of family income had L&D culture, respect to employees and work as per qualification as most and autonomy, work-life balance and politics at workplace as least significant constructs. Respondents from families of Rs 65,000/- and more of monthly income had inspirational leadership, monetary benefits and unbiased company policies as most and safety culture, work-life balance and appreciation at workplace as least rated reason towards turnover intentions under job satisfaction, employee engagement and OCB respectively.

Factor	Construct	Mean				Standard Deviation				Confidence level			
		C1	C2	C3	C4	C1	C2	C3	C4	C1	C2	C3	C4
JS	JS1	3.85	3.78	3.57	4.73	1.30	1.42	1.62	0.59	0.29	0.45	1.50	0.33
	JS2	3.77	3.88	4.29	4.27	1.22	1.08	1.11	0.96	0.27	0.34	1.03	0.53
	JS3	3.70	3.49	3.57	4.27	1.15	1.38	1.51	0.70	0.25	0.44	1.40	0.39
	JS4	3.83	3.66	4.00	2.87	1.27	1.37	1.00	1.46	0.28	0.43	0.92	0.81
	JS5	3.63	3.98	3.86	3.47	1.27	1.11	0.90	1.41	0.28	0.35	0.83	0.78
EE	EE1	3.46	3.66	4.14	2.60	1.44	1.32	1.46	1.80	0.32	0.42	1.35	1.00
	EE2	3.96	3.88	4.71	4.40	1.28	1.21	0.49	1.06	0.28	0.38	0.45	0.58
	EE3	3.70	4.02	4.43	3.40	1.27	1.21	0.79	1.30	0.28	0.38	0.73	0.72
	EE4	3.79	3.73	3.57	3.80	1.20	1.12	0.98	1.15	0.27	0.35	0.90	0.63
	EE5	3.90	3.66	3.14	4.00	1.20	1.30	1.68	1.00	0.27	0.41	1.55	0.55
OCB	OCB1	3.70	4.07	4.57	4.40	1.33	0.82	0.53	0.63	0.29	0.26	0.49	0.35
	OCB2	3.67	3.76	4.00	3.67	1.10	0.94	1.53	1.11	0.24	0.30	1.41	0.62
	OCB3	3.89	3.80	3.86	4.20	1.31	1.38	1.46	1.08	0.29	0.44	1.35	0.60
	OCB4	3.81	3.73	4.14	3.67	1.23	1.38	1.46	1.29	0.27	0.41	1.35	0.71
	OCB5	2.84	3.20	2.71	3.07	1.40	1.57	1.50	1.49	0.31	0.50	1.38	0.82

Figure 7: Mean, Standard deviation and confidence level against department as demographic profile

Figure 7 furnishes the information that the employees of food production department had priorities of L&D culture, respect to employee and job security. Autonomy, work-life balance and politics at workplace were least important reason towards job satisfaction, employee engagement and OCB factors. For F&B personnel, autonomy, monetary benefits and work as per qualification as most preferred reason and employee welfare schemes, work-life balance, company's financial stability and politics at work place as least preferred constructs. Youngsters from front office gave most emphasis to safety culture, respect to employee and work as per qualification and least to L&D culture- employee welfare, company's financial stability and politics at workplace. Housekeeping staff showed inclination towards L&D culture, respect to employees and work as per qualification as most and inspirational leadership, work-life balance and politics at workplace as least preferred construct of job satisfaction employee engagement and OCB respectively.

Factor	Construct	Mean				Standard Deviation				Confidence level			
		D1	D2	D3	D4	D1	D2	D3	D4	D1	D2	D3	D4
JS	JS1	3.90	4.15	3.83	3.55	1.32	1.13	1.49	1.44	0.29	0.45	0.63	0.97
	JS2	3.80	4.07	3.88	3.91	1.25	1.07	0.99	0.94	0.27	0.42	0.42	0.63
	JS3	3.59	3.52	4.21	3.82	1.28	1.22	0.83	1.17	0.28	0.48	0.35	0.78
	JS4	3.84	3.33	3.63	3.55	1.19	1.39	1.53	1.69	0.26	0.55	0.64	1.14
	JS5	3.50	3.89	3.92	4.55	1.28	1.22	1.21	0.52	0.28	0.48	0.46	0.35
EE	EE1	3.61	3.33	3.00	3.64	1.39	1.64	1.53	1.50	0.30	0.65	0.65	1.01
	EE2	3.93	4.19	4.21	3.91	1.28	1.18	1.06	1.22	0.28	0.47	0.45	0.82
	EE3	3.70	4.00	3.83	4.00	1.34	1.14	1.09	1.18	0.29	0.45	0.46	0.79
	EE4	3.70	3.81	3.75	4.18	1.13	1.30	1.11	1.08	0.25	0.52	0.47	0.72
	EE5	3.89	3.48	3.75	4.09	1.15	1.37	1.36	1.22	0.25	0.54	0.57	0.82
OCB	OCB1	3.61	4.44	3.71	3.18	1.39	0.58	1.23	1.40	0.30	0.23	0.52	0.94
	OCB2	3.93	3.59	3.79	4.18	1.28	1.25	0.83	0.75	0.28	0.49	0.35	0.50
	OCB3	3.70	4.04	4.08	3.55	1.34	1.22	1.14	1.37	0.29	0.48	0.48	0.92
	OCB4	3.70	3.78	4.00	4.36	1.13	1.22	1.10	0.67	0.25	0.48	0.47	0.45
	OCB5	3.89	3.19	2.83	3.27	1.15	1.47	1.27	1.85	0.25	0.58	0.54	1.24

Figure 8: Mean, Standard deviation and confidence level against long term career prospect as demographic profile

Figure 8 shows the data of employee with different long term career objectives. For those who wanted to stay in hotel industry, L&D culture, respect to employee and unbiased company policies were most important and autonomy, work-life balance and work as per qualification were least important reasons. Those who want to diversify to other industries preferred L&D culture, respect to employee and work as per qualification as most and inspirational leadership, work-life balance and politics at workplace as least influential reasons. Employees with abroad inspiration had employee welfare scheme, respect to employee and job security most and inspirational leadership, work-life balance and politics at workplace as least rated reasons. Those who wanted to be entrepreneurs had autonomy, fixed duty schedule and appreciation at workplace as most and L&D culture, inspirational leadership, work-life balance and politics at workplace as least preferred reason towards job satisfaction, employee engagement and OCB respectively.

Factor	Construct	Mean				Standard Deviation				Confidence level			
		E1	E2	F1	F2	E1	E2	F1	F2	E1	E2	F1	F2
JS	JS1	3.93	3.56	3.81	4.10	1.30	1.54	1.41	1.12	0.23	0.77	0.29	0.32
	JS2	3.85	3.59	3.81	4.00	1.19	0.90	1.19	1.08	0.21	0.45	0.24	0.31
	JS3	3.66	4.22	3.63	3.82	1.18	1.06	1.29	1.03	0.21	0.53	0.26	0.30
	JS4	3.75	3.33	3.72	3.63	1.28	1.75	1.32	1.36	0.23	0.87	0.27	0.39
	JS5	3.69	4.33	3.72	3.73	1.23	0.84	1.21	1.27	0.22	0.42	0.25	0.37
EE	EE1	3.48	3.28	3.43	3.51	1.46	1.60	1.48	1.47	0.26	0.80	0.30	0.42
	EE2	4.02	4.06	4.01	4.04	1.25	1.06	1.22	1.22	0.22	0.52	0.25	0.35
	EE3	3.77	4.00	3.83	3.73	1.28	1.03	1.23	1.29	0.23	0.51	0.25	0.37
	EE4	3.77	3.72	3.80	3.69	1.16	1.13	1.18	1.10	0.20	0.56	0.24	0.32
	EE5	3.78	4.00	3.74	3.94	1.24	1.24	1.29	1.13	0.22	0.61	0.26	0.32
OCB	OCB1	4.00	3.39	3.81	4.10	1.10	1.29	1.41	1.12	0.19	0.64	0.29	0.32
	OCB2	3.66	4.06	3.81	4.00	1.09	0.87	1.19	1.08	0.19	0.43	0.24	0.31

	OCB3	3.90	3.83	3.63	3.82	1.33	1.20	1.29	1.03	0.23	0.60	0.26	0.30
	OCB4	3.71	4.39	3.72	3.63	1.30	0.61	1.32	1.36	.023	0.30	0.27	0.39
	OCB5	2.94	3.06	3.72	3.73	1.42	1.76	1.21	1.27	0.25	0.88	0.25	0.37

Figure 9: Mean, Standard deviation and confidence level against gender as domicile profile

As per figure 9, males belonging to Gen Z were most inclined to L&D culture, respect to employee and work as per qualification and least to employee welfare schemes, work-life balance and politics at workplace whereas females were influenced with autonomy, respect to employees, appreciation at workplace and least affected by inspirational leadership, work-life balance and politics at workplace when it came to turnover intentions. Except for L&D culture, that was a priority for outside Mumbai respondents, no major difference was noticed in responses of Mumbai and outside Mumbai candidates

8. FINDINGS AND CONCLUSION

- It was found out that L&D was very strong reason for youngest of the respondents to stay in a hotel and kept diminishing with experience (Kamplikar, 2011) whereas employee welfare schemes and autonomy gained more importance with respondents as their age progressed (Shi, 2020) same was the case with work-life balance (Gok, 2017).
- Employees of food production wanted to work with inspirational chefs.
- As against the belief of many studies, most of Gen Z employees were ready to work for long hours (Panwar, 2012) but wanted a work-life balance (Gok, 2017), perhaps cancellation of weekly offs and leaves causes dissatisfaction.
- Gen Z employees wanted themselves to be treated with respect (Kim Soojin, 2017). Candidates who wanted to stay for long term in hotels were not concerned about position offered, as they were more concerned with brand. For other candidates, position as per qualification was an important reason towards turnover intention (Terry Lam, 2002).
- For female staff, monetary benefits, and appreciation at workplace were important motives of turnover intentions (Ikhlas, A., 2010).
- Work as per qualification was important for males.

- Politics at workplace was not of much botheration to respondents neither much difference was noticed between responses of Mumbai and non-Mumbai candidates.
- Job satisfaction was found to have positive relationship with employee retention (Lu, 2013) so was employee engagement factor (Gordon, 2019).
- OCB was found to have very week relationship with employee turnover intentions of Gen Z employee working at luxury hotels in Mumbai and suburbs.

9. MANAGERIAL IMPLICATION

During interview, many training managers working in luxury properties revealed that for Gen Z employees working in front office and F&B service, average duration of service is 6 months and for food production it's 8-9 months. After completing their degree/ diploma programs, youngster have high aspirations and there are sectors like QSRs, call centers, retail etc. fulfilling it, but hardcore hotel industry still pay menial salaries owing to the fact that they need to be further trained to face the guest that the training costs has to be borne by the hotels. Managers can chalk-out strategies to combat this situation.

While the fresh graduates want the plump positions of management trainees (MT) or hotels' operation management trainees (HOMT), the hotels wants to offer these positions only to those candidates who possess basic competencies as associated with these positions. Other candidates are offered junior level positions, which they accept under compulsion but as soon as they get higher position with other hotels, they leave the organization employed with.

One more major challenge metro cities like Mumbai is facing towards employee retention is personal ambition of students, which is hard to find out at the time of interviews (Nivethitha, 2015). Many of these candidates have ambitions to join cruise/ shipping industry, settling abroad or airlines etc. Since metro like Mumbai houses headquarters of most of these

industries, it's easier to get placement in these sectors and in case a candidate is successful in getting it, it's very hard to retain him/her by the hotels. Appointment are generally based on attitude and technical skills of employee, techniques like psychometric test may help hotels in better recruitment.

Regular one to one interaction and quarterly appraisal of youngster can help hotels to find out their aspirations as these are dynamic in nature (Shi, 2020)

10. LIMITATIONS TO THE STUDY

The study was conducted on respondents with degrees, working with four operational department (food production, F&B service, front office and housekeeping). Similar studies can be carried out for other cities, in other departments with different qualifications and different categories of hotels. Only a small sample from population were taken for study, outcomes may/may not be different for full population.

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