

**Analyzing retention strategies of employees in Georgian Hospitality Sector Case
of international chain hotels**

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Abstract

Nowadays employee retention is a critical issue for business leaders, whereas employee turnover is a global problem with unfavorable effects on financial performance and sustainability of organizations. In the hospitality industry, employee turnover levels increased significantly during past decades and the associated costs of turnover may be more than hundred percent of an employee's yearly wages.

The purpose of this research is to explore retention strategies used by hospitality leaders in Tbilisi, Georgia to reduce employee turnover. Different level managers & supervisors will be selected, who are directly connected to the retention strategies of hotel employees through their job duties and responsibilities. Additionally, line level employees will be chosen and surveyed in order to get their feedbacks on existing retention strategies at the hotels, which will enable the researchers to get more precise information about main topic of this paper.

Data collection tools of the research will include semi structured interviews with various international chain hotel representatives located in Tbilisi, Georgia. Moreover, emphasize will be drawn on utilizing surveys as one of the primary tools of data collection.

Results of the research should have an outcome on two main objectives of the study: Variety of retention strategies used by international chain hotels in Georgia and clarifying main causes of turnover at Georgian hospitality industry. Reduced rate of employee turnover effectively can be used by hotel managers. They can use this opportunity to draw their attention to different essential processes, such as development and growth of the employees. Moreover, it is worth mentioning that if hotels in Georgia overcome the level of turnover from increasing to staying stable, it will contribute to positive social change. Decreased turnover rates will enable management level of the hotels to concentrate more on employee satisfaction, their engagement and motivation. If some hotels cope with this issue, it will become sort of business practice which will be led by various other organizations which are struggling because of high turnover rates.

Through this research paper, it will be easy to discover variety of retention strategies which are used by international chain hotels in Georgia and it will enhance hospitality leaders to clarify main causes of turnover at Georgian hospitality industry.

While conducting this research there may arise various limitations, such as confidentiality issues, scheduling an interview with management level representatives, data non-reliability and lack of statistical data.

Future researchers of similar topics are recommended to explore in depth actual causes of turnover of similar countries according to regions. This might be helpful to understand whether there are some similar trends in the same industry for different countries. In case of exploring on a broader scale, more people will be interviewed that will bring better and more specific outcomes. This research paper gives good motivation to furthermore research this topic, because as it was already mentioned above, this is the industry which nowadays struggles the most because of highest turnover rates.

Acknowledgement

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We would also like to thank participants of the research, who generously shared their time and contributed their honest opinions on the subject, which enabled us to maintain a high level of reliability for the research analysis. Introspective opinions from respondents was one of the key elements for reaching the initial objective of the research. Gathered opinions of research participants assisted us to dive into the causes of maintaining low level of turnover.

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Key Term Definitions

Here are some key terms definitions relevant to this paper's research purpose:

- Turnover - Employee turnover is a voluntary separation act initiated by an employer or employee after establishing employment for any length of time (K. Chalkiti 2012)
- Retention - Employee retention is the ability of an organization to retain its employees (Cardy and Lengnick-Hall 2011)
- Hospitality - The hospitality industry is a business sector that provides services, such as food, drink, and lodging to an individual or group of people outside of a private home (Chon, Barrows and Bosselman 2013)