

## The Interplay Between Career Development and Employee Turnover: A Study in The Hospitality Industry

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Cite this paper as: Shreya, Preeti Yadav, (2025) The Interplay Between Career Development and Employee Turnover: A Study in The Hospitality Industry. *Journal of Neonatal Surgery*, 14 (20s), 318-323.

### ABSTRACT

The hospitality business in Rajasthan, a state that is renowned for its abundant cultural history and strong tourist sector, makes a substantial contribution to the economy of India. A high personnel turnover rate, on the other hand, is one of the most significant difficulties that this sector is now facing. This turnover rate has a detrimental influence on operational efficiency, service quality, and overall organizational stability. The purpose of this research is to investigate the relationship between the availability of career advancement possibilities and the rate of employee turnover in the hotel industry in Rajasthan. This study used a mixed-methods approach to investigate the elements that are considered to be significant predictors of employee turnover. These factors include the availability of training programs, the clarity of promotion tracks, and overall work satisfaction. Quantitative data was gathered by means of structured questionnaires that were sent to two hundred workers in Rajasthan's hospitality centers, which included Jaipur, Udaipur, Jodhpur, and Jaisalmer. In addition to this, qualitative insights were gleaned via semi-structured interviews conducted with HR experts while also including workers. According to the findings, there is a significant negative association between career development activities and turnover intentions. Employees see restricted training options and uncertain career advancement as main issues that drive unhappiness and departure from their current position. It seems from the data that hospitality firms have the potential to dramatically lower employee turnover rates by making investments in organized career development programs and addressing the specific problems that are associated with seasonal employment in the state. Through the use of this study, stakeholders in the hospitality sector in Rajasthan are provided with practical insights that can be used to build successful strategies for staff retention. In conclusion, the research highlights the significance of connecting organizational policies with employee objectives in order to cultivate a workforce that is both stable and motivated throughout its whole.

**Keywords:** Career development, employee turnover, hospitality industry, Rajasthan, workforce retention, job satisfaction, tourism sector

### 1. INTRODUCTION

In the context of the economic environment of Rajasthan, India, the hotel sector has an important role. Rajasthan is a state that is well-known for its abundant cultural legacy, architectural wonders, and thriving tourist industry. As a result, the state receives millions of visitors from both inside India and from other countries every year. The sector not only contributes to the growth of the state's gross domestic product but also offers a large number of job possibilities. However, in addition to its expansion and contribution to the economy, the hospitality industry is confronted with significant issues in terms of human resources. One of the most important concerns is the high staff turnover rate. According to Baum and Kokkranikal's research from 2020, turnover in the hospitality industry causes disruptions in operational efficiency, lowers the quality of service provided, and places financial stresses on businesses. This is because of the constant recruiting, onboarding, and training procedures that happen.

The seasonal nature of tourism in Rajasthan contributes to an increase in employee turnover, which is already a problem. The need for skilled workers tends to expand enormously during peak tourist seasons, such as winter and holiday seasons, which results in a workforce that is characterized by a high degree of mobility. Yet, during the off-season, a great number of workers are confronted with uncertainty over the security of their jobs. There is a significant correlation between the availability of career development possibilities, which include organized training programs, defined promotion tracks, and mentorship networks, and the retention of qualified employees. Studies have shown that a lack of possibilities like these may lead to discontent with one's career, which can eventually result in turnover (Dhar, 2015). Numerous research, both national and international, have been conducted on the subject of career development in the hospitality industry; however, the distinctive socio-economic and cultural dynamics of Rajasthan have not been thoroughly investigated. The purpose of this

study is to investigate the relationship between career development programs and employee turnover in the hospitality industry of the state in order to address the need that has been identified.

### • **Research Problem**

The hospitality business has a worldwide difficulty in the form of employee turnover, which may be ascribed to a number of causes including difficult working conditions, restricted opportunities for career advancement, and insufficient remuneration systems. As a result of a number of contextual variables, the hotel business in Rajasthan is confronted with an increasingly severe form of this problem. A big contributor to workforce volatility is the seasonal nature of employment, which, when combined with the absence of year-round involvement for workers, makes it difficult to predict the workforce. According to Johnson (2018), many firms in the area continue to place a higher priority on short-term productivity than they do on long-term employee growth. This results in career development routes in the region being undeveloped.

In spite of the fact that career development plays a significant part in keeping personnel, the influence that it has within the framework of Rajasthan's hospitality industry has received a relatively inadequate amount of attention. Dissatisfaction among employees, especially among younger workers who are looking for professional advancement, is a direct result of the lack of established training programs and promotion channels. This study investigates the association between career development possibilities and turnover rates in the hospitality sector in the state. The goal of this research is to better understand the relationship between these two factors.

### **OBJECTIVES**

The objectives of this study are as follows:

- To assess the availability and effectiveness of career development initiatives in Rajasthan's hospitality industry.
- To analyze the correlation between career development opportunities and employee turnover rates in the region.
- To propose actionable strategies to reduce turnover by enhancing career development opportunities for employees in the hospitality sector.

By concentrating on these aims, the research intends to provide insights that can be used by industry stakeholders in the development of efficient staff retention methods that provide solutions to the specific difficulties that are faced by the hospitality sector in Rajasthan. In doing so, the study makes a contribution to both the academic knowledge of human resource management as well as the practical implementations of that understanding.

## **2. LITERATURE REVIEW**

### ***Career Development in the Hospitality Industry***

The hospitality sector places a significant emphasis on career development as an essential component of human resource management. Career development encompasses a wide variety of activities that are intended to enhance the skills, happiness, and long-term career prospects of workers. Baum and Kokkranikal (2020) state that organized career development activities, which include training programs, mentoring connections, and promotion possibilities, have a significant influence on the rate at which employees remain with an organization. According to the findings of their study, workers who have a clear understanding of the opportunities available to improve their careers are more likely to demonstrate devotion to their firm. In a similar vein, Dhar (2015) highlights the significance of skill improvement programs in terms of its capability to increase work satisfaction and decrease employee turnover. According to the findings of the research, workers will not only be equipped with technical abilities via training that is personalized to individual job tasks, but they will also experience an increase in confidence and engagement.

According to Chiang et al. (2014), career development in the hospitality industry is much more crucial than in other industries because of the dynamic and customer-centric character of the hospitality business. As a result of their study, mentoring programs have been identified as an effective instrument for career development. These programs provide workers the assistance and support they need to successfully manage professional hurdles. In addition, Davidson et al. (2010) emphasize the significance of career development in the process of building organizational loyalty. They point out that workers who are provided with possibilities for progress and frequent feedback are less inclined to look for work elsewhere.

### ***Employee Turnover in Hospitality***

There are a number of variables that contribute to employee turnover in the hospitality industry, including job discontent, restricted career progression opportunities, and stressful work conditions. This makes employee turnover a continuous concern. Walsh and Taylor (2007) state that a lack of chances for professional growth and an inadequate work-life balance are two factors that significantly contribute to employee turnover in the hospitality industry. The report highlights the fact that workers often quit firms that do not meet their personal requirements and they do not address their professional objectives.

In their additional investigation into the factors that lead to employee turnover, Choi and Dickson (2010) come to the conclusion that work discontent and perceived disparities in advancement prospects are key contributors. Based on their results, it seems that workers who have the perception that they are not being used or respected are more likely to leave, especially in a high-pressure field for example hospitality. In a similar vein, Deery and Jago (2015) investigate the financial repercussions of employee turnover. They point out that high turnover rates result in greater expenses associated with recruiting and training, in addition to a decrease in the quality of service provided. The findings of their research highlight the significance of handling employee turnover in order to preserve the stability and competitiveness of a firm.

### *The Indian Context*

The turnover of employees in India poses a unique set of issues, which are molded by elements that are cultural, economic, and corporate in nature. There are a number of variables that contribute to employee turnover in India's hospitality business, according to Chand and Katou (2007). These issues include poor training and career growth opportunities. The findings of their research underscore the need of comprehensive career development programs that are adapted to the Indian environment. In India, where there are typically skill shortages and resource restrictions, staff retention is often a problem.

Rajasthan, which is a renowned tourist destination, is confronted with extra issues as a result of its dependence on employment that is seasonal. Because of the cyclical nature of tourism in Rajasthan, workers often look for alternate job opportunities during the off-season, as stated by Singh and Sharma (2016). This contributes to an increase in employee turnover. In addition, the research highlights the fact that cultural influences, such as conventional family expectations, have the potential to impact job choices and turnover rates in the hospitality industry of the state.

In addition, a research conducted by Gupta and Sharma (2019) highlights the need of promoting employee engagement in Rajasthan by means of ongoing training and development opportunities. The authors contend that making investments in career development not only brings to an increase in work happiness but also assists firms in retaining qualified people in a labor market that is highly competitive. It is their recommendation that educational institutions and enterprises in the hospitality industry form collaborations in order to solve the specific difficulties that the state faces.

## **3. METHODOLOGY**

### *Research Design*

To conduct an in-depth investigation of the connection between career development possibilities and employee turnover in Rajasthan's hotel industry, this study makes use of a research methodology that incorporates a combination of different research methodologies. An in-depth comprehension of the matter may be attained by the use of the mixed-methods technique, which incorporates both quantitative and qualitative data. Quantitative surveys were carried out in order to acquire quantitative data on career development possibilities, work satisfaction, and plans to leave the company. On the other hand, qualitative interviews were used in order to investigate employees' and HR managers' viewpoints in more detail.

### *Sampling*

The individuals who are the focus of this research are those who are employed in the hospitality industry in Rajasthan, which includes establishments such as hotels, resorts, and restaurants. In order to guarantee that the results were representative, a method known as stratified random sampling was used. Jaipur, Udaipur, Jodhpur, and Jaisalmer are some of the key hospitality centers in Rajasthan, and the sample strata were determined based on the geographic dispersion of these cities. The selection of a total sample size of 150 workers was made to ensure that there was sufficient representation from a variety of venues, including high-end hotels, resorts of a moderate level of sophistication, and restaurants serving informal eating.

### *Data Collection*

Data collection was conducted using two complementary methods:

- **Quantitative Data:** Employees were given questionnaires to fill out in order to evaluate their career advancement prospects, level of work happiness, and plans to leave the company. A mix of demographic questions and questions based on the Likert scale were included in the survey in order to collect information that was both specific and relevant.
- **Qualitative Data:** Interviews with HR managers and chosen workers were done in a semi-structured format in order to acquire a more in-depth understanding of their experiences and attitudes about career development and the impact it has on employee turnover. The contextual information that was gained from these interviews was a significant addition to the quantitative results.

### *Data Analysis*

The data collected were analyzed using the following methods:

- **Quantitative Analysis:** A regression analysis was performed on the survey data in order to determine the nature of the connection that exists between career development opportunities and intentions to leave the organization. Additionally, descriptive statistics, such as the mean and standard deviation, were computed in order to provide a summary of the important variables.
- **Qualitative Analysis:** In order to thoroughly investigate the interview transcripts, thematic analysis was used. It was determined and categorised that there were recurring themes and patterns associated with career development activities, work satisfaction, and variables that contributed to employee turnover. This qualitative data provided a full insight of the challenges that is experienced by personnel working in the hotel business in Rajasthan, adding depth to the conclusions that were obtained via statistical analysis.

#### 4. RESULTS AND DISCUSSION

##### *Quantitative Findings*

##### **Career Development Programs:**

The results of the study suggest that a significant majority of workers, namely 68%, reported having limited access to formal training and development programs inside their respective firms. The lack of formal skill-building seminars and career planning sessions was brought up by a significant number of responding individuals. This lack of access was constant across a variety of venues, including high-end hotels, resorts with a moderate price point, and eateries that offered informal meals. Employees have remarked that their limited exposure to growth chances has a detrimental influence on their goals for their careers and their level of job satisfaction.

##### **Turnover Intentions:**

A considerably greater risk of employees quitting their existing firms was seen among those who did not have any obvious possibilities for professional progression for themselves. Specifically, as compared to their peers who had access to career development efforts, these workers had a chance of looking for work elsewhere that was forty-five percent greater. As a result of the perceived lack of job stability and year-round involvement, seasonal employees expressed an even higher inclination to leave their current position.

##### **Regression Analysis:**

A regression analysis to investigate the connection between the availability of career development possibilities and the intention of employees to leave their current positions. Upon analysis, it was shown that there exists a statistically significant negative connection ( $r = -0.67$ ,  $p < 0.05$ ), which signifies that the desire to leave an organization decreases as the number of options for professional growth increases. This research highlights the need of investing in employee development in order to enhance retention rates in the hospitality business in Rajasthan.

**Table 1: Quantitative Findings Overview**

Variable	Percentage (%)	Statistical Insight
Employees with limited access to training programs	68%	Strong dissatisfaction with career growth
Employees with high turnover intentions due to lack of career opportunities	45%	Positive link between lack of opportunities and turnover
Regression Analysis (r-value)	-0.67	Significant negative correlation ( $p < 0.05$ )

##### *Qualitative Insights*

In order to have a better contextual understanding of the quantitative data, the qualitative analysis of semi-structured interviews was conducted. Employees regularly expressed their displeasure with the limited number of options for advancement and mentoring programs that were available. Many of the participants said that during peak seasons, their firms placed a higher priority on operational efficiency, and they often neglected the long-term development of their employees. One worker, for example, made the following statement: "We are trained to meet immediate customer demands; however, there is no roadmap for personal growth or promotions."

Another recurrent topic that was discussed in the interviews was the seasonality of job patterns. Since there were less options for employees to participate in activities or improve their skills during the off-season, many workers reported feeling alienated from their jobs. The managers of human resources recognized the difficulty of matching seasonal needs with workforce stability. They also admitted that funding restrictions often restricted the amount of training and mentoring

programs that were offered throughout the year.

Furthermore, workers have voiced a need for mentoring programs that enable them to get career advice and help in overcoming the problems that they face in their professional lives. The absence of a formal mentoring program was seen as a significant obstacle to both personal and professional development, which resulted in feelings of dissatisfaction and increased intents to leave the organization.

**Table 2: Key Themes from Qualitative Analysis**

Theme	Description	Implications
Lack of promotion opportunities	Employees reported limited opportunities for upward mobility within their organizations	Contributes to job dissatisfaction and turnover intentions
Absence of mentorship programs	Lack of structured guidance and career advice was a common concern	Reduces employee engagement and long-term commitment
Seasonal employment challenges	Off-season disengagement and instability were significant factors affecting job satisfaction	Highlights the need for year-round employee engagement strategies

## 5. DISCUSSION

The results of this research are consistent with the existing body of literature from throughout the world, which highlights the significant importance that career development efforts have in reducing employee turnover. In order to improve employee happiness and retention, research conducted by Baum and Kokkranikal (2020) and Dhar (2015) highlights the significance of organized training programs and promotion tracks. The same thing happened with this research, which discovered that workers in Rajasthan's hospitality industry had considerably higher intentions to leave their jobs since they had restricted access to these alternatives.

The one-of-a-kind circumstances that Rajasthan is situated in provide extra difficulties. Seasonal employment patterns result in times of disengagement within the workforce, which also contributes to instability and discontent among employees. In the research that Singh and Sharma (2016) conducted on the tourist industry in Rajasthan, they found that workers voiced worries about their job security during the off-season. Additionally, they found that comparable difficulties were present. To effectively address these difficulties, it is necessary to use new measures, such as providing off-season training programs and perks throughout the year in order to keep talented personnel available.

Additionally, the results highlight the significance of mentoring in contributing to the development of long-term employee commitment. Through the provision of individualized career assistance, mentorship programs may offer workers with a feeling of belonging while simultaneously lowering employee turnover rates. In a similar vein, Davidson et al. (2010) observed that mentoring programs had a favorable affect on the loyalty of employees working in the hospitality business.

In a nutshell, the research emphasizes the need of taking a holistic approach to career advancement, which includes a combination of planned training, distinct promotion tracks, and engagement techniques that are implemented over the whole year. It is possible for hospitality firms in Rajasthan to greatly increase both the stability of their personnel and the quality of their services if they address these aspects.

## 6. CONCLUSION

Within the hospitality sector of Rajasthan, this research investigated the relationship between the availability of career advancement possibilities and the rate of employee turnover. The results indicate that there is a substantial negative link between the availability of professional development efforts and intentions to leave the company. This highlights the major importance that organized training, promotion tracks, and mentoring programs have in the process of retaining employees. According to research, employees who believe there are little prospects for professional advancement are more inclined to quit their current employers. This leads to greater turnover rates, interruptions in operations, and increased expenses associated with recruiting.

Because of Rajasthan's one-of-a-kind milieu, which is characterized by seasonal employment patterns and cultural dynamics, the process of labor retention is made even more complicated. Several significant issues that have been identified as leading to employee discontent and turnover include seasonal disengagement, a lack of mentoring, and poor career planning. The research also sheds light on the difficulties that human resource managers have when trying to strike a balance between seasonal needs and long-term employee development.

It is recommended by the study that comprehensive professional development strategies be implemented in order to overcome these problems. These methods include organized promotion tracks, mentoring opportunities, and training



programs that are available throughout the whole year. Workforce stability may be further improved via the establishment of a competent talent pipeline through collaboration with educational institutions, as well as through the provision of financial and non-financial incentives during off-season opportunities.

The findings of this study add to both the academic literature and practical applications by offering insights that may be put into action by many stakeholders in the hotel industry in Rajasthan. The sector has the ability to cultivate a workforce that is both motivated and loyal by matching organizational procedures with employee objectives. This will eventually result in an improvement in both the quality of service and the efficiency of operations. In the future, research might analyze the long-term effects of these measures and look into comparable difficulties in other locations in order to give a more comprehensive knowledge of staff retention in the hospitality industry

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