

**Employee Turnover In Tourism & Hospitality Industry During  
Pandemic:  
A Study Of Bangladesh Perspective**

*This report is submitted as a partial fulfillment of the degree of Master in International  
Human Resource Management*

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## Letter Of Acceptance

This is to certify that Tahmina Khanom Hima, ID No. 115193003, MIHRM Program, School of Business & Economics, United International University (UIU) has successfully completed her dissertation work under my supervision.

The title of her dissertation paper in “Employee Turnover In Tourism & Hospitality Industry During Pandemin: A Study Of Bangladesh Perspective.”

I wish her a total success in life.

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## **Letter of Declaration**

I, Tahmina Khanom Hima, the undersigned, hereby declare that I have completed my project under the supervision of Dr. Mohd Hasanur Raihan Joarder & Dr. Farid A. Sobhani, Professor, School of Business & Economics, United International University (DIU), Dhaka, Bangladesh.

I have prepared a report on “Appraisal of Employee Turnover in Tourism & Hospitality Industry During Pandemic Situation: A Study of Bangladesh Perspective” that is my own work.

Neither part of this report is copied from elsewhere nor submitted before for any academic qualification, certification, diploma or degree to any other university.

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## **Abstract**

The tourism and hospitality industry plays a large role in the development process of Bangladesh. It serves a large number of customers every year with a large amount of revenue and profit within the economy of Bangladesh. The tourism and hospitality industry has become a reliable source of employment for the people of Bangladesh. The industry provides effective training and development to the employees that make the employees more efficient to serve the customers. For this, the industry spent a lot of money and time. The organisations are bound to serve the customers with the maximum effort to attract both inbound and outbound customers. The industry was doing very well in the last few years. But the emergence of COVID-19 in 2019 has brought a curse for all over the world on the lives of people as well as different industries of the world. The virus is so dangerous that it can be transmitted to other people through the minimal communication of human being. For this reason, the maximum countries of the world restricted the movement of people which has brought lockdown and the stop in the activities of different industry and business. Among all the industries, the tourism and hospitality industry has been affected the most. This is because the activities of the industry involve human interaction and movement. The business of the industry of Bangladesh and all over the world are facing the largest amount of loss. For this reason, the organisations of the industry are cutting off the employees and the employees are also leaving the job by own. This kind of employee turnover has affected the industry both economically and physically. The quality of services of the tourism and hospitality organisations has degraded largely which is making the customers dissatisfied. The pandemic of COVID-19 has impacted the industry through employee turnover that is not good for the development of the industry. For this reason, it needs to be recovered as soon as possible.

**Keywords:** Tourism, hospitality, COVID-19, pandemic, turnover.

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# Chapter 1

## Introduction

### 1.1 Background

The tourism and hospitality industry within the world is especially based on the process of services that are consumed directly in a positive situation and time. Before the pandemic of COVID-19, the tourism and hospitality industry became one of the largest and most serving sectors in the service industry (Aguilar-Quintana et al., 2021). Due to the pandemic, huge restrictions and limitations over travelling, business activities and any kind of movement have brought the life of people to a standstill. For this reason, the business of different organisations of tourism and hospitality industry have been decreased and come to the point of loss. In this regard, most of the companies are cutting off the employees. This is because the customers of the hospitality industry are not consuming the exact amount that is needed for the growth of the business. On the other hand, people are restricted to travel anywhere in the world there has the possibility of spreading the virus. So that the destinations have restricted entry of tourists that has stopped the tourism business (Bajrami et al., 2021). All of these restrictions and pause in the business have impacted largely on the employment and economy of the world. Bangladesh is not an exception to this. The tourism and hospitality industry has a great amount of contribution to the economy and GDP of the country (Bufquin et al., 2021). A large number of people in different destinations earn the livelihood through tourism and hospitality business.

The employees of different hotels, resorts, destinations and other facilities and organisations of tourism and hospitality are losing their jobs due to the decreased demands. On the other hand, the minimisation of the salary is also tending the employees to switch the job of the industry, which is establishing the lack of



experienced and expert employees in the industry that is minimising the expertise of tourism and hospitality organisations. This is mainly called employee turnover within the industry. According to Camilleri(2018), the employee turnover within the industry is impacting negatively on the industry, which is not good for the whole service industry as well as for the country and the economy. Employees of any organisation especially in the service organisation are the major resources that play the role of operating the business and serves the customers with what they need for satisfying the customers. In this regard, the employees need to be expert that is a vital issue (Dwesini, 2019). Employee turnover has become a severe issue in the tourism and hospitality industry as it is affecting the growth of the industry as well as becoming the reason for customer dissatisfaction and lots of companies.

## **1.2 Rationale of the research**

Employees are a vital element in any organisation or industry. In the service industry, quality is the most basic thing for which customers arrive at a particular company to receive the services with expected quality (Filimonau, Derqui and Matute, 2020). Proper quality of services is ensured by the employees in an organisation. The expertise and knowledge of the employees are the determiners of the success of a particular organisation. In terms of the tourism and hospitality industry, employees play a vital role to know the requirements of the employees and serve them as per the demands to satisfy them with the service and retain them for further purchase. After the pandemic of COVID-19 started, the restriction all over the world has impacted the tourism and hospitality industry the most as travelling for leisure, staying outside the home, attending any public gathering have been restricted for the safety of peoples' life. For this reason, the arrival of customers was paused for a long time and still is restricted to a minimum amount. This situation has brought tourism organisations and

hospitality properties to the edge of loss (Jiang and Wen, 2020). The companies are cutting off the employees to minimise the cost and ultimately recover the loss. On the other hand, some of the properties and organisations are cutting the salary of the employees that are leading the employees to leave the job to search for other options (Jung, Jung and Yoon, 2021). This kind of employee turnover has become a threat for the industry to flourish the growth of the companies. Ultimately the pandemic has a drastic motivation on employee turnover thus the industry is facing many problems for this.

### **1.3 Aim of the research**

This research aims to identify the impacts of employee turnover that took place in line with the pandemic on the tourism and hospitality industry of Bangladesh.

### **1.4 Research objectives**

1. To identify the impacts of the pandemic on the tourism and hospitality industry of Bangladesh.
2. To analyse the changes that occurred in the perception and consumption of tourism and hospitality products and services within the country.
3. To identify the range of employee turnover because of the introduction of the pandemic in the tourism and hospitality industry.
4. To pinpoint the overall impact of employee turnover on the business of tourism and the hospitality industry.

### **1.5 Research questions**

1. What are the visible impacts that can be seen in the industry due to the pandemic?
2. What changes the customers notice in the products and services tourism and hospitality industry currently?
3. What is the exact condition of the industry in terms of employee turnover?

4. What is the overall impact of employee turnover due to the pandemic on the business of tourism and the hospitality industry?

### **1.6 Research outline**

This research has been designed with the help of five different chapters that discuss different terms to facilitate the research.

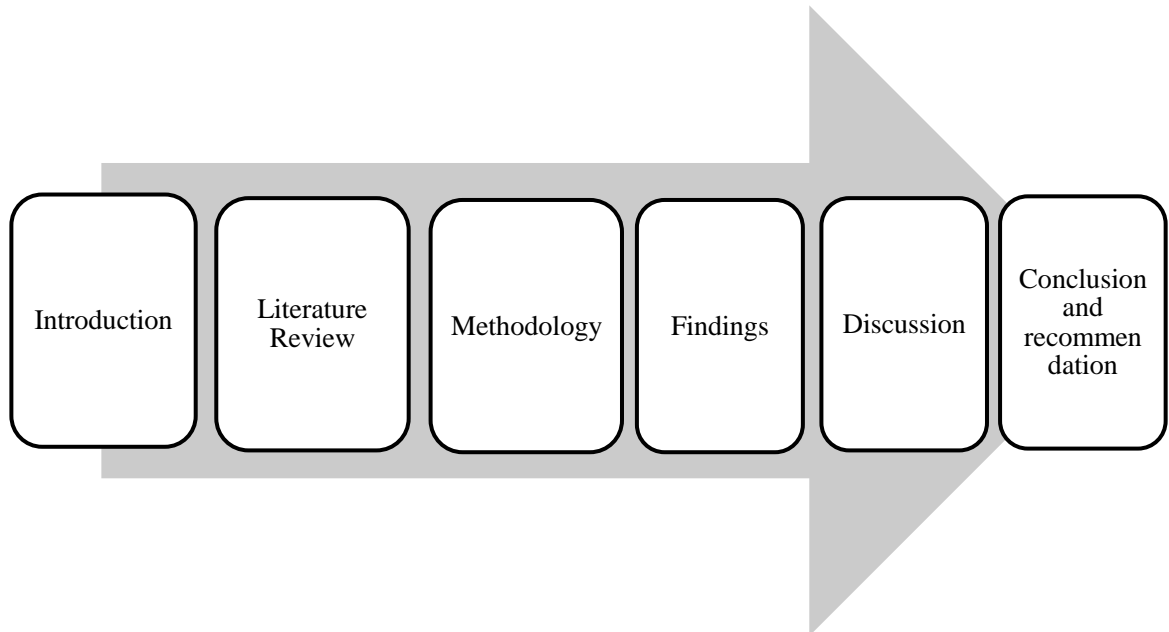


Figure: Research outline

Source: Self-prepared

#### **Chapter 1: Introduction**

In this chapter, the basic motivation of this research and the background is described along with the aim and objectives of the research to accomplish.

#### **Chapter 2: Literature review**

The previous literature related to employee turnover and the impact of COVID-19 is discussed in this section to improve in-depth knowledge about the issue.

#### **Chapter 3: Methodology**

The method of collecting data and analysing the data to develop a clear view about the issue to achieve the aim of the research is described in this section.

#### **Chapter 4: Findings and discussion**

The collected data is discussed briefly in this part to describe the output of the research effectively. The discussion is the result of the data collection and analysis, which helps the research to achieve the objectives.

#### **Chapter 5: Conclusion and recommendation**

In this chapter, the conclusion and the result of this research are summarised and some possible recommendations are given to facilitate further research in this area.

## **Chapter 2**

### **Literature Review**

#### **2.1 Tourism and hospitality industry**

The tourism industry is the specific sector in which the people travel from one place to another out of their regular accommodation area for travelling or any purposes to stay more than one night. The tourism industry is one of the most contributing industries in the economy of the world. People are tending to travel a lot for different purposes several times (Aguiar-Quintana et al., 2021). On the other hand, the hospitality industry is another important industry in the world now that serves a large number of customers every day (Bajrami et al., 2021). The hospitality industry provides accommodation, food service, entertainment facilities, convention services and other business services such as meetings, seminars etc. There are different types of hospitality properties within the industry such as hotels, resorts, restaurants, motels etc. (Bufquin et al., 2021). The hospitality organisations are closely related to tourism activities. In this regard, the tourism and hospitality industry are closely related to each other. These two industries are close to each other regarding the process of operation and the service that the industry provides to the customers (Camilleri, 2018). On the other hand, for taking tourism services customers need to receive hospitality services as well. For this reason, the tourism and hospitality industry cannot be separated from each other. The development of the industry depends on proper attention to the customers and assurance of the satisfaction of the customers.

#### **2.2 Employees in the industry**

The employees of the tourism and hospitality industry are the main element that performs the activities of the service to serve and satisfy the customers. Proper and efficient employees are potential resources of any organisation (Filimonau, Derqui

and Matute, 2020). The hospitality properties such as a hotel have different departments where several employees put efforts to gain success in the business (Yáñez et al., 2020). In a hotel, some of the departments are front office, housekeeping, revenue management, engineering and maintenance, food service department etc. In different departments, there work a large number of employees in different ways to accomplish the activities of the organisation (Hao, Xiao & Chon, 2020). On the other hand, in the tourism industry, there are different organisations such as tour operators, travel agency, transportation organisation, theme parks, destination development organisations, local authorities related to tourism etc. In all these organisation lots of expert employees are needed to perform the task effectively so that customers can be attracted towards the organisation as well as the retention of the customers and development of the industry can be assured. The employees of the industry can make sure the success of the industry that needs proper training and development of the employees to contribute to the improvement of the industry.

### **2.3 The quality of employee in the industry**

In the tourism and hospitality industry, employees play the most needed role to make sure the development of the industry. The resources of the industry can be nourished and used properly by involving proper employees. Dwesini(2019) stated the quality, knowledge and experience of the employees are important for the improvement of the performance level. In the service industry, customers are attracted to the uniqueness and the better quality of services which is ensured by trained employees who can feel the needs of the customers and serve that way to satisfy the customers efficiently (Jiang & Wen, 2020). In the hospitality industry, the employees are in direct contact with the customers. Such as the customers reserve the services by communicating with the front office employees directly, the housekeeping employees serve the

required services in the rooms and other areas directly, the foodservice employees directly serve the customers (Soehardi, Untari & Raya, 2020). So this is evident that the employees in the hospitality industry need to be that expert and skilled to make the customers happy with the services.

On the other hand, in the tourism industry, different businesses such as tour operators and travel agencies need to communicate with customers and serve them with the expected services. The employees of the organisation need to contact directly with the customers that need enough expertise and efficiency to manage the business and upgrade the performance of the industry (Stergiou & Farmaki, 2021). For this reason, the employees of both the tourism and hospitality industry need to be enough efficient to handle the customers and gain the satisfaction of the customers.

## **2.4 Employee turnover**

According to Afzal et al., (2019), employee turnover is the portion of employees that leaves any company or is replaced by other employees for the interest of both employees and the company. Normally employee turnover is the leaving of the employees by their interest by giving resignation, termination, retirements or any other reasons of departure (Long et al., 2012). On the other hand, employee turnover may happen due to the intentions of the organisations to replace the existing employees with new employees for the betterment of the company. The employees of the organisations become experienced and expert on which they work. For this reason, the emergence of employee turnover may impact the organisation negatively. On the other hand, the organisations may introduce new technology and policy that may need new employees who have expertise and skills over those policies (Nie, Lämsä, and Pučėtaitė, 2018). In this regard, the organisation may terminate old employees and

hire new employees. So, it can be said that employee turnover has both positive and negative impacts on business organisations.

### **2.5 Positive impacts of employee turnover**

Employee turnover may cause several benefits for any organisations or industry. In this new era of technology, business organisations are using different technological instruments and policies. The employees of the business organisations who are working for several years may have experience in doing traditional business activities (Choi, 2016). Although they are experienced they may lack the skills and knowledge about contemporary business and technological usage that is needed for succeeding in modern business. For this reason, the organisations are replacing the old employees with new, young and advanced employees for the sake of the organisation (Ampomah & Cudjor, 2015). On the other hand, the employees of any kind of organisations are switching their job for own benefit based on the monetary value and career development. In this situation, the employees are finding benefit for themselves. So that, employee turnover can introduce benefit for both employees and the organisations based on different situations.

### **2.6 Negative impacts of employee turnover**

Employee turnover is mostly though a negative issue for any kind of organisations. This is because of some reasons that may hamper the present condition of the organisation and the livelihood of the employees as well (Škare, M., Soriano, D.R. & Porada-Rochoń, 2021). In terms of the organisation, the organisations of different industry trains and develops the skills and quality of the employees (Bajrami et al., 2021). The employees become expert on the activities of the organisation that helps the organisation to upgrade the performance of the organisation. The turnover of expert employees degrades the performance of the organisation that is harmful to the



success of the company. The employees are the major element that develops and performs the activities of the organisation. In this regard, the organisation may lose potential resources that they develop within the employees. On the other hand, in terms of employees, the employees who are terminated by the organisation may lose the source of livelihood that can hamper social equality(Hao, Xiao & Chon, 2020). On the other hand, it may impact negatively n the potentials and the skills of the employees that the organisations can use as a resource.

## **2.7 COVID-19**

Coronavirus is a disease that is caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The first case of Covid-19 was recorded in December 2019 in Wuhan, Hubei, China (Mobley et al., 2019). This is a huge family of virus that cause illness to the human body starting from the normal cold to severe diseases such as failure of the liver or other organs (Kim, 2014). This is a respiratory virus that can be spread very fast and easily through any communication of infected people. According to the report of CET on 9<sup>th</sup> December 2020, the world has faced 1,551,214 deaths due to the Covid-19 and recorded 67,780,361 confirmed cases of infection through this virus (Salem et al., 2021).

The virus is changing the track of severity day by day and new symptoms are introducing as well that is harmful to people of the world.

Symptoms of COVID-19 are fever, cough, headache, chills, difficulty in breathing, loss of smell and taste etc. The virus is transmitted by respiratory droplets through human being (Kokubun, Ino & Ishimura, 2020). The spread of the virus can be minimised through avoiding contact with people and social gathering, cleaning hands with soap and sanitising properly, Maintaining proper physical exercise etc.

## **2.8 Impact of COVID-19 on the tourism industry**

The tourism industry is the most affected in the world because of the breakout of COVID-19 all over the world. The business of the tourism industry has come to a standstill because of this virus (Hao, Xiao & Chon, 2020). As the pandemic has restricted social gathering, any kind of travelling and restriction in the movement within and outside the country, it has become a threatening issue for the industry to run the business. All the tourist spots around the world were closed for a long time due to lockdown that had been started based on the severity of the pandemic in different spots at different times (Aguar-Quintana et al., 2021). Although the situation has changed now and the spread of the virus has been lessened, the situation is not under control yet. People have restrictions to move easily in different countries because of visa restriction. On the other hand, the movement within the country is not normal as well for the sake of the safety of the people and the country (Camilleri, 2018). The tourist spots of the world had been closed for a long time that has a large impact on different issues of the tourism industry and business. Some of the impacts are:

1. Because of the close down and restriction to enter the tourist destinations, the tourism-related businesses such as tour operator, travel agency, transport companies etc. have faced loss in the business (Bufquin et al., 2021). On the other hand, some of the organisations have closed their businesses as the maintenance cost went higher than the revenue.
2. A large number of employees lost their jobs due to the loss in the business and less demand in the business. The companies had to pay salaries to the employees for no reason, which led the organisations to debt (Jiang & Wen,

2020). So that most of the companies cut off the employees suddenly that impacted negatively on social setting and economy as well.

3. The employee turnover in the tourism industry is one of the significant impacts that hampered the livelihood of people as well as the quality of performance of tourism destinations and the organisations that serve tourists for many purposes (Jung, Jung & Yoon, 2021). Due to the loss of business and high maintenance cost, the employees were paid less or many companies did not pay their employees for a long time, which led the employees to switch the job (Bajrami et al., 2021). For this reason, the industry is now lacking experienced and expert employees that are needed for serving the customers based on their requirements to gain satisfaction.
4. The services of the tourism industry have been degraded due to the pandemic. This is because the employees of the industry have been cut off due to the loss of the industry. On the other hand, the employees have left the job for different reasons that have lessened the quality of the services of the organisation(Alkhateri et al., 2018). The expert employee in the tourism organisations such as tour operators, travel agency, tour guides etc. has been terminated by the organisations or have left the job because of less demand and loss in the business. In this regard, the organisations are lacking quality employees who can serve the best to the customers. For this reason, the tourists are not interested to travel to specific destinations where they facing a lack of quality services.
5. The customers are getting services that are making them dissatisfied after the first wave of Covid-19 (Long et al., 2012). The destinations are opening in a short-range that is making them interested to visit different destinations to take

the services based on the expectation. Although the natural resources have become more refined than before due to the management of capacity in the places, the services by the employees of the destinations and the organisation has been degraded for the turnover of experienced employees.

6. The customers of the tourism industry are facing huge differences between the services before and now. The industry was going in a full-fledged development program where the organisations were trying to attract more tourist to different destinations (Foo et al., 2020). On the other hand, in the present situation, the destinations are restricting the entry of tourist to maintain the safety of the customers and ensuring the preservation of the resources of the destinations.

The tourism industry is one of the largest service industry at present that has been impacted negatively by the introduction of the pandemic. Although nature has been refined by the minimisation of entry in the destinations, which has improved the environmental factors and saved the resources for the use of future generation the quality of the services in the destinations have been degraded largely. The main reason for this kind of lack of services is the turnover of employees that is dissatisfying the customers of the industry.

## **2.9 Impact of COVID-19 on the hospitality industry**

The hospitality industry is connected with different industries that serve different purposes to improve the activities of several industries. The relation between business and the hospitality industry knows no bounds (Goodman, 2011). The hospitality industry incorporates different types industry such as business, tourism, other services etc. The hospitality industry serves the tourism industry by giving the facilities of accommodation, food and other lodging services. On the other hand, the hospitality

industry also serves the business by arranging seminars, meetings and providing services for business deals and other business purposes. Impact the COVID-19 has been impacted on the industry a lot (Bakar and Rosbi, 2020). The business meeting, tourism activities and the movement of people have been restricted during the pandemic. The impact of COVID-19 has affected the growth of the business of the hospitality industry as the number of customers of the industry was zero where the maintenance cost remained the same. In this regard, organisations such as hospitality properties cut off the employees as were failing to pay the employees because of having no revenue. On the other hand, the employee left their jobs as well to earn their livelihood and develop the career. For this reason, the quality of services in the hospitality industry has been degraded than before because of the loss of expert employees. For this reason, after the lockdown has stopped, the properties are not being able to serve the customers as before. As a result, the customers are becoming disappointed now at the services that they get from the hospitality properties.

### **2.10 Employee turnover due to COVID-19**

The impact of COVID-19 has left a large impact on industries all over the world. The most negatively affecting factor of the pandemic in the industries is employee turnover. The organisations of different industries are facing huge loss due to the pandemic. The organisations are failing to pay the salary of the employees because of high maintenance cost and having no income (Alkhateri et al., 2018). For this, the organisations of different industry are cutting off the employees and lessening the cost to minimise the loss. On the other hand, the employees who are paying less than they deserve are switching their job to find more facilities and develop the career based on the requirements of the employees. The turnover of the employees in different industries is taking place in a large amount that is hampering the activities of the

industry. In the service industry, the quality of the services matters the most. In this regard, the quality of services is not being maintained after the lockdown has been closed as the experienced and skilled employees are not in their places. In this regard, the organisations of the service industry are failing to serve the customers as they need to be served. Employee turnover is negatively impacting the industry, organisations and society as well to serve the customers with quality products and services. As a result, the economy of different countries of the world is also being hampered due to the lack of effective and efficient employees.

### **2.11 Employee turnover in the tourism industry**

In the tourism industry, employees are the most important elements they are the people who do all activities of the organisations to satisfy the customers by providing proper services. The services the tourism department services to the customers are the major products that are expected by the customers(Crowe et al., 2011). In this regard, the employees of the organisations within the industry work efficiently to satisfy the customers. In this situation, employee turnover in the tourism industry plays the role of speed breaker in the development and growth of tourism organisations(Sjoberg et al., 2019). Employee turnover in the tourism industry hinders the development of the organisations as the expert and experienced employees of the industry switch their job for their betterment, which degrades the condition of the industry. The tourism organisations train the employees based on the requirements of the target customers to serve them with the best quality services. In this situation, the employees find many differences and inconvenience in the workplace that force them to leave the job. On the other hand, the search for betterment of the career also provokes them to switch their job, which hampers the development of the industry as well.

## **2.12. Reasons for employee turnover in the tourism industry**

There are several reasons for employee turnover in the tourism industry as there have many options and scope of betterment for both organisations and the employees.

Some of the major causes are described below:

### **2.12.1 Unclear job expectation**

The employees are not sure about what they want from the organisation. So that discrepancies occur in the expectation and experiences that they get from the organisation. Sometimes the employees cannot express their feelings to the organisation and the organisation fails to meet the needs of the employees which results in turnover of the employees (Foo et al., 2020).

### **2.12.2 Communication gap**

The gap between the organisation and the employees in communicating the plan and policies of the organisation causes employee turnover (Ampomah and Cudjor, 2015). The communication gap introduces when the top management of the organisation does not concern about the needs of the employees. As a result, the employees switch their job to find a better job.

### **2.12.3 Lack of recognition**

The employees of the tourism industry face different situations in the community and in the places where they serve the tourist among which they face a lack of recognition. The employees of the industry feel the lack of recognition most of the time for which they left the industry and switch to another.

### **2.12.3 Impact of COVID-19**

Due to the pandemic employee turnover has been increased in the rapid growth in the tourism industry. This is because the destinations and other activities of tourism were closed for a long time in almost all the destinations of the world (Škare, Soriano and

Porada-Rochoń, 2021). For this reason, the economic recession also occurred in the world that has bound the organisations of tourism to cut off the employees to minimise the cost.

### **2.13 Employee turnover in the hospitality industry**

In the hospitality industry, the quality of service is the major thing for which the customers are attracted to the organisation. In this regard, the quality and skills of the employees are the most important factors (Sjoberg et al., 2019). The employees of the industry are well-trained by the properties to satisfy the customers. Although they gain proper experience and recognition, the employees tend to switch their job for better option to develop their career. In the hospitality industry, the organisations mainly depend on the employees to complete the performance of the organisations to serve and satisfy the customers efficiently (Nie, Lämsä, and Pučėtaitė, 2018). The employees of the industry have expectations from the organisations and all the stakeholders that are related to their works. When the organisations and other parties fail to meet the needs of the employees, the employees switch the job for the betterment of their career (Foo et al., 2020). On the other hand, the organisations cut of their employees for the need of new employees and the emergence of new policies and technologies of the industry that may help to develop the business and contribute to the betterment of the industry.

### **2.14 Reasons of employee turnover in the hospitality industry**

There are several reasons for which employee turnover occur in the organisations of the hospitality industry. The hospitality industry faces the most amount of employee turnover. This kind of turnover hampers the development and growth of the industry. Different reasons for employee turnover are described below:



### **Lack of flexibility**

The hospitality organisations such as hotels, restaurants and others provide less flexibility than other organisation. The employees need to maintain all the rules and regulations that are fixed by the organisations (Lam, Lo & Chan, 2012). Most of the employees now want independence in what they do. For this reason, the employees of the hospitality industry switch their jobs. On the other hand, the hotels also cut off the employees due to the need for the new policy, technology and methods of business operations.

### **Fewer growth opportunities**

The lack of opportunities for growth and development in the hospitality industry demotivates the employees to develop the career in the industry. This is because of the strictness and less opportunity for growth in the industry. For this reason, most of the employees leave their job and join other industries.

### **COVID-19**

The introduction of the pandemic closed down the hospitality properties for a long time. Although the organisations were closed they had to maintain the maintenance cost and pay the salaries of the employees (Alkhateri et al., 2018). For this reason, the organisations cut off the employees to minimise the cost that caused huge employee turnover within the industry. In another situation, the employees of the organisation kept finding new opportunities for their betterment, which is another reason for employee turnover in the hospitality industry.

Employee turnover in the tourism and hospitality industry is a new normal in this era of the pandemic of COVID-19. The tourism and hospitality organisations around the world were closed for a long period that hampered the business and caused a large number of turnover of employees in the industry. The employee turnover caused the

degradation of the quality of the services of tourism and hospitality (Škare, Soriano & Porada-Rochoń, 2021). So that, COVID-19 impacted directly on the industry by causing employee turnover. The exact situation of the overall tourism and hospitality industry of Bangladesh based on the employee turnover issue is the major concern of this research.

### **2.15 Conceptual framework**

The employee turnover because of the COVID-19 is causing dissatisfaction in the customers of tourism and hospitality industry because of the reduction of the quality of products and services. The customers of the service industry mainly pay for the service that they get. The employees of tourism and hospitality industry all over the world are finding less opportunity of development in the industry because of the less salary and growth of the organisation due to the lockdown and restrictions of movement (Long et al., 2012). The employees are finding new path for career development which is impacting on the hospitality and tourism services that the properties and organisations used to serve. The customers are now trying to get back in the normal life and purchasing the products and services of the industry. But they are not finding the previous quality of services because of high turnover rate. This is impacting on the satisfaction of the customers and as a result the brand image is degrading day by day (Foo et al., 2020). The improvement growth of the industry is slowing down by this way through the adverse effect of the pandemic. The overall impact of the COVID-19 pandemic on the tourism and hospitality industry is negative and gradually affecting the development of the industry in large extent.

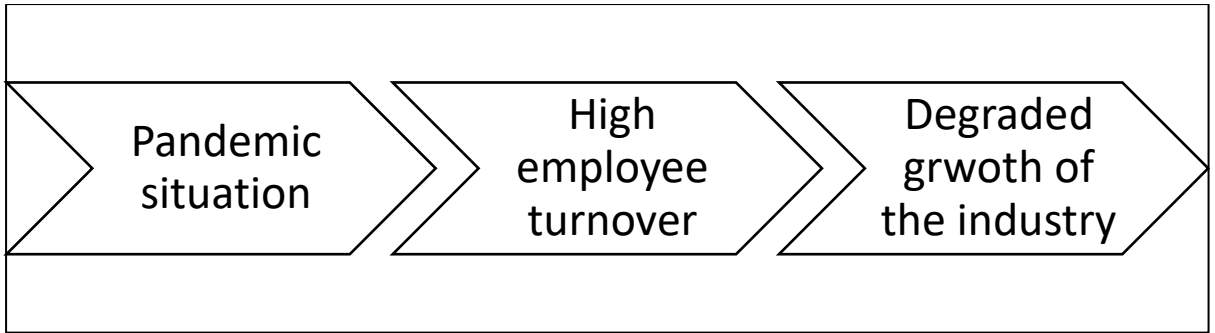


Figure: Conceptual Framework

Source: Self-prepared

## **Chapter 3**

### **Methodology**

#### **3.1 Introduction**

Research methodology is the process of designing the research to get the required data and design the data to get the expected results from the research. Based on the aim and objectives of the research, the methodology is developed about research (Goodman, 2011). In this research, the research problem is identified, which is the issue of employee turnover and the impact of the turnover on the overall tourism and hospitality industry. Research methodology is the blueprint for the development of the research problem and finding the possible solution of the problem to solve any kind of social and business issue (Sedgwick, 2013). In this research project, the vast impact of employee turnover on the tourism and hospitality industry is identified and the possible solution of the problem is outlined to assist further researches on this issue to assist the society and research work.

#### **3.2 Research setting**

The tourism and hospitality industry are two of the most demanded and large industry within the world (Crowe et al., 2011). In these two industries employees play the best and crucial part of different organisations. The satisfaction of the employees depends on the performances of the employees of the industry. In the tourism and hospitality industry, different types of customers arrive who demands different products and services (Sjoberg et al., 2019). The employees are the people who inquire about the needs of the customers, designs the services and put efforts to satisfy the customers with the services of the organisations of tourism and hospitality. In the tourism and hospitality industry, employee turnover is a usual issue (Thomas, 2016). The employees of the industry left the job for their interest, on the other hand, the

organisations of the industry also terminate the employees for the sake of the organisation. The reasons for leaving the job of tourism and hospitality organisations are lack of communication, misconception about the organisation and over expectation from the organisation (Sandelowski, 2015). On another side, the reasons for employee turnover by the organisation are the introduction of the new policy, technology, changes in the demand and the need for diversity in the organisations.

There has emerged a new reason that is causing employee turnover in the tourism and hospitality industry. The introduction of the pandemic of COVID-19 is the reason that is causing employee turnover in huge amount (Ørngreen & Levinsen, 2017). The pandemic closed down all the tourist spot, hospitality properties and other tourism and hospitality business due to the safety and health issues of people. In the perspective of Bangladesh, the people are not that much rich to stay at home and enjoy the lockdown. People of the country needs to earn their livelihood and survive in the country with grace (Snyder, 2019). The lockdown caused to sit people at home that impacted negatively on the economy of the people and the country as well. The economy of Bangladesh is dependent on the torism and hospitality industry nowadays for the industry being a new emerging large industry that contributes in the GDP of the country. The reduction of the growth is happening due to high employee turnover rate that is hindering the sustainability of the industry and thus impacting on the success of the industry as well (Long et al., 2012). This research will contribute in the knowledge regarding issues arising because of employee turnover on the hospitality and tourism industry.

### **3.3 Research framework**

The framework of research is the process design of the research in which the data of the research is collected and designed to facilitate the study. The research framework

is the critical way of developing the research activity about a social and business issue (Long et al., 2012). In this research, the major focus is employee turnover due to the introduction of the pandemic of COVID-19. The research has been developed based on the data collection from relevant sources that can describe the present situation of the tourism and hospitality industry during the COVID situation (Nie, Lämsä & Pučėtaitė, 2018). This research will be a contribution to the phenomenon of the possible solution regarding employee turnover, especially in the tourism and hospitality industry.

### **3.4 Nature of the research**

This research is developed with the help of qualitative and descriptive nature. Qualitative researches deal with the social paradigm and the constructive reality of the society that needs to be solved in constructive methods (Lam, Lo & Chan, 2012). The qualitative approach tends to develop and analyse human characteristics, culture, behaviour and intentions to understand the social problems and find out the possible solutions to the problems. The researchers who work with the qualitative method tends to feel the emotion of the respondents to procure the information regarding any issue that can be solved by the research.

To accomplish the research in a qualitative approach, it has used the inductive method by developing theory based on the data collected from different sources. In the inductive method, maximum data is collected from primary sources (Ampomah & Cudjor, 2015). Other data are collected from secondary sources such as online survey, online search, books, journals and other sources. To collect detailed data from the primary source, a snowball sampling method has been used to facilitate the research. The references of the current respondents are used in the snowball approach.

### **3.5 Research approach**

In the primary stage, the research has been conducted through an in-depth brainstorming process about the issue to develop an initial concept about this. After that primary data collection process had been started that included several respondents to collect the relevant data from reliable sources. The research has followed the primary data collection process with a qualitative data collection method from the direct stakeholders of the tourism and hospitality industry of Bangladesh(Alkhateri et al., 2018). For this, the respondents were the chairperson and members of Bangladesh Tourism Board and Bangladesh Parjatan Corporation, the owner of tour operator named Tour Group BD, the managing director of Hotel Regency, the Human Resource Manager of Westin Dhaka, employees of different tourism and hospitality organisations of Bangladesh and the customers of tourism and hospitality organisations.

### **3.6 Population and sample size**

The population of the research is the stakeholders of the industry who are directly connected with the activities of human resources and the production and consumption of the resources of the tourism and hospitality industry(Škare, Soriano & Porada-Rochoń, 2021). In the tourism and hospitality industry, the stakeholders and mainly the owners, employees and customers of different tourism and hospitality organisations of Bangladesh such as hotels, motels, restaurants, tour operators, travel agencies, destination managers, local authorities and government, promotional planners and developers etc.(Foo et al., 2020). In this research, there are 20 samples, which is defined as the sample size of the research. The employees, customers, local government members and other relevant people who are randomly selected with the

snowball sampling method are the samples that are used to collect data in this research.

### **3.7 Data collection**

The data of this research has been collected through the primary data collection method from different customers, employees, destination managers, owners and contributors in the tourism and hospitality industry (Nie, Lämsä & Pučėtaitė, 2018). The data collection process has also used secondary sources such as books, magazines, journals, internet sources and other relevant sources. The primary data has been collected from direct tourism and hospitality stakeholders through a snowball sampling approach. On the other hand, the secondary data has been collected with the help of effective searching quality regarding any issue of social and economical paradigm. Most of the data has been collected from the primary sources with the detailed interview, which is semi-structured to collect the detailed information about the issue.

### **3.8 Data analysis**

The data of this research has been analysed in a thematic analysis method to give a clear view of the issue. The information that has been collected from different sources has been presented descriptively and qualitatively. The privacy of the respondents is hidden properly to maintain the ethical balance in the research. The data has been presented with accurate references for the reliability of the research (Bakar & Rosbi, 2020). On the other hand, the positivity of the industry has gained the major priority to facilitate the research. The data has been presented in thematic analysis with the help of several subthemes and subpoints to describe the basic and important issues of the research. The data has been analysed in the case study approach in the discussion part to develop the details of the issue.



### **3.9 Limitations of methodology**

There are lots o limitations n this research that has, minimised the activities of the research. The limitations have caused hindrance in the growth of the research The limitations of the research methodology are described below:

1. The research has been limited through the snowball approach of data collection in which a large number of respondents cannot be accumulated at a time. The shortage of respondents is a major issue that has created the problem in collecting data for the research.
2. The shortage of time for conducting vast research like the impact of COVID-19 has limited the collection and analysis of data. The time shortage of time is the major limitation that has bound to collect data from limited sources.
3. The confidentiality and privacy maintenance of the respondents has limited the research to reveal some of the information required to conduct the research properly (Long et al., 2012).
4. Only twenty participants are not enough to collect information about the vast issue of the COVID impact on the largest service industry (Ampomah and Cudjor, 2015). This number of participants cannot provide the exact information about the information of the industry to develop a theory and concept regardingthe issue.
5. In our country, people have less courage to reveal the truth about any issue rather than in any other country(Foo et al., 2020). The employees of the organisations cannot describe what they want exactly because of the possibility of losing their jobs.
6. The presence of the dangerous virus COVID-19 has hindered me from moe anywhere to collect data face to face which has caused the problem to collect

the exact data according to the need (Choi, 2016). The virus and the pandemic have imposed limitations in the movement and the direct communication with people that is the biggest hindrance for collecting the data to conduct the research.

7. Lack of health security is another limitation at present that has hindered the collection of primary data regarding the research, which is not avoidable and impacted the research and data collection process a lot(Škare, Soriano & Porada-Rochoń, 2021).

## Chapter 4

### Findings & Discussions

The collection of the information and data regarding the issue of the impact of COVID-19 has gathered huge information, which helps provide a detailed view and information about the issue. In this research, the data regarding employee turnover due to the pandemic in the tourism and hospitality industry has been collected to help the industry with the reasoning and the possible solution to solve the problem. Different respondents were involved in the data collection process of the research who are directly connected with the industry and have observed the changes during the pandemic. The respondents are of a different area of the industry and have described the issue and the situation differently. In the tourism and hospitality industry, there are different types of stakeholders among which some of the stakeholders have been picked to collect the data. About the rate of turnover in the tourism and hospitality organisations in Bangladesh, the chairperson of Bangladesh Parjatan Corporation described,

*“The employment rate of the hospitality industry has been decreased in rapid growth. Around 100,000 people have become jobless due to the introduction of COVID-19 in the tourism and hospitality industry. Already the industry has lost 15 billion that would be the profit during the fiscal year of 2020-2021. The country has lost a large number of foreign customers that have minimised the revenue although the maintenance cost of the destinations and the hospitality organisations is the same. Thus the organisations have cut down the salary of the employees and cut off the employees as well, which is resulting in employee turnover on large scale.”*

Aligning with the description of the chairperson of BPC, the managing director of hotel Regency has described the current occupancy condition of the industry, which has caused employee turnover in the property which is responsible for overall employee turnover in the industry. The managing director said,

*“The occupancy rate of the hotel is still sinking as the rate has been decreased by 30% due to the pandemic. The maintenance cost and the management of the employees are the same. As a result, the property is facing a huge loss in business. In the middle of the year, the hotel paid a half salary to the employees which dissatisfied the employees and maximum employees switched to other organisations to lead their life properly. On the other hand, the organisation also terminated some of the employees to cut the cost for the survival of the property that has become a major reason of employee turnover.”*

A large number of people in Bangladesh who were involved in the tourism and hospitality industry has become jobless according to the response of the president of the Tour Operator Association of Bangladesh (TOAB). According to him, the industry has lost a large number of expert and experienced employees in both the tourism and hospitality industry due to the employee turnover that has been taking place due to pandemic. He described,

*“The tourism sector of the country is suffering a loss of almost TK5,700 crore during the pandemic that has bound the tourism organisations such as tour operators, travel agency, airlines and other tourism organisations to cut off a maximum employee to minimise the cost as they are not getting the opportunity to serve the customers. As a result, a large number of employees connected with the tourism*

*industry have lost their jobs during the period of the pandemic and still, the jobs of the employees are at risk.”*

The tour operators and travel agency also are at risk for their business as most of the destination in Bangladesh were closed for a long time. The destinations are still restricted regarding entrance and capacity management. According to the owner of Tour Group BD,

*“The travelling of people has been restricted for a long time. On the other hand, the destinations were closed to entry for a long period. Although the destinations have opened on a small scale, the travellers are scared of travelling in any place due to the virus. The employees of the tours management are of no use now who are paying for no reason. The business has no income as well. For this reason, some of the host has been terminated to minimise the cost of the business. On the other hand, the local host among the community has become jobless due to the stoppage in the tours. In the overall situation, the employees of the tourism sector are negatively affected due to the pandemic.”*

The community people of the different destinations in Bangladesh were involved in the tourism activities and earned their livelihood. Due to the COVID-19, the destinations were closed down and the movement of people was restricted. For this reason, the community people became jobless for a long time that has become the major reason for the hardship of their livelihood. The description of a community people of Sundarbans is,

*“I used to be a tour guide for the tourists who came to visit the destinations. On the other hand, I had links to manage honey and other*

*special foods to sell to the tourists that helped me to collect commission and earn my livelihood and manage my family. After the pandemic has arrived, there comes no tourist and my way of earning has been stopped. I and my family have barely any income to fulfil our basic needs. Not only me, in my community, but there is also a large number of people who are facing the same condition right now.”*

The community people have become jobless in different tourist destinations in Bangladesh that have caused crimes in different places such as robbery and other crimes. People of the community have been provoked to do this because of the jobless condition as they need to earn their livelihood in any way. According to a community people who have faced one of the robbery cases,

*“Once my grocery shopping has been robbed on the way to my home which makes me realise the devastating condition of the lower class people of the society. Thousands of people in the community of Cox’s Bazar has become jobless as most of them were dependent on the tourism sector. The entry barrier of the tourists has made the people unemployed and this kind of crimes has been increased in rapid growth.”*

In the hospitality industry, the employees are the main factors as the customers get the services from them. For this reason, the hospitality properties such as hotels, motels, restaurants etc. train the employees with their best efforts. It takes a lot of time and cost to train them effectively. This kind of training makes the employees efficient enough to serve the customers effectively and gain the satisfaction of customers. The organisations are afraid of the fact of employee turnover now as they are losing

effective employees due to the COVID that will impact the property and its economy after the pandemic finishes. According to the manager of Amari Dhaka,

*“The hotel has faced a drop in occupancy rate of 65% and we have closed some of our services to safeguard the employees and the customers. The drop in the occupancy rate has minimised the revenue. The cost of the hotel regarding the maintenance and training of the employees remains the same. On the other hand, the employees were paying the same salary which became a disaster for the hotel to save the property. For this reason, we started to cut the salary of the employees which demotivated the employees and some of them left the job. On the other hand, we cut off some of the employees to cut the cost. For this reason, we are facing problems of efficient employees now and the cost of training new employees has increased as well that is harmful to the economy of the property right now.”*

This situation describes the adverse impact of employee turnover on the hotels of Bangladesh during the pandemic. The turnover has impacted the life and economy of the employees as well which cannot be avoided easily. Maximum employees of the hospitality industry have become jobless and switched to other jobs that are harmful to their skills and career development process as well. According to an employee of a hotel who has switched his job recently,

*“In my previous workplace, which was a renowned hotel in Bangladesh started to pay half of the salary during the lockdown. Being the only earning member of the family, I needed to support my family properly. As a result, I left my job and joined the retail industry. As I started my career in the hospitality industry, I was trained*

*properly in this area to serve the customers effectively. The company has put much effort and cost to train me but I was bound to switch my job for the sake of my family. Now I am facing to cope with the new industry as I am not skilled in this area. And now I feel that my skill and the effort will go in vain as I have no other option to work in the hospitality industry as the industry is mostly affected by the pandemic.”*

The expert and efficient employees of the industry is leaving the industry due to several reasons which are impacting the industry negatively. The services of tourism and hospitality are the major concern of the customers. As the employees are responsible to serve the customers and gain the satisfaction of the customers they play a major role in the industry. Unfortunately, the industry is losing experienced and skilled employees because of employee turnover due to the pandemic. This issue has degraded the quality of services in the tourism and hospitality industry. According to a tourist in the Cox’s Bazar shared his experience about one of his recent tour, which is,

*“I reserved one of the well-known hotels in the destination where I have stayed several times before. But I could feel the differences in the services directly. There was a shortage of employees in different departments. The housekeeping employees were not properly trained as before that made me dissappointed during getting their services. On the other hand, I didn’t notice any safety measures to prevent the virus for the safety of the employees and the guests of the hotel. This proves clearly that the left of the experienced employees in the hotels of different destinations of Bangladesh has impacted largely on the*



*quality of services in the hospitality industry that can be harmful to the development of the growing industry. On the other hand, the capacity management system of the destination is not as good as it needed. People are roaming here and there according to their wish which is not safe for the health of the tourists, hosts and other people of the destination.”*

The employee turnover in the tourism organisations and the hospitality industry has left a negative impact on the industry. The organisations of the industry need effective employees to serve the customers after the lockdown. The lockdown has been withdrawn which has made people interested to travel anywhere to take refreshment after the trauma of the pandemic. The customers normally expect to get proper services based on their previous experiences. But the industry has faced a large number of ups and downs and changes during the pandemic. The organisations need to terminate the employees for the sake of the survival of the company. On the other hand, the employees need to find the better option of career development to earn their livelihood. This kind of situation has brought the industry to the lowest stage of development. The service quality has been degraded due to the loss of the jobs of the employees. For this reason, the employees are finding new options and the industry is failing to satisfy the customers effectively.

The business customers of the hospitality industry who come to attend the meeting and make deals to enhance both inbound and outbound business are facing problems in getting proper services as before. All of these circumstances are accumulating all the industries and affecting the world economy. Bangladesh is largely dependent on the tourism and hospitality industry for the development of the economy. Due to the

pandemic, the industry is facing loss, which is directly impacting the economy of Bangladesh and the life of people who are directly connected with the industry.

## **Discussion**

The hospitality industry has become one of the victims of the pandemic that has reduced the business of the tourism and hospitality organisations including the hotels, tourism destinations and other properties and organisations of the industry. The introduction of the pandemic has reduced the incoming of customer in both tourism and hospitality sector as the business of these industries is related with the relaxation of people and other business event. While people cannot get out of their home because of the fear of losing their life, it is not possible to think of refreshment by travelling anywhere or to attend any event of business and any other programs as life is more valuable than anything. For all of these reasons, the business of tourism and hospitality industry has come to a standstill which is impacting on the direct and indirect employees connected with the tourism and hospitality organisations.

### **4.1 The visible impact of the pandemic on the industry**

The research has found out the impacts of the pandemic on the tourism and hospitality industry including the customers' arrival, the occupancy rate, employee turnover and the development of the industry. The occupancy rate of the industry has been decreased by 30% and around 100,000 employees have lost their job due to the pandemic and the reduction of the occupancy rate. The decrease in the business progress of the tourism and hospitality is visible that is impacting negatively on the industry. The revenue that the industry earned before has decreased in a rapid growth which is also impacting on the economy of Bangladesh. As the economy of our country is dependent on the tourism and hospitality sector largely, the growth of the

economy has decreased which is impacting on the living of people and the overall growth of our country.

#### **4.2 The changes that customers notice on the service quality**

The customers of tourism and hospitality industry are coming back to the regular life very slowly. Although the rate of the incoming of the customers are very low, the business organisations are getting the opportunity of serving the customers after so long. But the customers are complaining about the products and services of the organisations for many reasons. The organisations of the tourism and hospitality industry has lose many efficient employees for not providing the proper salary to the employees because of the lose that the organisations faced. For this reason, the employees were terminated and most of the employees left the job to find better opportunity. In this way, the properties of hospitality industry and the tourism organisations are not able to serve the customers as before they did. This is why, the customers are becoming dissatisfied because of the less efficient treatment they are getting. This is impacting on the brand image and the customer perception as well. This issue can change the purchasing decision of the customers in the future. The service quality is the major element for which the customers of the hospitality industry pay. If te quality of service degrades it can bring a devastating change in the growth scenerion of the industry which has already started to take place.

#### **4.3 The condition of employee turnover in the industry**

According to the result of the research, it is proven that the employment rate in the tourism and hospitality industry has been reduced in a large extent. The employee turnover rate of the industry has been increased largely which is around 25%. In the normal situation, the employee turnover rate should be within 12% to 15% that does not impoact on the business negatively. So it is evident that, the pandemic has brought

the utmost negative impact on the employment of the tourism and hospitality industry. The authority of the organisations have cut the salary of the employees as the organisations are not getting expected customers and revenue as well that is increasing debt of the organisation. In this regard, the organisations are cutting the salary or dismissing the employees. On the other hand, the employees are finding better options for upgrading their living and security of their jobs in this period in economic crisis. For all of these reasons, the employee turnover is increasing day by day that is impacting directly on the industry negatively and minimising the demand of the products and services.

#### **4.4 Overall impact of the pandemic on the industry**

The tourism and hospitality industry is going through a recession period. The organisations are facing reduction of occupancy rate and revenue as a result the employee turnover is increasing. A large number of people in Bangladesh is losing jobs for which crimes such as robbery, stealing of things etc. Different businesses of the tourism industry such as travel agency, tour operators, airlines, hotels, restaurants, tourist destinations are facing loss in their business with which a large number of peoples' livelihood is directly connected. The pandemic is effecting on the industry devastatingly which is drastically negative for the economic growth of Bangladesh.

The tourism and hospitality industry of Bangladesh is one of the most significant sector that contributes largely on the economy and employment rate of the country.

The success of the organisations of the industry depends on the quality of services for which the customers pay. The presence of the pandemic due to COVID-19 has decreased the customers' arrival in the properties of hospitality and tourism organisations including the travel agencies, tour operators and hospitality properties.

The overall industry is facing loss in the operation and profit of the business. In this

regard, the organisations are cutting off the salary of the employees or terminating the employees for minimising cost. This is causing the loss of efficient employees from the industry. On the other hand, the employees are also finding hindrance in their career development by working in the sector where the situation has degraded due to the pandemic. For this reason, they are finding other options for developing their career and making their livelihood easier and happening. This is causing large number of employee turnover within the tourism and hospitality industry.

Because of the high employee turnover, the organisations of the industry are not being able to keep sustainability in the quality of services. The efficient employees are leaving the job which is degrading the service quality and thus the organisation is losing potential customers for not being able to satisfy them as before. The overall situation has become very negative as the employee turnover is causing negative impact on the organisation and the brand image is effecting eventually which is not good for the growth of the organosations and the industry. This is impacting on the economy of the country in the long run.

## **Chapter 5**

### **Conclusion and Recommendation**

The tourism and hospitality industry is the most demanding industries in Bangladesh right now. This is because the industry involves several industries at a time such as retail, business, services and others. The industry contributes largely to the economy of Bangladesh that is huge for the country. The country depends on the industry for the business expansion, development of communication among other countries, attracting foreign tourists and earning foreign currency from other countries. For this reason, the economy of Bangladesh is taking help from this industry to develop the economy and connecting with the developed countries in the world. The industry was doing good with its efforts and the help of the local and country government. But the introduction of COVID-19 all over the world has become a threat for the industry to develop the business. The world has come to a standstill due to the pandemic as it is such a virus that can be spread through the direct communication of people. And the services cannot be transmitted without human communication. Most of the countries of the world declared lockdown for a long time that had been restricted the movement of people within and outside the world. The restriction of movement had brought stoppage in the activities of the tourism and hospitality industry. The restriction in the business and other tourism activities brought the industry to a point that the organisations had no way of income. Thus the organisations started to lose in the business. The organisations of the tourism and hospitality industry had to cut the cost in any way. The organisation firstly minimised the salary that impacted the lives of the employees. For this reason, the employees left the job for a better option. On the other hand, the organisations also cut off the employees to cut the cost to stay in the industry. Employee turnover has impacted a lot in the industry and the life of the

employees. The industry spent a lot of time and cost on the employees which have gone in vain and they are now facing the loss of quality in the services. The service quality has been degraded than before as the expert employees are no more in the organisation. The customers are also becoming disappointed with the services of the tourism and hospitality organisations. In this situation, employees turnover has become one of the most negatively affecting issues due to the pandemic in the tourism and hospitality industry. It will take lots of effort and time to come back to the previous state of the industry and to develop the industry after the recovery of the pandemic. For Bangladesh, it is harder to recover from being a developing country. The stakeholders of the industry along with the government needs to take proper measures to minimise the adverse impact of the pandemic on the industry to recover the negative impacts of the employee turnover. The organisations must assure proper safety and health security measures to ensure the safety of customers throughout the pandemic situation. On the other hand, the tourism and hospitality industry must sustain the service quality to retain the customers and attract more for the growth of the industry.

The organisations of the country including other stakeholders such as government, local government, customers, employees and authorities can take several measures to prevent the adverse situation and improve the present condition to revive the industry.

Some of the suggestions are described below:

1. The industry needs to involve the employees in the planning and development program of the industry at first to make them feel about their priority in the industry. For this, the employees need to be included in the awareness rising program regarding the COVID-19 and the ways of getting out from the impact

of the virus. The employees need to be trained to serve the customers with proper safety measures to make the customers assured about their safety.

2. The government needs to make an annual budget for the development program of the industry so that the organisations can serve the employees properly that can satisfy the employees so that the rate of employee turnover can be minimised.
3. As outbound tourism is not possible now, the tourism organisations need to focus on domestic tourism to earn minimum revenue from there to minimise the loss. The organisations can involve the community and other employees in the tourism activities as well to reduce the impact of the pandemic by taking proper safety measures.
4. The customers need to assured of the safety and the promotional activities need to be enhanced by the effort of the Bangladesh Tourism Board to improve the interest of the customers to take the services of the industry.
5. The improvement of the quality of services in the hospitality industry can be assured through conducting internal training with less cost and time to make them skilled so that the organisations can recover the loss of employee turnover.
6. The industry needs to align with the ministry of development for making development plans for the industry to take part in the development process of the industry after the pandemic. Without the help of the economy and the plans of the government, the organisations will not be able to recover such a huge loss regarding the COVID impact on the employment and the quality of the services of the industry.



7. The workload of the employees due to the shortage of employees needs to be minimised to help the employees to accomplish their activities properly. This can make the employees satisfied and sustain in the organisation to take part in the development of the industry during the pandemic.
8. The employees need to be assured about their safety of health and job to sustain in the industry that can recover the present condition of the industry.
9. The employees need to get mental health support as maximum people are going through trauma due to the pandemic and the loss of close people. The organisations need to arrange an internal counselling process to support the employees mentally to make them refreshed.

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