

Employee Turnover in the Front Office of a Resort and Convention Hotel

Case Summary

The front office department at the resort in Orlando, Florida, is faced with hiring about 30-40 employees every year for their busy season. Every year, employees have chosen to leave for different reasons that have not been tracked by the department. Employee turnover in the hospitality industry has been above average for the past few years. It can be attributed to the nature of the work, as well as compensation and growth opportunities that are given. Overall, the front office department at the resort and convention hotel needs to realize that they are facing a lot of costs and performance loss due to the hiring this many employees yearly. By retaining employees from year to year, the recruitment, hiring, and training costs will be saved. In addition to the costs, the performance of the company will have a positive effect. The human resources department can have a significant impact on the recruitment and hiring process that they do not have now. The managers of the front desk can focus on employee's motivations and growth. The cross-training of employees can also allow the company to retain employees as well as help them grow and develop.

Target Audience

The content of this case study, including the additional readings, is intended for undergraduate students enrolled in human resources management, lodging, and strategic management courses. While the analysis of this case study and teaching note is more suited for the undergraduate level of study, instructors of graduate classes could also implement the content of this case study in their classrooms by replacing the additionally assigned materials with some advanced textbook chapter readings that discuss turnover and employee retention. The discussions presented here aim to enhance students' critical reasoning, quantitative judgment, and analytical thinking skills.

Analysis of Teaching Objectives and Learning Outcomes

Instructors will be able to engage their students in an active learning environment to discuss the critical issue of employee turnover in the hospitality industry. Instructors might also assign this case study to students so that they can discuss the ramifications of the high turnover rates in the hospitality industry. The discussion actions regarding the best practices to decrease and avoid turnover will develop the students' critical thinking and enhance their reasoning skills with the integration of various hospitality and tourism concepts and disciplines, such as human resources management, operational management, strategic management, and organizational management.

Upon completion of this case study, students should be able to:

- Detect whether there is a turnover issue within their department
- Examine all the possible causes for turnover within their department
- Understand they can have a direct impact on the turnover solutions
- Decide which solutions to turnover would be appropriate within their department
- Develop and implement actions to reduce turnover

Discussion Questions

- Do you believe that there is a significant problem in the case study that needs to be addressed immediately? If so, what is it? How can it be addressed?
- What department of the resort do you think has the most impact on the turnover rate?
- What factors can you indicate that is the direct result of the turnover in this department?
- What do you believe the human resources department should do about this issue?
- What would you do if this was your department?

Class Instruction and Teaching Methods

The content of this case study can be taught in a variety of ways, and it allows educators to implement several different teaching techniques. One class could address the topic of employee turnover in the hospitality industry by a combination of lectures and discussion after the students are divided among small groups. The class requires instruction and teaching time to introduce, understand, explore, discuss, and check for understanding. Instructors can expand and/or allocate more time according to time available for the instructional phases mentioned in detail below.

Phase I (Introduction – approximately 20 minutes):

Introduction to Session (10 minutes): Instructor credentials will be explained to the students, and a brief introduction to what the class will entail will be discussed. A table of contents will be displayed with all activities as well as the learning outcomes so that the students understand what they are supposed to get out of the workshop.

Student Introductions (10 minutes): Each student should introduce themselves to the class and provide some information about their background. The student will tell the class if they have ever experienced turnover as a manager as well as an employee. They will simply describe a time when they have had been affected by turnover. This will allow the class to see that turnover is a relevant issue in the industry.