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# **The Retention of fresh graduated employees in Kuala Lumpur Hotels**

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## **Abstract**

This paper aims to answer some questions about perception and factors for retention of hospitality and tourism graduated individuals who are employees in the hotel industry in Kuala Lumpur. Due to the exploratory nature of this study, a qualitative research method is conducted. As a result, organizations with good politics make generous profits by providing the proper level of privacy, which promotes long-term commitment to the organization. In conclusion, since employee retention is extremely essential for the growth of the hospitality and tourism organization such as hotels, managers and supervisors need to know how to motivate their employees.

**Keywords:** Qualitative, Hospitality and Tourism, Graduated Students.

# **La retención de empleados recién graduados en hoteles de Kuala Lumpur**

## **Resumen**

Este documento tiene como objetivo responder algunas preguntas sobre la percepción y los factores de retención de las personas graduadas en turismo y hospitalidad que son empleados de la industria hotelera en Kuala Lumpur. Debido a la naturaleza exploratoria de este estudio, se lleva a cabo un método de investigación cualitativa. Como resultado, las organizaciones con buena política obtienen beneficios generosos al proporcionar el nivel adecuado de privacidad, lo que promueve el compromiso a largo plazo con la organización. En conclusión, dado que la retención de empleados es extremadamente esencial para el crecimiento de

la organización de hospitalidad y turismo, como los hoteles, los gerentes y supervisores deben saber cómo motivar a sus empleados.

**Palabras clave:** Cualitativo, Hostelería y Turismo, Estudiantes Graduados.

## 1. INTRODUCTION

In Malaysia, the tourism and hospitality industry is not held in high regard as being able to offer a long-standing and affluent career (Chellen & Nunkoo, 2010). Hospitality and tourism as a worldwide industry, it characterized by an enormous range of perceptions which comprise low wages, deprived working conditions, and unsocial working hours, flat skill base, seasonality and high levels of staff turnover. With the retention and turnover issues still in existence today and many quantitative research in this area Dickerson (2009), current paper try to conduct qualitative research to recognize how education in the hospitality and tourism industry influences students perceptions. As recently graduated students are the new members of employees to enter the hospitality and tourism industry it can be expected that the perception of students may be diverse from those who currently work in the industry. Present paper investigate freshly graduated employees ' perceptions and motivation aspects for working to provide an understanding of their perceptions of the hospitality and tourism industry and the probability of entering and remaining in the industry.

### *1.1. Research Problem*

Globally, the tourism and hospitality industry has been distinguished to be economically significant. The tourism industry is the seventh most significant contributor to the Malaysian economy with a total GNI of RM37.4 billion in 2011 and is on the verge of growth. Tourism and hospitality is very significant as a job supplier in more countries, mainly those in the developing phase such as Malaysia and is the most important source of employment, making this industry an imperative income originator, tourism will require better and more labor and have more challenges in magnetizing talented, inspired employees than other segments in the economy. With lacking valuable employees, tourism and hospitality industry have the problem producing profits, growth, and income that make the turnover of employees one of the vital intention for any organization (Manthei & Gilmore, 2005). Employee turnover is costly and expensive; especially hotels have many difficulties in retaining qualified staff. The costs for organizations' instigated by employee turnover are very high, due to the advertising, selection, recruitment, hiring, and training. In addition to the costs, a loss of productivity and valuable knowledge are a big concern for the organizations. Correspondingly in the hospitality and tourism industry when employees quit the organization makes the poor reputation for the organization.

Furthermore, studying is necessary to upgrade individuals' knowledge. Given the increasing cost of higher education and a highly competitive environment, increasing the number of freshly graduated student searching for part-time/ full-time jobs are not unreasonable. Many students are working in a hospitality organization through school internship programs, and after finishing the program, many of them continue working with the organization as part-time/full-time employees.

As a result of heavily employing freshly graduated students, the hospitality faced high turnover rates. There are many public and private universities in Malaysia. Graduated students are working in many hospitality organizations such as travel agencies, hotels, restaurant after graduation or even during graduation as part-time workers. Countless recently graduated employees leave shortly after less than one year. The costs of turnover are very high, therefore increasing the retention of graduated student employees reduce the costs and rise both efficiency and assurance among employees. One of the reasons which make freshly graduated employees leave a position is to find a more satisfying job elsewhere. An absence of supervisory support and training programs is another reason freshly graduated employees leave since to make them feel unimportant. If companies are not flexible, this freshly graduated employees will probably hunt for a more flexible career. Other reasons freshly graduated employees leave their jobs are low payment, lack of determination, no acknowledgment by the supervisor and, hostile environments. Because there are a diversity of reasons freshly graduated employees could quit their jobs, it is critical for organizations to find any factors that could be a source of high turnover.

There is much research about students' perceptions towards hospitality and tourism industry careers and the reason for leaving the organizations. But still, this problem is the issue for many hospitality organizations (Busby & Gibson 2010). For instance, students select hospitality and tourism courses, but there is slight research that appeals why students make this choice and where they desire to work after the graduation. Unfortunately, this industry in most parts of the world is often plagued by negative characteristics (Alonso & Neill, 2009). The

circumstances will have a significant impact on industry plans, as the number and level of expertise of the students entering the field reduce. Studies by Kusluvan & Kusluvan (2000) showed students chose the hospitality and tourism with the lack of sufficient knowledge about the employment conditions. Thus, when entered into real working conditions with the unprepared mind, the students projects negative attitudes towards the work and leave the industry. In effect, the turnover becomes a wastage for all parties involved including the , government that has invested money in education, the students whom spent years studying tourism courses, the organization for high turnover cost and bad reputation, the tourists for receiving the services from the employee, and finally the domestic economy from receiving any revenue from the tourists. Considering these facts students' interest should be capitalized by industry, to make them pursue careers and remain in their jobs. Moreover, Management should become alert to the reasons why people are less interested in hospitality occupations. The causes can be studied with intend of improvement. If the freshly graduated students can be enticed and retained in the hospitality organization, it can be valuable for the organization as well as for the industry. Research of this sort can, therefore, improve perceptions of students. It is also significant to verify the needs of the hospitality industry and then estimate how well the freshly graduated employees or the future managers give the impression to be equipped to assemble these needs (Singh, 2009). Therefore, there is a dire need for some investigation regarding tourism and hospitality industry career among Malaysian graduated students, and conducting the study to find out factors that influenced student's choice to enter the hospitality industry. Also understanding the factors for their motivations to stay in their jobs and

provide information for HR managers to reduce the gap between students' perception of work and the reality of their careers.

### *1.2. Research Questions and Objectives*

This study interviewed with hospitality and tourism graduate students from public and private Universities in Malaysia who were working in the hotel industry in Kuala Lumpur, for determining their perceptions toward working factors in hotels and finding out the motivation factors for their retention. The Research questions are:

- What is the students' perception of hospitality and tourism as their future career?
- What is the freshly graduated employee's perception of working in the hotel industry in Kuala Lumpur?
- What are the reasons make the freshly graduated employees work or quit hotels in Kuala Lumpur?
- What are the essential features that hotels should have, based on freshly graduated employees freshly graduated employees freshly graduated employees freshly graduated employees view?

- What are the likely factors that provide better motivation for freshly graduated employees to remain in their jobs as the hotel employee in Kuala Lumpur?

This paper aims to answer issues related to the recently graduated workforce in the hospitality industry (hotels in Kuala Lumpur). One of the purposes of the study is to recognize, why hospitality and tourism students choose tourism and hospitality industry and what are their perception of occupied in the industry with the purpose of helping them to become extra efficient and maintaining them in the industry. Also, researcher is going to provide the reasons why freshly graduated employees in hotels in Kuala Lumpur easily quit the hotel for another organization and propose new ideas for fresh graduated employees' retention by identifying the critical factors that motivate them to remain in their job.

### *1.3. The significance of the Study*

Most research done in this area is quantitative and not many of them in the past performed for managers to solve the problem of shortage and turnover of freshly graduated employees in hotels in Malaysia. Hotels in Kuala- Lumpur has many fresh graduated student employees but have difficulties in retaining them as the assessment and success of their organizations. These organizations have dilemmas concerning resolving factors minimize talented employees. This study is qualitative, and the notable part of conducting this study was, most of the graduate students working in the hotels, rejected to be interviewed. Only seven students' employee from different hotels (after the researcher went to about ten



hotels in Kuala Lumpur, which the numbers of freshly graduated employees were around 12-20) accepted personal interviews conducted by the researcher. Interestingly all of these graduated students mentioned that they want to leave the hotel shortly. Although the sample size in this study is small, the findings of the research provided critical qualitative insights since it collected from the freshly graduated employees who had the intention to leave. Therefore outcome of result hopes to find out motivational keys, keeping the most impact on a turnover to promote clear information and to add to the existing significant literature on retention particularly in the context of hospitality and tourism in Malaysia. Practically this study expect to determine valuable retention guidelines and make results of this study available to hotels owners to maintain and retain their freshly graduated employees for a long time and know their expectation from their employers to keep them happy and loyal. This will benefit hospitality and tourism organizations especially hotels in Kuala Lumpur. When more qualified graduated students attract and, the retention rate of immediate employees increase, instead of the cost caused by the high turnover more money generated can be available for retaining and providing new excellence and more training programs can be offered to employees.

## **2. METHODOLOGY**

For the exploratory nature of this research into the under-examined topic of fresh graduated employees' retention in hotels in Kuala Lumpur, a qualitative research approach is deemed appropriate. Qualitative research is essential for a primarily descriptive and exploratory model. Qualitative

research is to develop an initial understanding of research (Qu & Dumay, 2011). Also, the results of the study cannot be generalized but by providing better understanding different perceptions and expectations of students can help managers of these hotels to attract a new idea for freshly graduated employees for maintaining them in work. After so many quantitative studies in the hospitality industry around the world, a qualitative method used in this research and the interviews were chosen as the primary tool for data collection. The process of data collection for current research was semi-structured interviews with prepared questions on topics. Research expected respondents answer challenging and surprising as only seven freshly graduated employees (in about ten hotels) accepted personal interviews conducted by the researcher. Stimulatingly all of these students mentioned that they want to leave the hotel shortly. Although the sample size in this study is small, with only seven students from different hotels, findings of the research provided critical qualitative insights into the retention of freshly graduated employees working in the hotel in Kuala Lumpur.

### *2.1. Interview Questions*

The interview questions designed before the interviews take place. The questions assembled into four sections, the first section is about interviewees' background data, their university, work involvement, job tasks, and their perception of hospitality and tourism as their major. The second section is about perception and expectation of freshly graduated employees about hotels. The third section focuses on the reasons which made freshly graduated employees work in hotels or quit their jobs.

Finally, the fourth part focus on future improvement, what are the features they suggest that hotels should have, and what make them motivated to remain in the hotels. The interviews were done through the open-ended question after the researcher went to hotels and talked to individuals about the purpose of the research and ask them for their response based on confidential consideration. Eleven (11) interview questions were designed in four sections to address the research questions. All interviewees were requested to answer the same questions in the same order and in the same way (Creswell, 2013).

#### *2.1.1. Section A*

1. Can you tell me about your university (private or public) and what are the reasons you choose hospitality and tourism as a major for study?

2. Can you tell me about your work position, your job tasks or your work background in the hotel?

#### *2.1.2. Section B*

3. What makes you come and work at the hotel?

4. What was your perception of a hotel before you start your work?

5. What do you expect about the working situation in the hotels?

*2.1.3. Section C*

6. What are the reasons make you remain in the hotel or quit the hotel?

7. Based on your experience, what are the human resources related issues graduated students faced by working in hotels?

*2.1.4. Section D*

8. What characteristics (features) should hotels have?

9. What kind of motivations you think is useful enough to make /made you remain in the hotel?

10. Which of the mentioned motivations (by the freshly graduated employees) is more significant, or do you think they are all significant, and why?

11. How do you think the real hospitality and tourism program in hotels can be improved?

## *2.2. Population, Sampling, and Participants*

The population of interest in the present research is the hotel freshly graduated employees, who are working in hotels in Kuala Lumpur. Kuala Lumpur is the most well-known area for tourism attraction in Malaysia and has quite large numbers of hotels. Just a few samples from hotels populations joined to participate in the study. The sampling strategy was non-random purposive sampling. The purposive sampling method was used for the current research, by selecting explicit persons who can provide the information needed for the study, according to their characteristic (Creswell, 2013; Kvale, 2008). The researcher tried to find freshly graduated employees who were working in hotels in Kuala Lumpur. Following the research objectives, open-ended questions for interview were confirmed using the following criteria: (1) working or recently quitting the hotels in Kuala Lumpur in Malaysia, (2) being graduated from one of public or private universities in Malaysia (3) studying in the field of hospitality and tourism major in university. All of the participants voluntarily gave their answers to the researcher, and no oppositions were received from the interviewees during the interview transcriptions.

## **3. DATA ANALYSIS**

In qualitative research, human performs as a tool for the collection and analysis of them. Qualitative researchers begin analyzing at the beginning of collecting data, which means that data collection and analysis overlap. The transcribed interviews were carefully examined common

themes that will allow a better understanding of the problem studied. After collecting data from interviews, thematic analysis was used to encrypt the data and generate various topics. After initial coding, the data categorized into five themes which emerged from the data. The themes formed were: students perception of hospitality and tourism major (A), freshly graduated employees perception for working in hotels (B), freshly graduated employees reasons to stay in hotels (C), ideas for better freshly graduated employees' motivation (D), the critical characteristic for hotels based on freshly graduated employees view (E). These themes are presented and discussed below concerning the research objectives of the study.

### *3.1. Analysis Strategy and Coding*

The reported explanations for retention created about 12 pages of qualitative data, with individual perceptions and reasons for motivation. Researcher created categories and assigned keywords to those categories. It is significant that the categories and keywords selected are the delegate, comprehensive, and truthful, and several steps should be taken to confirm the reliability and validity of the coding process used in the current study. The supporting literature provided a guide to the assortment of categories and was discussed to clarify the keyword of the study when needed.

### *3.2. Reliability and Validity of Coding Procedure*

After the coding procedure is completed, a final evaluation on coding conducted by four experts in qualitative data to check the reliability and precision of category generation. The authors revised the assortment of coded within each category by reading and evaluating interviewees' statements entirely to ensure that the coding decisions precisely represented the interviewees' proposed meaning. The researcher reported frequencies for each of the perception and motivation measurements listed and brought the brief of each interviewee quote in front of each dimension. Lastly, the outcomes of this analysis provided the groundwork for testing the research questions presented in Table 1.

Table 1: Finalized Categorized Data coding based on Interviews

participant		1	2	3	4	5	6	7	
gender	Male/Female	M	F	F	M	F	M	M	
University	Private/Public	PR	PU	PR	PR	PU	PR	PR	
<b>Fresh graduated student's perception for choosing tourism as major</b>									<b>%</b>
	Job Opportunity	√			√	√	√		57%
	Experience development	√		√	√	√		√	71%
	practical activity	√						√	29%
	Malaysia pioneer in tourism	√							14%
	intercultural exchange		√	√				√	43%
	interest in tourism		√	√		√		√	57%
	lack of opportunity in the country of origin			√		√			29%
	promote tourism country of origin					√			14%
<b>Freshly graduated employees perception for working in hotels</b>									<b>%</b>
	interest in traveling	√			√				29%
	Job opportunity			√	√	√			43%
	Job condition	√			√	√	√	√	71%
	Experience development		√		√	√		√	57%
	work environment		√						14%
	Employee relations		√						14%
	Intercultural exchange		√	√	√	√	√		71%
	Training			√	√	√			43%
	Payment			√	√	√	√	√	71%
	Job Position	√		√	√	√	√		71%
	Compensation			√	√				29%
	working time			√	√	√		√	57%

Freshly graduated employees reasons to stay or quit hotels								0%
Compensation				√		√		29%
Payment	√		√	√	√	√	√	86%
Managers behavior		√	√	√	√	√	√	71%
work environment		√		√		√		86%
communication skill	√		√	√		√		57%
Working time	√	√	√	√	√			71%
job security	√		√	√	√			57%
Training			√	√				29%
Recognition and appreciation			√					14%
An essential characteristic for hotels based on graduated employees view								%
Tangible assets	√							14%
Managers	√							29%
Marketing	√			√				14%
Innovation	√	√		√	√			57%
Service quality		√		√			√	43%
Variety of activity	√		√	√				43%
Trust			√	√	√	√		57%
Supportive fun ideas			√		√			29%
Customer satisfaction		√		√		√	√	57%
Security				√				14%
Successful employee					√			14%
Consulting experience					√	√	√	43%
Factors for better freshly graduated employee's motivation (less turn over)								%
Payment	√	√		√	√	√	√	86%
Compensation	√		√		√	√		57%
promotion (title)	√		√					29%
Managers behavior	√						√	29%
Work environment		√	√	√	√			57%
Job description			√					14%
Training			√	√	√			43%
Appreciation and recognition			√	√	√			43%
Communication Skills			√	√	√			43%
Employee involvement			√		√			29%
Job security				√	√			29%

## 4. FINDINGS

### *4.1. Fresh graduated student's perception for choosing hospitality and tourism major*



Through the interview, the majority of the interviewees highlighted their preference for 'Gaining experiences,' 'Work Opportunity' and their 'interest in tourism.' The open-ended questions showed students' perception for choosing tourism as major for study evermore, this outcome is reflected in the response from students who were studying in a public or private university in Malaysia in the field of hospitality and tourism. An excerpt of the response echoes this, R1 says “. . . I can work in this field with the experience that the university gave me...”, R2 says “. . . I thought after my graduation I can work in this field with the experience that the university gave me and gain actual travel experience ... .”, R4 says “. . . I always loved traveling; you can gain the viewpoint on how different countries perform their operations as well as gain immediate travel experience....”. R5 says “. . . I chose this major to expand my knowledge in this field and find a job in the hospitality and tourism industry....” According to previous research: In Malaysia, the number of graduate students is increasing, fresh graduates should be able to use their information and skills to find employment, but even if there are countless graduates there is still a shortage of labor in this industry since the industry does not value a certificate. Correspondingly the graduated students grow a negative insight that recommends the hospitality and tourism industry does not require, employees with any proper qualifications. According to the researchers, the industry should deliver the negative and positive awareness that balance each other out and consequently the industry is not acknowledged negatively (Barron et al., 2007).

#### *4.2. Freshly graduated employees' perception of working in hotels*

Through the interview, the respondents widely held their fondness for 'interact with different,' 'job positions as advisor or consultant' and 'earning money.' The open-ended questions explained students' perception of working in hotels. The respondents felt that it is the easy job to earn money with flexible time, that provide the opportunity for them to meet different people with different cultures and also they are consulting them and play advisor role for the better satisfaction that results in good reward while is the joyful job. This outcome is reflected in the response from graduated employees who were working in hotels in Kuala Lumpur in Malaysia. An extract of the response booms this, R3 says "... The hotel gives me the chance to encounter and interact with the variety of people. I can get useful contacts that can be helpful later ...", R5 says: "... it was a good opportunity for me to provide some money for my expenses ...", R3 Says: "... My perception was that hotels are essentially consultants...", R5 says: "... My perception was that hotels do not just provide service but gives traveling advice to customers, and create new events...". According to previous research: Perception of graduated employees in the hospitality and tourism industry is having low wages, poor stability, long working hours, difficult working conditions. There are also graduate students who are not aware of the low salaries and unsociable working conditions and afford positive feedback for enticing employees into the industry, however, after working in the industry these individuals observe the situations which lead them to leave the industry.

#### *4.3. Freshly graduated employees' reasons to stay or quit hotels.*

Adequate payment was one of the main reason mentioned by major of interviewees. Most of them regarded the salary as the main worry in the hotels. This appeared as one of the main reason to concern the potential employees regarding a career in this industry. The following observations are explaining this factor: R7 says "... Salary is the most important part. The pay is better and surviving", R4 says "... Everybody is trying to get as much money as they can. Human resource problems can be low wages ...". Some respondents affirmed that the majority of the reason for remaining in hotels or quitting their job is due to 'payment,' 'Manager's behavior' and 'flexible time.' Also, factors such as 'communication skill,' 'job security' and 'work environment' were a great concern to them. They were prepared to work for longer hours, but the working hours was already too long (Darmawan, 2019).

Moreover, poor wages makes fresh graduates remain disappointed when they remark that their works are not recognized and appreciated. The managerial behavior was an essential matter to them, and this was apparent in the statements that appeared during the open-ended questions that: R7 says: "... I feel like I have more than one boss, and I'm confused with the row of orders from different people in the company, some of them are ignoring others decisions", R5 says: "... The manager is unsatisfied after a while the student is supposed to quit the job because she/he can easily replace by new student....". The employees are longing to continue their career with the organization on the manner in which the company drives and communicates their remuneration policies and the reward system and recognition, that all of these factors affect the performance of the employee and job satisfaction. Many studies have shown the possibilities for the growth of the job satisfaction of workers based on

payment and income and find it essential criteria for the retention of employees. One of the critical reason for turnover is the lack of job security. In the hospitality sector, there is always the uncertainty about the loss of jobs due to low salaries it results in a high turnover rate. In the current economic environment, employees are less committed to their organization, because it is not able to guarantee the stability or security of employment (Vanselm & Jankowski, 2006). Furthermore many studies have shown that the training and development programs for employees are straightforwardly linked to employee turnover purposes.

#### *4.4. The vital characteristic for hotels based on freshly graduated employees view.*

The responses seized the characteristic of hotels that the interviewees were interested in working to 'innovation,' 'making trust,' 'provide customer satisfaction,' interviewees would like to work for a hotel that is growing and disclose new methods or maybe new packages to be the exception. Respondents like to work in a hotel that is well known for providing customer satisfaction and gaining customer trust. The following explanations illustrate graduate employees' view connected with good hotels; R2 says: "... the hotel can improve their work by offering some new packages which are different ...", R5 says: "... the hotel should be able to make trust with customers... ", R6 says: "... Customer satisfaction is the most important fact that every hotel must aim for it... beside customer satisfaction employee satisfaction is very important ". Based on research, organizations with good politics make generous profits by providing the proper level of privacy, which promotes long-term

commitment to the organization, managers need to focus on how to make employees do the better job and keep them more, by providing a better work environment for them.

#### *4.5. Factors for better fresh graduated employee's motivation (less turn over)*

Majority of the interviewees voted to be paid and rewarded properly. The responses to the open-ended question: R4 says: “. . . raising salary is great motivation . . .”, R7 says: “. . . Organized management plus a good salary will make me motivated and more loyal to my job . . .”, R9 says: “. . . Better commission. And be compensated rightly and equitably . . .”. They also felt that their work environment was a source of frustration full of stress that is evident from a response like, R3 says: “. . . It is perfect if managers listen to employee ...for making better job environment... ". As we mentioned earlier there are many types of research shows the payment and compensation are critical factors for employee motivation to remain in the industry (Aric, 2008). Similarly, organizations can govern turnover through the better management and a good working association between supervisors and employees which enhance the motivation of employees and achieving the goals of the organization (Cook, 2008). This study explored the expected characteristics that were analytical for better understanding graduated student employees perception about tourism and working in the industry and the reasons for persevering them in the organization. Consequently, it was observed that in spite of the very high turnover in this industry the findings display, most of the respondents were willing to work for flexible

times if the working environment is forthcoming enough and there is excellent communication between employees and managers, particularly in high seasons and availability of good rewards.

Conversely, meager payment (that was the critical object for almost all the respondent), lack of appreciation and lack of job security make most of them think about the better opportunity when they occur. Moreover, according to some freshly graduated employees, the undervalued behaviors towards the hotel employees upset them dramatically as their perception of the hotel was as a consultant or advisor not only the person who provide service. Some severe shortage indicated by the interviewees was the absence of a bright job training and the deficiency of an assessment system in the hospitality and tourism industry. Majority of the respondents regarded working in hotels as persuasive in developing the previous steps of the career lifetime and have the plan to disseminate themselves with a work environment for a better job opportunity in the future. The interviewees stated their eagerness to be located in a better position and advance their qualification by training programs.

It also seemed that interviewees were content and inspired to remain and serve in a hotel that is growing with innovation packages and has a reputation in the industry based on trust with customers. Further, freshly graduated employees expected an innovation designed packages and a variety of activities in hotels as developing their productivity and their career experiences. Respondents required better rewards and better work environment, with less stress which inspired them to continue with the hotels. The result also highlighted a responsive and supportive

environment with innovative facilities to make employees to endure long work hours. Although the fresh graduate employees were conscious of the unfavorable times in the hospitality and tourism industry, they immensely anticipated for a flexible time. Subsequently, the graduated employees consented that appreciation from the managers or supervisors increases their spirit even though tiring work hours. Also, freshly graduated employees define, the communication with managers has a significant impact on hotel work environment as the service provider. Finally, the findings of this study would assist the managers in understanding current graduated employees' expectations and moderate the turnover intention among these employees. According to this study the suggested model for fresh graduated employees' retention in the hotels in Malaysia showed in figure 1:

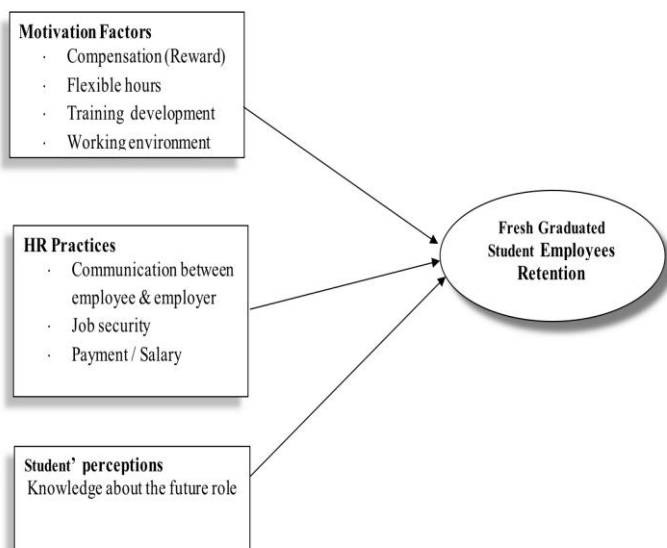


Figure 1. Proposed Framework Model

## **5. CONCLUSION, RECOMMENDATION, AND IMPLICATION**

The current study was able to answer the research questions by choosing and conducting interviews with the freshly graduated employee in hotels in Kuala Lumpur and their perception and expectation of working. Consequently, it was observed that motivational factors (including compensation, flexible hours, training programs and working environment), HR factors (including relationships with supervisor, job security, and payment) and finally graduated students perception on the future role in the hospitality and tourism industry had the significant impact of their retention in the hotel industry. While this study contributes to the knowledge, it has limitations and predictions for further exploration. The participants in the study were only seven freshly graduated employees drawn from six hotels located in Kuala Lumpur city in Malaysia. This may limit the generalizations of the results. Some freshly graduated employees were reluctant to reveal their real perception and expectation of the work situation.

Although the information will continue to be confidential, some respondents were hesitant, and it was quite challenging to identify accessible individuals and convince them to participate in interviews. Maybe because of many competencies and lack of job security in this industry, almost none of the students accepted to participate in video/voice records and interviewers wrote down the responses to the interview questions at the interview meeting in front of the interviewees. If possible, the more qualitative data need to be generated and conducted with more interviewees for a long time, in different cities alongside Kuala Lumpur. Also, there is a need for quantitative empirical research to develop an



understanding of the important results of the current construct. Correspondingly, future studies can create the scope of the survey to other hospitality organizations such as restaurants and travel agencies in Malaysia. Finally, the present paper has provided some insights into the retention of freshly graduated employees in hotels. Current research showed that the difficulty in maintaining employee is still an unresolved issue mostly because of the low wages. This is a critical issue that hotels need to address proximately. The current study adds the value to the literature by exploring the fresh graduate employees' perception about the hospitality and tourism industry specifically in the hotels. There is a need for industry employers to recognize the employees' perception and decrease the gap between employee expectations and the inevitability of the workplace features.

Furthermore, since employee retention is extremely essential for the growth of the hospitality and tourism organization such as hotels, managers and supervisors need to know how to motivate their employees. This paper explained the necessary steps a manager or a supervisor can take to keep freshly graduated employees motivated for a long time by many factors. For instance, creating the proper environment, where employees can inspire themselves, professional relationship between supervisors and employees, listening and observing them and making safety job environment, using motivational arrangements such as establishing compensation systems and evaluating performance systems. It is also appropriate if hotels make some innovating changes in organizational policies such as different packages and different adventure activities. Furthermore, delegating responsibility and authority to freshly graduated employees by providing more training and using their exciting

ideas, will get the intuition to employees that managers desire them to take stronger roles in their jobs and perceive their careers positively when understanding the employers recognize their qualifications.

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