Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 5 | May 2026 -Peer-Reviewed Journal

FACTORS INFLUENCING EMPLOYEE TURN OVER AMONG SERVICE STAFF IN RESTAURANTS – PALAKKAD

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ABSTRACT
This study focuses on the factors influencing employee turnover among restaurant service staff in Palakkad. The research examines how salary, incentives, supervisor support, management style, and career growth opportunities affect employee retention and job satisfaction. Primary data was collected from 351 respondents using a structured questionnaire, and the data was analysed using percentage analysis, ranking techniques, and chi-square analysis. The findings reveal that fair salary, supportive management, positive work environment, and career development opportunities play a major role in reducing employee turnover. The study concludes that effective retention strategies can improve employee satisfaction, organizational commitment, and service quality in the restaurant industry.
KEY WORDS: *Employee Turnover, Restaurant Service Staff, Supervisor Support, Career Growth, Hospitality Industry.*

INTRODUCTION

Employee turnover is one of the major challenges faced by the restaurant industry today. High turnover among service staff affects productivity, customer satisfaction, and overall organizational performance. Factors such as low salary, lack of incentives, poor supervisor support, stressful working conditions, and limited career growth opportunities increase employees' intention to leave their jobs. Therefore, understanding the reasons behind employee turnover is important for improving employee retention and workplace stability.

This study focuses on the factors influencing employee turnover among restaurant service staff in Palakkad. The research examines how salary and benefits, management style, supervisor support, and career growth opportunities affect employee satisfaction and retention. The study helps restaurant organizations identify effective strategies to reduce turnover, improve employee motivation, and enhance service quality.

REVIEW OF LITERATURE

Harry George and Joji Jose (2024) published the article Understanding the Factors Influence Employee Turnover in the Hospitality Industry: A Qualitative Study. **Richard F. Ghiselli, Joseph M. La Lopa, and Billy Bai (2001)** published the article Job Satisfaction, Life Satisfaction, and Turnover Intent Among Food Service Managers in the Cornell Hotel and Restaurant Administration Quarterly. **William D. Frye, Soonhwa Kang, Chang Huh, and Myong Jae Lee (2019)** published the article What Factors Influence Generation Y's Employee Retention in the Hospitality Industry: An Internal Marketing Approach in the International Journal of Hospitality Management**. Su Jin Han, Mark A. Bonn, and Meehee Cho (2016)** published the article The Relationship Between Customer Incivility, Restaurant Frontline Service Employee Burnout and Turnover Intention in the International Journal of Hospitality Management. **Kim, G. W., Leong, K. J., and Lee, Y. (2005)** published the article Effect of Service Orientation on Job Satisfaction, Organizational Commitment, and Intention of Leaving in a Casual Dining Chain Restaurant in the International Journal of Hospitality Management.

OBJECTIVE

- To examine the impact of salary, benefits, and incentives on employee retention.

RESEARCH METHODOLOGY

This study is based on descriptive research design. The study was conducted to understand the factors influencing employee turnover among restaurant service staff. The research was carried out among restaurant service staff in Palakkad.

Both primary data and secondary data were used for the study. Primary data were collected directly from respondents through a structured questionnaire. Secondary data were collected from books, journals, websites, articles, and previous research studies related to employee turnover and retention in the restaurant industry.

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The respondents were selected using simple random sampling method. A total of 351 respondents were selected for the study. The data were collected during a certain period of time from the respondents.

The collected data were analyzed using percentage analysis, ranking technique, mean score analysis, and chi-square test. The study has some limitations. The study is limited to selected respondents only, and the responses are based on the opinions given by the respondents. Time constraint was also one of the limitations of the study.

DATA ANALYSIS AND INTERPRETATION

TABLE 4.1
DEMOGRAPHIC INFORMATION OF PARTICIPANTS

VARIABLES	CATEGORIES	FREQUENCY	PERCENTAGE
Age	21 - 30	231	66
	31 - 40	101	29
	41 - 50	19	5
Gender	Male	262	75
	Female	89	25
	Other	6	2
Educational Qualification	UG	188	54
	PG	98	28
	Others	65	18
Years of Experience	0 – 5 years	246	70
	6 – 10 years	105	30
Nature of employment	Contract	86	24
	Full-Time	220	63
	Internship	45	13

INTERPRETATION

Regarding age, the majority of the respondents (65.8%) belong to the age group of 21–30 years, followed by 28.8% in the age group of 31–40 years, while only 5.4% belong to the age group of 41–50 years. In terms of gender, most of the respondents are male (74.6%), whereas 25.4% are female. Based on educational qualification, the majority of respondents are undergraduate degree holders (53.6%), followed by postgraduate degree holders (27.9%), while 18.5% belong to other categories. Concerning work experience, the highest number of respondents have 0–5 years of experience (70.1%), while 29.9% have 6–10 years of experience. With regard to the nature of employment, the majority of respondents are working as full-time employees (62.6%), followed by contract employees (24.5%) and internship or trainee employees (12.9%). Overall, the study indicates that the respondents mainly consist of young male undergraduate employees with less work experience working as full-time restaurant service staff in Palakkad.

TABLE 4.2
GENDER AND SALARY SATISFACTION AS AN INFLUENCER

	Value	df	Asymp. Sig. (2 – Sided)
Pearson Chi - Square	4.825	3	.185
Likelihood Ratio	4.933	3	.177
Linear-by-Linear Association	0.210	1	.647
N of valid cases	351		

H_0: There exist no association between Gender and Salary Satisfaction of the respondents.
Calculated $\chi 2$ Value: 4.825
Degree of Freedom: 3
Significant Level: .185
There exists no significant association between gender of the respondents and salary satisfaction. Hence, null hypothesis is accepted.

TABLE 4.3
EXPERIENCE AND RETENTION INTENTION

	Value	df	Asymp. Sig. (2 – Sided)
Pearson Chi - Square	12.684	6	.048
Likelihood Ratio	13.217	6	.040
Linear-by-Linear Association	3.102	1	.078
N of valid cases	351		

H_0: There exist no association between Experience and Retention intention of the respondents.

Calculated $\chi 2$ Value: 12.684
Degree of Freedom: 6
Significant Level: .048
There exists significant association between years of work experience of the respondents and retention intention. Hence, null hypothesis is rejected.

DISCUSSION

The study reveals that salary, benefits, and incentives have a significant impact on employee retention among restaurant service staff. Most respondents agreed that fair salary packages, incentives, bonuses, and organizational rewards increase their willingness to stay in the organization. Employees also expressed that improved salary and benefits positively influence job satisfaction and motivation. The findings indicate that compensation-related factors play an important role in reducing employee turnover and improving organizational commitment.

The analysis further shows that employees prefer organizations that provide fair rewards, adequate incentives, and financial benefits for their performance. Although many respondents expressed satisfaction with salary and incentives, some employees still showed dissatisfaction regarding benefits and reward systems. This indicates that restaurants need to strengthen compensation policies to improve employee retention and workforce stability.

SUGGESTIONS

- Restaurant organizations should provide fair and competitive salary packages to employees.
- Incentive schemes, bonuses, and performance-based rewards should be improved to motivate employees.
- Management should introduce transparent reward policies for all employees.
- Regular recognition and appreciation programs should be conducted to improve employee retention.
- Salary and rewards should be linked with employee performance and service quality.

CONCLUSION

The study concludes that salary, benefits, and incentives are major factors influencing employee retention among restaurant service staff. Employees are more likely to remain in the organization when they receive fair compensation, attractive benefits, and adequate incentives for their performance. Proper reward systems improve employee motivation, job satisfaction, and organizational commitment, which ultimately reduce turnover intention.

Therefore, restaurant organizations should focus on strengthening compensation and benefit policies to retain skilled employees and maintain workforce stability. Effective salary and incentive systems can help organizations improve employee satisfaction, increase productivity, and enhance overall service quality in the restaurant industry.

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