

Labor Shortages and Staff Retention in Hotel Food and Beverage Operations

Mr. Ronald Sequeria

Asst. Prof.

Shri L. P. Raval College of Mass Media and Management Studies, Mira-Bhayandar, Maharashtra
rihmbse@gmail.com

Abstract: *The hospitality industry, particularly the Food & Beverage (F&B) sector, plays a crucial role in global tourism and economic development. However, in recent years, labor shortages and staff retention issues have emerged as significant challenges, impacting service quality, profitability, and operational efficiency in hotels worldwide. This study aims to analyze the underlying causes of labor shortages, explore employee motivation and retention strategies, and propose recommendations for improving workforce stability in the hotel F&B sector.*

The study examines labor market trends, including declining interest in hospitality careers, post-pandemic workforce shifts, and increased competition from other industries. The application of Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs provides an understanding of job satisfaction, employee motivation, and retention factors. Further, this research explores the impact of wages, work-life balance, career growth opportunities, and workplace culture on employee turnover.

The research findings from case studies of leading hotel brands such as Marriott, Hilton, and Accor reveal that proactive HR strategies, such as competitive compensation packages, training programs, mentorship initiatives, and employee recognition policies, contribute to higher retention rates and improved job satisfaction.

The study concludes that a multi-faceted approach—combining competitive wages, employee engagement programs, structured career pathways, and enhanced workplace policies—is essential for addressing labor shortages in the hotel F&B sector. The research provides actionable recommendations for hotel managers, policymakers, and industry leaders to develop sustainable workforce solutions that will enhance employee retention and ensure long-term growth in the hospitality sector.

Objective: The objective of this research is to examine the challenges of labor shortages and staff retention in the hotel Food & Beverage (F&B) sector and identify effective strategies for workforce sustainability. The study aims to understand the factors contributing to labor shortages, analyze employee motivation theories, and propose solutions for improving retention rates in hotels.

1. To identify key factors causing labor shortages in hotel F&B operations, including economic conditions, industry standards, and employee expectations.
2. To analyze the impact of workforce shortages on service quality, operational efficiency, and overall business profitability.
3. To assess the effectiveness of current staff retention strategies used by hotels, such as incentives, training programs, and job satisfaction initiatives.
4. To propose actionable recommendations for improving employee retention, reducing turnover, and fostering a stable workforce in the hospitality industry

Keywords: hospitality

