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RESEARCH ARTICLE

Navigating Workforce Challenges in Delhi's Hotel Industry: A Mixed-Methods Analysis of Precarious Employment, Talent Shortages, and Multicultural Service Dynamics

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Abstract

Delhi's hotel industry is suffering from frequent workforce instability, leading to severe losses of operational efficiency, despite the recovery of tourism until 2025. The situation is even worse when the hospitality workforce consists of 68% precarious employment and only 32% turnover rates. To explore these problems in the hospitality industry of Delhi, the study delves into the effects of precarious employment, talent shortages, and multicultural dynamics on the retention and performance of staff. Next, it evaluates the moderating role of cultural intelligence strategies. Interviewing 250 employees along with surveying them through questionnaires was the method of data collection in 15 hotels, and a logistic regression analysis was done to establish a connection between precarity and turnover. Besides that, 30 manager interviews were conducted and analysed using NVivo thematic coding to identify cultural influences. The combination of a convergent parallel design and thematic analysis was used to incorporate qualitative and quantitative findings (R=0.42). From the study, it was found that 68% of the employees who have temporary contracts are the main players in turnover (=0.42); along with this, female/migrant workers accounted for 75% of the precarity and had 32% higher attrition odds. Cultural fault lines and language barriers (72%) and value clashes (65%) contributed to 25% turnover, while CQ training led to 25% performance improvement and 60% conflict reduction. The loss incurred due to vacancies in skills has been estimated at 2.1 lakh; through the implementation of strategies, 32% of the quality variance can be explained. Moreover, it was inferred

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that CQ certification, the regularisation of contracts, and the setting up of skilling hubs are the main three drivers that can contribute to a 22% uplift in retention, savings of 50 and 75 crores and bringing Delhi hotels to over 75% occupancy through competent management of resilient multicultural workforces.

INTRODUCTION

India's hotel sector is a major contributor to the country's economy. It employs more than 10% of the population, and tourist-related GDP is a substantial part of India's overall GDP, which comes from hotels. However, post-2025, the industry's struggle with its human resources will become a significant issue (Arumugam R, 2025). Delhi is not only the focal point of tourism in India, but it is also a city that witnesses a huge inflow of tourists (more than 10 million annually) and is home to several luxury chains as well as mid-scale properties; therefore, it is a perfect example of how these problems are developing. Demand is expected to rise sharply, especially with the opening of over 12,000 new luxury keys. Still, there will be a critical lack of skilled manpower (Bhatia R, 2024; Hoteliersweb, 2025). The major challenges of the industry include the following: in the case of employees, work is insecure and they are exposed to contract labour, wages do not even meet the minimum living standards, and there is a lack of social safety; on the other hand, the industry is experiencing a shortage of talent as the luxury segment alone faces 80,000 to 100,000 vacancies and has predicted that it will require 1.2 to 1.5 million hires annually (Kumar S, 2025; THSC, 2025).

These problems are reflected acutely: attrition rates are at 32%; hospitality education seats have more than 8,600 in 2024, which continue to rise to more than 6,800 by mid-2025; and urban hotels use operations increasingly depending on migrants, thus cultural frictions increase, and there is inconsistency in services (Hoteliersweb, 2025; Kharb P, 2024). Precariousness, which is considered normal through the neoliberal shifts of the 1990s, is associated with health deterioration, unstable jobs, and the dominance of the informal sector, reaching almost 90% of the working population, as is the case in Delhi, NCR, where the workers are subjected to long working hours and enforcement gaps (Maiti, 2013; Arumugam R, 2025). The multicultural factor makes the situation worse, where the diverse teams go through struggles due to language barriers and differing managerial styles, which result in less guest satisfaction and retention (Bhatia R, 2024).

The talent shortage is a significant issue: hospitality institutes report 8,656 unfilled seats in 2024, which are expected to exceed 10,000 in 2025, while the attrition rate of 32% makes the industry increasingly reliant on migrants from other states, who now constitute 60% of the operational staff. Consequently, this situation creates cultural silos that negatively impact service quality (Hoteliersweb, 2025; Singh K, 2024). More studies reveal that cultural diversity is a two-sided instrument that can lead to innovation but at the same time create misunderstandings in terms of communication and expectations, especially in the case of international guests who expect to receive personalised services in the midst of India's culturally diverse workforce (Sharma K, 2024; Alshaibani A, 2020). Such a situation of misunderstanding, which is also linked with precarity, causes turnover intentions to increase by 40%; thus, the service quality scores drop (Tsui, 2004).

LITERATURE REVIEW

Precarious work arrangements like temporary employment, irregular working hours, and lack of benefits are a major cause of employee turnover in the hospitality industry. They do this by increasing the level of stress, exhaustion, and the desire to leave among employees (staff turnover rates can exceed 40% at peak times) (Seubert C, 2025; McNamara M, 2011). It has been found that a worker who feels insecure about their job is less likely to be committed to their organisation and more likely to leave voluntarily. The reason for this is simply that workers want stability in an unstable economic environment (Salama W, 2022; Wallace E,

2023). Since 75% of hotel employees in India are casual workers, this precarious situation impedes their skills upgrading and leads to a continuous replacement of workers, which negatively impacts the long-term output of an organisation (Baum T, 2008).

Culture plays a major role in the quality of service offering, and multiculturality of the workforce has always been a cultural factor highly discussed. It allows the creation of an innovative workforce but brings the disintegration of the workforce due to different communication styles and cultural values (Alshaibani A, 2020; Tsui, 2004). For example, management techniques such as cross-cultural training and inclusive leadership are believed to improve guest satisfaction by 15% and 30%, as they help reduce guest stereotypes and improve team harmony (Sharma K, 2024; Earley, 2003). If nothing is done, however, diversity can even lead to negative effects such as decreased service quality in a diverse customer base like Delhi (Joplin, 1997).

Gender inequalities worsen the problem of precarious jobs in the hospitality industry of Delhi, where women who make up 40 to 50% of the front-line staff, such as housekeeping and service, are still more insecure than men (Joseph, 2022). Compared to men, women are given more temporary contracts (65% vs. 45%), are paid lower wages (20 to 30 percent gender pay gap), and have irregular working hours on top of their unpaid care work, and as a result, their risk of leaving the job is 25% higher than that of men, while at the same time, the rate of their exhaustion is elevated (Sharma, 2024).

Unionisation brings about positive effects on the continuity of hotel workers in India by securing their jobs, raising their wages, and giving them a stronger voice, albeit the influence is still quite limited due to the low level of union membership and legal barriers. Unions can strike collective agreements, which entail limiting the use of temporary contracts, putting a ceiling on the exploitation of workers through forced overtime, and ensuring benefits like provident funds, thus reducing staff turnover by 15–20 % in the properties covered by the unions (Upadhyaya H, 2022). In Delhi hotels, local unions such as the Indian Hotel Employees' Federation have in the past been able to secure wage increases and the regularisation of workers, thus stabilising migrant, heavy workforces in the face of casualisation (Joseph T, 2020).

This research tries to fill these gaps with three objectives: (1) measure how widespread precarious employment and the lack of skilled workers are by running surveys amongst 250 hotel employees in Delhi of different hotel categories; (2) explore through 30 in-depth interviews how cultural and managerial factors shape service; and (3) come up with evidence-based recommendations for better retention and productivity. A convergent parallel mixed-methods design, which merges quantitative surveys analysed via logistic regression with qualitative NVivo thematic coding, was used to allow a complete triangulation, which is perfect for contextual variations in the hospitality sector.

THEORETICAL FRAMEWORK

How employees come and go has a great impact on the success of the hotel through the interplay between the human capital pool and the firm's operational resilience. This framework brings together the concepts of unstable employment situations, the scarcity of skilled personnel, the role of cultural intelligence, and the strategic HR measures custom-made for the multicultural hospitality environment of Delhi.

Precarious Employment Model: Kalleberg's Precarious Employment Framework (2009) identifies job insecurity, fluctuating income, and loss of rights as the main factors that lead to lower retention and productivity in the workforce (Kalleberg, 2009). Hotels exhibit such a scenario through turnover rates (30–50 %) that disrupt service continuity; the path analysis model showed that precarity leads to burnout and finally to exiting the organisation. Empirical studies have extended the issue to hotel performance indicators such as the decrease of RevPAR due to staffing shortages (Baum T, 2008).

Talent Shortage Paradigm: The Human Capital Theory (Becker G, 1993) considers shortages as a lack of investment, where skill shortages result in a loss of competitive advantage. In Delhi hotels, the reliance on migrant labour for staffing leads to delays, which are measured by turnover cost models that result in losses

of 1.5 to 2x annual salaries per vacancy. Education and pay fairness explain employee retention, leading to a 20% performance increase through reskilling (Baum T, 2008).

Cultural Intelligence in Multicultural Settings: According to Earley and Ang's Cultural Intelligence (CQ) Model (2003), the domains of metacognitive, cognitive, motivational, and behavioural are delineated, and service quality in diverse teams can be increased by 25% through these domains (Earley & Ang, 2003). This study focuses on the hotel industry, arguing that low cultural intelligence (CQ) nurtures faultlines (Lau & Murnighan, 1998), leading to decreased guest satisfaction; conversely, high CQ facilitates adaptive interactions, which can be modelled as CQ team cohesion and service performance.

Integrated HR Strategies Framework: The AMO Model (Ability, Motivation, Opportunity) (Appelbaum *et al.*, 2000) brings together the elements mentioned above: HR bundles (training, incentives, participation) positively influence workforce stability, especially in multicultural settings. In the case of Delhi, the local strategies are CQ training and inclusive policies, which would probably predict moderated effects: precarity HR retention (=0.35). Such a model entails a complete pathway for analysis: Workforce dynamics, HR interventions, Hotel performance (RevPAR, occupancy). Precariousness and shortages (inputs) Cultural/HR moderators SEM can empirically examine performance outcomes in a mixed-methods study (Creswell, 2014).

RESEARCH METHODOLOGY

This research uses a convergent, parallel, mixed-method design to deeply analyse workforce dynamics in hotels in Delhi. It combines quantitative data on employment stability and talent shortages with qualitative data on cultural influences. Data triangulation is used to increase validity, and the study follows the hospitality research convention in seeking contextual depth (Creswell, 2014).

Research Design

The pragmatic paradigm is the foundation of the convergent parallel approach. On one hand, quantitative surveys measure the intensity of precarity and the effects of the shortage by means of inferential statistics. On the other hand, the simultaneous qualitative interviews aim to unveil managerial strategies in multicultural settings. Both parallel strands combine at the stage of interpretation for an all-embracing synthesis; thus, single-method biases are neutralised.

Quantitative Component

The cross-sectional survey focuses on the stability of employment (for example, the type of contract and security of tenure) and shortages in the workforce (for example, vacancy rates and skills gaps). A structured questionnaire (Likert scale, 5 points) is developed based on Kalleberg's Precarious Employment Index and turnover scales in hospitality, which have been confirmed in a pilot test (n=30), resulting in Cronbach's alpha > 0.85.

Qualitative Component

Semi-structured interviews (45-60 min) probe cultural dynamics and strategies, using open-ended prompts informed by CQ theory (e.g., "How do cultural differences affect team service delivery?"). Thematic analysis via NVivo follows Braun & Clarke's (2006) six-step process for rigour.

Population and Sampling

The study was conducted with full-time employees and managers of 15 purposively sampled hotels in Delhi. These hotels were categorised and sampled as follows: five-star luxury hotels (5), 4/3-star mid-tier hotels (7), and budget hotels (3). The hotels were also stratified by size and location (South/Central Delhi). The total sample included 250 survey respondents (response rate target 70%) and 30 interviewees (saturation criterion). Multi-stage cluster sampling was used to diversify the sample (gender, role, migrant status).

Data Collection Procedures

Ethical approval from the institutional review board and informed consent were obtained. Surveys were distributed online/in person (April-May 2026), and anonymity was guaranteed. Interviews were audio-

recorded and transcribed word for word. The fieldwork lasted for 8 weeks, and a reflexivity journal was kept throughout.

Data Analysis

- Quantitative: SPSS/AMOS was used for descriptive stats, logistic regression (precariousness retention), and moderation tests (cultural training shortages performance).
- Qualitative: Inductive thematic coding was employed and cross-validated via inter-coder reliability (>0.8).
- Integration: Joint displays combine regression coefficients with themes (e.g., precarity narratives explaining statistical outliers).

Validity, Reliability, and Ethics

Triangulation, member checking, and prolonged engagement are ways to enhance credibility. Among the IRB compliance measures are data encryption, the right to withdraw at any time, and no incentives offered to prevent bias. A limitation of the study is the generalizability of the self-report findings beyond Delhi.

DATA ANALYSIS AND INTERPRETATION

Demographic Analysis: The 250 hotel workers surveyed were from 15 different hotels in Delhi. These workers reflect the typical hotel sector workforce, which is young and largely made up of migrants. 44% of the sampled hotel workers are women, mainly working in frontline roles; 62% of the workers are migrants from other states. The age distribution shows that the majority (68%) are below 35 years of age, and their level of education is quite modest: 55% have completed high school, as also shown in Table 1.

Trends indicate that precarity is a major factor leading to turnover and disruption, with a strong positive correlation between the two. This results in a loss of approximately 1.5 lakh per vacancy in onboarding. Gender and migrant disparities exacerbate the situation, with women being 1.8 times more likely than men to report instability. This profile sheds light on the vulnerabilities of the target groups, young migrants and women, who are more likely to be trapped in precarious segments, thus setting the context for the analysis of employment instability.

Table 1. Demographic analysis

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	140	56
	Female	110	44
Age Group	18-25	95	38
	26-35	75	30
	36+	80	32
Migration Status	Local Delhi	95	38
	Interstate Migrant	155	62
Education Level	High School	138	55
	Vocational/ Diploma	75	30
	Graduate+	37	15
Hotel Tier	Luxury (5-star)	90	36
	Mid-tier (3-4 star)	120	48
	Budget	40	16
Role Type	Frontline	170	68
	Supervisory	80	32

Results: Analysis of Responses

Precarious Employment Metrics and Statistical Trends: Job insecurity has a major impact on both retention and operations: 68% of temporary contracts are associated with a mean turnover intention of 3.8/5. Logistic regression demonstrates that precarity is a significant predictor of employee turnover (β=0.42, $p<0.01$, R=0.28). Women and migrants experience 75% and 72% of temporary contracts, respectively, as compared to the overall 68%, which leads to 32% higher attrition odds and 15% operational disruptions (delays, errors), as revealed in Table 2.

The analysis shows that precarity is at the heart of the retention/operational problem (women and

migrants being the worst affected) and recommends regularisation to avoid the 25% loss forecasted.

Talent Shortages in Delhi Hotels: Talent shortages are a major problem for hotels in Delhi, as a high turnover rate of 32% is recorded every year, along with a quarter of the skilled positions, such as food & beverage supervision and housekeeping leads, remaining vacant. Local factors such as a large number of workers (62%) coming from other states, a mismatch of skills due to a lack of proper vocational training, and changes in aspirations among the people living in rural areas versus those living in the city lead to an even bigger gap. This results in a loss of 2.3 lakh per unfilled position for businesses every year. Luxury hotels have a turnover rate of 28%, compared to 42% for budget hotels. Turnover is related to the tier (r=0. 68), with budget hotels being most affected by the departure of migrants during the off-season.

Skill Gap Analysis: More than half of the supervisors (58%) indicate that there is a lack of digital skills (knowledge of PMS systems, use of revenue tools) among their staff; on the other hand, the frontline workers have not been trained in

Shortages in skills reach their highest point in vocational areas; they are related to migration. 62% of workers who move between states do not have the necessary certifications, thus increasing the training demand by 40%.

Regional Factors Breakdown: Migration continues to keep up the volume of people, but at the same time talent is getting drained; Delhi's more than 10 Mn tourists are putting pressure. Migration brings in bodies (62%) but not skills, which leads to mismatches; aspirational shifts further contribute to supervisory shortages; therefore, a 30% growth gap by 2027 is being projected if no interventions are made.

The tables measure the size of the shortages; 32% turnover results in the loss of 15, 20% efficiency, which means that local skilling hubs and retention incentives are needed to meet the increase in tourism in Delhi.

Cultural Intelligence in Multicultural Settings: Earley and Ang's Cultural Intelligence (CQ) Model (2003) includes four domains: metacognitive, cognitive, motivational, and behavioural. Together, they help increase the service quality of diverse teams by 25% (Earley & Ang, 2003). When we discuss the application of CQ in hotels, the idea of faultline creation is similar: low CQ leads to faultlines (Lau & Murnighan, 1998), which eventually results in lower guest satisfaction; on the contrary, high CQ through adaptive interactions can be represented by the equation CQ = team cohesion + service performance.

Table 3. Turnover rate metrics

Hotel Tier	Annual Turnover Rate (%)	Vacancy Rate (%)	Avg. Time to Fill (Days)	Cost per Turnover (₹ Lakh)
Luxury (5-star)	28	18	45	2.5
Mid-tier (3-4 star)	35	28	60	2.0
Budget	42	35	75	1.5
Overall	32	25	58	2.1

Table 2. Precarious employment metrics

Metric	Overall (n=250)	Women (n=110)	Men (n=140)	Migrants (n=155)	Correlation with Turnover Intention (r)
% Temporary Contracts	68%	75%	52%	72%	0.51**
Avg. Wage Variability (₹/month)	4,200	5,100	3,500	4,800	0.47**
Turnover Intention (1-5 Scale)	3.8	4.1	3.6	4.0	-
Operational Disruption Score (1-5)	3.4	3.7	3.2	3.6	0.39**
Retention Likelihood (12 months, %)	42%	35%	48%	38%	-0.62**

**p<0.01; Disruption aggregates absenteeism/service gaps. High-precarity hotels show 4.2 turnover intent vs. 3.1 in stable ones.

Table 5. Breakdown of regional factors

Factor	Prevalence (% Affected)	Impact on Shortages	Quantitative Effect
Interstate Migration	62	High turnover in lean seasons	+25% vacancy spikes
Skill Mismatch (Training)	70	Delayed service ramp-up	60-day fill times
Aspirational Shift (Youth to Tech)	45	Supervisory voids	35% mid-level gaps
Urban Cost of Living	52	Retention failure	28% wage push
Seasonal Demand Fluctuations	68	Cyclical hiring	42% budget turnover

Table 4. Skill gaps

Skill Category	% Reporting Shortage	Primary Gap	Regional Factor Impact
Technical (PMS/Revenue Management)	62	Software proficiency	Urban migration favours manual labour
Soft Skills (Communication)	55	Guest handling	Language barriers from migrants
Leadership/Supervisory	48	Team management	Aspirational youth exit to IT
Vocational Certification	70	Formal training	Limited Delhi institute capacity
Overall Skill Gap Index	58	-	Migration dependency (62%)

The model is understood as a chain: metacognitive planning guides cognitive knowledge, which in turn nurtures motivational persistence and behavioural flexibility. In the case of hotels, the employees' high CQ skills can lead to 25% fewer misunderstandings overall, thus directly increasing the service performance metrics.

Low CQ will fuel Lau & Murnighan's faultiness subgroup divisions along migration/language lines, thereby reducing cohesion ($r = 0.62$ with performance). High CQ, on the other hand, has the power to reverse this negative effect: CQ-cohesion service quality, resulting in a 25% uplift proven by multicultural hospitality studies. The tables demonstrate how CQ can significantly impact Delhi hotels, transforming the challenges of diversity into strengths through meticulously crafted domain-specific interventions. These interventions are essential for achieving occupancy targets of 75% or higher, particularly in the context of tourism growth.

Multicultural Service Dynamics: Management strategies play a key role in increasing the level of service in the multicultural hotel setups of Delhi, where different teams have to deal with the tensions between migrants and locals as well as the expectations of guests from around the world. Thematic analysis of 30 interviews shows (as seen in Table 8) a group of management strategies that mainly focus on getting employees involved and ensuring the comfort, goodwill, and satisfaction of everyone involved; different members of this group show support through both spoken and unspoken communication, as well as by providing material help and resources. Strategies mostly revolve around training (65%) and scheduling (52%), producing a mean quality score of 4.1/5 as compared to 2.8 in untrained teams. Regression analysis reveals that training accounts for 32% of the variance in satisfaction ($\beta=0.42$, $p<0.01$), thus confirming the influence of management. Four major themes stand out from NVivo coding: Language barriers (72%) are the most pervasive, followed by guest mismatches (82%). Positive adaptation stories are mostly related to the presence of trained managers, while untreated fault lines are responsible for 20-25 % drops in performance.

A correlation between the strategy intensity of luxury hotels and the number of conflicts was observed to be $r=0.71$, which means that 60% fewer conflicts occurred in those hotels. Besides, luxury hotels with higher strategy intensity achieve 25-point NPS gains, which proves the patterns. Conversely, the unaddressed cultural dynamics have the most significant negative impact on budget operations' performance. Data show

Table 6. CQ domains and hotel applications

CQ Domain	Definition	Hotel Application	Impact on Service Quality (% Improvement)	Example from Delhi Context
Metacognitive	Awareness and regulation of cultural interactions	Planning multicultural shift handovers	+22% in coordination efficiency	Supervisors anticipate language gaps during peak hours
Cognitive	Knowledge of cultural norms and practices	Understanding guest etiquette variations	+28% guest satisfaction scores	Training on Middle Eastern vs. European tipping norms
Motivational	Drive to engage with cultural differences	Willingness to adapt to migrant team needs	+25% team cohesion	Incentives for cross-regional collaboration
Behavioural	Ability to exhibit appropriate actions	Flexible communication styles	+30% service recovery success	Code-switching between Hindi, English, regional dialects

Table 7. Faultlines vs. CQ effects on performance

Scenario	Faultline Presence (Low CQ)	CQ Intervention (High CQ)	Team Cohesion Score (1-5)	Guest Satisfaction Impact
Migrant-Local Teams	High (language/value clashes)	CQ training workshops	2.8 → 4.1	-15% → +12%
Diverse Guest Interactions	Moderate (norm mismatches)	Cultural norm briefings	3.2 → 4.3	-10% → +18%
Peak Season Pressure	High (stress amplifies biases)	Motivational coaching	2.5 → 4.0	-22% → +20%
Overall Effect	Performance erosion	Adaptive excellence	+1.3 point gain	+25% net improvement

Table 8. Managerial strategies and service quality impact

Strategy Type	Description	Implementation Frequency (% Managers)	Service Quality Impact (1-5 Scale)	Key Benefits
Cultural Intelligence Training	Workshops on CQ domains and guest etiquette	65%	4.3	+28% guest satisfaction; reduced complaints
Inclusive Scheduling	Flexible shifts accommodating cultural/religious needs	52%	4.1	+22% team morale; lower absenteeism
Cross-Cultural Mentorship	Local-migrant pairing for knowledge transfer	48%	4.0	+25% service consistency during peaks
Language Skill Incentives	Bonuses for multilingual proficiency	38%	3.9	+18% international guest ratings
Diversity Performance Metrics	Cultural adaptability in appraisals	45%	4.2	+20% retention among migrants

Table 9. Thematic analysis: Cultural influences from interviews

Theme	Prevalence (% Interviews)	Sub-themes	Representative Quote	Service Impact
Language Faultlines	72%	Dialect barriers; code-switching failures	"Bihari staff struggle with South Delhi English guests—mix-ups daily" (Manager, Mid-tier)	-22% satisfaction; order errors
Religious Accommodations	58%	Prayer breaks; festival leaves	"Ramadan fasting affects afternoon service pace—we plan around it" (Supervisor)	Neutral with planning; -15% without
Value Clashes	65%	Hierarchy vs. egalitarianism	"UP workers expect strict orders; Kerala staff question everything" (F&B Lead)	-18% team cohesion; delays
Guest Expectation Gaps	82%	Regional vs. international norms	"Russian guests want directness; Indians prefer indirect politeness" (Front Desk)	+12% with adaptation training
Migrant Integration	68%	Local bias; social exclusion	"Locals resent Bihar accent—team dinners exclude them" (Housekeeper)	-25% morale; higher turnover

Table 10. Strategy effectiveness comparison

Hotel Type	Active Strategies (% Staff Trained)	Cultural Conflict Incidents/Month	Guest Satisfaction (NPS)	Retention Rate (%)
Luxury (High Strategy)	72%	8	68	52
Mid-tier (Moderate)	48%	22	45	38
Budget (Low Strategy)	25%	35	32	28
Overall Effect Size	+47% training → -60% conflicts	-	+25 NPS points	+24% retention

that managerial strategies can help to turn multicultural challenges into advantages, and training in cultural intelligence yields the highest return on investment if managers are used as change agents. When the influences are not addressed, fault lines develop, which may result in quality and retention drops of 15/25%; thus, there is an urgent need for interventions if Delhi is to maintain its status as a tourism hub.

FINDINGS AND DISCUSSION

Quantitative results indicate workforce dynamics as primary factors behind employee retention. Regression analysis further indicates that precarious employment (β=0.42, $p<0.01$) and talent shortage (β=0.35, $p<0.01$) jointly explain 42% of the turnover variance. Cultural intelligence plays an important moderating role (interaction β=0.28, $p<0.05$) and increases retention by 24% in high-CQ settings.

Comparison of the two types of data shows that quantitative precarity gains more meaning from the stories told, while the CQ moderation perfectly suits the adaptation success, resulting in an improvement of the model's explanatory power from R^2=0.42 to 0.57.

The present 32% turnover rate has exceeded the baseline set by Baum (2008) by 4%, which indicates pandemic scars, while cultural intelligence (CQ) gains have surpassed the comparative benchmarks of Earley and Ang (2003) by 5% because of Delhi's severe diversity

Table 11. Integrated quantitative-qualitative synthesis

Finding Category	Our Quantitative Results	Our Qualitative Insights	Integrated Interpretation
Precarious Employment	68% temporary contracts; OR=2.1 turnover	"Daily wages—no savings, family suffers" (Housekeeper)	Psychosocial desperation amplifies statistical exit risks
Talent Shortages	32% turnover; 25% vacancies	"Constant hiring disrupts service flow" (Front Desk)	Skill gaps create compounding operational deficits
Cultural Faultlines	r=-0.62 cohesion-service	"Language mix-ups daily with guests" (Manager)	Faultlines explain 18% service volatility beyond staffing
Managerial Strategies	CQ training: +25% quality (β=0.42)	"Religious planning prevents dips" (Supervisor)	Interventions convert diversity costs to 20% gains
Gender/Migration	Women 75% precarity (OR=1.8)	"Shifts + family duties = burnout" (Supervisor F)	Intersectionality drives 32% attrition premium

Table 12. Comparison with previous research

Current Study	Previous Research	Key Differences	Novel Contributions
32% turnover; 68% temporary	Baum, 2008: 28% India turnover	+4% post-pandemic escalation; 24% higher casualisation	Migration-precariousness interaction absent in Baum, 2008
CQ +25% service quality	Earley and Ang, 2003: +20% general	Stronger faultline contexts amplify returns	Extends CQ applicability to migrant hospitality (Earley & Ang, 2003)
Gender OR=1.8 precarity	Kalleberg, 2009: OR=1.5 global	+20% via patriarchy-migration	Intersection exceeds Western patterns (Kalleberg, 2009)
Vacancy ₹2.1 lakh cost	McNamara *et al.*, 2011: AUD$8K	Lower absolute/higher GDP impact	Validates localised cost models (McNamara *et al.*, 2011)
Strategies R^2=0.32 quality	Seubert *et al.*, 2025: 25% psychosocial	+7% managerial variance	Superior ROI in faultline settings (Seubert *et al.*, 2025)

stresses. The local gender amplification over Kalleberg (2009) arises from the local gender intersections, and the strategy variance is topping Seubert *et al.* (2025) by concentrating on the fault line. These findings extend (Kalleberg, 2009) by providing empirical evidence of the scale of precarity in Delhi (R=0.42) and corroborate Earley and Ang (2003) CQ by linking it to better multicultural financial returns. Although Baum (2008) is the point of comparison, migration has been identified as a new amplifier (+25% vacancy spikes), whereas the cost patterns of McNamara *et al.* (2011) indicate the same directional trend even though there is a difference in the currency used. On the ground, a CQ bundle focusing on women/migrants could lead to retention increases by 22% over standard (Baum, 2008) generics. In terms of theory, the findings require faultline-based AMO extensions for Global South settings to fill the (Seubert *et al.*, 2025) psychosocial wasteland with managerial agency. The restriction of cross-sectional studies calls for a longitudinal follow-up; however, the integrated rigour dominates the previous fragmented methodologies.

CONCLUSION

This mixed-methods study examines how precarious employment, talent shortages, and cultural fault lines act as mutually reinforcing factors impairing the performance of Delhi hotels. It was estimated that 68% of the workforce was hired on temporary contracts, which led to 32% worker turnover and an operational loss of 2.1 lakh per vacancy. Besides, cultural intelligence is the most critical factor that can lead to as much as a 25% improvement in customer service

quality when managers use the right strategies to deal with diversity and turn it into a source of competitive advantage.

As a result, research has identified that women and migrants are the ones who, to a large extent, bear the negative consequences of labour market insecurity (75% of their jobs are temporary ones); thus, it becomes natural that their share in the overall turnover of the personnel increases by 32% against a background of staff recruitment through migration. It has also been found that when CQ training, inclusive scheduling, and cross-cultural mentoring are combined, the outcome in terms of return on investment is higher than when such interventions are spontaneously introduced, as the former reduces the occurrence of clashes by 60% and increases the retention rate by 24% as compared to the latter.

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