

# IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE EMPLOYEES' TURNOVER INTENTION WITH SPECIAL REFERENCE TO HOUSEKEEPING EMPLOYEES IN DAMBULLA

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## **Abstract**

The hospitality industry in Sri Lanka plays a crucial role in generating foreign revenue. This research aims to explore the impact of Human Resource Management (HRM) practices on the turnover intentions of housekeeping employees in hotels located in the Dambulla region. In line with existing literature, five HRM practices, namely training and development, working conditions, supervisory support, job security, and compensation, have been selected for investigation. The central research question revolves around the potential influence of these HRM practices on the turnover intentions of housekeeping staff working in hotels. The study was conducted in Sri Lanka, focusing on housekeeping employees in hotels. Using a convenience sampling method, an online survey was administered, and 48 employees from various hotels in Dambulla responded to a Google form. The collected data was analyzed using a 5-point Likert scale, involving descriptive assessment, correlation analysis, and regression analysis. The research formulated five hypotheses to determine the relationship between HRM practices and employee turnover intentions. The results of the study confirmed two hypotheses while rejecting the remaining three. Specifically, a significant negative correlation was identified between turnover intention and both training and development, as well as supervisory support. Consequently, it is recommended to extend the duration and scope of training programs and enhance supervisory support to reduce turnover intentions. These recommendations carry significant implications for addressing the research findings. Furthermore, the study suggests exploring additional strategies for improving HRM practices to mitigate turnover intentions. Future researchers interested in investigating employee turnover intentions are encouraged to replicate similar studies in broader regions of Sri Lanka and consider larger sample sizes for more generalized findings and comprehensive recommendations.

**Keywords:** Dambulla, hotels, housekeeping employees, human resource practices.

## 1. Introduction

In the evolving landscape of contemporary organizational management, Human Resource Management (HRM) practices have garnered substantial recognition for their profound impact on employee outcomes and overall organizational performance. As acknowledged by Worland (1988), the dynamics of the workforce and their commitment to the organization have emerged as pivotal factors influencing an organization's success. One critical aspect that has received considerable attention is employee turnover, defined as the movement of employees out of an organization (Kappa, 1997). High turnover rates can disrupt organizational stability and productivity, making it imperative to understand the factors contributing to employees' intention to leave their positions (Jude Anjana D.M.M.S, 2007).

This research endeavour seeks to explore the intricate relationship between HRM practices and employees' intention to leave their positions, with a specific focus on housekeeping employees in hotels within the Dambulla area of Sri Lanka. The hospitality industry in Sri Lanka plays a significant role in the national GDP, encompassing various sectors, including hotels, restaurants, licensed clubs, and motels (R. Singh, 1992) (Annual Statistical Report 2018 of Sri Lanka Tourism Development Authority). The tourism sector, overseen by the Sri Lanka Tourism Development Authority, aims to promote economic activities related to tourism and hospitality through strategic initiatives directed at both local and international investors. Within this context, Dambulla stands as a notable destination renowned for its wildlife attractions and historical sites, attracting a substantial influx of foreign tourists (Connell, J, Ferres, N., & Travaglione, 2003).

The housekeeping department within hotels holds a pivotal role in ensuring the cleanliness, maintenance, and overall appeal of lodging properties. Guestrooms, often referred to as the heart of any hotel, significantly contribute to revenue generation. The efficiency and effectiveness of the housekeeping department directly impact guest experiences. Human resource management practices in this section play a critical role in shaping employee attitudes and behaviour. These practices encompass diverse HRM policies and procedures, with a particular focus on recruitment, training, development, appraisal, and organizational commitment, all synchronized with the main business objectives of the organization (Kadiresan et al., 2015). However, it's important to note that sometimes HRM factors can lead to employee dissatisfaction, and stress, and ultimately result in higher employee turnover, which poses significant challenges for the hospitality sector, necessitating continuous recruitment, training, and increased costs.

According to Yang, Wan, and Fu, several factors can be identified as determinants of employee turnover, including salary and fringe benefits, working hours, workload, work pressure, training and development, leadership, career plans, and family factors. Hotels often grapple with high labour turnover as a part of the workgroup norm, and employees may perceive limited career development opportunities (Santhanam et al., 2017). Poulston (2008) further emphasizes that employee turnover tends to be high in non-managerial positions within the hospitality industry due to the unique and diverse workforce and the dominant requirement of non-technical skills (Santhanam et al., 2017).

Effective HRM practices have been demonstrated to foster trust in top management, which in turn reduces turnover intentions. Conversely, inadequate HRM practices can lead to employee dissatisfaction, stress, and an increased intention to leave the organization. From the employees' perspective, HRM practices are seen as the organization's efforts to support and enhance their career development, thus influencing their attitude toward the organization and their willingness to stay (Hemdi, 2005). However, there are instances when HRM practices fall short of providing the best facilities for employees, leading them to consider leaving the organization.

Given the unique challenges faced by the hospitality industry, characterized by diverse workforces and the dominant need for non-technical skill sets, addressing turnover intentions becomes a critical task. This research aims to investigate the impact of specific HRM practices, including training and development, working conditions, supervisory support, job security, and compensation, on the turnover intention of housekeeping employees in hotels in Dambulla. By comprehending the relationships between these practices and turnover intention, this study aspires to provide insights that can inform HRM strategies, fostering employee retention and enhancing organizational performance. In doing so, it contributes to the ongoing discourse on the significance of HRM practices in shaping the success of organizations in the ever-evolving landscape of modern organizational management.

## **1.1. Research Question**

### **1.1.1. Primary Research Question**

1. Do human resources management practices impact the turnover intention of housekeeping employees in hotels?

### **1.1.2. Secondary Research Questions**

1. Does the training and development of housekeeping employees in hotels significantly affect their turnover intention?

2. Do working conditions significantly affect the turnover intention of housekeeping employees in hotels?
3. Does the level of supervisory support significantly affect the turnover intention of housekeeping employees in hotels?
4. Does job security significantly affect the turnover intention of housekeeping employees in hotels?
5. Does the relationship between compensation significantly affect the turnover intention of housekeeping employees in hotels?

## **1.2. Research Objectives**

### **1.2.1. Primary Research Objectives**

1. To assess the impact of human resources management practices on the turnover intention of housekeeping employees in hotels

### **1.2.2. Secondary Research Objectives**

1. To examine the influence of training and development programs on the turnover intention of housekeeping employees in hotels.
2. To investigate the effect of working conditions on the turnover intention of housekeeping employees in hotels.
3. To evaluate the relationship between supervisory support and the turnover intention of housekeeping employees in hotels.
4. To assess the impact of job security on the turnover intention of housekeeping employees in hotels.
5. To analyze the relationship between compensation and the turnover intention of housekeeping employees in hotels.

## **2. Literature Review**

In the evolving landscape of contemporary organizational management, Human Resource Management (HRM) practices have garnered substantial recognition for their profound impact on employee outcomes and overall organizational performance. As acknowledged by Worland (1988), the dynamics of the workforce and their commitment to the organization have emerged as pivotal factors influencing an organization's success. One critical aspect that has received considerable attention is employee turnover, defined as the movement of employees out of an organization (Kappa, 1997). High turnover rates can disrupt organizational stability and productivity, making it imperative to understand the factors contributing to employees' intention to leave their positions (Jude Anjana D.M.M.S, 2007).

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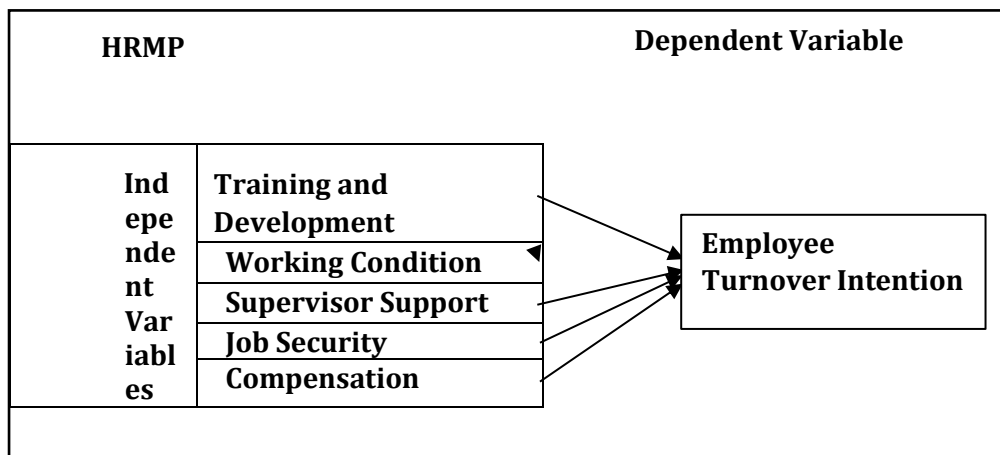
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**Figure 1: Conceptual Framework**



Source: Author's Compilation

### 3. Methodology

In the vibrant and dynamic landscape of the hotel industry, the housekeeping section stands as a pillar of essential support, ensuring the comfort and satisfaction of guests during their stays. Nestled in the heart of Sri Lanka, the picturesque town of Dambulla serves as a unique backdrop for this crucial facet of hospitality. Housekeeping employees, who form the backbone of this section,

play an integral role in upholding the reputation and standards of Dambulla s hospitality establishments. (Creswell, 2014).

The research philosophy chosen is post-positivist, emphasizing empirical analysis to identify causal relationships. The conceptualization and operationalization section presents definitions for the variables under study, including turnover intention, training and development, working conditions, supervisory support, job security, and compensation. The survey research approach is employed, utilizing a structured questionnaire to collect quantitative data from employees at the operational level within the housekeeping departments of classified and unclassified hotels in Dambulla, Sri Lanka. The sampling technique used is convenience sampling due to the exploratory nature of the study and the limited availability of such employees in Dambulla. The sample of this study comprises 48 employees working at the operational level in housekeeping departments in the specified hotels.

**Table 1: Sampling Procedure**

Category	Number of employees
Room boy	29
Senior Room boy	07
Linen and uniform attendant	06
Laundry attendant	06
Others	0

Source: Author's Own compilation

The primary data collection method involves a structured questionnaire divided into three parts: demographic data, HRM practices, and turnover intention. The Likert scale is utilized for responses, ranging from strongly disagree to strongly agree in data analysis reliability and validity of the questionnaire are assessed using Cronbach's alpha. Data analysis includes both descriptive statistics (mean, median, mode, standard deviation) and inferential statistics (correlation and regression analysis). Correlation analysis examines the relationship between independent and dependent variables, while regression analysis tests hypotheses and determines the impact of HRM practices on turnover intention.

## 4. Data Analysis and Results

### 4.1 Descriptive Statistics of Sample Profile

**Table 2: Demographic Variables of the Study**

Description	Frequency	(%)	Description	Frequency	(%)
Employee's Job Role			Education level		
Linen & Uniform Attendant	6	12.5	G.C.E A/L	29	60.4
Laundry Attendant	6	12.5	G.C.E O/L	12	25.0
Senior room boy	7	14.6	between Grades 5-10	6	12.5
Room boy	29	60.4	Primary	1	2.1
Gender			Service Experience		
Male	35	72.9	Below 1 year	18	37.5
Female	13	27.1	Between 1-5 years	16	33.3
			Between 5-10 years	5	10.4
Marital Status			Between 10- 15 years	5	10.4
Married	23	47.9	Between 15-20 years	3	6.3
Single	25	52.1	Above 20 years	1	2.1

Source: Survey Data

According to Table 2, the majority of housekeeping employees in the sample are "Room Boys." The second-highest number in the sample holds the position of "Senior Room Boy." The roles of "Linen & Uniform Attendant" and "Laundry Attendant" each account for 12.5%. When considering their experience, most housekeeping employees have less than 1 year of service, which represents 37.5% of employees in the sample. Additionally, 33.5% of housekeeping employees in the sample possess service experience ranging between 1 to 5 years. Similar frequencies such as a 10.4% percentage are observed for experience periods of 5 to 10 years and 10 to 15 years, respectively. Furthermore, a comparison between the job roles of Linen and uniform Attendants and Laundry Attendants reveals the presence of the same employees. In terms of gender distribution, it is evident that a significant portion of housekeeping employees are male, constituting 72.9% of the total, while the remaining 27.1% are female housekeeping employees. Regarding marital status, the majority of the selected sample is single, numbering 25 individuals,



which corresponds to 52.1%. The remaining 47.9% are married. Analyzing their education levels, the majority of housekeeping employees fall under the category of "G.C.E A/L," comprising 29 individuals or 60.4%. The second-highest educational category is "G.C.E O/L," with 12 individuals or 25% of the housekeeping employees. Those falling under the "Between Grades 5-10" range amount to 6 individuals or 12.5%. The last category is "Primary," accounting for 1 individual or 2.1% of the housekeeping employees. When examining the distribution of employees' net salaries, it becomes apparent that the largest segment of housekeeping employees, 66.7%, receives a net salary ranging from 15,001 to 25,000 LKR. Notably, none of the housekeeping employees receive a net salary greater than 45,000 LKR, as indicated by the 0% figure in the survey. The survey data also highlights those salaries below 15,000 LKR account for 6.3% of employees, while those falling between 25,001 and 35,000 LKR make up 25%. Finally, salaries ranging from 35,001 to 45,000 LKR constitute 2.1%.

#### 4.2 Reliability Statistics

**Table 3: Cronbach's Alpha Reliability Test**

Construct	Cronbach's alpha Value
Training And Development (TAD)	0.709
Working Condition (WC)	0.829
Supervisory Support (SS)	0.798
Job Security (JS)	0.902
Compensation (CM)	0.709
Turnover Intention (TI)	0.896

Source: Survey Data

The item loadings (Table 3) assessed the indicator reliability. All indicator loadings met the threshold of 0.7 except. Thus, the indicator reliability was confirmed. As a result, all the dependent and independent variables in the questionnaire could be operationalized without dropping any item. This concludes that all the items in each construct of this study show a stable and consistent result.

#### 4.3 Descriptive Statistics

**Table 4: Descriptive Statistics**

	Training and development	Working condition	supervisory support	Job security	Compensation	Turnover intention
Valid	48	48	48	48	48	48
Missing	0	0	0	0	0	0
Mean	2.5000	2.6198	2.7448	2.0313	2.4531	3.529
Std. Deviation	0.458374	0.633694	0.448074	0.757279	0.509631	0.655
Skewness	0.691	1.485	1.374	0.901	.919	-.908
Std. Error of Skewness	.343	.343	.343	.343	.343	.343
Kurtosis	0.268	2.491	1.100	-0.170	1.288	0.585
Std. Error of Kurtosis	0.674	0.674	0.674	0.674	0.674	0.674

Source: Survey data

Based on Table 4, the turnover intention's mean is 3.529 with a standard deviation of 0.655 suggesting that, on average, employees are leaning slightly towards having turnover intentions. In there, the negative Skewness of -0.908 indicates a negatively skewed distribution for turnover intention. This suggests that more employees have lower turnover intentions than those with higher intentions. When considering Training and development, it has a mean of 2.5000 with a standard deviation of 0.458374. Comparing this mean with the turnover intention mean, training and development are rated lower than the midpoint of 3. The Skewness of this variable, 0.691 indicates a positively skewed distribution implying that a majority of employees reported relatively positive perceptions regarding training and development opportunities. When considering the mean for working conditions it shows a 2.6198 value and the standard deviation is 0.633694. This mean is also below the midpoint of 3, indicating that employees are slightly less satisfied with working conditions. In here the Skewness of the 1.485 value suggests a positively skewed distribution, indicating that more employees reported favourable working conditions. Further supervisory support has a mean of 2.7448 and a standard deviation of

0.448074. Like the previous factors, this mean is below 3, indicating relatively moderate satisfaction. A Skewness of 1.374 suggests a positively skewed distribution, indicating that employees generally reported positive perceptions of supervisory support. When it comes to job security, the mean value recorded as 2.0313, and the standard deviation is 0.757279. Again, this mean falls below 3, signaling relatively lower perceived job security. With a Skewness of 0.901, the distribution for job security is positively skewed, implying that more employees might feel secure in their jobs. Finally, compensation has a mean of 2.4531 and a standard deviation of 0.509631, also indicating a mean below the midpoint of 3. The Skewness of the 0.919 value shows a positively skewed distribution, suggesting that more employees might perceive compensation positively. In conclusion, employees in the housekeeping department of hotels in the Dambulla area exhibit a slightly higher intention to leave their jobs. While their perceptions of various HRM practices vary, factors like training and development, working conditions, supervisory support, job security, and compensation appear to play roles in shaping their turnover intentions. Positive Skewness across several variables indicates that employees generally perceive these HRM practices in a positive light, despite the slightly elevated turnover intention.

#### 4.4 Correlation Analysis

**Table 5: Correlation Analysis**

		Training and development	Working condition	supervisory support	Job security	Compensation
Pearson Correlation		-.853**	-.822**	-.856**	-.775**	-.749**
Turnover intention	Sig. (2-tailed)	.000	.000	.000	.000	.000
N		48	48	48	48	48

Source: Survey Data

According to the correlation analysis, all the p-values are 0.000 (P-Value < Significant Level). These values are less than 0.01, therefore result is highly significant. All the coefficient of correlation is negative. This means that Training and development, working conditions, Supervisory support, Job security and

Compensation have a negative relationship with the Turnover intention of housekeeping employees. It means that those HRM practices are mainly caused by employees' turnover intention.

#### 4.5 Regression Analysis

**Table 6: Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.925 <sup>a</sup>	.855	.838	.26372	1.649

Source: Survey Data

**Predictors:** (Constant), compensation, training and development, working conditions, job security, supervisory support

**Dependent Variable:** Turnover intention

According to adjusted R squared 83.8% of employees' turnover intention has been explained by the model. The multiple correlation is 0.925 this means that training and development, working conditions, supervisory support, job security and compensation are strongly correlated jointly with employees' turnover intention. D-W test statistics is 1.649. This is between 1.5 and 2.5, therefore residuals are independent.

**Table 7: ANOVA**

		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	17.278	5	3.456	49.686	.000 <sup>b</sup>
1	Residual	2.921	42	.070		
	Total	20.199	47			

Source: Survey Data

**Dependent Variable:** Turnover intention

**Predictors:** (Constant), compensation, training and development, working conditions, job security, supervisory support

In Regression ANOVA probability of F-test statistics is 0.000, this is highly significant. This means that the model is jointly significant. Therefore, training and development, working conditions, supervisory support, job security and compensation jointly influence employees' turnover intention. The individual effect of these factors is given by Table 7.

**Table 8: Regression Analysis**

Model Unstandardized Coefficients	Model Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	7.057	.298		23.651	.00		
Training and development	-.565	.153	-.395	-3.700	.001	.238	4.200
Working condition	-.139	.118	-.134	-1.175	.247	.170	5.875
Supervisory support	-.563	.176	-.385	-3.190	.003	.212	4.722
Job security	-.072	.091	-.083	-.788	.435	.182	5.487
Compensation	-.026	.134	-.020	-.192	.849		

Source: Survey Data

In terms of individual effects, the probability associated with training and development is 0.001, indicating high significance. The individual beta value is -0.565. Consequently, training and development significantly and negatively impact employees' turnover intention. Similarly, the probability and individual beta values for supervisory support are 0.003 and -0.563, respectively. This points to supervisory support also having a significant negative influence on employees' turnover intention. On the other hand, the probabilities related to working conditions, job security, and compensation exceed 5%, rendering them individually insignificant. However, they collectively contribute to employees' turnover intention. These factors do not exert individual influence, but together, they affect employees' turnover intention. Based on the Standardized Coefficients of beta, supervisory support holds the highest value, making it the most influential factor. Following that, training and development come as the second most influential factor, and compensation ranks third. Conversely, according to the analysis, job security holds the least influence on employees' turnover intention among the five independent variables studied. Furthermore, all VIF values are under 10, and TOL values exceed 0.1. This indicates that the independent factors are not perfectly or highly correlated with each other

## 5. Discussion of the Findings

This study endeavours to analyze the influence of Human Resource Management (HRM) practices on employees' turnover intention by examining

five key variables: training and development, working conditions, supervisory support, job security, and compensation. To guide the investigation, the researcher formulated one central research question and six sub-questions, each aligned with the main objective and six sub-objectives. The primary research inquiry posited was, "To what extent do human resources management practices impact the turnover intention of housekeeping employees in hotels?" This pivotal question laid the foundation for the study's execution. The sub-objectives and corresponding sub-questions were strategically designed to dissect the individual impacts of the chosen independent variables, which were thoughtfully drawn from existing literature, on the turnover intention of housekeeping employees in the hotel industry. The study's subject pool comprised 48 employees working in the housekeeping department of both classified and unclassified hotels, excluding boutique establishments, located in the Dambulla area. Among the sample characteristics examined were gender distribution, age composition, educational background, marital status, and years of service. Notably, the majority of the sample cohort consisted of male employees, consistent with findings documented in previous research studies. Regarding specific job roles within the housekeeping department, the majority of employees were identified as room attendants. This finding aligns closely with outcomes observed in various prior studies. Similarly, the research underscored a significant proportion of non-married employees within the sample, a finding that echoes the observations reported by other researchers.

The study proceeded to formulate five distinct hypotheses, each seeking to explore the influence of various HRM practices on turnover intention. The first hypothesis scrutinized the impact of training and development initiatives and yielded results indicating a statistically significant negative effect on the turnover intention of housekeeping employees in hotels. In other research, Training and development has been identified as one of the most important components of human resource practices that significantly affect turnover decision (Rosser, 2004). Therefore, the results of this study were not matched. (Holloway, 2002). This finding mirrors the conclusions of earlier research that underscore the critical role of training and development programs in shaping employee' turnover decisions. Subsequently, the second hypothesis scrutinized the nexus between working conditions and turnover intention. However, the research findings diverged from this hypothesis, and the observed results led to its rejection. This contradicts certain studies that have established a substantial negative correlation between working conditions and turnover intention Study (Billah, 2009) on banks' employees found that working conditions are a highly significant factor and are negatively related to turnover intention. It is not matched with the findings of this research. but as per(Cho, S. D., Cheong, K. J., & Kim, 2009), indicated that working conditions mostly do not impact to decide

turnover intention. The third hypothesis delved into the impact of supervisory support on turnover intention. Based on Joarder & Sharif's research, job security, compensation and supervisory support working conditions are highly significant and negatively related to the turnover intention of employees. (Mossholder, K. W., Settoon, R. P., & Henagan, 2005) This research also indicated that supervisory support has a significant impact on employee' turnover. The results distinctly indicate a substantial negative influence, aligning with previous research that underscores the pivotal role of supervisory support in modulating employees' turnover intentions. The fourth hypothesis aimed to elucidate the relationship between job security and turnover intention. In this context, the findings suggested that job security did not wield a statistically significant influence on turnover intention. According to (Samuel, M. O., & Chipunza, 2009), job security was not found on significant influencing factor in employee retention in both public and private organizations. (Radzi, S.M., Ramley, S.Z.A., Salehuddin, M., Othman, Z., Jalis, 2009) argued that there is strong evidence of an association between job security and retention, it reduces employee turnover. Further, this observation diverges from certain studies that posit a robust link between job security and retention. Lastly, the fifth hypothesis interrogated the impact of compensation on turnover intention. The study's findings resonated with specific research outcomes that posit a negative correlation between compensation and turnover intention. However, contrasting perspectives are also observed in the literature, suggesting that compensation might not be a statistically significant determinant. In summary, two hypotheses (pertaining to training and development, as well as supervisory support) demonstrated a noteworthy negative impact on turnover intention. Conversely, the three remaining hypotheses (associated with working conditions, job security, and compensation) did not yield significant empirical support within the context of this study. Notably, all these factors exhibited a negative correlation coefficient, implying an inverse relationship with turnover intention among housekeeping employees. Importantly, this study effectively accomplished its sub-objectives, particularly in the exploration of the intricate relationship between HRM practices and turnover intention. This investigation was further substantiated through the calculation of correlation coefficients for each variable, reinforcing the profound impact of HRM practices on turnover intention among housekeeping employees in the Dambulla area.

## **6. Conclusion and Policy Implications**

In conclusion, this study aimed to examine the impact of Human Resource Management (HRM) practices on the turnover intention of housekeeping department employees in classified and unclassified hotels within the Dambulla area. The findings underscored the significant influence of HRM practices, including training and development, working conditions, supervisory support,

job security, and compensation, on turnover intention. The regression analysis revealed that these variables collectively accounted for 85.5% of employees' turnover intention, emphasizing their substantial role. Among these variables, training and development and supervisory support exhibited a noteworthy negative impact, whereas working conditions, job security, and compensation did not attain statistical significance. Thus, this study successfully addressed its research objectives and contributed to the understanding of HRM practices' implications for turnover intention among housekeeping employees.

The recommendations derived from this study hold the potential to significantly enhance the relationship between HRM practices and turnover intention among housekeeping department employees in classified and unclassified hotels within the Dambulla area. Notably, the impact of HRM practices was notably pronounced, with training and development and supervisory support proving to be crucial factors. To optimize these practices, it is suggested that training periods be extended to bolster employee skills, supplemented by workshops that acquaint them with new technologies and concepts. Equally important is the need to reduce night shifts for female employees to promote their work-life balance. Addressing unfavourable working conditions, such as limited break times and prolonged shifts, is imperative to counter the negative influence on turnover intention. Supervisory support emerged as a pivotal factor, necessitating the cultivation of an environment characterized by mutual assistance and support among all employees. Ensuring job security is crucial to mitigating turnover intention, emphasizing the need for hotels to safeguard their employees' employment stability. Additionally, adequate compensation aligned with employee contributions is pivotal in curbing turnover intention. Timely payment of bonuses, increments, and overtime wages should be prioritized to maintain employees' motivation and satisfaction. Looking ahead, it is recommended that future research broadens its scope to encompass a wider range of hotels across Sri Lanka, along with an expanded sample size to ensure robust and generalized findings. Moreover, targeting a more diverse participant pool will enhance the applicability and credibility of the study's outcomes. The insights garnered from this study's recommendations can serve as a roadmap for developing effective HRM strategies that not only counter turnover intention but also foster enhanced employee retention within the dynamic hotel industry.

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