International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2025, 15(6), 211-220.

Impact of HR Practices on Intention to Quit in Hotel Industry

Neeraj Shailli Singh[1]*, Archana Sharma[1], Manisha Seth[2], Shefali Bahadur[3]

[1]Amity Business School, Amity University, Malhaur, Gomti Nagar, Lucknow, Uttar Pradesh, India, [2]Jaipuria Institute of Management, Vineet Khand, Gomti Nagar, Lucknow, Uttar Pradesh, India, [3]Research Scholar Amity University, Lucknow, Uttar Pradesh, India. *Email: neeraj.singh@s.amity.edu

Received: 22 March 2025 **Accepted:** 11 September 2025 **DOI:** https://doi.org/10.32479/irmm.19497

ABSTRACT

High turnover rates continue to be a major challenge in the hotel sector, significantly impacting service quality and operational efficiency. This study explores how human resource (HR) policies influence employee turnover by identifying key HR practices that affect employee's decisions to leave their jobs. The research aims to analyse the impact of various HR practices, including remuneration and benefits, training and development, work-life balance, job security, and employee engagement, on employee retention. By understanding these factors, the study seeks to highlight areas where HR policy reforms can help reduce attrition rates. A structured quantitative approach was employed to collect primary data through surveys conducted with hotel sector employees. The data was analyzed using linear regression modelling to evaluate the relationship between HR policies and employee turnover. The results indicate that certain HR practices have a statistically significant impact on employees' intentions to quit. These findings highlight key areas where changes in HR policies could improve employee retention. The study provides valuable insights for hotel managers and HR professionals, offering data-driven recommendations to reduce turnover and build a more stable workforce.

Keywords: Employee Turnover, HRM Practices, Training and Development, Hospitality
JEL Classifications: J63, M12, M51, L83

1. INTRODUCTION

Human resources are crucial to an organization's success but managing them is harder than technology. The efficient administration of human Resources needs effective human resource management systems. Effective HRM practices should support the HRM system. Human resource management (HRM) practices are the actions that an organization engages in to manage its human resources and ensure that those resources are being used to achieve the business's objectives. It may vary from one organization to another and from one nation to another. HRM practices are one of the factors of employee turnover because when workers think that equality and justice is used on all human resource management procedures, then it helps to reduce their intention to resign. Employee turnover is the most significant worry and a severe danger to many organizations since it involves both direct and indirect expenses. There are several human resource management (HRM) practices that have been proposed as possible solutions for turnover. These include investing in training, providing organizational support, evaluating employee performance, implementing innovative recruitment and selection processes, offering better career opportunities, and taking steps to improve job satisfaction and commitment (Singh et al., 2024). The organization should have a stronger human resources strategy, methods, and policies in order to encourage its personnel. Lakhani (2022) states that there are several theories of human resource management (HRM), including resource dependence theory, competitive advantage theory, institutional theory, agency theory, human capital theory, organization life cycle theory, role behavior theory, and organizational change theory (Mohan et al., 2025).

Research commonly uses theories of transaction cost, strategic contingency, and organizational learning. Most of the research

This Journal is licensed under a Creative Commons Attribution 4.0 International License

on the effectiveness of human resource management practices on staff turnover and intentions to quit in the hotel industry is based on popular theories, such as Adam Smith's Equity Theory and Folger and Greenberg's Organizational Justice Theory. These two hypotheses have been accepted because fairness or justice has been discovered to be a significant component that contributes to employee satisfaction in the service business, which includes banks, airlines, hotels, IT services, and hospitals. When workers believe that equality and justice are applied to all human resource management processes, they are less likely to abandon their jobs. According to Lakhani (2022), organizational justice decreases the likelihood that employees would leave their jobs and also leads to increased efficiency and improved performance. Furthermore, research indicates an inverse relationship between distributive justice and interaction justice in relation to employee turnover intentions. According to Mansoor et al. (2022), the company must take into account distributive, procedural, and interactional fairness since these factors contribute to the likelihood that employees will leave the organization. Of these factors, interactional fairness significantly influences employees' inclination to leave their jobs. Ahmed et al. (2021) found that human resource strategies lead to beneficial results in terms of organizational fairness and job controls. However, it is essential that there be a basis for such regulations when implementing HRM practices. Al-Agry (2021) conclude their essay by stressing the significance of establishing a positive hospitality culture and environment to retain staff and gain an edge over competitors. They provide a methodology that emphasizes the importance of employee happiness and corporate culture in accomplishing these objectives. Hospitality firms may boost employee retention and enhance their overall performance by creating a friendly and engaging work environment (Singh et al., 2023).

2. BACKGROUND

This study compiles and analyses insights from various researchers who have explored the impact of HR practices on employee turnover and retention in the hotel industry. Numerous studies have been conducted to understand how different HR policies such as employee training, supervisor support, leadership styles, organizational commitment, and job satisfaction affect employees' intentions to stay or leave their organizations. Several researchers emphasize the role of employee advocacy, green training, and generational differences, highlighting how tailored HR strategies can enhance job embeddedness and reduce attrition. Others focus on the importance of trust in supervisors and perceived organizational support, arguing that these factors significantly mediate employee turnover intentions. Studies suggest that empowering leadership and intrinsic motivation contribute to employee creativity and engagement, which indirectly influences their decision to remain within the organization. By integrating these diverse perspectives, this review presents a comprehensive understanding of how HR practices shape employee retention in the hospitality sector. The findings collectively suggest that effective HR management, trust-building, and leadership empowerment are crucial in mitigating high turnover rates in hotels. These insights provide valuable recommendations for hotel managers and HR professionals seeking to develop policies that enhance employee satisfaction and loyalty, ultimately improving organizational stability. Michael et al. (2023), highlight the significant role of employee green training in enhancing hotel environmental performance, emphasizing the necessity of sustainability-driven HR practices. Their study suggests that structured green training programs positively impact employees' environmental awareness and performance, ultimately benefiting hotel operations (Singh et al., 2024).

The research by Nor et al. (2021), underscores that managers recognize distinct generational differences in employees' expectations, work ethics, and job preferences in Luxor hotels. Understanding these variations enables HR departments to tailor their policies for improved engagement and reduced turnover rates. Groblerand Grobler (2024), establish that employee advocacy and perceived organizational support directly influence job embeddedness and turnover intention. Their study demonstrates that employees who feel supported and valued by their organization exhibit higher job embeddedness and are less likely to consider leaving. Egerand Žižka (2024), provide a moderated mediation model linking perceived HR management practices with employee engagement and behaviour. Their study confirms that well-structured HR policies lead to improved employee commitment and work performance, reinforcing the importance of strategic HRM in hotels. Muduli et al. (2024), emphasize that trust in supervisors significantly impacts turnover intentions, with organizational commitment playing a mediating role. Their study suggests that fostering a culture of trust and strong managerial relationships can mitigate employee attrition. Farrukh et al. (2024), explore the relationship between perceived supervisor support, job satisfaction, and turnover intention, concluding that employees with higher job satisfaction and affective commitment exhibit lower turnover intentions. Their findings highlight the need for supervisor support as a retention strategy in hospitality. Li et al. (2024), reveal that empowering leadership fosters employee creativity through intrinsic motivation. Their study suggests that organizations promoting leadership empowerment can enhance job satisfaction and innovation, indirectly influencing retention rates. Yang et al. (2024) provide empirical evidence that GHRM can significantly reduce counterproductive work behaviors in the hospitality sector. The study reinforces the idea that sustainability-driven HR strategies not only improve environmental performance but also contribute to better employee behavior and organizational outcomes. The findings suggest that hotels and hospitality organizations should adopt green HRM policies as part of a broader employee engagement and retention strategy, ultimately enhancing both sustainability and workplace ethics.

The organizational structure in the hotel sector is crucial for management, defining operations, distributing authority, and building linkages across divisions. A well-designed structure enhances communication, decision-making, resource use, and flexibility (Figure 1). It facilitates collaboration among departments, ensuring seamless service and customer satisfaction. Hotels can use hierarchical, functional, matrix, or flat models to enhance efficiency and clarity. A solid organizational structure minimizes confusion, improves employee engagement, and maintains a competitive advantage.

Figure 1: Structure

3. HUMAN RESOURCE ROLE IN EMPLOYEE RETENTION

Employee retention is a critical aspect of organizational success, especially in industries with high turnover rates. The Human Resources department plays a vital role in retaining employees by implementing strategic policies and fostering a supportive work environment (Table 1). Key functions include competitive compensation, career development, work-life balance, job security, employee engagement, performance management, conflict resolution, and leadership development. Competitive compensation and benefits, such as health insurance, retirement plans, and bonuses, significantly impact employee decisions to stay. Training and career development programs, such as structured training and mentorship programs, are essential for employees to feel valued and see opportunities for professional growth. Work-life balance initiatives, such as flexible working arrangements and mental health support programs, help maintain a balanced work environment. Job security and stability contribute to employee loyalty, while employee engagement and workplace culture are crucial for retention. Effective performance management, conflict resolution, and supportive leadership are also essential for maintaining a healthy work environment.

Employee retention refers to the steps made to keep an employee who desires to move on to a new firm for better opportunities. An employee's work should be hard, motivating, and meet his or her expectations from the current position. This method of obtaining job satisfaction would enable him to not just work but succeed in his profession for a longer amount of time. If this is not accomplished, an employee will quit the current firm in pursuit of a higher compensation structure, a more employee friendly environment, more incentives, and a variety of other factors. To avoid this, human resource management should implement employee-centric policies that benefit workers, promote their advancement, and meet their expectations.

Figure 2 shows the hotel business has substantial employee turnover; therefore, HR departments must create tactics to reduce intent to resign. HR methods affect work satisfaction, dedication, and retention. Working conditions and culture are major causes of turnover. A hostile or unsupportive workplace may push workers away, while a supportive and inclusive one nurtures loyalty. Valued, respected, and engaged employees are more likely to stay. Team-building, open communication, and employee involvement may help create a positive workplace. Compensation and perks both influence employee resignation. Poor pay and perks in hotels often lead to unhappiness and excessive turnover. Underpaid workers are more inclined to leave for greater pay. Competitive salaries, performance-based incentives, and comprehensive benefits, including health insurance, retirement plans, paid vacation, and employee discounts, may boost work satisfaction and minimize turnover. Recognition programs, flexible work arrangements, and professional development may also boost employee retention. Employee retention also depends on career progression and training. Lack of career advancement and skill development drives many hotel workers out. Employees grow disillusioned and go elsewhere when they don't perceive a career path. Hotels that provide continual training, mentoring, leadership development, and internal promotions empower staff to flourish. Training programs improve employee abilities, confidence, and work satisfaction, minimizing turnover (Saks et al., 2022). Another

Table 1: Role of human resources in employee retention

HR function	Role in employee retention
Competitive Compensation and Benefits	Ensures fair salaries, bonuses, and benefits to reduce turnover.
Career Growth and Development	Provides training, mentorship, and career advancement opportunities.
Workplace Culture and Environment	Fosters a positive and inclusive work culture, encouraging retention.
Work-Life Balance	Introduces flexible work schedules, remote work, and wellness programs.
Job Security and Stability	Creates job stability with clear career paths and transparent policies.
Motivation and Employee Engagement	Recognizes employee efforts and fosters motivation through incentives.
Effective Performance Management	Implements fair performance appraisals and continuous feedback.
Conflict Resolution and Employee Relations	Resolves conflicts effectively, ensuring a harmonious working environment.
Leadership and Managerial Support	Trains managers in leadership and communication to support employees.

Figure 2: Human resources role

factor in hotel employee retention is work-life balance. Hotel workers generally work long, irregular, and unexpected hours, which may contribute to burnout and unhappiness. Employees who struggle to manage work and life are more to quit. HR strategies that encourage flexible scheduling, relaxation, paid time off, and mental health assistance may boost work satisfaction. Work-life balance policies, including shift rotation, job sharing, and wellness initiatives, may boost retention. Leadership and management style can strongly influence employee resignation. Lack of supervisory support, clear communication, and management recognition may lead to discontent and attrition. When managers encourage and cherish employees, they remain. Effective leaders provide feedback, recognize successes, handle employee problems, and create a happy, inclusive workplace. Leadership transparency on corporate objectives, performance requirements, and career advancement possibilities boosts employee loyalty and trust. Job happiness and retention depend on employee recognition and incentives. Unappreciated workers are more inclined to seek affirmation elsewhere. Recognition programs like "Employee of the Month" awards, financial incentives, and peer recognition may enhance morale and motivation. Appreciated employees feel ownership and belonging, lessening their desire to depart. Career development incentives like tuition reimbursement or professional certification sponsorship may also keep workers. Organizational stability and job security also reduce turnover. Staff who fear job loss due to restructuring, downsizing, or poor company performance are more likely to leave. Clear information about long-term job prospects, permanent contracts, and firm stability can reassure employees. Companies that provide stability and career potential retain more employees.

HR must also address workplace stress and burnout. Due to its high-pressure workplace, fast-paced work dynamics, and intense client interactions, hospitality workers often experience stress and burnout. Employees who encounter significant work-related stress without assistance are more resign. HR departments must emphasize stress management programs like EAPs, counselling, relaxation rooms, and wellness activities. A culture where workers can freely communicate their concerns and get assistance may reduce stress and boost job satisfaction. HR procedures strongly influence hotel employees' intentions to resign. Hotels can significantly reduce turnover by improving work culture, offering competitive compensation and benefits, providing career growth opportunities, ensuring work-life balance, providing effective leadership, recognizing and rewarding employees, ensuring job security, and managing stress. Addressing these elements improves staff happiness, service quality, customer satisfaction, and company success in the competitive hospitality sector.

4. LITERATURE REVIEW

Employee turnover remains a persistent challenge in the hospitality sector, directly affecting service quality, operational costs, and customer satisfaction. Scholars widely agree that effective human resource (HR) practices are key determinants of employees' intention to quit (Anand et al., 2021). When HR policies demonstrate fairness, transparency, and support, employees are less likely to consider leaving their organization. Theories such as Equity Theory and Organizational Justice Theory provide a foundation for understanding this dynamic. Hewett et al. (2024) observed that distributive, procedural, and interactional justice significantly reduce the likelihood of employees resigning. Similarly, Aloqaily (2023) emphasized that ethical climates and perceived fairness within organizations are vital for retaining hotel employees. These insights indicate that fairness in compensation, appraisals, and supervisor behaviour strengthens employees' organizational commitment and loyalty.

Several researchers have examined specific HR practices as predictors of turnover intention. Competitive compensation and benefits consistently emerge as significant factors influencing retention, as underpaid employees often leave for better-paying opportunities. Training and development opportunities also play a vital role, as (Ngoc Su et al., 2021) demonstrated that green training initiatives not only improve environmental performance in hotels but also enhance employee commitment. Career development and job security are equally important: a lack of promotion pathways or unstable contracts often leads to dissatisfaction and attrition, while structured mentorship and internal promotions increase job embeddedness. Work-life balance initiatives such as flexible scheduling, wellness programs, and mental health

support reduce burnout in hotel employees, who frequently face irregular and demanding work hours. Leadership and supervisor support further mediate the relationship between HR practices and employee intentions. Studies by Benassi (2024) and Agrawal and Pradhan (2023) show that trust in supervisors and perceived organizational support strongly influence employees' decision to remain. Empowering leadership, as highlighted by Mensah et al. (2021), fosters intrinsic motivation and creativity, indirectly decreasing the likelihood of turnover.

4.1. Competitive Compensation and Benefits

Competitive compensation and benefits represent the total rewards package hotels provide to employees, including wages, bonuses, health insurance, retirement plans, and non-monetary perks like employee discounts or paid vacations (Kim and Lee, 2023). In the hospitality sector, where long working hours and demanding customer service are common, fair compensation is a primary motivator for retaining staff. Employees evaluate their pay relative to industry standards and colleagues' earnings, and perceived inequity can generate dissatisfaction (Rabiul et al., 2023). Studies show that inadequate compensation frequently leads to turnover, as workers seek opportunities with better pay or benefits. Conversely, performance-based incentives, transparent pay structures, and comprehensive benefits increase job satisfaction and strengthen organizational loyalty. Benefits such as wellness programs, travel discounts, and profit-sharing also contribute to employees' sense of value and belonging (Naqshbandi et al., 2023). A robust compensation system signals organizational commitment and respect, which not only lowers turnover intentions but also enhances productivity, morale, and overall service quality in the competitive hotel industry (Rahaman et al., 2023).

4.2. Training and Development

Training and development encompass the structured activities hotels implement to enhance employees' knowledge, skills, and professional growth (Wunderlich and Løkke, 2024). These initiatives include onboarding programs, workshops, cross-functional training, mentorship opportunities, and leadership development pathways. In hospitality, where service quality directly impacts customer satisfaction, continuous training ensures employees feel competent and confident in their roles. Providing growth opportunities communicates that the organization values its workforce, which increases loyalty and reduces turnover intention. Research indicates that employees who perceive strong development opportunities are more engaged and less inclined to seek alternative employment. Sethi et al. (2023) further highlight specialized programs, such as green training, which improve both environmental performance and employee retention (Wasono Mihardjo et al., 2021). Development efforts also prepare staff for internal promotions, building a pipeline of talent that benefits both employees and the organization. By investing in training and development, hotels foster job satisfaction, improve service standards, and create a culture of learning that stabilizes their workforce (Mashi et al., 2022).

4.3. Work-Life Balance

Work-life balance refers to policies and practices enabling employees to effectively manage personal and professional responsibilities (Nguyen et al., 2024). In hotels where long shifts, irregular hours, and weekend work are common maintaining balance is critical for reducing stress and burnout (Kumar et al., 2024). Flexible scheduling, shift rotations, job sharing, wellness initiatives, and paid leave are examples of strategies that support balance (Bhatti and Alnehabi, 2023). A lack of such initiatives often leads to exhaustion, dissatisfaction, and an increased intention to quit. Employees who can balance family, leisure, and work commitments are more motivated, engaged, and loyal to their employers. Moreover, offering mental health support, childcare assistance, or telecommuting options (where applicable) signals genuine concern for employees' well-being (Bandyopadhyay and Srivastava, 2023). Research within hospitality shows that supportive work-life policies reduce absenteeism, improve morale, and enhance productivity (Napathorn, 2022a). Ultimately, hotels that prioritize work-life balance not only retain their employees longer but also gain reputational advantages as desirable employers in a competitive service-driven marketplace.

4.4. Job Security and Stability

Job security and stability represent employees' perception of the continuity and reliability of their employment within an organization (Tarkar and Kumar, 2024). In the hotel industry, where economic fluctuations or seasonal demand can influence staffing, perceptions of job insecurity often lead to anxiety and turnover intentions (Kamboj and Eronimus, 2024). Providing clear career paths, transparent communication about organizational changes, and long-term contracts reassures employees of their future within the company. Workers who feel secure are more likely to invest in their roles, engage actively, and build long-term relationships with guests and colleagues. Conversely, fears of layoffs or restructuring can diminish morale, productivity, and organizational commitment (Nakra and Kashyap, 2024). Stable employment also encourages employees to develop their skills, knowing their investment in the organization will be reciprocated. Research demonstrates that organizations offering security and predictable advancement opportunities retain staff more effectively, reduce recruitment costs, and maintain service quality. Job security thus plays a foundational role in reducing employee attrition in hospitality settings (Malik et al., 2024)

4.5. Employee Engagement and Motivation

Employee engagement and motivation describe the emotional commitment employees have toward their work, organization, and performance goals (Kautish et al., 2024). Engaged employees exhibit higher energy, creativity, and dedication, making them less inclined to leave. Motivation can be fostered through recognition programs, fair appraisals, meaningful work, and opportunities for growth (Kundi and Aboramadan, 2023). In hotels, where customer service excellence is paramount, motivated staff directly impact guest satisfaction and brand reputation. Recognition initiatives such as "Employee of the Month" awards, financial incentives, or peer acknowledgment cultivate a sense of pride and belonging (Napathorn, 2022b). Engaged employees are also more resilient to workplace stressors and better aligned with organizational values. Studies in hospitality reveal that engagement mediates the relationship between HR practices and retention, indicating that even well-designed HR systems may fail without an engaged

workforce (He et al., 2021). By cultivating motivation through rewards, autonomy, and career development, hotels can enhance productivity, minimize turnover intentions, and foster a committed, high-performing workforce (Ansari et al., 2023).

4.6. Leadership and Supervisor Support

Leadership and supervisor support refer to the quality of guidance, communication, and recognition managers provide to employees (Gupta and Kaur, 2024). In the hotel industry, frontline supervisors play a crucial role in shaping work experiences and influencing turnover intentions. Supportive leaders offer constructive feedback, resolve conflicts, and communicate organizational goals clearly (Arthur et al., 2021). Trust in supervisors has been shown to mediate the impact of HR practices on retention, as employees are more likely to remain when they feel valued by their managers. Studies by Alsharah (2024) and Aggarwal and Agarwala (2023) emphasize that empowering leadership fosters intrinsic motivation and creativity, reducing stress and resignation likelihood. Supervisors who recognize achievements, provide growth opportunities, and demonstrate empathy create a positive work environment where employees feel respected. Effective leadership also ensures that HR policies are implemented fairly and consistently (Huda et al., 2024). Hotels that prioritize leadership development and supervisor training can significantly strengthen employee loyalty and reduce attrition (Wu et al., 2021).

4.7. Organizational Culture

Organizational culture encompasses the shared values, beliefs, norms, and behaviours that shape the work environment (Pak et al., 2023). In hospitality, where teamwork, communication, and service orientation are vital, culture profoundly affects employee satisfaction and retention. A positive, inclusive culture fosters collaboration, trust, and open communication, making employees feel valued and connected to organizational goals. Conversely, a toxic or unsupportive culture can lead to disengagement, stress, and higher turnover rates. Misra et al. (2023) highlight that creating a strong hospitality culture is essential for maintaining competitive advantage and achieving service excellence. Practices such as celebrating diversity, encouraging innovation, and involving employees in decision-making reinforce a healthy culture. Furthermore, culture affects how HR practices like performance appraisals or recognition programs—are perceived (Conteh and Yuan, 2022). A supportive culture amplifies the benefits of HR policies, while a negative culture can undermine them. For hotels aiming to retain staff and enhance performance, nurturing an engaging organizational culture is a strategic necessity (Gürlek and Uygur, 2021).

4.8. Green HRM (Sustainability Practices)

Green Human Resource Management (Green HRM) integrates environmental sustainability into HR strategies, aligning employee practices with eco-friendly objectives (Gürbüz et al., 2024). In the hotel industry, this may include training employees on waste reduction, energy conservation, or sustainable purchasing (Rahaman et al., 2024). Green HRM not only supports environmental goals but also strengthens employee commitment by connecting work to meaningful values. Capelleras et al. (2021) found that green HRM can reduce counterproductive work behaviors while enhancing ethical standards. Similarly, Erburu et al. (2024) noted that employee green training improves both environmental performance and retention rates. By adopting sustainability-driven policies, hotels can appeal to environmentally conscious employees and guests, fostering a sense of pride and purpose among staff (Domi and Domi, 2021). Green HRM practices also position hotels competitively in markets where eco-certifications and responsible tourism are valued. Thus, incorporating sustainability into HR practices is an emerging strategy to enhance employee engagement, retention, and overall organizational reputation in hospitality settings.

4.9. Intention to Quit

Intention to quit is the dependent construct representing an employee's conscious consideration or decision to leave their current organization (Al-Jameel and Salhi, 2021). In hospitality, this intention is shaped by various HR-related factors such as compensation, work-life balance, training opportunities, supervisor support, and organizational culture. High turnover intention is a reliable predictor of actual resignations, making it a critical indicator for HR managers. When employees perceive unfairness, job insecurity, or a lack of growth opportunities, they are more likely to seek alternative employment (Palmucci, 2024). Conversely, supportive HR practices such as competitive pay, career advancement pathways, recognition, and wellness initiatives reduce intention to quit by fostering loyalty and satisfaction (Kwon et al., 2024). Regression analysis from the uploaded study revealed a strong negative correlation between effective HR practices and employees' desire to resign ($r = 0.941$), demonstrating the influence of HR policies on retention outcomes. Addressing the factors influencing turnover intention can help hotels maintain a stable, committed workforce (Palmucci, 2024).

5. RESEARCH METHODOLOGY

The research examines hotel data from a number of areas, with a total of 462 data points gathered from a variety of hotel categories. We collected the data from nine districts: Agra, Lucknow, Mathura, Varanasi, Ayodhya, Prayagraj, Bareilly, Jhansi, and Meerut. The dataset contains a variety of hotel categories, including 5-star hotels, 4-star hotels, 3-star hotels, 2-star hotels, 1-star hotels, budget hotels, and luxury hotels in each area. We used Solvin's method to calculate the correct sample size for the research, ensuring an organized and precise analysis. We often use Solvin's formula, a statistical procedure, to estimate an appropriate sample size from a given population. Using this approach, a representative sample of 462 hotels was chosen from the total number of hotels in all districts. This sampling guarantees that the research remains statistically significant while also minimizing the amount of duplicate data. The gathered data was then processed to investigate the distribution of hotels, their categorization, and the variations in hospitality infrastructure across different regions. The insights gained from this study will assist in understanding trends, regional variances, and variables that affect hotel distribution in the districts that were analysed. This technique offers a systematic strategy for examining the hotel sector environment, which helps to derive relevant conclusions about hotel availability, service classification, and regional hospitality trends.

Solvin's Formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:
- N=462 (Total hotels considered in the study)
- e=0.05 (Margin of error).

Given Values:
- N=462 (Total hotels considered in the study)
- e=0.05 (Margin of error).

Step 1: Square the margin of error

$$e^2=(0.05)^2=0.0025$$

Step 2: Multiply with total population

$$N\times e^2=462\times 0.0025=1.155$$

Step 3: Add 1 to the result

$$1+1.155=2.1551$$

Step 4: Divide the total population by the result

$$n= 462/2.155=214.39$$

6. DATA INTERPRETATIONS

A linear regression model was used to analyze the link between HR practices and employee behavior in order to understand how HR policies affect workers' desire to resign, job satisfaction, and overall engagement. In this research, HR procedures were handled as the independent variable, while employee behavior was deemed the dependent variable. The regression model findings suggested that successful HR practices had a substantial negative connection with employees' desire to resign, implying that improved HR policies, such as competitive remuneration, career development, and work-life balance, can lower employee turnover. Employees who get excellent support from human resources (HR), are recognized for their work, and have possibilities for professional progress tend to be more content with their positions, according to a positive link that was identified between HR practices. It also played an important part in determining employee engagement, with the findings suggesting that supportive leadership leads to greater staff commitment and productivity. The linear regression equation $Y = \beta_0 + \beta_1 X + \varepsilon$ was used to quantify the influence of HR policies on employee behavior. In this equation, Y represents employee behavior, X signifies HR practices, β_1 assesses the effect of HR practices, and ε adjusts for mistakes or unmeasured factors. The R-squared (R^2) value from the model showed how much of the variance in employee behavior could be explained by HR rules, indicating that HR strategies had a considerable impact on workplace outcomes. The study's results underscore the importance of human resources management in the hotel business. They show that firms with well-structured human resources policies have lower turnover rates, better levels of job satisfaction, and more employee engagement.

Table 2: Descriptive statistics

Construct	Mean	Standard deviation	N
HR practices	3.04	1.096	213
Employee behaviour	3.0497	1.06969	213

Table 3: Correlations

Variables	HR practices	Employee behaviour
Pearson correlation		
HR practices	1.000	0.941
Employee behaviour	0.941	1.000
Sig. (1-tailed)		
HR practices		0.000
Employee behaviour	0.000	
N		
HR practices	213	213
Employee behaviour	213	213

Table 2 contains descriptive statistics that provide a summary of the central tendency and variability in the data about HR procedures and employee behavior. Based on a total sample size of 213 respondents, the average value for HR practices is 3.04, with a standard deviation of 1.096. This suggests that, on average, workers ranked HR procedures just above the midpoint on the measuring scale, indicating that they had a moderate opinion of HR effectiveness inside the firm. The standard deviation indicates the extent to which replies vary from one another, which demonstrates that there are some disparities in the experiences of workers with HR rules. In the same way, the average value for employee conduct is 3.0497, with a standard deviation of 1.06969, which is similarly based on 213 observations. This indicates that, on average, workers have a neutral to somewhat favorable assessment of their work behavior, which includes aspects such as job satisfaction, dedication, and engagement. The two variables have standard deviations that are very close, which suggests that the variability in answers is also comparable. In general, these descriptive statistics indicate that, while human resources procedures and employee conduct are assessed as average, there is a difference in the experiences of the respondents. Additional statistical analysis, such as regression or correlation testing, may assist assess how strong and significant the link is between HR procedures and employee behavior in impacting workplace results.

Table 3 shows the correlation analysis between HR practices and employee behavior. We used the Pearson correlation coefficient to determine the strength and direction of the association between the two. The Pearson correlation value between HR procedures and employee behavior is 0.941, which means that there is a significant and positive association between the two. This indicates that as human resources strategies become more successful, employee behavior including job satisfaction, engagement, and commitment improves dramatically as well. The significance value (Sig. 1-tailed) is 0.000, which is far lower than the standard threshold of 0.05. The statistical significance of the correlation suggests that the observed association is not due to random chance. Both variables have a sample size (N) of 213, which guarantees that

Table 4: Model summary

Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics				
					R square change	F change	df1	df2	Sig. F Change
1	0.941[a]	0.885	0.885	0.372	0.885	1629.537	1	211	0.000

[a]Predictors: (Constant), employee behaviour

Table 5: ANOVA[a]

Model	Sum of squares	df	Mean square	F	Sig.
1					
Regression	225.628	1	225.628	1629.537	0.000[b]
Residual	29.215	211	0.138		
Total	254.843	212			

[a]Dependent variable: HR practices. [b]Predictors: (Constant), Employee behaviour

the dataset is dependable and strong enough for analysis. Because the correlation value is close to 1.000, it indicates that there is a very strong linear connection, which means that human resources policies are quite important in determining how employees behave. Organizations that have well-organized human resources policies should anticipate seeing increased employee engagement, lower turnover intention, and greater pleasure in the workplace. This emphasizes the significance of human resources management in the hospitality industry.

Table 4 presents the model summary of the linear regression analysis, illustrating the strength and explanatory capacity of the model in evaluating the relationship between HR practices (dependent variable) and employee behavior (independent variable). The R value of 0.941 signifies a strong positive correlation between HR practices and employee behavior. The R Square value of 0.885 indicates that 88.5% of the variance in HR practices is accounted for by employee behavior, reflecting a robust predictive model. The Adjusted R Square value of 0.885 indicates that the model's explanatory power is maintained, even when considering the number of predictors included. The standard error of the estimate (0.372) reflects the average deviation of actual HR practice values from predicted values, indicating a low level of error in the model's predictions. The Change Statistics section underscores the importance of the model. The R Square Change of 0.885 and F Change value of 1629.537, with degrees of freedom df1 = 1 and df2 = 211, demonstrate the statistical significance of the model. The significance value (Sig. F Change = 0.000) indicates that the likelihood of these results arising by chance is minimal, thereby reinforcing the model's reliability. The findings indicate that employee behavior significantly impacts HR practices, and the regression model demonstrates high accuracy and statistical significance in predicting HR-related outcomes. The findings underscore the significance of employee engagement and workplace policies in the development of effective HR strategies in the hotel industry.

Table 5 presents the ANOVA (analysis of variance) results, which assess the overall significance of the regression model explaining the relationship between HR practices (dependent variable) and employee behavior (independent variable). The regression sum of squares (225.628) indicates the variation in HR practices explained by employee behavior, while the residual sum of squares (29.215) represents the unexplained variation. The total sum of squares (254.843) confirms the overall variance in HR practices. With 1 degree of freedom (df) for regression and 211 df for residuals, the mean square for regression is 225.628, indicating a strong explanatory power. The F-statistic (1629.537), which measures the overall model fit, is significantly high, and the P-value (Sig. = 0.000) is well below the 0.05 threshold, confirming that the model is statistically significant. This means that employee behavior has a substantial and significant impact on HR practices, and the regression model effectively explains the variance in HR strategies within the hotel industry.

7. CONCLUSION

This research analyzed the influence of human resource practices on employee behavior, with particular emphasis on turnover intention, job satisfaction, and engagement within the hotel sector. The findings indicate that HR policies are essential in influencing employee retention, with remuneration, training, work-life balance, and job security significantly affecting employees' choices to remain or depart. A high correlation coefficient of 0.941 and an R-squared value of 0.885 show that there is a strong and statistically significant link between HR practices and employee behavior. This means that 88.5% of the variation in HR practices can be explained by employee behavior. The findings indicate that effective human resource strategies, such as competitive compensation, career development opportunities, supportive leadership, and employee engagement programs, contribute to lower turnover rates and enhanced job satisfaction and workplace stability.

The ANOVA results confirmed the model's significance, demonstrating that employee behavior significantly influences HR practices. The findings offer important insights for hotel managers and HR professionals, highlighting the necessity of implementing strategic HR policies to improve employee satisfaction, decrease turnover, and enhance overall organizational performance. Structured HR interventions in the hotel industry can enhance workforce commitment, resulting in improved service quality, increased customer satisfaction, and sustained business success.

REFERENCES

Aggarwal, P., Agarwala, T. (2023), Relationship of green human resource management with environmental performance: Mediating effect of green organizational culture. Benchmarking, 30(7), 2351-2376.

Agrawal, S., Pradhan, S. (2023), Employee green behavior in hotels: The role of green human resource management, green transformational leadership and value congruence. Consumer Behavior in Tourism and Hospitality, 18(2), 241-255.

Ahmed, M., Guo, Q., Qureshi, M.A., Raza, S.A., Khan, K.A., Salam, J. (2021), Do green HR practices enhance green motivation

and proactive environmental management maturity in hotel industry? International Journal of Hospitality Management, 94, 102852.

Al-Agry, D.F. (2021), High-involvement human resource practices and their impact on organizational ambidexterity: The mediating role of employees' ambidextrous behaviors. Global Business and Organizational Excellence, 40(5), 23-36.

Al-Jameel, O.S., Salhi, B. (2021), Factors affecting the employees' loyalty in the mobily telecom company, Saudi Arabia. Journal of Organizational Behavior Research, 6(1), 135-147.

Aloqaily, A.N. (2023), The effects green human resource on employees' green voice behaviors towards green innovation. ABAC Journal, 43(4), 62.

Alsharah, A. (2024), The role of green human resources management in promoting sustainable development in the Jordanian service companies listed on the Amman stock exchange. International Journal of Industrial Engineering and Production Research, 35(1), 1946.

Anand, A., Singh, S., Pathak, P. (2021), Role of HR practices in workplace attitude and values system of millennials: A study of Indian public sector undertakings (PSUs). Purushartha, 14(2), 84-103.

Ansari, A., Mahmood, S., Khan, K.I., Asghar, F. (2023), Fostering green creativity through environmental values: The role of intrinsic motivation, environmental identity and green HR practices. Pakistan Journal of Commerce and Social Sciences, 17(2), 370-393.

Arthur, J.B., Herdman, A.O., Yang, J. (2021), Which way to high performance? Comparing performance effects of high-performance work system components in small- to medium-sized establishments. ILR Review, 74(2), 352-387.

Bandyopadhyay, C., Srivastava, K.B.L. (2023), Strength of HR signals and intent to stay: Mediating role of psychological contract fulfillment. Evidence-Based HRM, 11(3), 501-518.

Benassi, C. (2024), Societal institutions and contradictions in the workplace: A comparative analysis of lean management systems in Germany, Italy, and the United Kingdom. Organization Studies, 45(3), 385-407.

Bhatti, M.A., Alnehabi, M. (2023), The role of human resource management practices on the employee performance in manufacturing firms in Saudi Arabia: Mediating role of employee motivation. Transformations in Business and Economics, 22(2), 330-350.

Capelleras, J.L., Domi, S., Belletti, G. (2021), Skill-enhancing human resource practices and firm performance: The mediating role of innovativeness. Tourism Review, 76(6), 1279-1296.

Conteh, S.B., Yuan, Y. (2022), The impact of high performance work system on employee service performance: The role of organizational support and organizational identification. International Journal of Productivity and Performance Management, 71(7), 2841-2864.

Domi, S., Domi, F. (2021), The interplay effects of skill-enhancing human resources practices, customer orientation and tourism SMEs performance. European Journal of Training and Development, 45(8-9), 737-761.

Eger, L., Žižka, M. (2024), Industry 4.0, digital transformation and human resource management: Emerging themes and research trends in the context of the Visegrad countries. Oeconomia Copernicana, 15(3), 1021-1065.

Erburu, L.S., Martín-Duque, C., Romero-Padilla, Y., Suarez, E.S. (2024), Organizational commitment and well-being HR practices: A gender bias perspective for the hospitality industry in spain. Tourism, 72(4), 551-565.

Farrukh, M., Rafiq, M., Ali, A., Iqbal, S. (2024), Beyond the surface: Understanding the mechanism between green HR practices and employees' green creative behavior through mixed-methods exploration. Journal of Hospitality and Tourism Insights, 7(5), 3055-3072.

Grobler, A., Grobler, S. (2024), Bridging the gap: Ethical leadership, human resource practices and organisational justice. SA Journal of Human Resource Management, 22, 2697

Gupta, R., Kaur, S. (2024), A 2-1-1 multi-level perspective of understanding the relationship between green human resource management practices, green psychological climate, and green employee behavior. Corporate Social Responsibility and Environmental Management, 31(5), 4068-4084.

Gürbüz, S., Schaufeli, W.B., Freese, C., Brouwers, E.P.M. (2024), Fueling creativity: HR practices, work engagement, personality, and autonomy. International Journal of Human Resource Management, 35(22), 3770-3799.

Gürlek, M., Uygur, A. (2021), Service-oriented high-performance human resource practices and employee service performance: A test of serial mediation and moderation models. Journal of Management and Organization, 27(1), 197-233.

He, J., Morrison, A.M., Zhang, H. (2021), How high-performance HR practices and LMX affect employee engagement and creativity in hospitality. Journal of Hospitality and Tourism Research, 45(8), 1360-1382.

Hewett, R., Sikora, D., Brees, J., Moelijker, R. (2024), Answerable for what? The role of accountability focus in line manager HR implementation. Human Resource Management, 63(2), 165-185.

Huda, R.N., Islam, Q.T., Iqbal, R. (2024), The effect of organisational justice across firm HR practices on employee job satisfaction and firm performance. International Journal of Work Organisation and Emotion, 15(1), 23-43.

Kamboj, J., Eronimus, E. (2024), Mapping the green human resource management practices: A systematic scoping review and its implications for employees' well-being. Human Systems Management, 43(6), 932-970.

Kautish, P., Agarwal, A., Rehman, H., Jabeen, F., Mehmood, K. (2024), Well-being, satisfaction and work engagement: an evidence-based study amongst hospitality managers. Evidence-based HRM a Global Forum for Empirical Scholarship. doi: 10.1108/ebhrm-08-2023-0226.

Kim, M., Lee, Y. (2023), A strategic human resource management approach in chaebol hotels. Global Business and Finance Review, 28(4), 1-19.

Kumar, P., Jain, V.K., Dube, P., Tyagi, V. (2024), Moderating role of the "type of hotel" on the relationship between human resource practices and job satisfaction in the hotel sector in India: A PLS-based SEM approach. International Journal of Business and Globalisation, 36(2-3), 259-275.

Kundi, Y.M., Aboramadan, M. (2023), A multi-level examination of the link between diversity-related HR practices and employees' performance: Evidence from Italy. European Journal of Work and Organizational Psychology, 32(2), 245-255.

Kwon, K., Ok, C., Kim, K. (2024), High-performance work systems and firm performance: The mediation effect of the quality of employee turnover. Asian Business and Management, 23(4), 544-569.

Lakhani, T. (2022), How and why does franchise ownership affect human resource practices? Evidence from the US hotel industry. ILR Review, 75(2), 321-347.

Li, Y., Jin, S., Chen, Q., Armstrong, S.J. (2024), A work-family enrichment model of perceived overqualification: The moderating role of flexibility human resource practices. International Journal of Contemporary Hospitality Management, 36(6), 1766-1783.

Malik, P., Malik, P., Meher, J.R., Yadav, S. (2024), Assessing the relationship between AMO framework and talent retention: Role of employee engagement and transformational leadership. Journal of Organizational Effectiveness. doi: 10.1108/joepp-12-2023-0557

Mansoor, A., Farrukh, M., Jahan, S., Lee, J.K., Wahab, S. (2022), Promoting green performance through green human resource practices and green servant leadership. Asia Pacific Journal of Human Resources, 60(4), 900-918.

Mashi, M.S., Subramaniam, C., Johari, J., Hassan, Z., Suleiman Abubakar, S. (2022), HR practices and hotel employee service innovative behavior: The moderating role of creative self-efficacy. Journal of Quality Assurance in Hospitality and Tourism, 23(6), 1623-1651.

Mensah, H.K., Agyapong, A., Osei, B.A. (2021), Effect of corporate social responsibility on eco-citizenship behaviour in luxury hotels: Eco-lifestyle as a moderator. Journal of Global Responsibility, 12(2), 189-209.

Michael, N., Michael, I., Fotiadis, A.K. (2023), The role of human resources practices and branding in the hotel industry in Dubai. Journal of Human Resources in Hospitality and Tourism, 22(1), 1-25.

Misra, S., Ponnam, A., Banerjee, P. (2023), COVID-19 induced new workplace HR practices: Practitioners' perspectives from India. Management and Labour Studies, 48(2), 261-279.

Mohan, S., Kushwaha, R., Venkatesan, M., Singh, R. (2025), Survey data on strategic alignment in multispecialty hospitals: Implementing a balanced scorecard approach for optimal performance. Data in Brief, 59, 111329.

Muduli, A., Verma, S., Choudhary, A., Singh, U. (2024), High-performance human resource practices in Indian banks: An examination from the institutional perspective. Journal of Financial Services Marketing, 29(1), 186-198.

Nakra, N., Kashyap, V. (2024), Investigating the link between socially-responsible HRM and organizational sustainability performance - an HRD perspective. European Journal of Training and Development, 48(7-8), 687-704.

Napathorn, C. (2022a), The design and implementation of age-related HR practices across firms in institutional contexts: Evidence from Thailand. Journal of Asia Business Studies, 16(1), 1-24.

Napathorn, C. (2022b), The development of green skills across firms in the institutional context of Thailand. Asia-Pacific Journal of Business Administration, 14(4), 539-572.

Naqshbandi, M.M., Meeran, S., Wilkinson, A. (2023), On the soft side of open innovation: the role of human resource practices, organizational learning culture and knowledge sharing. R and D Management, 53(2), 279-297.

Ngoc Su, D., Luc Tra, D., Thi Huynh, H.M., Nguyen, H.H.T., O'Mahony, B. (2021), Enhancing resilience in the Covid-19 crisis: Lessons from human resource management practices in Vietnam. Current Issues in Tourism, 24(22), 3189-3205.

Nguyen, K.L., Moslehpour, M., Aminah, H., Sulistiawan, J. (2024), Human resource practices and organizational support as the determinants in enhancing vietnamese retail employee engagement: The mediating role of job enrichment. Business: Theory and Practice, 25(1), 295-307.

Nor, N.M., Johar, E.R., Mat Khairi, S.M.M. (2021), The study on human resource practices and amo model and its impact on employee commitment among Gen Y SMEs employees in Selangor, Malaysia. International Journal of Business and Society, 22(3), 1602-1622.

Pak, J., Heidarian Ghaleh, H., Mehralian, G. (2023), How does human resource management balance exploration and exploitation? The differential effects of intellectual capital-enhancing HR practices on ambidexterity and firm innovation. Human Resource Management, 62(6), 933-952.

Palmucci, D.N. (2024), Decision making in human resources standard practices and change management innovation initiatives: The common destiny of being affected by biases. EuroMed Journal of Business, 19(4), 736-751.

Rabiul, M.K., Mohamed, A.E., Patwary, A.K., Yean, T.F., Osman, S.Z. (2023), Linking human resources practices to employee engagement in the hospitality industry: The mediating influences of psychological safety, availability and meaningfulness. European Journal of Management and Business Economics, 32(2), 223-240.

Rahaman, M. A., Taru, R.D., Ahammad, I., Durgude, U., Ali, I. (2024), Impact of dynamic capabilities and green hr on sustainable performance in SMES. Problems and Perspectives in Management, 22(4), 693-703.

Rahaman, M.A., Taru, R.D., Kundu, D., Das, J., Ahammad, I. (2023), Organizational factors fostering employee green behavior in the workplace: Study on the leather industry. Problems and Perspectives in Management, 21(3), 373-381.

Saks, A.M., Gruman, J.A., Zhang, Q. (2022), Organization engagement: A review and comparison to job engagement. Journal of Organizational Effectiveness, 9(1), 20-49.

Sethi, D., Pereira, V., Chakraborty, T., Arya, V. (2023), The impact of leader-member exchange, perceived organizational support, and readiness for change on job crafting behaviours in HRM in an emerging market. International Journal of Human Resource Management, 34(22), 4261-4290.

Singh, R., Sharma, A., Gupta, N. (2023), Dual role of gig workers as entrepreneurs and intrapreneurs: A systematic literature review. IUP Journal of Entrepreneurship Development, 20(4), 26-40.

Singh, R., Sharma, A., Gupta, N. (2024), Nursing on the edge: An empirical exploration of gig workers in healthcare and the unseen impacts on the nursing profession. The Scientific Temper, 15(01), 1924-1933.

Singh, R., Sharma, A., Gupta, N., Mishra, M., Kushwaha, R. (2024), Anxiety, mental health, job insecurity and workplace challenges: Exploring the well-being of women gig workers in the gig economy. Mental Health and Social Inclusion. doi: 10.1108/mhsi-10-2024-0193

Tarkar, P., Kumar, K. (2024), Sustainable human resource management and sustainable performance: Mediating role of organization citizenship behavior. The Bottom Line Managing Library Finances. doi: 10.1108/bl-09-2023-0261.

Wasono Mihardjo, L.W.W., Jermsittiparsert, K., Ahmed, U., Chankoson, T., Hussain, H. (2021), Impact of key HR practices (human capital, training and rewards) on service recovery performance with mediating role of employee commitment of the Takaful industry of the Southeast Asian region. Education and Training, 63(1), 1-21.

Wu, X., Lin, L., Wang, J. (2021), When does breach not lead to violation? A dual perspective of psychological contract in hotels in times of crisis. International Journal of Hospitality Management, 95, 102887.

Wunderlich, M.F., Løkke, A.K. (2024), Do proactive HR managers make a difference in HR system use during a crisis? Management Decision, 62(12), 3876-3894.

Yang, J., Liu, F., Huang, Y., Miao, H., Tian, F. (2024), Workplace fun and employees' service innovative behavior: The role of task crafting and manager support for fun. International Journal of Hospitality Management, 121, 103799.