Original Article

Human Resource Management Practices and Employee Turnover: Perceptions from the Workforce

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Abstract

This study explores hotel employees' views on the influence of human resource management (HRM) practices on their decisions to remain in or leave their jobs. The research involved conducting in-depth, semi-structured interviews with 15 individuals who had worked in various hotels located in Macau, China. A thematic analysis was used to interpret the interview data and extract key themes. The findings show that while employees generally value HR practices that address their personal and professional needs, they consider how these practices are executed by HR personnel to be even more important. Additionally, cultivating an organisational culture that encourages employees to feel a sense of ownership strongly impacts their retention. The study emphasises the essential role HR departments play in hotel settings, indicating that staff expect HR teams to be actively involved, not only in providing fair development opportunities but also in fostering a supportive and motivating work environment. This is especially vital in Integrated Resorts, where collaboration among large, diverse teams is necessary to fulfil guest expectations. The study recommends that HR departments focus on addressing employee concerns, facilitating healthy workplace relationships, and involving employees' family members in organisational activities and facility use. Such initiatives can enhance employee engagement. Additionally, managers are encouraged to listen carefully to employee feedback and resolve issues at their roots, sending a clear message that management genuinely values and supports its workforce. While earlier studies have explored the connection between HRM practices and employees' intentions to leave, they have primarily used quantitative approaches and have seldom focused on the hotel sector. This research offers a distinct contribution by employing qualitative methods to gain deeper insights into how hotel employees perceive the impact of HRM practices on their decisions to stay or leave their jobs.

Keywords: Turnover intention, Macau, Hotel employees, Human resource management practices

INTRODUCTION

High rates of employee turnover can severely impact an organization's overall performance, cutting across multiple dimensions such as profitability, productivity, service quality, and customer satisfaction (Davidson et al., 2010; Shamsuzzoha & Shumon, 2007). From a managerial and financial standpoint, the constant cycle of hiring, training, and replacing employees incurs significant costs. Recruitment campaigns, onboarding processes, training programs, and the productivity lost during the learning curve of new staff all place a financial burden on the organization. These expenses can accumulate rapidly, especially in industries that rely heavily on human capital and service delivery, such as hospitality. Beyond costs, high turnover weakens internal cohesion, destabilizes team dynamics, and creates inconsistencies in service delivery—all of which can undermine organizational effectiveness and long-term sustainability (Iqbal, 2010; O'Connell & Kung, 2007).

In contrast, retaining employees allows organizations to build stronger teams, foster institutional knowledge, and invest in long-term professional development, all of which contribute to sustained competitiveness. When employees stay longer, they tend to build stronger customer relationships, refine their skills, and internalize the organization's goals and culture—leading to improved service standards, higher morale, and better alignment with business objectives. For these reasons, reducing staff turnover has become a critical strategic objective for many firms, particularly in service-oriented sectors

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where personnel play a direct role in customer satisfaction and brand image.

High employee turnover has long been a problem for the hotel industry in particular. Despite being essential to the global tourism and service economy, the industry is well-known for its difficulties with employee retention. High turnover is frequently attributed to low pay, little benefits for employees, lengthy and frequently erratic workdays, demanding workplaces, and few chances for professional advancement (AlBattat & Som, 2013; Kim, 2014; King & Tang, 2018).

Employees may seek out better opportunities elsewhere as a result of burnout and job dissatisfaction brought on by such circumstances. Annual turnover rates in the hotel industry can vary significantly, from 22% in some regions to over 80% in others, according to several studies (e.g., Dhamija & Chahal, 2013; US Department of Labour, 2019). This is especially true for entry-level and

Especially the hotel industry has long struggled with high employee operations. Although it plays an important role in global tourism and service economy, the field is notorious for its challenges in employees' storage. General reasons cited for high turnover include low wages, minimum benefits, long and often irregular working hours, stressful work status and limited career development opportunities (AlBattat & Som, 2013; Kim, 2014; King & Tang, 2018). Such situations can cause dissatisfaction with work and burnout, so employees can have better opportunities elsewhere. Many studies (eg Dhamija and Chahal, 2013; US Department of Labor, 2019) have reported that the annual level of turnover in the hotel area can vary dramatically, in some areas more than 22% to 80% of others, especially in the entrance level and front line. These high prices can reduce the hotel's ability to provide continuous and quality guest experiences.

A key factor that significantly affects the employee's turnover in the hotel area is the design and execution of HRM practice (HRM). Education literature strongly supports the idea that well-structured and efficiently used HRM strategies can reduce sales and improve organizational results. Important HRM function - for example, recruitment of appropriate candidates, offers competitive compensation packages, provides continuous training, addresses complaints immediately and promotes a subsidiary's work culture - repeatedly identified as important

drivers for employees' satisfaction and loyalty (Haines et al., 2010; Shuck et al., 2014; Tooksoon, 2011). When employees feel that their organization appreciates and supports them, they are more likely to be, perform well and are committed to the organization.

Although several existing studies have helped to identify important HRM factors that affect employees' retention, a large part of this research, however, focused on determining conditions rather than searching for deep reasons to stay behind or leave the decisions of the employees. Most of the studies have used quantitative methods - such as study or statistical models - to investigate the relationship between HRM practice and turnover intention (e.g., Haines et al., 2010; Hong et al., 2012; Shuck et al., 2014). Although such approaches can reveal trends and normal patterns, they often lack the distinctions required to fully understand personal experiences and perceptions. Limited number of studies, such as Yang et al. (2012), for the discovery of this complex dynamic, the qualitative approach is taken deeper, but these remain exceptions rather than ideal.

In addition, most studies on HRM practice in the hospitality industry have focused on areas such as food service, travel or incident management instead of zero on unique challenges in front of hotels. The hotel area stands out because of its separate organizational structures, labor-intensive operations, guest-centered service requirements and high employee sales levels. Given these unique properties - as well as the expansion role to the hotel industry in global economies - it is especially necessary to study HRM practice in this context (WTTC, 2018). Researchers and doctors can only gain insight through such a focused lens that are really relevant and action-rich for the operation of the hotel.

This study wants to address this difference by using a qualitative approach to find out how the Macau hotel staff sees the role of HRM practice in designing their intentions with an organization. Macau offers a compelling case study because of its economic dependence on tourism and hospitality, and high concentration of luxury hotels and integrated resorts. By gathering and analyzing the approach to employees who work at several hotels in Macau, the purpose of this research is to explain how HRM practice is intentions of two formal policies and the daily implementation effect. The study also checks whether other findings under the sector under

hospitality are relevant in hotel settings or whether hotel -specific strategies are needed.

The structure of this paper is organized into five key sections. The first section provides a comprehensive review of the literature on HRM practices and employee turnover, drawing from both hospitality-specific and broader organizational research. The second outlines the methodology employed in the study, with particular emphasis on the qualitative interview approach. The third section presents the study's findings, analyzing hotel employees' perspectives on HRM practices. The fourth section discusses the theoretical and practical implications of the findings for HRM in the hotel industry. The final section concludes by summarizing the key insights and offering recommendations for future research and managerial practice.

LITERATURE REVI EW

Employee Turnover Intention: Causes and Costs

Employee turnover refers to the complete severance of the employment relationship when an individual departs from their position within an organization (King & Tang, 2018, p. 7). While an employee's intention to resign does not always result in actual departure, it is often a reliable predictor of future turnover (King & Tang, 2018; Mobley et al., 1978). Various factors contribute to these intentions. Some are internal—falling within the employee's control—while others are external and lie beyond their influence. Research generally points to three key internal drivers of turnover intentions: dissatisfaction with current job conditions (AlBattat & Som, 2013; Hom & Kinicki, 2001; Koys, 2001; Medina, 2012; Mobley et al., 1978; Tooksoon, 2011), the presence of more appealing job alternatives (Mobley et al., 1979; Yang et al., 2012), and a disconnect between employees' individual values and goals and those promoted by their organizations (Dysvik & Kuvaas, 2010; Memon et al., 2014, 2018).

Job Dissatisfaction

Job dissatisfaction is not limited to low compensation or insufficient benefits. It may also arise from unfavorable work conditions, inadequate support from supervisors, age- or tenure-related issues, and conflicts between work and personal roles (AlBattat & Som, 2013; Hom & Kinicki, 2001; Kim, 2014; Mobley et al., 1978; Tooksoon, 2011). Medina (2012), through analysis of the General Social Survey's

Quality of Work Life module, investigated how organizational culture influences the connection between job satisfaction and intent to leave. She found that strong, high-performing organizational cultures tend to enhance employee satisfaction, making it easier to attract, motivate, and retain talent. In contrast, weak cultures often lead to low satisfaction and higher turnover. Their findings emphasize that job satisfaction is negatively correlated with turnover intention, organizational culture plays a medium role.

Availability of Alternatives

It is more likely that employees are considering leaving when they compare their current jobs with better opportunities elsewhere (Mobley et al., 1979). For example, Yang et al. (2012) said that more than 80% of Taiwan hotel staff quit their jobs in search of better career development in other businesses. Similarly, when an employee's individual goals and value are separated from the organization's, they may feel the lack of purpose at work, resulting in emotional returns, low commitment and strong intentions to leave (Memon on al., 2014, 2018).

Misalignment of Values

When employees experience a misunderstanding between their personal values and organizational culture or goals, it can give rise to feelings of disconnection and resolution. As a result, there is often emotional withdrawal, job satisfaction decreases and increasing sales (Dysvik & Kuvaas, 2010; Memon et al., 2014, 2018). Employees who feel that their individual values do not match the organization's culture, they may experience the purpose and the low feeling of engagement, which can motivate them to get employment elsewhere.

External Influences

External influences also play an important role in designing the intentions of the turnover. These include the notion of organizational justice and justice, participation in decision -making, the availability of social and team -building activities, a balance between work and life and colleagues and colleagues and emotional support systems (Guchait & Cho, 2010; Batt & Colvin, 2011; Hancock et al., 2013; Ponnu & Chuah, 2010; Kim, 2014; Nadiri & Tanova, 2010; Tews, Michel & Stafford, 2013; Zopiatis et al., 2014). Global studies in the industry of hospitality (e.g., Lee et al., 2012; Blomme et al., 2010; Nadiri & Tanova, 2010; Tews, Michel & Stafford, 2013;

Tews, Michel & Ellingson, 2013; Zopiatis et al., 2014) ccontinuously shows that promoting positive relationships between colleagues can reduce employees' desires to quit their roles.

Costs of Employee Turnover

The negative results of high turnover are outside individual job performance. It also compromises service distribution, customer satisfaction, professional efficiency and financial results (Koys, 2001; Davidson et al., 2010Shamsuzzoha & Shumon, 2007). From an operational standpoint, turnover results in greater recruitment, hiring, and training costs (Chalkiti & Sigala, 2010; Tracey & Hinkin, 2008). Furthermore, frequent turnover can disrupt team cohesion, reduce overall unit effectiveness, increase absenteeism, heighten safety risks, and damage staff morale (Iqbal, 2010; O'Connell & Kung, 2007; Porter & Steers, 1973). Waldman et al. (2004) found that in large medical institutions, turnover-related expenses could exceed 5% of the organization's yearly operating budget. Likewise, Bryant and Allen (2013) noted that in many cases, the cost of replacing a single employee was more than 100% of that employee's annual salary.

HRM Practices and Employee Turnover

Extensive research has been conducted on the role of human resource management (HRM) practices in influencing employees' intentions to leave across a variety of industries. These sectors include call centers (Batt & Colvin, 2011), non-profit organizations (Haines et al., 2010), higher education (Hong et al., 2012), service-based businesses (Guchait & Cho, 2010), healthcare (Mohr et al., 2012; Shuck et al., 2014), the insurance sector (Kalemci Tuzun & Arzu Kalemci, 2012), and the IT industry (Kim, 2012). A recurring theme across these studies is that when HRM strategies are implemented effectively—such as through strategic hiring, competitive pay and benefits, active employee involvement, career development support, inclusive decision-making, and proactive conflict management—they tend to result in improved employee satisfaction and decreased turnover rates.

Tooksoon (2011) highlighted that key HRM aspects like supportive management, relevant training opportunities, and equitable compensation positively influence job satisfaction, which in turn, reduces the likelihood of employees intending to resign. However, not all research findings align. For instance, Haines et al. (2010), analyzing data from over 4,000 Canadian workplace representatives, discovered that certain training initiatives were linked to increased turnover, indicating that some HR policies may have unexpected outcomes.

Even with these insights, the existing literature has notable gaps. Most studies have focused on identifying individual HRM factors associated with turnover or have used statistical techniques to evaluate these relationships. There is a lack of exploration in the underlying mechanism, where the employee forms the decisions leave. It is important to gain a great understanding of how employees understand and respond to HR guidelines to prepare more efficient retention strategies. This lack of insight may be due to heavy dependence on quantitative research methods as standardized questionnaires, although they are useful for generalization, often fail to emphasize the developments of individual and organizational experiences.

Review of educational database that Google Scholars reveal a limited number of qualitative studies in this field. One noteworthy exception is the work of Yang et al. (2012), who examined turnover and employee retention within international hotel chains in Taiwan. Other contributions (e.g., Chew, 2004; van der Heijden et al., 2008) tend to focus more on retention strategies than on what drives turnover intentions. Although quantitative research can effectively gather large-scale data (Mack et al., 2005), it often lacks the depth necessary to fully explore complex organizational issues. Qualitative research methods, such as in-depth interviews, are widely regarded as more suitable for investigating multifaceted workplace challenges and are increasingly recognized as important tools in organizational studies (Alvesson & Ashcraft, 2012; Saunders & Townsend, 2016).

Another major limitation in the literature is the predominant focus on industries outside of the hotel sector. However, hotels exhibit distinct characteristics that set them apart from other hospitality segments, such as the intense labor requirements and higher employee turnover rates (AlBattat & Som, 2013; Kim, 2014; King & Tang, 2018; Davidson et al., 2010; Dhamija & Chahal, 2013; US Department of Labor, 2019; Yang et al., 2012). Moreover, the hotel industry continues to play an increasingly vital role in global economic development (WTTC, 2018). Despite its importance, there remains a shortage of research that directly investigates the connection between HRM strategies and

turnover intentions among hotel employees, or whether findings from other hospitality sectors apply to hotel environments. The purpose of this research is to address these gaps. The following sections emphasize the reference where research was performed and qualitative methods used for data collection and interpretation.

HRM Practices and Employee Turnover Intentions

HRM plays an important role in designing strategies how employees feel for their work, which eventually affects their decisions to live or leave. In the hospitality region - where it is necessary to offer quality service - to understand how HR affects the practices are especially important for the intentions of sales. When well done, HR policies can promote job satisfaction, increase organizational loyalty and promote commitment, which helps to reduce the business of all employees.

Training and Development

Providing continuous training and career development is an important human resource function that supports employee skills and long-term career development. When employees see development opportunities in the organization, they feel the opportunity to appreciate and fulfill their roles, leading to the desire for employment elsewhere. However, when exercise is considered inadequate, irrelevant or poorly distributed, it can give rise to disillusionment and high turnover intention. Therefore, training initiatives must be thought out designed to match personal career paths and organizational goals.

Compensation and Benefits

Providing competitive wages and widespread benefits is fundamental to attracting and retaining talent. Employees are more likely to remain loyal and motivate if they believe their wages reflect their skills, responsibilities and performance. On the other hand, the perception of inappropriate or inadequate compensation often leaves dissatisfaction and greater intentions. For example, organizations should evaluate and change their compensation structures regularly to maintain adaptation with the market's standards and employees' expectations.

Work Environment and Organizational Culture

Conditions for workplace and prevailing organizational culture play an important role in designing the employee's experiences. A working environment that promotes mutual honor, open communication and inclusive management can help to create a positive organizational climate, increase employees' satisfaction and reduce sales. On the other hand, negative environment is characterized by poor management and toxic communication can remove the employees. It is mandatory for organizations to invest in creating a healthy, respectable and attractive culture to improve the retention results.

Employee Engagement and Participation

Involving employees in organizational activities and decision-making processes strengthens the value and a sense of commitment to the organization. When employees are given opportunities to give their opinion, contribute to decisions and feel heard, their emotional connection to the organization is stronger. This increased commitment reduces the desire to leave. By identifying business results, employees may require answers and include employees in shaping the workplace guidelines.

Supervisory Support

Another important factor is a more important factor in reducing turnover. Employees are more engaged and satisfied when they feel that their leaders are more acceptting, sympathetic and responsible for their needs. When supervisors create strong, confident relationship with their teams, it improves morale and strengthens retention. Therefore, organizations should ensure that managers are well-trained in communication, conflict resolution, and employee development to enhance their effectiveness as leaders.

METHODOLOGY

Study Context

This research involved conducting in-depth, semi-structured interviews with 15 individuals who had worked across multiple hotel properties in Macau, China. Macau's economy is heavily dependent on tourism, which accounted for over 61% of its GDP in 2017—a figure expected to rise to more than 66% by 2028 (WTTC, 2018). That same year, over 50% of the population was engaged in tourism-related work, either directly or indirectly, with projections suggesting an increase beyond 56% by 2028.

A large part of Macau's tourism sector centers around the hotel industry, which is closely linked to the city's casino operations. As per the Statistics and Census Service (DSEC, 2017),

Macau had 113 hotels and guesthouses in 2017, collectively employing over 51,000 people—around 14% of the local labor force. Among these establishments, six are categorized as integrated resorts, combining hospitality services with gaming, entertainment, dining, shopping, and MICE (Meetings, Incentives, Conferences, and Exhibitions) facilities (Huang et al., 2016; Murray, 2019). These integrated resorts serve as key pillars of Macau's hospitality and tourism sectors.

Despite their significance, high employee turnover has become a persistent challenge in the city's hotel industry, contributing to ongoing shortages of skilled labor (Helena, 2014; King & Tang, 2018; Lei, 2011; Sandy Sou & McCartney, 2015). According to DSEC (2018), hotel turnover rose by 0.5 percentage points in the third quarter of 2018 compared to the same period the previous year. To address this, HR departments in hotels have implemented various employee retention strategies and, in some cases, lowered job entry requirements. However, only minor results (Sandy So & McCartney, 2015) have been achieved from t hese measures. Given these conditions, M a cau provides a suitable environment to find out how hotel workers look at the effect of HRM practice on their decision to stay or leave.

Research Tools and Data Analysis

Qualitative research methods are particularly effective for highlighting the values, approaches, functions and social environment for individuals (Mack et al., 2005). This study used a qualitative interview to detect the perception of HRM policies hotel staff and their impact on turnover decisions. Participants were recruited using targeted sampling - a strategy to identify individuals with specific professional background or insight (Palinkas et al., 2015;Etikan et al., 2016). Only those who had experience of working at atleast two different hotels and were familiar with the HRM system were considered worthy. To ensure relevance, the sample was limited to employees who switched jobs between 2013 and 2017. The interviews were held in late 20204 and early 2025. Of the 15 interviewers, eight men and seven women originated from Macau, Hong Kong and Mainland China. He held positions at the intermediate level in departments such as Front Office, human resources, food and drink, marketing, PR, finance and warehouse.

Interviews were carried out in public cafés—locations preferred by participants—and lasted between 45 to 60 minutes. Participants were briefed on the research objectives, provided written consent, and engaged in open-ended interviews designed to encourage detailed discussion.

To protect participant anonymity, pseudonyms were used throughout the data analysis. All interviews were conducted in Chinese, transcribed word-for-word, and then translated into English by the second author, who is a native Chinese speaker and fluent in English, ensuring accuracy in interpretation.

The transcripts underwent thematic analysis. Researchers identified key words and short codes based on recurring ideas in the interviews. These codes were then grouped into broader categories, from which two primary themes emerged, reflecting employees' perceptions of how HRM practices influenced their decisions to leave. Disagreements in coding were resolved collaboratively among the researchers. An independent reviewer then verified that the final themes were well-supported by the data.

According to research reviewed by Saunders and Townsend (2016), qualitative studies may include anywhere from 1 to 330 interviews, depending on the scope and design. They suggest that for workplace-focused research, a sample of 15 to 60 participants is typically adequate, provided researchers justify the sample size through methodological reasoning or expert consensus. Previous studies (e.g., Francis et al., 2010; Yang et al., 2012) support the idea that small samples can still be meaningful when saturation—the point at which no new insights are emerging—is reached.

In this study, saturation occurred after the 14th interview. To validate this, a 15th interview was conducted, confirming that no new themes were arising. This marked the end of the data collection phase.

Participants ranged in age from 23 to 52 and held various management roles in hotels. Nine were local residents of Macau, while the remaining six included three from Hong Kong and three from Mainland China. Their professional backgrounds spanned multiple hotel departments, such as front office operations, HRM, F&B, PR, marketing, finance, and warehousing.

Four participants had worked in three hotels within the previous five years, typically changing roles every one to three years. The remaining 11 had been employed at two different hotels over a two- to five-year period. Selecting

participants with recent job transitions allowed the researchers to capture up-to-date insights into HRM practices.

To preserve confidentiality, pseudonyms were used in all interview references. Interviews were conducted in settings suggested by the participants and began with general questions to help them feel at ease before moving into targeted discussions on HRM and turnover intention. Open-ended questioning allowed the researchers to explore the topics in greater depth and uncover nuanced responses (Edwards & Holland, 2013; Foddy, 1994).

The interview transcripts were coded using key phrases and terms that accurately reflected the participants' experiences (Sutton & Austin, 2015). These were then grouped into categories through thematic analysis, revealing two dominant themes relating to employees' views on how HRM practices influenced their intention to resign. All researchers contributed to the coding and analysis process. Any differences in interpretation were discussed and resolved through collaborative review. To ensure reliability, an independent researcher examined the final coding framework and confirmed that the identified themes were well-grounded in the interview data. These themes are presented in the next section.

HRM PRACTICES INFLUENCING EMPLOYEES' INTENTIONS TO LEAVE

The study participants shared that, aside from basic compensation, benefits, and allowances, the manner in which the Human Resources (HR) department manages routine operations and fosters workplace culture significantly influences employees' decisions to remain with or leave their jobs.

Interestingly, the research found no substantial differences in the perspectives of local and non-local employees, meaning that the findings reflect the collective opinions of all participants.

HR Department's Management of Routine Operations

A majority of participants emphasized that while salary and benefits are important, the way the HR department handles daily tasks is equally influential in shaping turnover intentions. A commonly mentioned concern was the need for effective recruitment practices. As Aurora highlighted, poor hiring decisions early on can create dissatisfaction that eventually leads to turnover:

"If poor hiring occurs at the beginning, it becomes the root cause of turnover intentions later on."

Many participants agreed that while HR must develop, update, and communicate policies to employees, simply treating these tasks as routine procedures is not sufficient to retain staff. They felt that HR should go further by being more proactive, inclusive, and transparent in its operations.

Harry emphasized the need for employees to be involved in policy discussions and for those discussions to be transparent:

"Discussions about policies with employees should be open and transparent. If this doesn't happen, how can you expect employees to stay loyal?"

Thomas added that these policy discussions should be informed by up-to-date market research rather than solely the viewpoints of managers. He explained:

"It's a good idea, but in reality, managers often interpret market data from their own perspectives. Why can't HR organize broader discussions when making policies based on market analysis?"

Participants also noted that policies related to compensation and benefits—such as insurance, housing support, medical coverage, retirement plans, bonuses, and profit-sharing—are crucial in shaping employees' decisions to stay with or leave an organization. These benefits were considered particularly important in high-cost living areas like Macau, where salaries in the hospitality and tourism industries are often relatively low.

In addition to pay-related concerns, participants highlighted the way HR handles employee complaints, seeing it as a reflection of how much the company values its staff. While HR was often praised for attending to guest complaints, many believed that internal employee complaints were not treated with the same urgency.

For example, Edward stated that although HR follows the procedures installed to address the staff complaints, employees often feel discouraged when HR cited rules without just offering sympathetic reactions. He asked if this approach actually reflects the organization's sensitivity to employees' concerns. Similarly, Miguel saw that HR often delayed to address the employee's complaints and increased more frustration.

Peter, who works in HR, admitted that solving internal problems such as damage to the workplace included complex processes, including directors for reporting and sometimes external officials such as Macaus work departments. He admitted that these steps can slow down the resolution process.

In addition, many participants realized that HR divisions should actively encourage employees' participation in extra curriculum activities, such as welfare or social programs. While these activities were available in several hotels, employees noted that they were poorly promoted and rarely attended. Edward, for example, mentioned that gym facilities were underutilized by staff. Victoria stressed the importance of promoting such activities for both personal development and fostering a supportive work culture. She suggested that initiatives like sports clubs, recreation areas, and family-oriented events could help reduce workplace stress, improve interdepartmental communication, and increase employees' willingness to stay with the company.

These findings support prior research by Shuck et al. (2014), which showed that when HR departments engage employees cognitively, emotionally, and behaviorally through development programs, employees are less likely to consider leaving—especially in fields like healthcare. Similarly, this study found that employees highly value being involved in policy-making, particularly when those policies impact their well-being.

The study also revealed that employees' perceptions of emotional and behavioral engagement are closely linked to their views on organizational culture, which is further discussed below.

All participants agreed that HR practices fostering a strong, employee-focused organizational culture are key to reducing turnover intentions. In contrast, the absence of such practices was believed to have the opposite effect. A strong employee-oriented culture was defined by participants as one that provides ample opportunities for employee growth.

For instance, Richard, the youngest participant, shared his desire to work for a company that promotes his personal growth. Having recently joined his second hotel, he said that if the HR department failed to foster such a growth-oriented environment, he would leave.

Participants suggested several HR practices to nurture an employee-friendly organizational culture, with training opportunities being considered essential. Everyone agreed that regular training not only enhances employees' skills but also demonstrates the company's commitment to improving performance at all stages of an employee's career. Helena emphasized that, as she gets older, training becomes essential for her to maintain consistent performance and job security, which increases her likelihood of staying with the company.

Some participants noted that their HR departments organized employee exchange programs with other hotels, which they found beneficial. Elizabeth mentioned that these programs helped her understand interdependence by working in new environments, while Marta emphasized that such opportunities allowed her to learn and collaborate with others. Both participants agreed that this culture of learning influenced their decision to stay longer at the company.

Although training programs may be costly initially, many participants believed they would help reduce turnover costs in the long run. Additionally, participants suggested that HR could help boost employee confidence and self-esteem. An organizational culture that emphasizes internal propagation was seen as a strong impact on employees' confidence and intentions of turnover. A culture that provides promotional opportunities on the basis of performance rather than seniority was seen as particularly favourable. Charlie recommended that promotion should be based on performance and results, not for many years of service.

Many participants also stated that timely rewrds, such as monetary incentives or recognition (eg, certificate), can promote morals. These prices help employees feel valuable and more in line with the company's goals, making them more likely to live with the organization.

The findings from the study match the research from KalemciTuzun and Kalemci (2012) in Turkey, who found that employees who experience less organizational support are more likely to have high turnover intention. Similarly, those who participated in this study emphasized that training, development, promotional opportunities and a culture focused on employee empowerment affect their decision to become. These elements are also repeated with the findings from other studies in different fields

(Hong et al., 2012; Medina, 2012; Kim 2012).

CONCLUSION AND IMPLICATIONS

The purpose of this study is to find out the approach to the hotel staff how HRM exercises (HRM) affect their intentions to leave. While previous surveys have carried out research of HRM practices related to turnover intention in different industries (e.g., Guchait & Cho, 2010; Shuck et al., 2014 ;Martin, 2011), especially limited research focusing on the hotel sector and how HRM affects decisions to leave in this unique industry. The hotel industry is particularly challenging when it comes to turnover, its labor -intensive nature and often associated with service -oriented roles high business rates. For example, it is important to understand specific HRM practices that affect employees' retention at the hotel. This study is trying to fill this gap by providing valuable insights from the hotel staff.

The findings from this study reveal two main themes that affect the intention of employees of the hotel staff: How HR handles its usual tasks and how HR promotes organizational culture. Both of these subjects emphasize the importance of HRM practice to shape the approach and behavior of the employees about the intentions of leaving. The first course focuses on how HR manages the necessary tasks as recruitment, compensation, training and general employee experience. The second topic highlights HR's important role in the cultivation of a positive organizational culture that promotes employees' involvement and job satisfaction. Together, these two topics provide a broad understanding of how HRM practices in the hotel area can affect the intentions of employee turnover.

One of the most important findings in this study is that the necessary HRM practice, such as a competitive pay package, profits and employees'-oriented guidelines, is necessary to maintain employees, this practice is not enough to prevent sales alone. Hotel employees usually expect competitive compensation and benefits as part of the employment package, and when these expectations are met, it creates a basis for storage. However, the study indicates that even when employees are satisfied with the salary and benefits, these factors prevent them from quitting their jobs. This discovery suggests that the intention of employee sales is affected by the broad set of factors that go beyond financial compensation and benefits.

The effectiveness of HR in implementing this practice and adopting an active approach plays an important role in the design of the intentions of employees to leave or live with the organization. Employees appreciate HR departments that are not only reactive to questions, but who are also active in creating a positive work environment, providing opportunities for development and providing meaningful support. When HR is seen as decorated, acceptable and responsible for employees' needs, it promotes the feeling of faith and loyalty among the employees. In contrast, when HR is considered disintegrated, unanimous or ineffective when it comes to addressing employees' concerns, it can give rise to dissatisfaction and increasing opportunity for business. This discovery suggests that HR's role is not only about offering competitive compensation packages, but also about creating a unified accessory and attractive environment that encourages employees to live.

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In addition, employees value HR participation in organizing extra curriculum activities and promoting social spirit in the workplace. Social activities, teambuilding events and other non-work-related initiatives contribute to a positive work environment and strengthen the sense of employees. These activities not only improve employees' satisfaction, but also strengthen the idea that the organization gives significance to employees as individuals, not just as workers. HR role in organizing such activities shows the organization's commitment to balance between employees and work and work life, which is an important factor in reducing the intention of turnover.

Another important aspect of HR influence on organizational culture is how it involves employees in policy decisions. Employees want to realize that they have a vote in the design of guidelines and practices that affect working life. When HR encourages employee participation in decision -making processes, it promotes a sense of authority and ownership among employees. This participation helps to create a working environment where employees feel valuable and respected, which in turn reduces more and more job satisfaction and sales. Employees who feel that their input is given significance, the opportunity to consider leaving the organization is low, as they see it as a place where their needs and opinions are taken seriously.

Studies also suggest that the organizational culture which shapes the HR practice has a long -term impact on employees' intentions to live with the organization. A positive organizational culture promotes a sense of belonging and loyalty, while a negative culture can get employees to seek opportunities elsewhere. Employees often evaluate the workplace's culture based on factors such as leadership style, communication practices and the general environment in the workplace. HR role in nurturing a positive culture that corresponds to employees' values and expectations is important to reduce sales. When employees consider their workplace as an assistant, inclusive and respectable, they are more likely to live and invest in their roles. On the other hand, when employees consider culture to be toxic, unable or unfair, the chances of leaving sharply are increased.

The findings from this study provide valuable insight into HRM practices that affect the intentions of the turnover among hotel staff. Although competitive compensation and profits are important components in retention of employees, they are not enough on their own to prevent turnover. HR's efficiency in implementing this practice and promoting a positive organizational culture plays an important role in the design of employees' intentions or design of the intentions. HR's active approach to dealing with regular tasks, dealing with complaints, organizing social activities and involving employees in policy decisions affects the notion of the organization's employees and the intentions of their turnover. By recognizing the importance of these HRM practices, hotel organizations can better maintain their employees and reduce the high sales rates that are widespread in the industry.

Theoretical Contributions and Implications

This research makes an important contribution to literature on human resource management (HRM) in the tourism and hospitality industry, especially focuses on how the employee's intentions in the hotel sector and HRM practices are affected. First, it is one of some studies to examine the employees' perceptions of HRM practices and their direct impact on turnover intention in the hotel area, and provides valuable insight into the unique challenges and dynamics of this industry. Most of the existing literature on the intentions of HRM practices and turnover comes from industries outside the hotel, such as health care, education or retail. While HRM exercises in these areas share some similarities to the hotel industry, there are probably differences that especially make the hotel area important to study. The hotel as part of the broad hospitality industry is characterized by their labor -intensive nature, irregular working hours, less wages than other areas, stiff control structures and much more sales rate (Davidson et al., 2006; Kensbock et al., 2013; Dhamija & Chahal, 2013 King & Tang, 2018) These unique features in the hotel industry require a goal survey of HRM practices that correspond to the needs and challenges of the hotel staff.

Since hotels continue to grow in importance within the global economy, especially in high toursim areas, it quickly becomes important to investigate specific factors that affect employees' satisfaction, commitment and retention in the region (WTTC, 2018). Understanding the role of HRM practices in the design of the intentions of employees' turnover can provide hotel management with actionable insights to address high turnover rates and promote long -term employee's commitment, which is necessary to maintain frequent service quality and operating efficiency. By meeting the unique needs of the hotel sector, this study improves the understanding of how HRM practices can be adapted to improve employees retention and general organizational success.

The other important theoretical contribution to this research lies in its methodological approach. While several studies investigating the link between HRM practices and intentions of turnover, have really depended on quantitative research methods (e.g., Guchait & Cho, 2010; Hong et al., 2012; Haines et al., 2010; Kalemci Tuzun & Arzu Kalemci, 2012), using this study. quantitative methods, although useful for providing average data, are often unable to keep

the nuances of emotions, emotions and individual experiences. Studies and statistical analysis may not reflect the sufficient complexity of employees with HRM practice or underlying factors that contribute to their decision to live or leave an organization. By using qualitative methods, this study provides rich insight into how employees see HRM practices and affect their intentions to leave or live directly with the organization. This approach provides a deeper understanding of the relevant and emotional elements that form the intentions of the employees' turnover, which can ignore quantitative data. In addition, the qualitative nature of this study provides the opportunity for more general understanding of dynamic interaction between HRM practice, organizational culture and employee behavior in the hotel area.

From a theoretical point of view, studies suggest that while many of the other industries apply to the hotel area, some HRM practices are particularly important for the hotel staff. In general, HR departments in hotels are expected to play more prominent and active role than other industries, with the labor-intensive nature of hotel work, high demands on employees and the need for continuous guest calls (Jaiswal and Dhar, 2017). Hotel employees often have more direct and frequent contact with human resource departments due to high turnover rates and require regular support in the management of the workplace, and solve mutual conflicts to address complaints related to work status or compensation. As a result, the hotel staff expects more responsibility and personal attention from departments, making HRM an important factor in the staff's storage.

Despite the importance of human resource departments in employees' satisfaction and turnover, many hotels continue to ignore the working conditions of their employees (IEong and Lamb, 2016). Lack of poor working conditions, long -term, low wages and lack of opportunities for recognition and career opportunities contribute significantly, which in turn leads to high turnover intention among the hotel staff. Given that the hotel staff often comes from different backgrounds, with different levels of experience and different personal expectations, it is important for human resource departments to identify the large range of requirements and address a wide range of requirements that employees can have. Employees who work in the hotel sector often seek not only competitive compensation, but also a supportive task environment that promotes a sense of career

development, personal development and belonging. This study emphasizes that training, development opportunities and in terms of responsible management are required to improve timely and sufficient support for support staff and professionalism from the departments. Such support can affect employees' decisions to remain in the organization or leave for better opportunities elsewhere.

This research also contributes to the growing literature mass on employee involvement and organizational culture in the hospitality industry. The study suggests that the intention of employee turnover is not completely influenced by specific HRM practices, such as salaries and profits, but also how HR departments have promoted a positive organizational culture. Hotel employees' perceptions of their workplace culture, where HR handles the complaints, links employees to decision -making and supporting personal development, has a major impact on the decision to stay or leave the organization. When the HR department fails to nurture a positive, employee-centric culture, employees are more likely to feel dissatisfied.

Theoretical contribution from this research provides a deep understanding of complex relationships between HRM practices and employees' turnover intention in the hotel area. By using a qualitative approach and focusing on the needs of the hotel staff, this study provides valuable insights that extend existing HRM principles and highlight the unique challenges the hotel industry faces. It emphasizes the importance of an active, HR department that not only meets the immediate needs of the employees, but also cultivates an organizational culture that costs and invests in employee welfare and professional development. This approach is important to reduce turnover intentions and ensure long -term employees' retention in very competitive hotel sector.

Managerial Implications

The findings from this study provide important and practical implications for hotel management, and focus on integrated resorts, known for their mass operation and diverse workforce. Research emphasizes the important role of Human Resources (HR) departments to meet the needs of the staff and create a favorable work environment, which directly affects the retention of the employees. Hotel management, especially in integrated resorts, should prefer to meet the needs of its employees in a way that is only outside the proposal for competitive salaries

and benefits. In order to ensure that employees feel supported, valuable and engaged, a broad, folk -approach is required.

Human Resource departments should ensure that employees have a clear and accessible way to give voice to concern, and these concerns are immediately and effectively addressed. A well -organized complaint system not only helps improve the morality of the employee, but also contributes to a positive workplace culture, which reduces the possibility of employees leaving the organization due to unresolved problems. In addition, mutual relationships between employees and management were postponed as another important factor. HR should invest in promoting strong communication channels and maintaining an open-door policy, which can make employees listen and feel respect. Leaders must be trained in dealing with sensitive mutual problems with sympathy and understanding, which will promote self -confidence and improve the general job satisfaction.

In addition, it is a strong strategy to involve employees' families in organizational activities that can increase the connection to employees of the company. It is especially important in cities with high costs such as Macau and Singapore, where employees can feel stress and irritation due to the demand for high living costs and work programs. Organizing family -oriented programs or providing assistance to employees in managing work and life can improve employees well. When employees feel that their personal lives are given significance and their families are supported, they are more likely to feel loyal and commitment to the organization.

Promoting the general welfare of the employees, by creating a workplace goes hand in hand that encourages healthy and life to complete. Human Resource Departments should consider using wellness programs, mental health care workshops and stress management to help employees cope with pressure to work in a fast pace environment as the hospitality industry. These programs not only benefit the physical and mental health of employees, but also promote an increase in productivity and also promote the workforce. Such an initiative is especially important in high-cost areas in life, where employees can feel extra pressure in their personal life, which can spread to their professional performance.

The study also revealed the importance of ensuring appropriate development opportunities for all employees. It is especially important in areas such as hospitality, where high turnover often come from employees who feel stable in their roles or ignore promotion. Human Resource departments should implement clear and transparent routes for the development of careers, and ensure that all employees have the same access to training, development and publicity opportunities. Providing ongoing learning and development opportunities not only improves the skills of employees, but also promotes the culture of development and self-reform in the organization. Furthermore, when employees feel that their hard work and dedication are rewarded with opportunities for progress, they are more likely to feel a strong sense of organizational involvement, which reduces the intention of leaving. From an extensive management point of view, it is necessary to understand the main causes of turnover to improve organizational health. The high level of turnover is not just a sign of personal dissatisfaction; They often point to deep organizational issues that need to be solved. Management must take an active approach to identify and solve these problems in this way that employees find meaningful and fair. For example, only monetary incentives cannot address the underlying causes of dissatisfaction, such as a lack of balance between work and life, inadequate business development or poor management practice. In order to effectively cope with sales, management should show that they actually care about the employees and they are obliged to resolve any question that arises.

The Human Resource Department should also use continuous response mechanisms to monitor the satisfaction of the employee continuously. Regular surveys, focus groups and one-to-one meetings can help HR professionals be informed of the needs and concerns of the employees before moving in the intentions of the turnover. In addition, HR must install a clear channel, where employees can provide anonymous response, as it can help highlight problems that employees may feel uncomfortable to discuss openly. When the response is collected, HR departments must be active in addressing the concerns that the employees travel and demonstrate their obligation to create an auxiliary and responsible organizational culture.

Finally, when the employees feel that their voice is heard, their concerns are taken seriously, and their good is a highest priority, it is more likely that they are obliged to the organization and less likely to consider leaving. A well

-administered HR department that prefers employee involvement and satisfaction will have a significant impact on reducing the turnover rate and promoting a loyal, productive workforce.

Limitations and Future Recommendations

Although this study has provided valuable insight into HRM practice in the hotel sector to influence the intentions of the turnover, it has several limitations that need to be assessed while interpreting the conclusions. A significant area is the size of the relatively small sample used in this study, focused on a specific group of hotels in Macau. Although conclusions are practical, they cannot fully represent the different experiences of hotel staff in other regions or countries. The hotel industry is very different based on geographical location, organizational culture and market conditions. Therefore, the findings from this study may not be common for the entire hospitality industry, especially in areas where workover, economic status or cultural criteria are quite different from those in Macau.

In addition, this study discovered the approach to the hotel staff in just a specific geographical location, which limits its ability to variety in employees' perceptions in different countries or cultures. In order to address this limit, future research must expand the sample size and include hotels or integrated resorts from many countries to determine whether the results can be generalized in a comprehensive context. Cross-cultural comparisons can provide valuable insight into how HRM practice is assessed in different fields and whether some practices are universally effective in reducing the intention of turnover.

Future research can detect the effectiveness of specific HRM practices in a variety of hotels, including luxurious resorts, budget hotels and Boutiques. It will be interesting to investigate how the role of HR departments varies in these different sections and how HRM strategies can be developed to meet the unique needs of employees in each type of hotel. Finally, future studies can use a mixed method approach that combines qualitative and quantitative research methods. This will provide a more comprehensive understanding of the relationship between HRM practice and turnover intention, so that researchers can detect not only employees 'experiences, but also average results , such as turnover rate and employees' performance.

By addressing these limitations and expanding the scope of research, future studies can further limit our understanding of the impact of HRM practices on sales intentions in the hotel field, making more targeted recommendations for hotel management and HR departments.

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