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Abstract
The high turnover rate has been a classic issue in the hospitality industry. Employees in the hospitality sector are known for having a high degree of mobility, even on a global scale. In 2023, the employee turnover rate in the industry was the highest among all other industries. Therefore, this issue has been a significant managerial concern in the hospitality sector. In light of the adversity experienced by the hospitality industry in keeping their employees, this paper aims to provide some literature reviews on variables that might strengthen the employees’ intention to stay. Drawing on existing literature, the paper explores the contributions of particular talent management practices and employee-oriented CSR in enhancing employee retention. It highlights the role of upholding work-life balance, quality of work-life, and employee-related CSR. Overall, the paper highlights how these factors are interrelated and should be seen as one concept of human resources best practice. The human resources manager is recommended to plan their manpower competencies due to the dynamic and unpredictable external factors in the future to foster collaboration among their colleagues and improve their overall performance.

Keywords: Employee Retention, Employee-Related CSR, Quality of Work-Life, Talent Management, Work-Life Balance

Introduction
In the hospitality sector, a well-known issue has always been the high rate of turnover. Hospitality employees normally do not expect to stay in their jobs for very long after they are hired (Bassett, 2008 in Gupta, 2019). According to Robinson et al. (2014), employee turnover has been a significant managerial concern in the hospitality sector. This is due to their movement from hotel to hotel in any season and across the globe.
Employees in the hospitality sector are known for having a high degree of mobility. The high rate of turnover is considered critical even globally (Xu et al., 2022).

The employee turnover rate in the hospitality industry is even the highest among all. In 2023, the leisure and hospitality employee turnover rate accounted for 79% compared to other industries such as professional and business services; construction; trade, transportation, and utilities which accounted for 57%, 54%, and 49%. (Hansen, 2024). Figure 1.1. Comparison of Employee Turnover Rate based on Years and Industries

Source: Hansen (2024)

The high turnover rate is not without costs, directly and indirectly. The most common cost lies in the time, effort, and finance spent during the process of recruitment and selection, new employee orientation, and on-the-job training (Robinson et al., 2014), with the time and effort...
catering most of the cost. Besides that, the unified culture and organizational knowledge will gradually disappear (Robinson et al., 2014).

The reasons behind this are the fact that workers have historical perceptions of positions offered in the hospitality sector as low-paying, with little to no opportunity for personal development and self-actualization. As a result, these positions have been "labelled" as low social status jobs, despite being seasonal, demanding, monotonous, and stressful (Jarkovská & Jarkovská, 2022).

Research about hospitality employee turnover and the solutions to this issue has become an ongoing concern for professionals and players in this industry as well as an ongoing focus of study by scholars in hospitality (Davidson & Wang, 2011). Those studies focus critically on employee retention with some strategies proposed to tackle the high turnover rate such as emphasizing a work-life balance (Qu & Zhao, 2012), putting into practice efficient talent management procedures (TMP), and enhancing employee attitudes, work satisfaction, and organizational commitment (Ilies et al., 2009 in Gupta 2019).

Talent management, as one of the strategies to reduce the high turnover rate, refers to “a collection of established methods that try to place the appropriate person in the right job at the right time.” These consist of “career management, staff development, succession planning, and workforce planning” (Cappelli & Keller, 2014).

Since the twenty-first century, the supply of human capital has been adversely impacted by population shifts and relocations, and talent management has emerged as one of the major issues facing many hospitality businesses in developing nations (Svejnar, 2002 in Gupta 2019).
Previous research indicated the nine Talent Management Practices (TMPs), they are "talent review process, staffing, strategy, talent engagement, talent development, talent acquisition, talent deployment, talent retention, and performance management,” were relevant for the effective use of talent management in organizations (Gupta, 2019). It is clear that employee retention is one of the concerns in TMPs, meaning that employee retention strategy is also part of talent management practices.

Another strategy proposed by Qu and Zhao (2012) in Gupta (2019) to reduce the high turnover rate is by emphasizing employees’ work-life balance (WLB). Work-life balance happens when professional and personal lives do not conflict with each other or are balanced (Lawson et al., 2013; Semlali & Hassi, 2016). According to Shu and Edward (2024), work-life balance also happens when employees implement boundary management between work-life and personal life. Due to the nature of long hours and shift work in the industry, the WLB issue has become of the utmost significance in the hotel sector.

According to Thakur and Bhatnagar (2017), employees are likely to remain with a company for an extended period if they can maintain a fulfilling personal life outside of work. The work-life balance that an employee enjoys within an organization is a factor in their decision to stay. The research by Sudibjo & Suwarli (2020) shows that the balance between work and life positively affects employees’ retention intentions.

In addition, the quality of work-life is highly correlated with work-life balance (Ruzevicius & Valiukaite, 2017). Employees are more likely to have a positive work-life balance (WLB) when they have a high quality of work-life (QWL). According to research by Kim et al. (2016), Higher-order Quality Work-Life (HQWL) needs which include “social,
esteem, actualization, aesthetic, and knowledge needs” have a direct and favorable impact on the intention to stay. Therefore, employees’ Quality of Work-Life also contributes to their intention to stay at the company.

Furthermore, the practices of enhancing work-life quality and work-life balance of employees are also parts of the company’s Corporate Social Responsibility towards employees. González-De-la-Rosa et al. (2023) used the term “employee-oriented CSR” to express this type of CSR. One dimension of the CSR pyramid reproduced by Carroll in 2004 is the “Workplace Economic Responsibility (WER)” which describes an organization's obligations to give benefits to its workers, including a safe, healthy work environment, training, and education (Lin et al., 2012).

Employee-oriented CSR will be seen as an indication that firms value their employees and hope to establish a lasting relationship with them. In return, employees will expose favorable attitudes and behaviors to the company such as the tendency to stay in the company.

In light of the adversity experienced by the hospitality industry in keeping their employees, this paper aims to provide some literature reviews on variables that might strengthen the employees’ intention to stay from the perspective of talent management and employee-oriented CSR.

**Literature Review**

1. **Talent Management**

   According to Gallardo and Thunnissen (2016), talent management can be defined as “the organized identification, development, attraction, engagement, retention and deployment of highly potential and efficient
employees” to hold important roles that significantly influence the organization's long-term competitive advantage.

Orlova et al. (2015) defined talent management as a collection of personnel management tools that help businesses entice, keep, and efficiently utilize employees who significantly contribute to their growth. Based on these definitions, employee retention effort is part of talent management practices that cannot be separated from other human resources functions.

There are two approaches to talent management. The first is an inclusive approach that states all employees should be subject to talent management. Every person who works for a firm is thought to possess strengths that could benefit the organization. The second is the exclusive approach that states the contrary. There is a small percentage of employees or professions that offer unbalanced value (Gallardo-Gallardo, 2018). This is something that a company needs to consider, whether to invest in particular talents or professions or everyone in the company.

2. Turnover Intention

Turnover intention is defined as an employee's knowledge or consideration of quitting their position (Akgunduz & Eryilmaz, 2018). Turnover intention or intention to leave is a person's voluntary desire to depart from the company. It's quantified by looking at two indicators: the desire to work somewhere else and the desire to quit the company as quickly as possible (Tzafrir et al., 2015). Research by Shu and Edward (2022) shows that both employment insecurity and layoffs affect workers' intentions to quit during the pandemic Covid-19. The intention to depart was also influenced indirectly by employment uncertainty resulting from layoffs.
As the results, companies that experience a high staff turnover rate forfeit the invaluable expertise that a current employee possesses. An organization that loses an employee not only forfeits intangible expertise and abilities but also experiences a reduction in operational efficiency (Grotto et al., 2017).

Therefore, companies should implement some strategies such as Talent Management Practices (TMPs) which include employee work-life balance; and employee-related CSR with the hope to increase employees’ intention to stay.

3. Intention to Stay

The term "intention to stay", as the contrary of “turnover intention” describes how strongly an employee plans to remain with their company in the near future. The intention is developed from their experience with the company’s situation and procedures (Uraon, 2018). The term also refers to an employee's long-term desire to continue working for their current employer. When employees are motivated and trust the organization, they will intend to remain with the company (Shahid, 2018). The purpose is not only to retain key talents of the organization but also to maintain “positive work behavior” among employees.

4. Corporate Social Responsibility

Corporate Social Responsibility (CSR) is described as “the commitment of a business contribution in developing sustainable economic together with employees, their families, the local community and society to improve their quality of life” (World Business Council for Sustainable Development, 2014).

Freeman’s stakeholder theory highlights the need for organizations to address the interests of a variety of stakeholders, such as "shareholders, customers, employees, communities, and suppliers"
(Freeman et al., 2021). The corporate social responsibility theory, like the stakeholder theory, emphasizes meeting the needs and wishes of different stakeholders to maintain their support for the firm (Jarkovská & Jarkovská, 2022; J. S. Kim et al., 2016).

Originally, the theory of CSR was first introduced by Carroll in 1979. He came out with a diagram of the four responsibilities which consisted of “the economic, legal, ethical and discretionary”. He then improved the CSR pyramid in 2004 with the addition of “the global stakeholders’ concept”. One of the four CSR dimensions, which is the “Workplace Economic Responsibility (WER)” emphasizes the organization's obligations to give benefits to its workers, including a safe, healthy work environment, training, and education (Lin et al., 2012).

González-De-la-Rosa et al. (2023) even used the term “employee-oriented CSR” which indicates that firms value their employees and hope to establish enduring relationships with them. In exchange for favorable treatment by their employers, employees will generate good behavior. According to the “Social Exchange Theory (SET)”, those who behave well will be rewarded (De Roeck & Maon, 2018). Under these circumstances, employees' positive behaviors—like their desire to stay—are a direct result of their impressions of an enterprise that values both society and its workers.

5. Work-Life Balance

Work-Life Balance (WLB) refers to how an employee in an organization allocates their personal and professional lives (Chenji 2018). Work-life balance is also known as finding a balance between one's responsibilities at work, at home, and in other areas of life (Soomro et al., 2018).
WLB occurs when work and personal life coexist peacefully or without competing interests (Semlali & Hassi, 2016). Shu and Edward (2024) claim that boundary management between work and personal life is another way that employees achieve work-life balance. When considering their place of employment, WLB comes first (Fahlén & Hobson, 2014).

6. **Quality of Work-Life**

Quality of work life is defined as “the fulfillment of employee’s needs acquired from their participation in the workplace and achievement on their daily tasks” (Lee et al., 2015). The term “Quality of work life” is sometimes referred to as the “employees well-being (Dinh Tho et al., 2014). It is associated with the employees’ overall well-being at work, which includes meeting their requirements for knowledge, belonging, and survival. Given that they are significant stakeholders in the company, taking care of employees' well-being is essential to enabling them to complete their work (Tarigan et al., 2021).

The following elements are included in the QWL concept: "Workplace well-being, engagement in tasks, drive, effectiveness, output, health, safety, and prosperity at work, pressure, work allocation, exhasution, etc." These aspects could be characterized as the physical and mental effects that an employee experiences from their work (Ruzevicius & Valiukaite, 2017).

**Method**

A literature review is a process of methodically gathering, evaluating, and synthesizing the body of academic literature that is currently available and pertinent to a given study topic or question. In academic research, this approach is frequently employed to acquire a
thorough grasp of the present state of knowledge in a particular field or area of study. A literature review can be conducted in a variety of ways, including integrative, semi-systematic, and systematic reviews (Snyder, 2019). All of these review techniques can be highly beneficial in addressing a particular research subject in the right state of affairs.

To obstruct a systematic review procedure for subjects that have been examined differently by diverse research groups in disparate domains, this study uses the semi-systematic or narrative review approach (Wong et al., 2013). Several methods can be employed to examine and summarize the findings of a semi-systematic review. These methods usually resemble those used in qualitative research, that is, the technique of looking at descriptive data from people, experts, academics, or phenomena.

The method of reviewing the literature began with a Google Scholar search using the terms "Turnover Intention" combined with "Talent Management," "Work-Life Balance," "Corporate Social Responsibility," or "Quality of Work Life," as well as "Hospitality Industry." The chosen journals must meet the following requirements: (a) the research must address characteristics that affect turnover intention in the hotel industry; (b) it must be original; (c) it must be published in English; and (d) it must have been included in the primary bibliographic databases between 2014 and 2024. Limited to conference papers and peer-reviewed journal articles are included in the selection of journal articles.

Selected literature was reviewed to find important themes, trends, patterns, and gaps in the body of the study. Relevant material that met the predetermined selection criteria was gathered. An integrated narrative that summarizes the present understanding of turnover
intention in the hospitality sector is crafted. The literature was synthesized in a thematic, chronological, or theoretical framework-based arrangement. The researcher then concludes by summarizing the outcomes of the review of the literature straightforwardly and cohesively.

The flow of the semi-literature review is shown below:

**Figure 3.1. Literature Review Process**

Source: Prepared by Writer (2024)

**RESULTS AND DISCUSSION**

1. **Talent Management Practices and Employee Retention in Hospitality Industry**

   According to (Cappelli & Keller, 2014), the prospect of talent management is unclear. The uncertainty in demand has resulted from challenges in predicting customer demand, which has complicated the estimation of human capital requirements. Uncertainty arises on the supply side due to turnover and projections of the competencies and skills that will be needed in the future. When the competencies required
in the past are no longer required in the future, a talent pool that appears to be abundant in the past could be inadequate in the future.

This is particularly relevant with the advancement of technology in the industry, such as the application of integrated systems, automation, and foremost, the invention of Artificial Intelligence (AI). With AI, some “low-tech jobs” that involve routine and less strategic will be lost and are no longer needed (Tussyadiah, 2020).

External factors will lead to turnover issues as well. Reflecting on the pandemic Covid-19 that hit hard the hospitality industry, employee turnover is unavoidable, whether involuntary or voluntary. It is involuntary when employees are laid off due to the hiatus of the hospitality business (Aguinis & Burgi-Tian, 2021), while voluntary turnover happens when employees start to experience job insecurity due to the job redundancies at their workplace during the pandemic (Shu & Edward, 2022).

Effective talent management, according to Kontoghiorghes (2016), advises talented workers to start seeing themselves as a part of the organization, contribute value, and stay with the organization. It makes sure that staff members always act professionally, provide meritocratic service, and gather the right team of experts who have achieved success in a variety of fields and who have the requisite qualifications, integrity, and experience (Nzewi et al., 2015). Therefore, when a company practices talent management, it will always have the agenda of encouraging employees to stay with the company.

2. Work-Life Balance and Employee Retention

According to Deery and Jago (2015) in their “Revised Framework for Improving Employee Retention through Talent Management,” they suggested that WLB is the primary result of "organization and industry
attributes" and "personal employee dimensions," and that an organization's approaches to managing WLB will determine how satisfied its employees are with the organization. The framework is presented below:

**Figure 4.1. Revised Framework for Improving Employee Retention through Talent Management**

Besides their contributions to WLB, the diagram also shows how "organization and industry attributes" and "personal employee dimensions" contribute to employee retention. This signifies the connection between talent management with WLB and employee retention.

Organizations must consider the elements of organizational commitment and job happiness to retain talented employees. While some employees will place more value on the organization's and the industry's reputation, others will be more concerned with career management, salary satisfaction, and prospects for advancement. Male and female employees will have different criteria to stay on the job. A

**Source:** Deery and Jago (2015)
work-life conflict and fewer prospects for advancement will make female employees less likely to stay with a company; for male employees, however, job clarity is a bigger cause to leave (Deery & Jago, 2015).

3. Employee Related Corporate Social Responsibility, Quality of Work-Life, and Employee Retention

In the hospitality sector, corporate social responsibility, or CSR, has become the norm, particularly for chain hotels like Shangri-la Hotels and Resorts, Marriott International, and InterContinental Hotels Group. The practices of CSR consist of external-oriented and employee-oriented CSR actions (Scheidler et al., 2019). External-oriented CSR initiatives could include energy and environmental conservation; community empowerment, food waste management, etc. On the other hand, employee-oriented initiatives might include diversity and equality in the workplace, women's empowerment, employee training and development, etc (Wang et al., 2020).

Undoubtedly, these initiatives are carried out with the intention of achieving certain goals, like strengthening the company's image, enhancing its bottom line, and developing strong bonds with its stakeholders. However, from an academic perspective, personnel management has received less attention than external factors in responsible practice (Martínez-Garcia et al., 2018).

Since human resources are essential to delivering services in an industry with challenging working conditions and demanding guests (Jarkovská & Jarkovská, 2022), CSR has become important in the tourism industry (Garcia Mestanza et al., 2019), specifically employee-related CSR. Businesses need to take care of their workers' well-being because neglecting them will have an impact on output, effectiveness,
and outcomes (González-De-la-Rosa et al., 2023). Thus, it is reasonable to conclude that CSR with an emphasis on worker well-being is crucial for the hotel industry (Serra-Cantallops et al., 2018).

Employee-focused CSR will send cues that companies value their staff and hope to establish lasting relationships with them. This is in line with the signaling theory, that is when an organization’s CSR efforts will convey to its employees that the business values them (Tarigan et al., 2021).

In exchange for favorable treatment by their employers, employees will generate good behavior. According to the “Social Exchange Theory (SET)”, those who behave well will be rewarded (De Roeck & Maon, 2018). Under these circumstances, employees' positive behaviors—like their desire to stay—are a direct result of their impressions of an enterprise that values both society and its workers.

Enhancing work environments through CSR practices is also relevant to providing high-quality services that increase guests’ satisfaction. Staff in the hospitality industry put in a lot of effort to make sure that their guests have a memorable experience. As compensation, they expect fair labor laws, livable wages, respect for their working circumstances, and an environment free from harassment and discrimination (Garcia Mestanza et al., 2019).

When workers in the hospitality industry perceive that their hotels are making a positive impact on their lives by providing improved working conditions, they will often improve their attitude in return (González-De-la-Rosa et al., 2023). According to H. Kim et al. (2020), CSR initiatives help meet employees’ demands at work, which increases overall quality of life. Positive employee impressions of employee-oriented CSR will result in lower turnover intentions from employees,
which in turn will improve their general quality of life, mental clarity, and physical well-being (González-De-la-Rosa et al., 2023).

Overall, CSR practices with the impact on quality of work life will stimulate favorable attitudes or behavior of hospitality employees such as their willingness to stay, and will lead to a sustainable employees’ retention (Jarkovská & Jarkovská, 2022).

THEORETICAL IMPLICATIONS

Based on the literature reviews, employee retention is one of the goals that talent management practices need to achieve. It is comprehensible that talent management covers all best practices related to human resources. Deery and Jago’s (2015) revised framework shows that work-life balance is also another goal of talent management. Once the work-life balance is achieved, employee quality of work-life will improve as well. In addition, the employee-related CSR as an internal CSR, is the CSR dimension that focuses on employee well-being. To conclude, all these factors are interrelated and should be seen as one concept of human resources best practice.

MANAGERIAL IMPLICATIONS

With the advancement of technology and unpredictable external factors, the human resources manager has to be ready for all the possibilities. The human resources manager has to plan in terms of employees' competencies related to the advancement of technology such as artificial intelligence. As the industry has recovered from the pandemic Covid-19, there is no harm in rethinking some talent management measures that might alleviate the aftermath of a similar phenomenon since the occurrence of the pandemic in the future remains questionable.
The hotel management should also see their efforts in upholding the employees' work-life balance and improving their quality of work-life as the company's internal CSR towards employees, which in the end, will boost their intention to stay.

**LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDY**

The literature review only focuses on work-life balance, quality of work-life, and employee-related CSR as the strategies for employee retention. Future studies could look into further talent management strategies that could help the hospitality sector retain its workforce such as “career management, employee development, succession planning, workforce planning, etc.” Future research could also use the quantitative approach to evaluate the impact of those elements on the retention of employees.

**Conclusion**

Based on the research conducted, it can be concluded that the quality of work life and intrinsic motivation have a significant mediating effect on job satisfaction and organizational commitment. This study shows that the quality of work life and intrinsic motivation play a role as variables that influence job satisfaction and organizational commitment through a significant mediating effect.

Better quality of work life and higher intrinsic motivation contribute to higher job satisfaction and stronger organizational commitment. The results of this study can help hotel management in increasing job satisfaction and organizational commitment through strategies that focus on the quality of work life and intrinsic motivation.
In summary, this study shows that the quality of work life and intrinsic motivation have a positive effect on job satisfaction and organizational commitment. Better quality of work life and higher intrinsic motivation contribute to higher job satisfaction and stronger organizational commitment. The results of this study can help hotel management in increasing job satisfaction and organizational commitment through strategies that focus on the quality of work life and intrinsic motivation.

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Acknowledgment
The writers extend their deepest gratitude to the Hotel management for allowing them to conduct the research at the Hotel. They are also thankful to the Faculty of Economics and Business University of Pelita Harapan for all the support and funds to conduct this research.

Funding Information
None

Conflicting Interest Statement
None

Publishing Ethical and Originality Statement
All authors declared that this work is original and has never been published in any form and in any media, nor is it under consideration for publication in any journal, and all sources cited in this work refer to the basic standards of scientific citation.

Publisher
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