

EXPLORING THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES TO RETAIN RESORTS' EMPLOYEES

Rania Hafez Ghareeb

Lecturer, Hotel Studies Department

Faculty of Tourism and Hotels, University of Sadat City

Tamer Mohamed Amer

Lecturer, Hotel Studies Department

Faculty of Tourism and Hotels, University of Sadat City

Abstract

The aim of this study is to explore the relationship between human resource management practices (HRMPs) implemented at five- star resorts and employee job satisfaction, and measuring its effectiveness in retaining employees. These practices include: training & development, rewards & benefits, personal recognition, internal communication system, performance appraisal, and employee empowerment. Data were collected by developed questionnaire. Originally, 300 questionnaire forms were distributed among employees who are working in different departments of five-star resort hotels located in Hurghada and Sharm El-Sheikh. Only 214 questionnaires were returned giving a response rate of 71.3%. Data were statistically analyzed by using Pearson correlation coefficient and regression analysis. It is founded that all items of HRMPs are positively related to better employees' satisfaction and retention. Furthermore, three human HRMPs: Training & development, Performance appraisal, and Rewards & benefits are contributing strongly (adjusted R2 = 0.696) in enhancing retention of resorts' employees than the other three HRM practices. It is concluding that the ability of resort hotels to retain its employees could be elevated by adapting these practices.

Keywords: Human Resource Management Practices; Employees; Retention; Satisfaction; Resorts.

Introduction

Employees are considered an important asset for any organization and a significant reason for its success. Thus, firms are interested in their human resources. This issue is important in the case of service industry (Fan *et al.*, 2011)

Hospitality industry is characterized by its need to intensive labor. It requires various employees with requiring human various skill levels (Raybould & Yam, 2011). In spite of its dependence on employees, high turnover rates and related costs and low retention of skilled employees important are matters that pervaded the hospitality industry (Fu *et al.*, 2012; Kay *et al.*, 2009). Turnover rates in hospitality are much higher than in other industries. They range from 200 to 300% per year (Woods *et al.*, 2006; Kumar *et al.*, 2013). Tracey and Hinkin (2000) and Birdir (2002) assured that high staff

turnover rates in the hospitality industry are not restricted to a specific country but are a worldwide phenomenon.

Resort hotels are one from the most operations have the highest turnover rates in the service industry. So, resort hotel should give a priority to this issue and endeavor to retain their employees. By establishing strong and clear human resources policies which aim to retain employees, hotels can save time and money, improve profitability and gain a competitive advantage (Enz, 2001)

Review of literature

Employee Turnover

Yang (2010) described turnover as the suspension of an individual's job in a particular company. Turnover is divided to: voluntary turnover and involuntary turnover (Fu *et al.*, 2012). Voluntary turnover occurs when an employee leaves his job by his will. On the other hand, involuntary turnover means that a hotel ends the working relationship with its employees (Woods *et al.*, 2006). Thus, the voluntary turnover should be a priority for hotel managers.

Costs of turnover

High staff turnover can be resulted in greater costs for the hotels (Kumar *et al.*, 2013). The turnover cost for an employee may be estimated at one to two times the salary of the employee (Tracey & Hinkin, 2008). Lashely (2001) divide the costs of staff turnover into: leaving costs, replacement costs, transition and indirect or hidden costs.

Leaving costs mean all the payments which are given to the employee when he leaves the hotel (Tracey & Hinkin, 2000). Replacement costs comprise the recruitment costs, advertising costs, interviewing and selecting costs (Fu *et al.*, 2012; Ratna & Chawla, 2012). Transition costs are training costs (Fan *et al.*, 2011; Kuria *et al.*, 2012). Indirect or hidden costs mean the costs that resulted from reducing service quality, negative impact on remaining staff, lower productivity, profitability and competitiveness (Wagar & Rondeau, 2006; Kay *et al.*, 2009).

Turnover reasons

Fu *et al.* (2012) and Helalat *et al.* (2014) determine the major factors which lead to leaving an organization into five human resources categories: inappropriate recruiting process, inappropriate work placement, dissatisfaction with salary, benefits and job opportunities, inappropriate management of company staff and job stress.

Researchers specify the major causes for turnover in hospitality industry as poor supervision with little responsibilities and authority, ineffective communication, the relationship with management and co-workers, lack of clear definition of responsibilities and limited career opportunities (Costen & Salazar, 2011; Woods *et al.*, 2006; Blomme *et al.*, 2010).

All the above causes can be categorized under the avoidable causes of turnover as Kumar *et al.* (2013) divided causes of turnover into avoidable and unavoidable. Avoidable staff turnover is due to the dissatisfaction of employees with wages and the relationship with management, poor human resources management practices, lack of career development, and feeling unrecognized.

Unavoidable staff turnover occurs as a result of illness, death, marriage, work-family conflict, pregnancy (Kumar *et al.*, 2013).

Bad effects of employees' turnover

An increase in employee turnover has great negative effects on the hotel performance as it can decrease organizational performance as a whole and lower service standards (Rathnaweera, 2010) as a new employee will not be conversant with the new work environment (Fu *et al.*, 2012; Fan *et al.*, 2011; Yang, 2010). Moreover, high turnover could affect on hotel's sustainability (James & Mathew, 2012).

Human Resources Practices to Retain Employees

Human resource practices are defined as " a set of distinct but interrelated activities and functions that are directed at attracting, developing and maintaining (or disposing of) a firm' s human resources" (Lado & Wilson, 1994 cited in Atteya, 2012).

Human resources management includes practices of attaining, retaining, empowering and motivating employees (Atteya, 2012). For resort hotels, human resources management is not an easy function because they are characterized by unique staffing, training and development process especially for hourly employees (Hausknecht *et al.*, 2009).

Retention strategies as a part of HRM strategies should have a priority at hotels. As turnover rates increase, retaining employees has become an important issue to the long-term success for any organization and especially for hotels (Choi & Dickson, 2009; Rathnaweera, 2010). According to Miodonski (2005) and Adi (2012) retention is how to create work environment which endeavor to maintain employees for the long term and avoiding the loss of qualified employees from leaving the organization.

Retention strategies achieve several advantages for hotels. They can enhance employee satisfaction (Cho *et al.*, 2009), reduce job stress (Vasquez, 2014), improve employee commitment and hotel performance and decrease voluntary turnover (Woods *et al.*, 2006). All these factors can contribute to achieve the highest level of service quality (Rader, 2012).

On the contrary, if hotels are unable to retain staff, this will lead to reduce their competitive advantages and capabilities (Kumar *et al.*, 2013; Kay *et al.*, 2009) and increase turnover rates (Goosen *et al.*, 2012).

Kavitha *et al.*, (2011) stated that the main factors to retain employees are communication, training, job satisfaction, pay and benefits. Ismert & Petrick (2004) claimed that to achieve employees' retention, employees should be satisfied with management, compensation and benefits, co-workers and job tasks.

By using the following practices, resort hotels can improve their employee retention:

Training and development

Training is an important task performed by the human resources department to provide employees with the necessary knowledge, skills and abilities to work effectively (Hussain & Sana ur Rahman, 2013; Atteya, 2012).

Liao & Teng (2010) claimed that training contributes significantly to achieve employee job satisfaction as trained employees are more satisfied than employees who are not trained. When managers are not interested in providing their employees with adequate training and raising their skills, as a result turnover rates increases (Chen *et al.*, 2010).

Training and development have several benefits that affect on the work environment as a whole such as: improving service quality (Eaglen *et al.*, 2000), increasing employee satisfaction (Preenen *et al.*, 2011), creating positive work environment (Kaliprasad, 2006) and reducing employee turnover rates and turnover costs (Chew, 2004).

Kyndt *et al.* (2009) found that training and development are positively participated to employee retention as it helps employees to develop their skills and competencies. Mentoring key employees and providing on the job training are considered two ways of training which help in retaining employees to engage (Preenen *et al.*, 2011). Accordingly, the following hypothesis is formulated:

H1: Employee satisfaction and retention are correlated with training and development in resorts.

Rewards and benefits

Rewards and benefits are key factors that greatly contribute to achieve employees' job satisfaction. They can be divided into direct and indirect financial compensation. Direct financial compensation is salaries while indirect financial compensation represents benefits offered to employees such as healthcare, child care and paid time off (Helalat *et al.*, 2014).

Pay is an important feature of HRM. Woods *et al.* (2006) and Coetzer *et al.* (2007) mentioned that there are four types of rewards that could have great impacts on decreasing turnover rates which are pay raises, promotions, bonuses and profit sharing. While pay is an important factor to attract employees, benefits are necessary to retain them (Kozic, 2012). Low pay is a notable feature in hotels which causes a decrease in employees' job satisfaction and lead to higher employee turnover (Kumar *et al.*, 2013; Helalat *et al.*, 2014).

It is beneficial for resort hotel managers to understand that benefits offered to employees should be varied to attract and retain them. These benefits should be comprised meals, accommodation, pension plan and insurance policies (Kozic, 2012). Accordingly, the following hypothesis is formulated:

H2: Employee satisfaction and retention are correlated with rewards & benefits provided by resorts.

Recognizing

Lack of recognition is one from the important reasons for leaving the job (Rader, 2012). Recognition has many forms varied from informal such as e-mail appreciation for employees' efforts and gifts to formal such as an annual awards ceremony and the annual employee performance evaluations. Employees' recognition has various advantages as encouraging employees, less turnover, more productivity and more retaining employees (Branham, 2005). Accordingly, the following hypothesis is formulated:

H3: Employee satisfaction and retention are correlated with employees recognition.

Communication

Communication has defined as the "process through which knowledge and information is shared between team members" (Salas *et al.*, 2008 cited in Hussain & Sana ur Rahman, 2013). Communication is a significant tool to build employees' commitment in resort hotels (Kozic, 2012). When there is a stronger relationship between managers and employees this will enhance the work environment, decrease employee turnover and increase employee retention rates (Nadiri & Tanova, 2010). Reducing employee turnover can be achieved by providing open and honest communication between managers and employees (Laver *et al.*, 2008).

Philippe *et al.* (2009) conducted a study to investigate the effects of managers' communication on employees. They found a significant relationship between communication between managers and employees and employee retention. They also found that open communication enhances the work environment and increases employees' job satisfaction. Accordingly, the following hypothesis is formulated:

H4: Employee satisfaction and retention are correlated with internal communication system in resorts.

Performance appraisal

Performance management is mainly focused on the individual performance and development to make sure that the employee performance and outcomes are compatible with the organization goals (Mudor & Tooksoon, 2011).

Performance appraisal is a significant human resource task (Kuvaas, 2006). By using an effective performance appraisal, organizations can be able to distinguish between high and poor performers and ending poor performers and retain high performers (Bawa & Jantan, 2005). Performance appraisal has a positive relationship with job satisfaction and organizational commitment and a negative relationship with turnover intentions (Khalid *et al.*, 2011). Poon (2004) confirmed that when employees are dissatisfied with performance appraisal this will affect their job satisfaction and in turn affect their retention. Accordingly, the following hypothesis is formulated:

H5: Employee satisfaction and retention are correlated with performance appraisal in resorts.

Empowerment

Management style is an important element in employees' retention (Miodonski, 2005). Empowering employees as one of the management styles can be considered a HRM practice. It can be used as an approach to achieve employees job satisfaction (Derani *et al.*, 2009; Kazlauskaite *et al.*, 2012)

According to Seibert *et al.* (2004) employee empowerment means that leaders give their employees the power of decision making authority and allow them to make a decision. Empowerment can be very useful in the hospitality industry and especially in resort hotels operations; as it can lead to achieve job satisfaction and commitment to the hotel (Clark *et al.*, 2009; Khalid *et al.*, 2011; Arslanturk *et al.*, 2011), increase productivity and service quality (Kazlauskaite *et al.*, 2012), reduce employee turnover and retain them (Derani *et al.*, 2009; Shriberg, 2009).

Gill *et al.* (2011) examined the relationship of employee empowerment with the intention to quit. They found that there was a negative relationship between employees' empowerment and their intention to quit. Therefore, Hotel managers should empower their employees to decrease their intention to leave and retain them. Accordingly, the following hypothesis is formulated:

H6: Employee satisfaction and retention are correlated with employee empowerment in resorts.

Job Satisfaction

HRM practices can greatly contribute to achieve employees job satisfaction and reduce their intention to quit. Job satisfaction refers to an employee's positive reaction to his job (Atteya, 2012)

There are several reasons which make employees dissatisfied with their jobs such as low payment, inappropriate resources to succeed, have no role in the decisions that affect the employees, lack of opportunities for promotion (Gumbiner, 2007), job stress and insecurity (Fu *et al.*, 2012). Additionally, the ineffective human resource practices in selection, training and development and performance appraisal can contribute to the employees job dissatisfaction (Atteya, 2012).

Lack of job satisfaction is an effective factor which increase employee turnover (Fu *et al.*, 2012; Ma *et al.*, 2009; Wright & Bonett, 2007) and turnover costs (Clark *et al.*, 2009).

Messmer (2006) showed four determinants for job satisfaction which are: compensation and benefits, work environment, career development and work/life balance. Nyberg (2010) mentioned that salary, benefits and incentives are the most important elements being contributed to employee retention and job satisfaction. Moreover, formal training as well as empowerment, performance appraisal and flexible work hours are other significant factors to achieve job satisfaction (Brown *et al.*, 2010; Yang, 2010).

Chen *et al.* (2010) found a significant relationship between job satisfaction and employee turnover. They also found that employees job satisfaction is a significant factor in employees intention to stay. There are many connections between employees satisfaction and their retention (Kim & Jogarantnam, 2010). Job satisfaction can play a great role in employees retention (Messmer, 2006). It is found that the job satisfaction is the cornerstone for employee retention (Kozic, 2012). This means if employees are satisfied with their jobs, they will not leave their work and consequently it can be easy to retain them. However, if employees are dissatisfied with their job, their intention to quit will increase (Pepe, 2010).

Methods

A questionnaire was developed to investigate the HRMPs and employees' satisfaction and retention in five-star resort hotels located in Hurghada and Sharm El-Sheikh. It was designed based on the previous researchers (Chew, 2004; Rathnaweera, 2010; Mensah, 2014) to collect data from the sample. The questionnaire was divided into 3 sections. The first section investigated the perception of employees about some HRMPs in their resorts. Employees were asked to self-rate each item based on the level of practice across their resorts. A 5 point rating scale has been used ranging from 1 (low practice across the resort) to 5 (high practice across the resort). The questions in this section have been under six HRMPs including: training and development (4 items), rewards and benefits (6 items), employee recognition (3 items), internal communication system (4 items), performance appraisal (5 items) and employee empowerment (3 items). The second section was to probe employees' satisfaction and their intention to stay in resort. The last section included the respondents' demographics. The sample included (9) resorts from Hurghada and (13) resorts from Sharm El-Sheikh.

Results and Discussion

Originally, 300 questionnaire forms were distributed. Only 227 forms were returned, and 214 questionnaires were valid giving a valid response rate of 71.3%. Statistical Package for Social Sciences (SPSS) was used for statistical analysis.

The reliability of the scales was tested by using Cronbach' alpha coefficient to measure internal reliability; its value ranging from 0 to 1, and higher values indicate greater reliability. Cronbach' alpha for this study was higher than 0.97 for the individual constructs and 0.97 for the entire survey as exhibited in table (1). According to Spector (1992) any item greater than 0.7 constitutes an appropriate level of internal consistency reliability. Cronbach' alpha values for all individual constructs were higher than 0.7.

Table (1) Coefficient of reliability and validity of the survey

Constructs	No. of items	Cronbach's Alpha	
Independent variables	Training & development	4	0.977
	Rewards and Benefits	6	0.977
	Recognition	3	0.977
	Communication	4	0.975
	Performance appraisal	5	0.977
	Empowerment	3	0.978
	Satisfaction	4	0.974
Dependent variable	Retention	10	0.976
Overall survey scale		39	0.979

Reliability alone is not sufficient to consider that an instrument is adequate. Therefore validity is required to validate the constructs. Before distribution and completion of the questionnaire, its content validity had been examined by two human resource managers with more than five years of experience in the hotel industry and by three academics specializing in human resource management. The questionnaire was adapted according to their comments.

Respondents' Profile

Table (2) shows the demographic profile of respondents. It was found that 168 respondents (78.5%) were male whereas 46 respondents (21.5%) were female. The majority of the respondents (65.4%) were in the age range from 25 to less than 35 years. This was followed by those aged less than 25 years constituting of 30.8% (n= 66) and those aged 35 to less than 45 years (2.8%). On the other hand, only 2 respondents (0.9%) fell in the category of age 45 years and more. Single and married respondents were 66.4% (n=142) and 33.6% (n=72) respectively

In terms of education qualification, high school was the most obtained educational degree as selected by (61.7%), followed by Bachelor of Science (30.8%) and post graduate (7.5%). In hotel industry, experience is considered more important than educational qualification, thus candidates often started from entry-level positions despite having higher qualifications and were promoted based on their performance (Ahmad & Zainol, 2011). Therefore, it is not surprising that about two third of investigated employees in resorts had the educational level of high school. They started as non-managerial employees and were promoted to higher positions based on their performance (Ghazali *et al.*, 2012).

Concerning the respondents working years in the present resort, most of them (158; 73.8%) indicated that they work less than one year in the present hotel and 44 employees (20.6%) work from 1 to less than 3 years in the present resort. On the other hand, respondents who have 3 to less than 5 working years and who work five years and more were equaled (6; 2.8%).

Employees who participated in this study were from different departments in the resort. There were 90 respondents (42%) worked in F&B department, 68 respondents (31.8%) worked in housekeeping department and 40 respondents (18.7%) worked in the front office department. Also, there were 16 respondents (7.5%) work in other departments such as engineering, human resource and administration departments.

Table (2) Profile of the Sample

Gender	Frequency	Percent
Males	168	78.5
Females	46	21.5
Total	214	100.0
Age	Frequency	Percent
Less than 25 years	66	30.8
25 to less than 35	140	65.4
35 to less than 45	6	2.8
45 years and more	2	0.9
Total	214	100.0

Marital Status	Frequency	Percent
Single	142	66.4
Married	72	33.6
Total	214	100.0
Education	Frequency	Percent
High School	132	61.7
Bachelor of science	66	30.8
Post graduate	16	7.5
Total	214	100.0
Working tenure	Frequency	Percent
Less than one year	158	73.8
One to less than three years	44	20.6
Three to less than five years	6	2.8
five years and more	6	2.8
Total	214	100.0
Department	Frequency	Percent
Food and beverage	90	42.0
Front office	40	18.7
Housekeeping	68	31.8
Other	16	7.5
Total	214	100.0

HRMPs and Employees' Satisfaction, and Retention

It is observed from the following table (3) that employee retention shares a high statistically significant and positive relationship with employee satisfaction ($r=0.708$, $p<0.01$), training and development ($r= 0.667$, $p< 0.01$), rewards and benefits ($r= 0.690$, $p< 0.01$), recognition ($r=0.747$, $p<0.01$), communication ($r= 0.730$, $p< 0.01$), performance appraisal ($r= 0.790$, $p<0.01$) and employee empowerment ($r= 0.874$, $p<0.01$).

Table (3) Correlation matrix of the study variables

	1	2	3	4	5	6	7	8
Retention	1							
Satisfaction	.708** .000 214	1						
Training & Development	.667** .000 214	.691** .000 214	1					
Rewards & Benefits	.690** .000 214	.847** .000 214	.535** .000 214	1				
Recognition	.747**	.880**	.746**	.825**	1			

	.000 214	.000 214	.000 214	.000 214				
Communication	.730** .000 214	.833** .000 214	.815** .000 214	.772** .000 214	.894** .000 214	1		
Performance appraisal	.790** .000 214	.869** .000 214	.640** .000 214	.826** .000 214	.770** .000 214	.793** .000 214	1	
empowerment	.874** .000 214	.903** .000 214	.653** .000 214	.812** .000 214	.952** .000 214	.859** .000 214	.848** .000 214	1
Note: ** Correlation is significant at the 0.01 level (2-tailed).								

Training and development

As shown from table (4) that there is a high statistically significant and positive relationship between training & development items and employees job satisfaction, and retention. Correlation coefficient of all items is significant at the 0.01 level

Table (4) Relationship between training & development items and employee's retention

Training & development	Satisfaction		Retention
	I get training to do my job well.	Pearson	0.511**
	Sig.	.000	.000
Available provided training match with my job.	Pearson	0.722**	0.704**
	Sig.	.000	.000
The hotel provides regular opportunities for personnel and career development	Sig.	0.634**	0.739**
	Pearson	.000	.000
Innovation and creativity are encouraged in this hotel	Sig.	0.698**	0.601**
	Pearson	.000	.000
Note: ** Correlation is significant at the 0.01 level (2-tailed)			

The previous tabulated results indicate that employees satisfaction can be enhanced by giving chances to employees for learning and effective training (Liao & Teng, 2010; Preenen *et al.*, 2011). Likewise, employees' retention rate can be increased if resorts are keen to provide their employees with chances of training and development as they help employees to develop their skills and competencies (Kyndt *et al.*, 2009; Arnold, 2005; Herman, 2005; Hussain & Sana ur Rahman, 2013). This result supported (H1).

To investigate the role of training and development practice on employees retaining, regression analysis was conducted. The value of adjusted R^2 is (0.637), F value equal 374.583 and significant at 0.000, pointing that 63.7% of total variance in employee retention is explained by training & training practice as shown in table (5). This means that resorts should provide regular opportunities for training & development due to their important role in retaining employees. Chew & Chan (2008) stated that employee retention would increase if training could result in higher productivity which indirectly could increase the salary of employees.

Table (5) The Impact of training & development on employee retention

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.799 (a)	.639	.637	2.639		
ANOVA(b)					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2609.962	1	2609.962	374.583	0.000(a)
Residual	1477.141	21	6.968		
Total	4087.103	21			
Coefficients(a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.048	.561		33.960	.000
Training & development	.937	.048	.799	19.354	.000
a. Dependent Variable: Employee Retention					

Rewards and benefits

Pearson correlation coefficient indicates that all items of rewards and benefits construct are positive correlated and high significant with employees job satisfaction, and retention which supported (H2) as seen in table (6).

Table (6) Relationship between rewards & benefits and employee's satisfaction, and retention

Rewards & Benefits	Satisfaction		Retention
Available benefits are appropriate for my needs	Pearson	0.757**	0.713**
	Sig.	.000	.000
Rewards & benefits are provided based on the performance	Pearson	0.810**	0.709**
	Sig.	.000	.000
I know the criteria used to decide my pay	Pearson	0.855**	0.679**
	Sig.	.000	.000
My salary is fair for my tasks, duties, and responsibilities of my job.	Pearson	0.488**	0.463**
	Sig.	.000	.000
I earn more than others who occupy similar positions in other hotels	Pearson	0.422**	0.247**
	Sig.	.000	.000
Rewards & benefits are satisfactory reviewed from time to time.	Pearson	0.531**	0.556**
	Sig.	.000	.000
Note: ** Correlation is significant at the 0.01 level (2-tailed).			

It can be concluded from regression analysis that the value of adjusted R^2 is 0.60 and $f= 320.491$ ($p < 0.01$) that indicate rewards and benefits provided by resorts account for 60% of the variance in employee retention (see table 7). In other words, rewards and benefits have a great contribution in retaining employees in the investigated resorts. Mudor and Tooksoon (2011) and Kozic (2012) assured that pay rates and benefits are able to retain high quality employees especially when they are greater than other competitors and thereby reducing their intention to leave.

Table (7) The Impact of rewards & benefits on employee retention

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.776 (a)	.602	.600	2.770		
ANOVA(b)					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2459.690	1	2459.690	320.419	0.000(a)
Residual	1627.412	212	7.676		
Total	4087.103	213			
Coefficients(a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.693	.571		34.515	.000
Rewards & Benefits	.680	.038	.776	17.900	.000
a. Dependent Variable: Employee Retention					

Recognition

Table (8) indicates high significant ($p < 0.01$) relationship between all items of employee recognition and employee satisfaction, and retention. The level of the relationship (high-moderate to strong) between variables indicates that appreciation of employees is crucial to satisfy and retain them. From this result, (H3) can be accepted.

Table (8) Relationship between employee recognition and employee's satisfaction and retention

The	Recognition	Satisfaction		Retention
		Pearson		n
I have positive recognition when I produce high quality work.		0.816**		0.763**
		.000		.000
The hotel offers good opportunities for promotion.		0.776**		0.639**
		.000		.000
The hotel gives enough recognition for well done work		0.665**		0.603**
		.000		.000
Note: ** Correlation is significant at the 0.01 level (2-tailed).				

adjusted R^2 is 0.612 and F value is 337.594 ($p=0.000$) that reveals employee recognition has significantly explained the 61.2% of the variance in employee retention. Regression coefficient (B) is 1.122 (0.000) which is significantly ($t=18.374$; $p=0.000$) at the 1% significance level as shown in table (9). These results show that employee recognition has a great importance in retaining employee in this study. These results agree with what reported by Chew (2004) and Branham (2005) that employees tend to be stayed when they feel their capabilities, efforts and performance contributions are recognized and appreciated by management.

Table (9) The impact of employee recognition on employee retention

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.784 (a)	.614	.612	2.727		
ANOVA(b)					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2510.546	1	2510.546	337.594	0.000(a)
Residual	1576.557	21	7.437		
Total	4087.103	21			
Coefficients(a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20.747	.503		41.261	.000
Employee Recognition	1.122	.061	.784	18.374	.000
a. Dependent Variable: Employee Retention					

Internal communication system

A positive, strong and high significant relationship is found between employee satisfaction, and retention and all items of internal communication system structure (see table 10). In other words, when resorts enhance their internal communication systems then the level of employee satisfaction and retention will increase which means that (H4) is accepted.

Table (10) Relationship between internal communication system and employee's satisfaction and retention

Internal Communication System	Satisfaction		Retention
	Pearson		
The hotel keeps employees well-informed on matters important to them.	0.605**	.000	0.629**
Communication across all levels tends to be good.	0.814**	.000	0.712**

Hotel structure encourages horizontal and vertical communication.	Pearson	0.701**	0.695**
	Sig.	.000	.000
There is trust between employees and their supervisors/team leaders.	Pearson	0.769**	0.669**
	Sig.	.000	.000
Note: ** Correlation is significant at the 0.01 level (2-tailed).			

From the results of simple linear regression presented in table (11), the adjusted R^2 is (0.643), F value is 383.874 ($p= 0.000$) and significant at the 1% of significance level, indicating that 64.3% of total variance in employee retention is explained by internal communication system. This result assures the importance of internal communication system in raising resort employee retention. It can be concluded that when open communication system is implemented in a resort and employees are allowed to openly communicated with their coworkers, share their ideas, knowledge and information with other colleagues then it would increase the level of employees job satisfaction and retention (Philippe *et al.*, 2009). In the same context, Chang & Chang (2008) assure that the availability of good internal communication system provides a path for employees to express their opinions, cultures and other traditions which could reduce the employee's intention to leave.

Table (11) The impact of internal communication system on employee retention

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.803 (a)	.644	.643	2.618		
ANOVA(b)					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2632.993	1	2632.993	383.874	0.000(a)
Residual	1454.110	212	6.859		
Total	4087.103	213			
Coefficients(a)					
	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.162	.407		54.430	.000
Communication system	.693	.035	.803	19.593	.000
a. Dependent Variable: Employee Retention					

Performance appraisal

According to table (12), there is positive and high significant association between the five items of the performance appraisal and employee satisfaction and retention. This means that when employees'

efforts are acknowledged and appraised by their management, this can enhance their job satisfaction and in turn increase employees’ retention level. Hence, (H5) is supported.

Table (12) Relationship between performance appraisal items and employee's satisfaction and retention

Performance Appraisal	Satisfaction		Retention
	Performance appraisal system is fair.	Pearson	0.482**
	Sig.	.000	.000
There is a formal and written performance appraisal system.	Pearson	0.753**	0.740**
	Sig.	.000	.000
I'm informed that how my performance is evaluated.	Pearson	0.725**	0.576**
	Sig.	.000	.000
I receive feedback of performance evaluation results about myself.	Pearson	0.818**	0.688**
	Sig.	.000	.000
Performance appraisal is done by the supervisor.	Pearson	0.844**	0.833**
	Sig.	.000	.000
Note: ** Correlation is significant at the 0.01 level (2-tailed).			

Regression analysis explores that adjusted R² is 0.595 and F= 314.540 (significant at p=0.000) that indicates 59.5% of total variance in employee retention is explained by the five items of performance appraisal jointly as shown in table (13). Performance appraisal can contribute greatly to employees’ satisfaction and retention as it has a positive relationship with job satisfaction and a negative relationship with turnover intentions (Poon, 2004; Khalid *et al.*, 2011)

Table (13) The Impact of performance appraisal on employee retention

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.773 (a)	.597	.595	2.786		
ANOVA(b)					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2441.519	1	2441.519	314.540	0.000(a)
Residual	1645.584	212	7.762		
Total	4087.103	213			
Coefficients(a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.794	.570		34.430	.000
Performance Appraisal	.658	.037	.773	17.735	.000
Dependent Variable: Employee Retention .a					

Empowerment

Regarding the sixth hypothesis, the result in table (14) illustrates that there is a positive relationship at the significance level of 1% between empowerment and employee satisfaction ($r=78.9-81.4$), and retention ($r=67.7-73.7$) which means that this hypothesis is accepted. This result indicates that when resort management is empowering their employees by enable them to contribute in decision-making process and solve their work problems, this would enhance the intention of employee to stay.

Table (14) Relationship between items of empowerment and employee's satisfaction, and retention

Empowerment	Satisfaction		Retention
	I am allowed to solve problems by using my judgment.	Pearson	0.814**
	Sig.	.000	.000
I am allowed to decide how I do my job	Pearson	0.796**	0.729**
	Sig.	.000	.000
I have freedom I need to do my job well.	Pearson	0.789**	0.676**
	Sig.	.000	.000

Note: ** Correlation is significant at the 0.01 level (2-tailed).

It is

observed from the following table (15) that the adjusted R^2 is 0.476 and F value equal 194.670 ($p<0.01$). These figures reveal that 47.6% of total variance in employee retention is explained by empowerment. Chang and Chang (2008) and Gill *et al.* (2011) evidenced a negative significant relationship between employees' empowerment and their intention to leave. Employees should be empowered, especially the front line employees in the resort to cope with the unexpected service and the customer requirements, while the manager plays the role of authorization and also provides training for the employees.

Table (15) The Impact of empowerment on employee retention

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.692 (a)	.479	.476	3.170		
ANOVA(b)					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	1956.469	1	1956.469	194.670	0.000(a)
Residual	2130.634	212	10.050		
Total	4087.103	213			
Coefficients(a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.944	.506		45.325	.000
empowerment	.990	.071	.692	13.952	.000

a. Dependent Variable: Employee Retention

Proposed Model for Estimating Employee Retention

The proposed model of employee retention through implementing HRMPs is obtained from the following tabulated results as shown in table (16):

Table (16): parameter of employee retention estimation

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.839 (a)	.705	.696	2.415		
ANOVA(b)					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2879.497	6	479.916	82.264	0.000(a)
Residual	1207.606	207	5.834		
Total	4087.103	213			
Coefficients(a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.730	.688		27.220	.000
Training & development	.389	.102	.332	3.811	.000
Performance appraisal	.156	.084	.184	1.865	.027
Rewards & benefits	.146	.084	.167	1.746	.043
Communication	.145	.120	.168	1.209	.228
Recognition	.143	.151	.100	.948	.344
Empowerment	-.092	.115	-.065	-.801	.424
a. Predictors: (Constant), training & development, performance appraisal, rewards & benefits, communication, recognition, empowerment; Dependent Variable: retention					

Employee retention = $\beta_0 + \beta_1$ training & development + β_2 Performance appraisal + β_3 rewards & benefits.

There is a significant relationship between employee retention and three HRM practices; training and development, performance appraisal and rewards & benefits. These three practices impact with significant and positive coefficient on employee retention. This result means that if the implementation level of one of these three practices increases then the level of employee retention will also increase. Other three HRMPs including, internal communication system, employee recognition and employee empowerment are excluded from the proposed model because they have low and negative coefficients. It is concluded from the proposed model that the increase in the implementation level of training & development would increase the level of employee retention by (0.389) which is the highest coefficient among other coefficients. On the other hand, empowerment has the lowest and negative effect (- 0.092) on employees' retention in five-star resorts.

Conclusion

Employees are considered a significant reason for any hotel operation success. Employees' satisfaction and retention are among the main challenges for human resources management. The objective of this study was to investigate the relationship between some of the HRM practices and employees' satisfaction and retention at resorts and how these practices contribute to retain them.

Although, there are numerous HRM practices used by hotel operations to retain their employees, the study has concentrated on six practices namely: training and development, rewards and benefits, recognizing, internal communication system, performance appraisal and employees empowerment. All these practices have significant correlations with employees' satisfaction, and retention. However, training and development, performance appraisal and rewards and benefits have greater and significant impact than the other three HRM practices.

On the whole, the study provides resort managers a vision to design their own strategies to keep their employees.

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