

## The Impact of Human Resource Management Practices on Turnover “Case Study Travel Agencies in Beirut Lebanon”

Mrs. Suzanne Abdel Hady<sup>1</sup> & Prof. Hussein Chible<sup>2</sup>

### Abstract

---

Tourism employee turnover is reaching dramatic percentages for many organizations, who strive to maintain proper staffing levels in a tight labor market. Turnover has been an expensive measure of performance in organizations, in terms of financial and operational effectiveness. Organizations and managers in the tourism and hospitality industry are facing real challenges in: recruiting, developing and maintaining a committed, well-managed and well-motivated workforce, where the main concern is ensuring the customers a high-quality service. This paper aims to measure the employee's turnover rate in travel agencies in Lebanon and comparing its level between small and large enterprises in the tourism field. The study focuses as well on assessing the effectiveness level of the main HRM practices that apply to the hospitality industry, while measuring its impact on employee's turnover. Moreover, this paper aims to study the relationship that exists between job satisfaction, loyalty, organizational commitment and turnover level. To reach the objectives of this study, a set of hypotheses were determined in order to be validated or rejected during the field study. Data were collected through a survey administered to employees in four travel agencies in Beirut, and deep interviews were held with the HR managers of these travel agencies. The main findings have shown that, turnover level in small agencies is higher than in large ones, while job satisfaction, loyalty and organizational commitment are low in small agencies and high in large enterprises. The Findings revealed as well that, HRM practices are well applied by managers in large travel enterprises comparing to small ones. This had positively impacted the employees' attitude thus, decreasing the turnover level.

---

**Keywords:** HRM, Tourism Industry, Turnover, employee satisfaction, loyalty, organizational commitment, employee retention.

### 1. Introduction

The importance of tourism and hospitality employment in both developed and developing countries is identified through the world Travel and Tourism Council (WTTC) by suggesting that, travel and tourism related activities account for over 230 million jobs or 8.7 per cent of jobs worldwide (WTTC, 2006) Cited in Nickson 2007. The tourism & hospitality industry is a highly guest service-oriented business where the success of the business relies on the contact between employees and guests. Consequently, hospitality researchers and business managers have acknowledged the significance of hiring and retaining competent employees, and have arguably considered the company's employees as the most valuable asset to hospitality firms (Choi & Dickson, 2009). Human resources remain one of the most important challenges hospitality managers face. They consider recruiting, retaining, motivating, training and developing the workforce as the problem that “keep them awake at night” (Enz 2001, 2004) Cited in Walsh et al., 2010. Hospitality leaders are concerned since the success of products in service firms depends on their delivery by employees, who are responsible to create memorable experiences that enhance the customer's loyalty. (Liao & Chuang, 2004; Skaggs & Youndt, 2004) Cited in Walsh et al., 2010.

---

<sup>1</sup> Faculty of Tourism and Hospitality, Lebanese University, Beirut- Lebanon, Email: [suzanna\\_hady@hotmail.com](mailto:suzanna_hady@hotmail.com)

<sup>2</sup> Faculty of Tourism and Hospitality, Lebanese University, Beirut- Lebanon, Email: [hchible@ul.edu.lb](mailto:hchible@ul.edu.lb)

The success of service enterprises relies on frontline employees since they are responsible for service delivery, and ultimately determine the quality of service the customer receives. It is crucial to understand what influences frontline employees' job satisfaction, since it is proved that satisfied employees deliver better customer service (Rust, Stewart, Miller, & Pielack, 1996) Cited in Costen & Salazar 2011. According to Baydoun, Rose and Emperado (2001) customer satisfaction in service firms has the potential to impact organizational profitability through repeat business or positive word-of-mouth advertising and increased revenue Cited in Costen & Salazar 2011. Employee job satisfaction is linked to organizational commitment, and both are indicators of an employee's intent to leave or to stay in an organization. Therefore, there is an essential need to understand what may influence the employee's job satisfaction (Costen, Salazar, & Antun, 2006; Ghiselli, LaLopa, & Bai, 2001; Antolik, 1993; Bartel, 1981; Mobley, 1977) Cited in Costen & Salazar 2011. Many Hospitality organizations face a high level of employee turnover and find it challenging to attract, retain and develop a professional labor force capable of interacting with customers in a way that create a repeat business (Walsh et al., 2010). Human resources (HR) is one of the functions that help shaping employee's behavior and experiences within the organization, and influence the organization's culture as a whole (Cabrera & Bonache, 1999) Cited in Costen & Salazar 2011. HR's training and development programs have a great influence on employee skills impacting both their competency levels and their productivity, which directly impact employee's job satisfaction (Costen & Salazar, 2011). Numerous studies were conducted on Human Resource Management (HRM) practices, while few were undertaken to demonstrate and measure the effectiveness of certain HRM practices that applied to the tourism & hospitality industry.. (Choi & Dickson, 2009).

The purpose of this study is to measure the turnover rate in travel agencies and to focus on the impact of HRM practices on employee's intention to quit. Research specific objectives are:

- Study the effectiveness of certain HRM practices that applied to the Travel & Hospitality industry, and highly influence the employee's turnover level.
- Study the relationship between job satisfaction, loyalty, organizational commitment and turnover level.
- Compare the turnover levels between small and large travel enterprises

Hypothesis: The following hypotheses were developed to explore the relationships between intention to quit and salary, job satisfaction, loyalty, organizational commitment, feeling appreciated, job opportunities, motivation, empowerment and career advancement.

- H1: The more the employees are satisfied the lower is their intention to quit.
- H2: The more the employees are loyal to their workplace the lower is their intention to quit.
- H3: The more the employees are committed to their organization the lower is their intention to quit.
- H4: The more the employees are feeling appreciated the lower is their intention to quit.
- H5: The lower the salaries the higher is the employee's intention to quit
- H6: The more the employees are empowered the lower is their intention to quit.
- H7: The more the employees are exposed to Job offers the higher is their intention to quit.
- H8: The more the employees have chances to advance within the organization the lower is their intention to quit.
- H9: Professionalism in applying HRM practices reduces turnover level.

**Methodology:** The first part in this research will be the literature review which is based on previous related studies that treated our research subject; it will be followed by a questionnaire addressed to the employees in travel agencies and interviews with Human Resources managers as well. The findings will be compared to the ones mentioned in the literature review in order to reach the purpose of the research.

## 2. Literature Review

HRM practices have been gradually developed and applied to the areas of recruiting and selection, training, and enhancement of employee satisfaction in the work environment (Baumann, 2003; Lee, Heard, & Koh, 2000) Cited in Choi & Dickson 2009. Many studies were carried out to measure the effectiveness of HRM practices. These studies identified a list of dependent variables, such as employee turnover rate, employee satisfaction level and company profit (Batt & Valcour, 2003; Humber, 2003; Huselid, 1995; Kalleberg & Moody, 1994; Lee et al., 2000; Lloyd, 2000) Cited in Choi & Dickson 2009. For the purpose of this study, selection and recruitment, training, employee motivation, reward systems and employee empowerment have been chosen to measure the effectiveness of HRM practices.

## **2.1 Human Resource Management (HRM)**

HRM is defined as "a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques" (Nickson, 2007). The main challenge of HRM would seem to be how to select, recruit, develop, reward and motivate staff, then relying on them as a source of competitive advantage (Nickson, 2007). HRM departments of hospitality companies are often criticized for being a cost centre. This criticism is raised because it is difficult to measure the outcomes of HRM efforts which are generally measured with intangible factors such as employee satisfaction, customer satisfaction, and customer complaints. Therefore, results of these measurements are often seen too blurred (Cho et al., 2006).

According to Becker and Gerhart (1996), HRM decisions influence organizational performance by either improving organizational efficiency or increasing business revenue. HRM practices have shown by several studies an improvement in organizational performance including turnover rate (Huselid, 1995), labor productivity (Datta et al., 2003; Huselid, 1995; Macduffe, 1995; Youndt et al., 1996) and return on assets (Delery and Doty, 1996) Cited in Cho et al., 2006.

## **2.2 Main HRM practices**

The main practices of Human resource management are the following: Employee selection, Recruitment, Staffing, Job descriptions, Training, Empowerment, Problem solving, Job design, Compensation, Performance appraisal, Employee motivation, Employee development, Internal career opportunities, Promotion assessment, Incentive system (Cho et al., 2006).

## **2.3 Measuring the effectiveness of HRM Practices**

Several studies have empirically tested the impact of HRM practices on reducing employee turnover. HRM practices such as selection and recruitment, incentive plans, and training proved to be very important in maintaining a high retention rate among employees (Cho et al., 2006) Cited in Choi & Dickson 2009. Furthermore, Implementing professional training programs has shown in a case study concerning Sofitel to be vital in reducing the turnover rate of the company (Humber, 2003) Cited in Choi & Dickson 2009. The quality of the employee selection system has been identified as well as one of the most important factors in retaining good workers and reducing the costly employee turnover (Huselid, 1995; Poe, 2003) Cited in Choi & Dickson 2009. Gale (2000) found that hiring the right people could lead to low turnover rates. Cited in Choi & Dickson 2009. Enhancing the quality of managerial leadership is also considered a key to recover the turnover problem (Development Dimensions International, 2002; Hotel News Resource, 2000) Cited in Choi & Dickson 2009. Likewise, Motivating current employees and improving their satisfaction has drawn the attention of many researchers (Allen, Shore, & Griffeth, 2003; Harris et al., 2002; Poe, 2003) Cited in Choi & Dickson 2009. Sturman and Trevor (2001) pointed out that many organizations measure the Performance of their employees over time but rarely utilizes the wealth of data collected to help prevent and manage employee turnover. Studies showed that training, Job empowerment and reward systems are key practices to retain quality employees (Choi & Dickson, 2009).

## **2.4 Factors that influence the employee's turnover level**

### **2.4.1 Job satisfaction**

Locke (1976, p.1300) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction was identified by Currivan (1999) as the positive attitude that an employee has towards a work role. He further explored the causal relationship between job satisfaction and organizational Commitment to turnover. His study meets the ones done by Porter and Steers (1973) and Mobley (1977), who had earlier identified a relationship between job satisfaction and an employee's intention to quit. Cited in Wiley Sims 2007. Job satisfaction might be an important indicator of the employees' feeling about their job and a predictor of work behavior such as absenteeism, and turnover (Ronra & Chaisawat, 2011). In this regard Rust et al., (1996) reconfirmed the given that job satisfaction and turnover are intimately related Cited in Wiley Sims 2007. Where the satisfied workers will be more productive and stay longer in the organization, while dissatisfied workers will be less productive and will have more tendency to leave the organization (Saker et al., 2003) Cited in Ronra & Chaisawat, 2011. For Reichheld (1996) productivity is affected by the employees' hard work where three criteria motivate them:

when they have job pride, when they find their jobs interesting and meaningful, and when they are recognized for their work and benefit from the work they have accomplished. Cited in Ronra & Chaisawat, 2011. Arnett et al., (2002) found that employee satisfaction is linked to positive employee behavior such as having a customer orientation. The success of service organizations relies heavily on employee's job satisfaction since it is evident that satisfied employees tend to lead to satisfied guests. Another benefit of job satisfaction is reduced turnover Cited in Ronra & Chaisawat, 2011. Previous researches have shown that satisfied employees are more likely to stay in the organization than those who are dissatisfied (Mobley et al., 1979) (Salazar et al., 2000) Cited in Ronra & Chaisawat, 2011. Thereby, by knowing what leads to job satisfaction, an organization can reduce turnover. The variables affecting job satisfaction are numerous and interrelated. Saifuddin et al. (2008) found that high turnover and absenteeism are reported to be related to job dissatisfaction, while low absenteeism is associated with high job satisfaction Cited in Ronra & Chaisawat, 2011. Nevertheless, among all the possible factors affecting job satisfaction, most studies consider factors such as work environment and relationships with colleagues as the most important factors affecting job satisfaction (Cranny, Smith, and Stone, 1992; Robbins, 2003) Cited in Wiley Sims 2007.

#### **2.4.2 Loyalty**

Employee loyalty reduces turnover rates (Borzaga & Tortia, 2006) Cited in Costen & Salazar 2011. "Loyalty describes an employee's faithfulness to an organization, but may not translate into an emotional attachment to the organization" (Niehoff et al., 2001). Loyalty is feeling pride about an organization and defending it against any criticism. Loyalty also includes not complaining about the organization " (Niehoff et al., 2001) Cited in Costen & Salazar 2011. According to Eskildsen & Nussler (2000), employee loyalty measures to what degree employees are responsible in their work, and if they likely have the intention to look for another job Cited in Costen & Salazar 2011.

#### **2.4.3 Organizational Commitment**

There are many definitions for organizational commitment, but the most appropriate one might be the behavior that is likely to be found in an employee who is specifically committed to an organization. In addition to the punctuality, reliability and cooperativeness which are companions to the organizational commitment, there is an emotional attachment to the aims and values of the organization which is often expressed through pride in the name of the company (DiPietro & Condly, 2007). Organizational commitment is related to the feeling of an employee about the organization as a whole. It has been conceptualized as the emotional (Rhoades, Eisenberger & Armeli, 2001) and psychological (Ensher, Grant-Vallone, & Donaldson, 2001) bond between the employee and the organization. Cited in Costen and Salazar 2011. Organizational commitment is also the wish to stay longer in the organization (Camp, 1994) Cited in Costen & Salazar 2011. This means sharing the same goals (Rogg, Schmidt, Shull, & Schmitt, 2001) and values, as well as a willingness to work on behalf of the organization (Taormina, 1999) Cited in Costen & Salazar 2011. The employee's commitment can be reflected as well by seeking the success of the organization (Wright, Gardner & Moynihan, 2003) Cited in Costen & Salazar 2011.

Additionally, organizational commitment has a big influence on an employee's willing to stay within the organization and consequently reduces turnover (Costen & Salazar, 2011).

### **2.5 Employee Turn over**

#### **2.5.1 Definitions**

Turnover refers to how many times employee move in and out of an organization, normally known as turnover rate (Chruden & Sherman, 1972) Cited in Ronra & Chaisawat 2011. As per Tanke (2001) turnover is the movement of employees out of the organization. Cited in Ronra & Chaisawat 2011. Moreover, Mobley (1982) gave the meaning of employee turnover as the suspension of membership in an organization by the person who is remunerated from the organization Cited in Ronra & Chaisawat 2011. Tett and Meyer (1993) defined the turnover intention as a conscious decision to quit an organization. Cited in Egan et al., 2004.

#### **2.5.2 Main factors**

Hospitality organizations showed a high rate of employee turnover relative to other service organizations (Di Pietro & Condly, 2007). Many studies have shown high levels of employee turnover to be chronic in the tourism and hospitality sector (Hoque, 2000; Jerris, 1999; Woods, 1992; Wood, 1997) Cited in Sims 2007. Turnover rates in the hospitality industry ranged from seventy to hundred per cent, while in some enterprises the range is estimated to go beyond three hundred per cent (Sims, 2007).

Iverson and Deery (1997) found that “turnover culture” which dominates in service organizations is one of the most axiomatic explanations for high turnover in the hospitality industry. Cited in Di Pietro and Condly 2007. Due to the nature of the business, the background of the employees and the low wages in the hospitality industry, organizations’ management just accept turnover as part of the workplace culture rather than taking prevention measurements to overcome this phenomenon (Heskett, Sasser, & Schlesinger, 1997) Cited in DiPietro and Condly 2007. The turnover intention has been found to have an inverse relationship to job satisfaction (Muchinsky & Morrow, 1980; Trevor, 2001) Cited in Egan et al., 2004. A study conducted by Lloyd (2000) showed the existence of a significant misunderstanding between what companies believe causes employee turnover and why workers actually leave. Therefore, managers should have a better understanding of the actual causes of employee turnover Cited in Choi and Dickson 2009. Milkovich & Newman (2002) found that employer’s use money to attract, retain and motivate employees. Likewise, the pay dissatisfaction may lead to turnover and employees might be attracted by higher salaries offered by another company Cited in Chan and Kuok 2011. This means that only highly committed employees will stay within the same organization (Chan and Kuok, 2011). In this regard, Studies done by (Ricci and Milman, 2002) have shown that, the most significant predictors of retention were factors that were not monetary related but were more emotive in nature such as friendly work environment. Cited in Di Pietro & Condly 2007. High levels of labor turnover are generally regarded as undesirable. Turnover costs of many organizations are high and strongly affect its financial situation. Costs are two types: Direct costs include recruitment, selection, and training of new people and indirect costs include specific things such as reduced productivity associated with low employee morale (Willis, 2002) Cited in Ronra & Chaisawat 2011 as well as stress feelings for existing employees, supervisors, and customers (DiPietro & Condly, 2007) . It was proved that indirect costs are more difficult to recognize than direct costs. The decreased levels of employee motivation caused by high turnover rates can lead to customer dissatisfaction and consequently declining in sales records (Barrows, 1990) Cited in Sims 2007. Estimated costs vary from enterprise to another. It has been also estimated that, on average, it costs a company one-third of a new hire’s annual salary to replace an employee (Willis, 2002) Cited in Ronra & Chaisawat 2011. Therefore, it is an essential task for the people in charge to take employee turnover seriously as it could have both tangible and intangible impact on the financial position of the organization (Ronra & Chaisawat, 2011).

Although high levels of turnover are considered to be a smirch for an enterprise, Riley (1993) emphasizes that some mobility may be desirable for skill acquisition Cited in Sims 2007. Employee turnover can be beneficial to organizations when an unprofessional employee is replaced by a more productive employee, and can occur when a senior retirement allows the hiring of ‘fresh blood’. It is crucial to mention that, the resignation of valuable employees can be damaging to an organization particularly when they move on to work for competitors (Stephen, 2009) Cited in Ronra & Chaisawat 2011. An opposite school of thought, which suggests that there are benefits to labor turnover, is propped by Johnson (1985) who argues that management is happy with high levels of turnover as it allows them to get rid of undesirable staff easily Cited in Sims 2007. In this regard, Reigel (1995) also assures that turnover can be desirable in some instances, especially when pay is linked to the employee’s length of stay in the company Cited in Sims 2007. Regardless of the divergent arguments regarding turnover, many recent studies have demonstrated that tourism enterprises with “good” human resource practices have successfully managed turnover and increased productivity levels (Batra, 1996; Worsfold, 1999; Haynes and Fryer, 2000; Schnars and Kleiner, 2000; Abbasi and Hollman, 2000) Cited in Sims 2007.

### **2.5.3 Other factors impacting employee’s intention to leave**

Mobley (1982) argued that age is inversely proportional to turnover, which means that young employees are more able to quit their job than older ones, this is due to many reasons such as mature workers are more likely to value security of tenure in employment more highly than younger employees. Also, younger employees may terminate their employment for any personal reason such as the desire to travel or return to studies Cited in Sims 2007. Jones and Crandall (1991) determined that turnover increase with low salaries, young age of employees, high levels of routine within the job, and where there is no empowerment in the organization’s culture. Furthermore, they confirmed that job expectation, job dissatisfaction, and stress were all contributors to turnover Cited in Sims 2007. Additionally, Hartman and Yrle (1996) shed the light on the voluntarily termination where employees though are satisfied with their employment they still terminate their positions. Moreover, Hartman and Yrle (1996) found that career advancement and promotional opportunities are significant factors to take termination decisions Cited in Sims 2007.

Furthermore, Matteson and Ivanevich (1987) and Zohar and Monachello (1996) both conceptualized some factors that cause stress among employees in the tourism and hospitality industry and lead to high turnover such as the demands of customers, work and time pressure, long hours of work, and interactions with people Cited in Sims 2007. Also, a study conducted by Brymer, Perrewe, and Johns (1991) pointed out the factors that increase levels of stress among hotel managers. They found that long work hours, ambiguous job responsibilities, conflicting instructions from supervisors, poor communication between people, perceived favoritism by superiors, work load and time pressure, constant interactions with others, difficult customers, and difficulties associated with the management have a significant influence on stress level Cited in Sims 2007.

## **2.6 Employee retention**

Retaining loyal employees who are long-tenured is necessary since employees develop personal relationships with customers. These relationships enhance positive interactions between employees and customers (Reichheld, 1993; Reichheld and Sasser, 1990; Schlesinger and Heskett, 1991) Cited in Trust & Stewart 1996. Employees in this case do their best to provide better service, and customers who receive better service express fewer complaints in return. Thus, employees react more favorably to encounters with customers. In the same yield, studies have shown that there is a positive correlation between employee and customer attitudes (Schneider and Bowen, 1985; Schneider et al., 1980) Cited in Trust and Stewart 1996.

Reichheld and Sasser (1990) argued that, organizations with satisfied employees have satisfied customers; eventually this is will increase the overall profitability Cited in Trust & Stewart 1996. Due to the scarcity of employees with premium work skills, it will be more difficult to attract quality employees. Therefore, organizations were urged to improve their ability to retain competent workers (Trust & Stewart, 1996). For Miles and Creed (1995) employees must be seen as valuable contributors whose opinions and decisions are important rather than seeing them as replaceable inputs Cited in Trust & Stewart 1996. This requires a good and comprehensive relationship between employees and firms that goes outside the bounds of traditional hierarchy (Rousseau & Parks, 1992) Cited in Trust & Stewart 1996. In this sense, employees are similar to customers; their satisfaction and retention are instrumental (Trust & Stewart, 1996).

## **3. Research Methodology**

### **3.1 Research strategy**

Several research strategies could be utilized such as experiment, survey, case study, grounded theory, ethnography and action research, narrative inquiry and archival research (Saunders et al., 2000). One or more research strategies could be employed within the research design depending on the research questions to be answered. In the current study the most applicable research strategy was the survey, because it uses questionnaire and interviews as research methods. Also, the survey is considered the most appropriate strategy used in social sciences, which allows direct contact with the population of study. Moreover, survey strategy allows the study of cross relations among the various variables subject of study.

### **3.2 Research Method**

In this study we will apply the mixed methods research design which can be defined as “a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative approaches in many phases in the research process. As a method, it focuses on collecting, analyzing and mixing both quantitative and qualitative data in a single study. Its central premise is that the use of qualitative and quantitative approaches in combination provides better understanding of research problems than either approach alone’ (Creswell, 2006)

### **3.3 Sampling**

Sampling is the process by which researchers select a representative subset or part of the total population that can be studied for their topic so that they will be able to draw conclusions regarding the entire population (Altinay & Paraskevas, 2011). The population of this study was the travel agencies in Beirut. The sampling technique used in this paper was the two-stage cluster, which is a type of Probability Sampling method.

Probability sampling method is based on the randomization of the selected sample, which means giving equal chances for the selection. The sampling method used in this study was a Two-stage Cluster because all the travel agencies in Beirut were selected and in the second stage, the large and small travel agencies were selected randomly.

### **3.4 Questionnaire**

In this study we have used the questionnaire as a research tool which tends usually to be utilized for descriptive researches as it enables researchers to identify and describe the variability in different phenomena and examine the relationships between different variables (Sounders et al., 2009) Cited in Altinay & Paraskevas 2011. The study was conducted in 2016; a self-administered questionnaire designed specifically for the organizations was addressed to the front line employees in the travel agencies mentioned above. Participants were surveyed inside their workplace with the approval of their management bodies. The survey was administered to 80 candidates where 52 of them completed the questionnaires and the response rate was recorded 65% for this study.

The survey consisted of a series of 25 questions; an initial sequence of general questions was designed to gain an understanding of the respondent's demographic profile, employment base and their previous experience in travel agencies. Another set of questions was designed to test the effectiveness of HRM practices such as training, recruitment and selection, promotion, empowerment and rewards. A further bank of questions was used to determine employee's satisfaction levels, loyalty, organizational commitment with respect to their jobs and their intention to remain in their current employment.

Participants were asked to rate their answers on a 5-point Likert-type scale, and they were asked to answer by Yes/No to some questions or by determining average when needed. Though this questionnaire was not piloted, but through my previous experience in travel agencies I have expected that the questions directed in this questionnaire will be clear and easily understood by the travel agencies' employees, therefore I have relied on my knowledge to set the questionnaire's statements.

### **3.5 Interviews**

A semi-structured interview was conducted with the HR managers of the same travel agencies based on a purposive sampling technique. This sampling technique is also called Judgmental or Expert sampling, since participants are handpicked due to their appropriateness according to the position and experience they have. This sampling technique is frequently used in qualitative studies. The semi-structured interviews used in this study keeps the balance between a broad investigation and a structured approach as it helps the researcher to have greater freedom in terms of asking questions according to a sequence that goes consistently with the flow of the conversation. During the interview, the HR managers were asked to give their opinions about the potential reasons for turnover in their travel agencies and about the application of the HRM practices in their enterprises. The interview lasted approximately 15 minutes and information gathered was recorded, and later on coded for data analysis.

### **3.6 Data collection and Analysis**

The data was collected from the 10th of July to the 07th of August 2016. All branches were contacted and asked for their support to gather data.

Quantitative data were analyzed through the SPSS version 21 (Statistical Package for the Social Sciences). Data were coded and entered into the software for analysis.

Qualitative data obtained from interviews were analyzed through a content analysis process. Recordings were used to extract the data after interviews were done.

## **4. Results & Discussions**

### **4.1 Questionnaire results**

The data that has been collected from the travel agencies were analyzed using the SPSS program. Descriptive statistics, such as mean scores and percentage of variation, was calculated for each item. Table 1 presents the questions and related variables and table 2 presents the variable mean scores. We first notice from the data analysis that the gender has nothing in relation with turnover level, the results were close to 2 (means 1.77, 1.85) which is the female option. Whereas the age shows that in small agencies the majority of employees are young and fresh graduates while the average age in large agencies range between 35 and 50 years (mean 2.26) which means that the majority are mature and rational in their decisions whether to quit or to stay in their jobs.

This finding is consistent with Mobley (1982) who argued that age is inversely proportional to turnover, which means that young employees are more able to quit their job than older ones for any personal reason. Salary range question showed a mean of 2.38 which means that overall wages in hospitality industry are low and this is considered a significant problem that face employees in the industry and can lead to high turnover. This outcome is matching to what Jones and Crandall (1991) said regarding increasing level of turnover when salaries are low. 11

Table 1: Questionnaire &amp; Variables.

#	Questionnaire questions	Variables
Q1	Gender: 1. Male 2. Female	Demographic
Q2	Age:1. <25 2. 25-35 3. 35-50 4.>50	Demographic
Q3	Average Monthly Salary in USD: 1. 600-800 2. 800-1100 3. 1100-1400 4. 1400-1800 5. >1800	Profile/salary
Q4	How long have you been employed in this company? 1. <1year 2. <2years 3. <3years 4. >3years	profile/Employment history
Q5	Recruitment and selection procedures are professionally treated	Recruitment/HRM Practice
Q6	In my company trainings are frequently conducted 1. None 2. Once/year 3. Twice/year 4. Three times/year 5. Other, please specify	Training/HRM Practice
Q7	I like working in this company	Job satisfaction
Q8	I feel proud when others mention the agency I work for	Pride
Q9	I often recommend the travel agency I work for to all my friends	Loyalty
Q10	I believe in the philosophy of my organization and its values	Organizational commitment
Q11	I don't see myself in the future in this organization	Carrier advancement
Q12	I am willing to help the development of my company to reach success	Loyalty
Q13	There is an independent & peaceful work environment	Work environment
Q14	It's easy to communicate with my co-workers	Work environment
Q15	I am entitled to solve problems when it Occur without getting back to my supervisor	Empowerment/HRM Practice
Q16	I am free to choose my own method of working	Empowerment/HRM Practice
Q17	I feel appreciated when I achieve a successful task	Motivation/HRM Practice
Q18	In my company , I am often rewarded for a well done job	Reward Systems/HRM Practice
Q19	I can grow within my organization	Carrier advancement
Q20	My company gives priority in promotion for existed employees	Promotion/HRM practice
Q21	I believe my salary is fair to my responsibilities	Salary level
Q22	I believe My employee's benefits are good	Salary level
Q23	I often consider leaving this organization	Intention to quit
Q24	I have started to look for job opportunities in other agencies	Intention to quit
Q25	Dealing with customers on daily basis is stressful	Stress/Routine

Table 2: Variable Mean Scores.

#	Mean for large agencies (40 Employees)	Mean for small agencies (12 Employees)	Mean for All (52 Employees)	% of variation of large agencies with respect to small agencies
Q1	1.77	1.85	1.79	-5%
Q2	2.26	1.54	2.08	32%
Q3	2.72	1.38	2.38	49%
Q4	3.23	1.62	2.83	50%
Q5	4.42	3.15	4.1	29%
Q6	3.51	1	2.88	72%
Q7	4.46	3.15	4.13	29%
Q8	4.72	3.46	4.4	27%
Q9	4.92	3.62	4.6	26%
Q10	4.56	3.54	4.31	22%
Q11	1.44	2.92	1.81	-103%
Q12	4.67	3.77	4.44	19%
Q13	4.44	3	4.08	32%
Q14	4.44	3	4.08	32%
Q15	4.33	2.62	3.9	39%
Q16	4.26	2.62	3.85	38%
Q17	4.62	2.62	4.12	43%
Q18	4.62	2.62	4.12	43%
Q19	4.23	2.62	3.83	38%
Q20	4.26	2.62	3.85	38%
Q21	4.36	2.69	3.94	38%
Q22	4.36	2.77	3.96	36%
Q23	1.41	3.23	1.87	-129%
Q24	1.97	2.9	2.19	-47%
Q25	4.64	5	4.73	-8%

When participants were asked about their employment history in the company, a significant difference in the mean was obvious in the answers between employees in small (1.62) and large agencies (3.23) (See Table 2). This is an indicator that employees in large companies stay in their jobs for a longer period than those in small ones.

Effectiveness in applying one of the major important practices of HR which is the selection and recruitment was tested through Question number 5 (See Table 1) where the mean (4.42) has shown that this task is well respected and applied in large agencies due to professional HR team responsible to hire the right person for the right position more than small agencies do, (mean 3.15) (See Table 2) where the owner performs many tasks including the HR manager ones. The professional selection & recruitment proved to be vital in reducing turnover level. This result shows support for H9. The finding is consistent as well with the studies done by Huselid (1995); Poe (2003) and Gale (2000) where employee selection and recruitment was ranked number one among factors in retaining good workers and reducing the employee turnover.

Training as well is considered a key practice in retaining quality employees. It was unsurprising to see in the results that the large agencies conduct training programs all the year round where the answers for question number 6 (See Table 1) varied between 2 to 3 times per year (mean 3.51) while training is neglected in small agencies with a mean of (mean 1.00) (See Table 2). This means that organization's training programs conducted by large agencies have the potential to increase the likelihood an employee will stay in his job, thereby reducing turnover. This result shows support to H9. The finding is similar as well to Cho et al. (2006) and Humber (2003) where implementing professional training programs have shown to be vital in reducing the turnover rate of the company.

Empowerment was measured through the confidence given to employees in solving problems when it occurs and allow them to apply their own method of work in their daily tasks. The answers have shown that large travel agencies apply the empowerment strategy (mean 4.33) while employees in small agencies undergo a management's pressure and instructions in all circumstances (mean 2.62) (See Table 2), and this is can be a major cause to quit.

This result shows support to H6. The finding agrees as well with the view of Jones and Crandall (1991) who determined that turnover increase when there is no empowerment in the organization’s culture. The employee’s psychological side is very critical. Due to many factors such as dealing with customers’ demand, daily stress, being away from family during holidays; employees in hospitality industry should be always motivated by their supervisors. The motivation has been tested in our questionnaire (See Table 1) through asking the participants if they feel appreciated and rewarded in their work, the answers have shown a significant difference between the feelings of employees in large agencies where 67% of applicants answered by strongly agree (See Table 10) and 54% of employees in small agencies answered by disagree to this question (See Table 11). Table 3 shows the correlation between salary level and intention to quit. A chi-square test was conducted in this regard to see whether there is a relation between salary level and intention to quit. The result indicates support for H5 and show a strong relationship.

Table 3: Correlation between salary level & intention to quit.

		Intention to quit				Total
		SD	D	N	A	
Salary level	SD	4	5	2	3	14
	D	4	5	3	4	16
	N	7	4	0	0	11
	A	6	0	0	0	6
	SA	5	0	0	0	5
Total		26	14	5	7	52

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.059a	12	.037
Likelihood Ratio	28.656	12	.004
Linear-by-Linear Association	12.806	1	.000
N of Valid Cases	52		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .48.

These results have shown that HR managers in large travel agencies are respecting the employee’s need to be rewarded not only through a good pay but also through other ways that influence his moral and motivate him for better performance and consequently better customer service and more profit for the organization. In this regard a chi-square test was conducted to see whether there is a relation between the feeling of being appreciated and the employee’s intention to quit. Results have shown a statistically significant relationship ( $p < .05$ ) between these two variables (See Table 4). This result shows support to H4. The outcomes agree with the earlier finding that motivating employees through reward systems are a key practice to retain quality employees (Choi and Dickson, 2009).

Table 4: Correlation between feeling appreciated & intention to quit.

		Count				Total
		Feeling appreciated				
		D	N	A	SA	
Intention to quit	SD	0	0	6	20	26
	D	1	1	6	6	14
	N	1	3	1	0	5
	A	5	2	0	0	7
Total		7	6	13	26	52

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.255a	9	.000
Likelihood Ratio	49.215	9	.000
N of Valid Cases	52		

a. 13 cells (81.2%) have expected count less than 5. The minimum expected count is .58.

Moreover, opportunity for career advancement is a measure of the developmental opportunities available for employees to grow in the organization. Career advancement and promotion were tested in our survey through questions 19 and 20 (See Table 1). The results indicate that the opportunity to grow within the organization and the promotion is higher in large agencies (mean 4.62) than in small ones (mean 2.62) (See Table 2). A chi-square test was conducted in this regard and results have shown a strong relationship between opportunity for career advancement and job satisfaction (See Table 5). The findings suggest that, providing employees opportunities to advance within the organization can increase job satisfaction and therefore reduce turnover. This result shows support to H8. The findings here were not consistent with the study done by Hartman and Yrle (1996) which found that employees though are satisfied with their employment they still terminate their positions. They found that career advancement and promotional opportunities are significant factors to take termination decisions.

Table 5: Correlation between career advancement & job satisfaction.

		Career advancement					Total
		SD	D	N	A	SA	
Job satisfaction	D	0	1	0	1	1	3
	N	0	1	1	4	0	6
	A	12	12	0	0	0	24
	SA	12	7	0	0	0	19
Total		24	21	1	5	1	52

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	57.102a	12	.000
Likelihood Ratio	39.137	12	.000
N of Valid Cases	52		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .06.

Furthermore, a significant relationship was revealed between job opportunities and intention to quit through conducting a chi-square test ( $p < .05$ ) (See Table 6). The answers of Participants in our survey on the question 24 (See Table 1) have shown that employees in large travel agencies are not interested to search for other job opportunities since they are satisfied (mean 1.97) in their jobs, while employees in small agencies are ready to inspect (mean 1.00) (See Table 2). This means that dissatisfied employees are ready to accept offers from other companies and most probably from competitors. This result shows a support to H7. The findings agree as well with the view of Milkovich & Newman (2002) that employees might be attracted by higher salaries offered by another company.

Table 6: Correlation between job opportunities & intention to quit.

		Count				Total
		Job opportunities				
		SD	D	N	A	
Intention to quit	SD	0	26	0	0	26
	D	1	13	0	0	14
	N	0	3	2	0	5
	A	1	0	2	4	7
Total		2	42	4	4	52

Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.479a	9	.000
Likelihood Ratio	44.697	9	.000
N of Valid Cases	52		

a. 13 cells (81.2%) have expected count less than 5. The minimum expected count is .19.

Likewise, Job satisfaction level was tested in our survey through question 7 (See Table 1). The outcomes (See Table 2) revealed that employees in large travel enterprises are satisfied in their jobs with a mean of 4.46, while employees in small enterprises are less satisfied with a mean of 3.15 (See Table 2). A Chi-square test was conducted to test the relationship between job Satisfaction and intention to quit. Results have shown a statistically significant relationship ( $P < .05$ ) (see Table 7). This result shows support to H1. The findings are consistent as well with studies done by Rust et al. (1996) who stated that job satisfaction and turnover are intimately related, and with Saker et al., (2003) whose findings suggest that satisfied workers will be more productive and stay longer in the organization, while dissatisfied workers will be less productive and will have more tendency to leave the organization.

Table 7: Correlation between job satisfaction & intention to quit.

		Count				Total
		Intention to quit				
		SD	D	N	A	
Job satisfaction	D	0	0	1	2	3
	N	0	2	0	4	6
	A	12	7	4	1	24
	SA	14	5	0	0	19
Total		26	14	5	7	52

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.002a	9	.005
Likelihood Ratio	36.344	9	.000
N of Valid Cases	52		

a. 12 cells (75.0%) have expected count less than 5. The minimum expected count is .29.

As for the loyalty level, it was measured in our survey through questions 9 and 12 (See Table 1). Answers of employees in large agencies revealed means of 4.92 and 4.67 while employees' answers in small agencies have shown means of 3.62 and 3.77 (See Table 2). These results mean that employees in large enterprises are loyal to their organization more than the ones in small agencies. A chi-square test was conducted to test the relationship between loyalty and intention to quit. Results have shown a statistically significant relationship ( $P < .05$ ) (See Table 8) where loyalty level can determine the decision to stay or quit the organization. The result shows support to H2. The findings are similar as well to those done by Borzaga & Tortia (2006) who have found that employee loyalty reduces turnover rates.

Table 8: Correlation between loyalty & intention to quit.

		Count				Total
		Intention to quit				
		SD	D	N	A	
Loyalty Q9	N	0	1	0	5	6
	A	0	2	5	2	9
	SD	26	11	0	0	37
Total		26	14	5	7	52

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62.100a	6	.000
Likelihood Ratio	55.927	6	.000
N of Valid Cases	52		

a. 10 cells (83.3%) have expected count less than 5. The minimum expected count is .58.

In addition, organizational commitment level was tested in this survey through question 10 (See Table 1). Results have shown that employees in large agencies are more committed to their workplace with a mean of 4.56, while employees in small agencies are less committed (mean 3.54) (See Table 2).

A chi-square test was conducted to test the relationship between organizational commitment and intention to quit. Results have shown a statistically significant relationship ( $P < .05$ ) (See Table 9). The result shows support to H3. The findings enhance the view of Costen and Salazar (2011) who found that organizational commitment has a big influence on an employee's willing to stay within the organization thus, reduces turnover.

Table 9: Correlation between organizational commitment & intention to quit.

		Count				Total
		Intention to quit				
		SD	D	N	A	
Organizational Commitment	D	0	0	0	1	1
	N	0	1	0	5	6
	A	8	7	5	1	21
	SA	18	6	0	0	24
Total		26	14	5	7	52

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.068a	9	.000
Likelihood Ratio	40.617	9	.000
N of Valid Cases	52		

a. 12 cells (75.0%) have expected count less than 5. The minimum expected count is .10.

Proceeding with the paper analysis, work environment and relation with co-workers tested through questions 13 & 14 (See Table 1) have shown that employees working in large agencies consider their work environment friendly (mean 4.44), while the employees' answers in small agencies were neutral (mean 3.00) (See Table 2) which means that they are not feeling comfortable and might quit their job. These findings are consistent with the studies done by Ricci & Milman (2002) which have shown that the most significant predictors of retention were emotive factors such as friendly work environment. As for the stress which is invasive in the hospitality industry was tested through question 25 (See Table 1). The employees in both small and large agencies answered by agree and strongly agree (means 4.64 & 5.00) (See Table 2). This means that there is no significant difference between large and small agencies regarding this variable, stress factor is high in both places and can be a main reason to Quit. Stress issue was mentioned in Matteson and Ivanevich (1987) and Zohar and Monachello (1996) studies who conceptualized some factors that cause stress among employees in the tourism and hospitality industry and lead to high turnover such as the demands of customers, work and time pressure, long hours of work, and interactions with difficult people.

Table 10: Percentages in large agencies

<i>Percentages in large agencies</i>	SD	D	N	A	SA
Recruitment/HRM Practice	0%	0%	6%	47%	47%
Training/HRM Practice	0%	0%	49%	51%	0%
Empowerment-problem solving/HRM Practice	0%	0%	10%	46%	44%
Motivation-reward/HRM Practice	0%	0%	5%	28%	67%
Motivation-feeling appreciated/HRM practice	0%	0%	5%	28%	67%
Motivation-promotion/HRM practice	0%	3%	3%	61%	33%
Career advancement-growth	0%	3%	3%	63%	31%
Job satisfaction	0%	0%	3%	48%	49%
Recommendation/Loyalty	0%	0%	3%	2%	95%
Values/Organizational commitment	0%	3%	0%	35%	62%
Work environment	0%	3%	5%	38%	54%
Salary level	0%	5%	3%	43%	49%
Intention to quit	67%	28%	3%	2%	0%

**Table 11: Percentages in small agencies**

<i>Percentages in small agencies</i>	SD	D	N	A	SA
Recruitment/HRM Practice	0%	31%	23%	46%	0%
Training/HRM Practice	100%	0%	0%	0%	0%
Empowerment-problem solving/HRM Practice	0%	54%	31%	15%	0%
Motivation-reward/HRM Practice	0%	54%	31%	15%	0%
Motivation-feeling appreciated/HRM practice	0%	54%	31%	15%	0%
Motivation-promotion/HRM practice	0%	54%	31%	15%	0%
Career advancement-growth	0%	54%	31%	15%	0%
job satisfaction	0%	23%	38%	39%	0%
recommendation/Loyalty	0%	0%	38%	62%	0%
values/Organizational commitment	0%	0%	46%	54%	0%
work environment	0%	38%	23%	39%	0%
Salary level	0%	54%	23%	23%	0%
Intention to quit	0%	33%	33%	34%	0%

#### 4.2 Interview results

Interviews were conducted with the HR managers of selected travel agencies. Managers of large agencies were asked to answer the first question which consists of determining the main reasons for employee turnover in their opinion. They disclosed some factors that might be responsible for this phenomenon while emphasizing on the fact that they don't have significant turnover level in their organizations. Higher salaries offered by other companies especially the competitors was ranked number one among the potential reasons that lead employees to quit. This finding consists with Milkovich & Newman (2002) who found that the pay dissatisfaction may lead to turnover and employees might be attracted by higher salaries offered by another company. Career advancement was revealed as the second important factor, where better position opportunities outside the company attract enthusiastic employees. This finding supports the study of Hartman and Yrle (1996). They found that career advancement and promotional opportunities are significant factors to take termination decisions. Misunderstandings and problems with supervisors or co-workers make the environment seems unpleasant thus, lead to high turnover. This finding is consistent with the Studies done by Ricci & Milman (2002) which depicts that the most significant predictors of retention were factors emotive in nature such as friendly work environment.

Stress caused by customers' needs and wants proved to be an intrinsic reason to quit where some people cannot afford the high season requirements. This finding is similar to Matteson and Ivanevich (1987) and Zohar and Monachello (1996). Both recognized some factors that cause stress among employees in the tourism and hospitality industry and might lead to high turnover. Such as the customers' demands, work and time pressure, long hours of work and interactions with people. HR Managers of small agencies, who are actually the owners of the organizations, revealed some additional factors to those mentioned above such as the lack of staff in the high season.

Another reason for turnover was the shortage of skilled labor. Some employees who gain experience are willing to change their workplace for higher salary offers rather than growing within the same organization. The managers in small agencies revealed that many of their ex-employees left due to salary and/or the overall compensation package. Due to small budgets assigned for salaries, they accept the turnover as an organization culture. Furthermore, Low organizational commitment was a main reason for employees to quit their jobs and accept other offers.

As for the second question that asks whether they are applying the main HRM practices such as selecting and recruitment, training, reward systems and motivating employees. Managers in large agencies stated that they allocate a high budget for hiring since they consider that, selecting right people is the key of success, thus prevents the company from losses at later stage, since hiring new people is costly and organizations with many new employees will lose its productivity and its credible image. This finding is patronized by the study of Huselid (1995) and Poe (2003) where the quality of the employee selection system has been identified as one of the most important factors in retaining good workers and reducing the costly employee turnover. Managers in large agencies emphasized on conducting trainings 2 to 3 times per year. They mentioned that they send their staff on familiarization trips to different destinations in the low season aiming to perform better sales in the high season.

Employees in large agencies are monetary rewarded at the end of each year according to their targets. In addition promotion occurs almost every 2 to 3 years where qualified employees are granted the opportunity of promotion to higher positions and gain better incentives. Managers mentioned at the end of the interview that a slight amount of complaints are addressed to the company regarding their service which is a proof that their employees are performing well their jobs. This is consistent with earlier findings that organizations with satisfied employees have satisfied customers; eventually this is will increase the overall profitability (Reichheld and Sasser, 1990).

Regarding small agencies the answers were different; the reason was the tight budget. Managers were defending their shortage in fulfilling their duties to train, motivate and rewarding their employees by the budget excuse. Therefore, they are always expecting the resignation of many of their workforce.

## **5. Conclusion & Limitations**

The purpose of this study was to measure the turnover rate in travel agencies and comparing its level between small and large agencies. The study focuses as well on measuring the effectiveness of main HRM practices that applied to the hospitality industry, and reveal its impact on employee's intention to quit. Also, the paper aims to study the relationship between job satisfaction, loyalty, organizational commitment and turnover level. The results have shown that turnover rate in large travel agencies are lower than in small ones. Previous studies have shown that employees are the main component of company's success. Retaining quality employees is the main challenge facing the employers nowadays, since professional and skilled people became scarce.

In this study it was found that good pay can lead to employee's retention and reducing turnover level, but at the same time, high salaries were not the only motive to stay within the organization. Other emotive factors such as friendly work environment, and relation with co-workers were found to be significant predictors of retention. Not surprisingly, the survey discovered that Intention to quit decrease when employees are satisfied in their jobs and this was the case in large travel agencies. This study ensures that job satisfaction and reduction in turnover have been found to increase organizational productivity. With respect to employment-related dissatisfaction factors, it was revealed that excess work hours, pressure of work and handling difficult customers contribute to turnover intention. Furthermore, frustration and stress have proved to be major causes for employees to quit their jobs. This study also demonstrated that both loyalty and organizational commitment are inversely related to turnover. As it was conceived, results have shown that HRM practices that applied to the hospitality industry such as selection & recruitment, training, promotion, empowerment and reward systems are professionally applied in large travel agencies more than in small ones.

As the findings from this study suggest, there is emerging evidence that the HRM practices examined here lead to increased levels of professionalism and job satisfaction thus, decreased level of turnover. Findings show as well, that selecting & recruitment in a professional way proved to be vital in reducing turnover level where hiring the right person for the right position is the key of success. Likewise, Findings of this study suggest that employees consider the opportunity to develop new skills through training programs an important factor that influences their satisfaction level. Being provided this opportunity also positively influences their loyalty to the company and their intent to remain with their organization. Furthermore, findings show that trainings lead to better customer service and highly customer satisfaction. In this study, it was shown that providing employees the opportunities to advance and grow within the organization increase job satisfaction therefore, reduce turnover. Rewarding employees as well has proven to be a significant predictor to retain employees within the organization.

In our study motivating employees was proved to be a crucial practice that employers should always perform, since the front line employees are daily exposed to stress and dealing with customers. High turnover rates have been viewed as one of the most serious problems in the hospitality industry. Increased turnover causes high costs of training and recruiting, lower productivity and emotional instability among employees. Needless to mention, that customers will be annoyed to change their agent at each encounter. Therefore, managers should deal seriously with the turnover issue and take pre-measurements to prevent the company from lack in quality employees. Employers should know how to satisfy their employee's needs and wants as they do to retain their customers; in order to increase their employee's loyalty and satisfaction, this in return will reduce the turnover level in their organizations. Several limitations of this study are to be noted. First, this study was conducted at travel agencies in Beirut; it's recommended that the study be conducted in different places in Lebanon to see if the findings can be applied to all travel agencies.

Second, employee turnover can be affected by external factors, particularly factors over which the company or managers have no control such as economic conditions. Third, some of the respondents might not have honesty and seriousness to fill the questionnaire; hence this might have failed in giving the appropriate result. Further researches may enclose the study of employees' likelihood to stay within the organization when perceiving that they have the opportunity to develop new skills, this point couldn't be developed in my research since the study itself was limited. As well i think it is worth to study the employee's need to balance between career advancement and family's responsibilities where this issue can be a major problematic especially for female workers.

## References

- Altinay, L., & Paraskevas, A. (2011). *Planning research in hospitality and tourism*. New York, USA: Routledge.
- Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 779–801.
- Chan, S. hup, & Kuok, O. M. (2011). A Study of Human Resources recruitment, selection and Retention Issues in the Hospitality and Tourism Industry in Macau. *Journal of Human Resources in Hospitality & Tourism*. <http://doi.org/10.1080/15332845.2011.588579> 22.
- Cho, S., Woods, R. H., Jang, S. (Shwan), & Erdem, M. (2006). Measuring the impact of human resource management practices on hospitality firms performances. *International Journal of Hospitality Management*. <http://doi.org/10.1016/j.ijhm.2005.04.001>
- Choi, Y., & Dickson, D. R. (2009). A Case Study into the Benefits of Management Training Programs: Impacts on Hotel Employee Turnover and Satisfaction Level. *Journal of Human Resources in Hospitality & Tourism*, 103–116. <http://doi.org/10.1080/15332840903336499>
- Costen, W. M., & Salazar, J. (2011). The Impact of Training and Development on Employee Job Satisfaction, Loyalty, and Intent to stay in the Lodging Industry. *Journal of Human Resources in Hospitality & Tourism*. <http://doi.org/10.1080/15332845.2011.555734>
- Crewsell. (2006). Understanding Mixed Methods Research. Faculty of Tourism and Hospitality Management-Lebanese university.
- DiPietro, R. B., & Condly, S. J. (2007). Employee Turnover in the Hospitality Industry: An Analysis based on the CANE Model of Motivation. *Journal of Human Resources in Hospitality & Tourism*, 6. [http://doi.org/10.1300/J171v06n01\\_01](http://doi.org/10.1300/J171v06n01_01)
- Egan, T. M., Yang, B., & Barlett, K. R. (2004). The Effects of organizational Learning Culture and Job Satisfaction on Motivation to Transfer Learning and Turnover Intention. *Human Resource Development Quarterly*, 15.
- Farndale, E., Scullion, H., & Sparrow, P. (2009). The role of the corporate HR function in global talent management. *Journal of World Business*.
- Locke, E. (1976). The nature and causes of job satisfaction (MD.(ED), pp. 297–349). Dunette: Handbook of Industrial and Organizational Psychology. Rand MvNally, Chicago.
- Nickson, D. (2007). *Human Resource Management for the hospitality and tourism industries*. Burlington-USA: Elsevier Ltd.
- Niehoff, B. ., Moremann, R. ., Blakely, G., & Fuller, J. (2001). The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group and Organization Management*, 26(1), 93–113.
- Ronra, B., & Chaisawat, M. (2011). Factors Affecting Employee Turnover and Job Satisfaction: A case Study of Amari Hotels and Resorts. *Journal of Human Resources in Hospitality & Tourism*. <http://doi.org/10.1080/15342835.2011.565734>
- Rust, R. T., & Stewart, G. L. (1996). The satisfaction and retention of frontline employees : a customer satisfaction measurement approach. *International Journal of Service Industry Management*, 7 No.5, 62–80.
- Sims, wiley J. (2007). Antecedents of Labor Turnover in Australian Alpine Resorts. *Journal of Human Resources in Hospitality & Tourism*, 6(2). [http://doi.org/10.1300/J171v06n02\\_01](http://doi.org/10.1300/J171v06n02_01)
- Sturman, M., & Trevor, C. (2001). The implications of linking the dynamic performance and turnover literatures. *Journal of Applied Psychology*, 684–696.
- Walsh, K., Sturman, M. C., & Longstreet, J. (2010). Key Issues in Strategic Human Resources. *Cornell University School of Hotel Administration*, 394–414.