

Impact of human resource management practices on employee retention: A systematic literature review.

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ABSTRACT:

Employee retention is a critical issue faced by organizations across various sectors, making the role of Human Resource Management (HRM) practices crucial in addressing this challenge. This systematic literature review aims to explore the impact of HRM practices on employee retention by synthesizing findings from multiple studies conducted over the last two decades. The review analyzes key HRM strategies, including recruitment and selection, training and development, compensation and benefits, performance management, and employee engagement. It also examines how organizational culture, work-life balance initiatives, and career development opportunities influence retention outcomes. The findings suggest that effective HRM practices significantly contribute to higher employee retention rates by fostering job satisfaction, organizational commitment, and loyalty. Notably, strategic recruitment and selection processes are crucial in hiring individuals who align with the organization's values and culture, while comprehensive training and development programs enhance employees' skill sets and career prospects. Competitive compensation packages, alongside performance-based rewards, further strengthen retention by addressing employees' financial and recognition needs. Moreover, fostering a positive work environment through engagement initiatives and supportive leadership is essential for maintaining workforce stability. However, the review also highlights that the effectiveness of HRM practices varies depending on factors such as industry, employee demographics, and organizational size. Thus, a one-size-fits-all approach may not be suitable. The review concludes with recommendations for organizations to adopt a more tailored and holistic approach to HRM, integrating both traditional and innovative strategies to retain talent effectively in a dynamic business landscape.

Keywords: *Human Resource Management (HRM), Employee Retention, E-HRM, Hospitality Industry, Employee Performance, and HRM Practices*

Introduction

Employee turnover is a significant challenge for organizations across various industries, with profound implications for organizational performance, customer satisfaction, and overall profitability. Turnover, which involves the voluntary or involuntary exit of employees from an organization, disrupts operations and increases costs due to recruitment, training, and the loss of institutional knowledge (Mondal, 2020). This issue is especially prevalent in labor-intensive sectors such as hospitality, where human capital plays a vital role in service quality and customer experience (Anwar & Abdullah, 2021). In the hospitality industry, employee turnover remains an ongoing concern due to factors such as irregular working hours, high stress levels, and relatively low wages (Chakraborty & Biswas, 2020). The industry's reliance on a skilled workforce to maintain service standards means that turnover negatively affects both productivity and customer perceptions of service quality (Mousa & Othman, 2020). High turnover rates also create instability in service delivery, leading to reduced efficiency and increased operational costs (Islam et al., 2024). These issues necessitate targeted strategies for retaining employees in a competitive and dynamic industry. Human Resource Management (HRM) practices are widely recognized as effective tools in addressing the challenges of employee turnover. By fostering a positive organizational climate, improving job satisfaction, and promoting employee commitment, HRM practices can play a pivotal role in retaining talent (Roy & Biswas, 2020). Key HRM practices such as recruitment and selection, training and development, performance appraisals, and compensation management have a direct influence on retention rates. Implementing these practices strategically can help organizations create a stable, motivated workforce that is essential for delivering high-quality service (Gupta & Sahu, 2021).

Despite the recognized importance of HRM practices in mitigating turnover, many organizations in the hospitality industry struggle to implement these practices effectively. While research has explored the broader impact of HRM on retention, there is a limited understanding of how specific practices can be tailored to address the unique demands of the hospitality sector (Kadam, 2020). Additionally, as the industry continues to evolve, it is crucial for organizations to continuously assess and innovate their HRM strategies to retain talent in an increasingly competitive environment

(Sharma & Hans, 2022). This study aims to investigate the impact of HRM practices on employee retention within the hospitality industry. The focus will be on examining how specific HRM practices—such as recruitment and selection, training and development, performance appraisals, and compensation management—can be used to reduce turnover rates and enhance employee commitment. The study will provide insights into the effectiveness of these practices in fostering long-term employee retention in a dynamic and customer-driven sector.

There is a need for more focused research on the specific HRM practices that influence employee retention in the hospitality industry. Existing studies have often taken a broad approach, without delving deeply into the practical application of HRM strategies in addressing turnover in specific organizational contexts (Nair & Mathew, 2022). This study seeks to fill this gap by offering a more detailed analysis of how tailored HRM practices can contribute to employee retention. The primary objective of this research is to examine the influence of HRM practices on employee retention in the hospitality industry. *The study will specifically evaluate the role of recruitment and selection, training and development, performance appraisals, and compensation management in reducing turnover rates and enhancing employee satisfaction.* The research will address the following question: *How do HRM practices influence employee retention in the hospitality industry?* This research will provide valuable insights for HR practitioners and managers in the hospitality sector, offering evidence-based recommendations on HRM practices that can effectively reduce employee turnover. Additionally, the findings will contribute to the academic literature on HRM and employee retention, with implications for improving workforce stability in the hospitality industry.

The paper will be structured as follows: the introduction will outline the research problem and objectives; the literature review will provide a synthesis of studies on HRM practices and employee retention; the methodology section will describe the research design and data collection methods; the results section will present the study's findings; and the discussion and conclusion will explore the implications of these findings and offer recommendations for future research.

Methodology

The methodology of this systematic literature review (SLR) follows a detailed and comprehensive approach, aligning with the PRISMA protocol, widely used for systematic reviews (Moher et al., 2015; Nyagadza, 2022). As per the SLR process, the purpose was to identify and evaluate existing research related to HRM practices and employee retention. This methodology was adopted to ensure fairness, rigor, and transparency, while summarizing relevant studies, highlighting gaps in the literature, and identifying potential areas for future research (Chaudhary et al., 2021; Tranfield et al., 2003). The PRISMA flow diagram helped guide the process through four key phases: identification, screening, eligibility, and inclusion (Moher et al., 2015). During the identification phase, a search was conducted using multiple databases such as Web of Science (WoS), Scopus, and EBSCOhost to gather relevant studies on HRM and employee retention. The WoS Core Collection was chosen to ensure accuracy, as it is internationally recognized and widely used for research analysis (Muhuri et al., 2019). The search was performed using combinations of keywords like "HRM practices," "employee retention," and "hospitality industry" to ensure focus on the targeted literature (Kraus et al., 2020). The screening phase involved revising the accessibility of each publication found. For example, studies that did not meet the inclusion criteria, such as non-peer-reviewed articles or studies not relevant to the research question, were excluded (Zhou et al., 2019). Next, inclusion criteria were applied, focusing on peer-reviewed publications in English and empirical studies related to HRM and employee retention, published between 2000 and 2023 (Chaudhary et al., 2021). After quality assessment and elimination of duplicate articles, a final sample of studies was selected, allowing a thorough analysis and synthesis of the existing research in this field.

Literature review

Employee Retention

Employee retention (ER) is a crucial issue for organizations worldwide, with top-level authorities and managers constantly preoccupied with maintaining a proficient workforce amidst escalating turnover rates. The evidence supporting the critical nature of this issue is abundant (Arthur, 1994; Tayeb, 1997; Bautista & Cahigas, 2024; Budhwar & Mellahi, 2007; Buck & Watson, 2002; Kalia et al., 2024; Samuel & Chipunza, 2009; Debrah & Budhwar, 2004; Papa et al., 2020; Nayak et al., 2021). As organizations grapple with the challenge of retaining their best talent, the need for effective human resource management (HRM) practices becomes increasingly apparent. Employee retention is a process through which organizations encourage employees to remain with them for an extended period (Griffeth & Hom, 1995). According to Singh and Dixit (2011), employee retention encompasses various strategies and practices that help employees stay committed to an institution over time. The scholarly discourse on employee retention dates back to the 1900s, when researchers and psychologists began to explore the factors influencing employees' job interest and opportunities (Rowland & Ferris, 1982). The challenge of low retention is not a new issue; it has consistently been a concern for employers (Mathimaran & Kumar, 2017). Human resources are invaluable assets for any organization (Bibi, Ahmad, & Majid, 2016). Ng'ethe, Iravo, and Namusonge (2012) emphasize the necessity of retaining employees, as they significantly contribute to the organization's improved functioning and competitive advantage. Akila (2012)

highlighted the benefits of employee retention for all organizations. Research indicates that replacing an experienced employee with a new one increases operational costs due to the need for training and vacancy fulfillment (Dess & Shaw, 2001). Various scholars have previously studied employee retention. Lynn (1997) argued that offering career development opportunities aligned with organizational objectives and goals is essential for retaining employees. Denton (1992) suggested that a good match between the organization and the employee facilitates retention. Carney (1998) identified communication as a fundamental factor in retaining employees. Tett and Meyer (1993) pointed out psychological factors as a primary reason for employees leaving organizations. Mendonsa (1998) noted that benefits and rewards are crucial for achieving competitive advantage and retaining employees. The importance of employee retention cannot be overstated, as high turnover rates can lead to increased recruitment and training costs, loss of organizational knowledge, and disruption of customer relationships (Arthur, 1994; Budhwar & Mellahi, 2007). High employee retention rates are critical for organizational success for several reasons:

- **Cost Savings:** High turnover rates can be costly for organizations due to the expenses associated with recruiting, hiring, and training new employees. According to the Society for Human Resource Management (SHRM), the average cost per hire is approximately \$4,129 (SHRM, 2016). By retaining employees, organizations can reduce these costs and allocate resources more efficiently.
- **Organizational Knowledge:** Retaining employees helps preserve institutional knowledge and expertise. Long-term employees possess valuable insights into the organization's operations, culture, and client relationships, which can be difficult to replace (Debrah & Budhwar, 2004).
- **Customer Relationships:** Employees who stay with an organization for extended periods are more likely to develop strong relationships with customers. These relationships are crucial for customer satisfaction and loyalty, which can ultimately impact the organization's bottom line (Buck & Watson, 2002).
- **Employee Morale and Productivity:** High turnover rates can negatively affect the morale and productivity of remaining employees. When employees see their colleagues leaving frequently, it can lead to decreased motivation and engagement. Retaining employees can help maintain a positive work environment and enhance overall productivity (Samuel & Chipunza, 2009).

Human resource management (HRM) practices

Human resource management (HRM) encompasses an organization's methods and practices for hiring, training, and supervising employees (Wall & Wood, 2005). HR plays a significant role in enhancing organizational effectiveness (Pfeffer, 1998; Gooderham et al., 2008; Gilal et al., 2019; Alqudah et al., 2022; Than et al., 2023). Storey (1992) described HRM as having both hard and soft dimensions. The hard dimensions include a 'situational contingent' method aimed at maximizing organizational and employee performance by deploying a competent workforce. In contrast, the soft dimensions involve a 'developmental humanism' strategy focusing on personnel administration (Boxall, 1996). Legge (1995) has recommended using HRM's soft dimension to increase employee motivation and improve their commitment to professional development. An organization's human resources system comprises various but interconnected activities, functions, and processes designed to attract, develop, and retain its human resources (Lado & Wilson, 1994; Edgar & Geare, 2005; Guerci et al., 2016; Luu, 2023). Over the past three decades, HRM has evolved significantly, transitioning from Personnel Management in most organizations (Daud, 2006). Numerous studies have underscored the importance of human resources in establishing a competitive edge that determines an organization's success or failure (Gould-Williams, 2003).

HRM practices aim to increase employee happiness and organizational commitment (OC) (Ahmad & Schroeder, 2003; Maxwell et al., 2004). These practices are crucial for boosting organizational effectiveness and productivity (Petrescu & Simmons, 2008; Otoo, 2019; Le & Le, 2023). To better understand the impact of HRM policies and practices on individuals and organizational outcomes, many academics have conducted in-depth studies of HRM functions (Tracey, 2014). Key HRM practices, including performance assessment, selection, remuneration, and development, have been identified as significant in the contingency model of HRM associated with the Michigan Business School (Fombrun et al., 1984; Hiltrop, 1996; Blom et al., 2020; Easa & Orra, 2021; Garavan et al., 2023). Pfeffer (1994) highlighted that HRM is vital for attaining a competitive edge. By integrating HRM with business strategy, organizations can fully leverage skilled workers. The discipline of HRM has seen significant advancements over the past few years, with numerous scholars and academics noting its role in improving both individual and organizational performance (Ko & Smith-Walter, 2013; Hameed et al., 2020). The study by Islam et al. (2022) delves into the interplay between HR practices and millennial employee retention in Bangladesh's tourism industry, highlighting the moderating role of the work environment. The researchers utilized non-probability judgemental sampling to gather data from 384 millennial employees and analyzed it using partial least square-based structural equation modeling (PLS-SEM). Their findings underscore the significant impact of HR practices such as compensation, training, and development on employee retention, although employee participation in decision-making did not show a significant relationship. Notably, the work environment was found to moderate the relationship between compensation, training, and development, and retention.

This study is unique in its comprehensive examination of multiple HR variables, providing valuable insights for managers aiming to enhance retention strategies in the tourism sector. To improve employee retention, organizations need to design HRM practices that can reduce employee turnover intentions. These practices must be strategic and comprehensive, addressing various aspects of the employee experience to foster long-term commitment and satisfaction. While strategic HRM practices are critical for employee retention, organizations may face several challenges in implementing these practices effectively. These challenges include:

- *Resource Constraints*: Implementing comprehensive HRM practices requires significant resources, including financial investment, time, and expertise. Organizations with limited resources may struggle to develop and sustain effective HRM initiatives (Pfeffer, 1998; Gooderham et al., 2008).
- *Organizational Resistance*: Resistance to change within the organization can hinder the implementation of new HRM practices. Employees and managers may be resistant to adopting new systems, processes, or behaviors, which can impede the success of retention initiatives (Legge, 1995; Boxall, 1996).
- *Global Workforce Management*: Managing a diverse and geographically dispersed workforce presents unique challenges for HRM. Organizations must navigate cultural differences, varying labor laws, and diverse employee expectations to implement effective retention strategies across global operations (Storey, 1992; Reiche, 2007).
- *Measuring Effectiveness*: Assessing the impact of HRM practices on employee retention can be complex. Organizations need robust metrics and data analysis capabilities to measure the effectiveness of their HRM initiatives and make data-driven decisions (Lado & Wilson, 1994; Edgar & Geare, 2005).

In the context of heightened global economic interlinking and intensified competition, the quality of a company's human resources has become a critical determinant of its ability to compete effectively in the global market. Organizations that invest in strategic HRM practices to attract, develop, and retain talent are better positioned to achieve competitive advantage and drive organizational success. By addressing the factors influencing employee retention and implementing comprehensive HRM strategies, organizations can enhance job satisfaction, organizational commitment, and overall performance. As the global economy continues to evolve, the importance of effective HRM practices in retaining valuable employees will only increase, making it a key focus for organizational leaders and HR

HRM practices in the Hospitality Industry

The hospitality industry, encompassing hotels, restaurants, and other leisure and tourism services, is known for its dynamic and customer-centric nature. HRM in this sector is crucial due to its direct impact on service quality, customer satisfaction, and overall business performance. The Federation of Hotel and Restaurant Associations of India (FHRAI) hotels in West Bengal serve as an illustrative case study for understanding the intricate relationship between HRM practices and employee retention. This section delves into the unique challenges faced by the hospitality industry regarding HRM and the strategies employed to address these challenges. The hospitality industry is characterized by a high degree of interaction between employees and customers, making the role of HRM critical. Effective HRM practices in this industry not only enhance employee satisfaction and retention but also improve service quality and customer loyalty. In the context of FHRAI hotels in West Bengal, HRM practices must be tailored to address the specific challenges and demands of the industry. The hospitality industry stands out for its unique operational dynamics, which heavily influence its human resource management (HRM) practices. Characterized by its labor-intensive nature, the sector relies significantly on human capital to deliver service excellence, making employee performance pivotal to maintaining high service standards. However, it grapples with notable challenges such as high turnover rates attributed to long hours, seasonal demands, and the demanding nature of roles.

Central to effective HRM in hospitality is the industry's customer service orientation, where frontline staff directly shapes customer experiences. This necessitates HR strategies that not only attract but also retain talent capable of consistently delivering superior service. Diverse in its workforce composition—comprising full-time, part-time, and seasonal employees from diverse cultural and educational backgrounds—hospitality HRM must tailor practices to engage and empower this varied workforce. By focusing on attracting and retaining skilled employees, enhancing engagement through tailored initiatives, ensuring comprehensive training to improve service quality, and leveraging HRM as a tool for sustaining competitive advantage, hospitality organizations can navigate these challenges effectively. Thus, strategic HRM practices are not only crucial for operational success but also pivotal in shaping the industry's ability to thrive amidst dynamic market demands.

HRM practices and Employee Retention

The hospitality industry is known for its high employee turnover rates, which pose significant challenges for organizations seeking to maintain a stable and effective workforce. This literature review explores the relationship between human resource management practices (HRMP) and employee retention (ER). Human resource management practices are essential for shaping the work environment and influencing employee attitudes and behaviors. Various

HRM practices have been identified as pivotal in enhancing employee retention, including recruitment and selection, training and development, performance appraisal, compensation, and career advancement opportunities. Research highlights that effective HRM practices can lead to higher job satisfaction, increased organizational commitment, and reduced turnover intentions (Rahman et al., 2017; Munish & Agarwal, 2017).

Islam et al. (2024) explored the impact of HR practices on millennial employee retention within the hospitality and tourism industry in Bangladesh, emphasizing the moderating role of the work environment. Conducted using a non-probability judgmental sampling method, this study surveyed 384 millennial employees and employed Partial Least Squares-Based Structural Equation Modeling (PLS-SEM) for data analysis. The research identifies significant relationships between several HR practices—such as compensation, training and development, job security, and performance appraisal—and employee retention, although employee participation in decision-making did not show a significant impact. Notably, the work environment moderates the relationship between compensation, training and development, and employee retention, highlighting its importance in influencing HR practice effectiveness. This study is distinctive in its comprehensive examination of five HR practices and their interaction with the work environment, contributing new insights into HR management within the sector. The findings emphasize the need for tourism managers to enhance HR practices and cultivate a supportive work environment to effectively retain millennial employees. This research fills a gap in existing literature by integrating multiple HR variables and their interaction with work environment factors.

Islam et al. (2024) investigated the impact of Green Human Resource Management (GHRM) practices on the turnover intentions of millennial employees in the Malaysian hotel industry, with a focus on the moderating role of the work environment. The study employs Partial Least Squares Structural Equation Modelling (PLS-SEM) to analyze data from 162 completed questionnaires out of 200 distributed. The study evaluates various GHRM practices, including green recruitment and selection, green training, green performance management, green involvement, and green rewards. The results indicate that only green involvement and green pay and rewards significantly reduce turnover intentions among millennial employees, while other GHRM practices do not directly impact turnover intentions. Contrary to expectations, the study finds no moderating effect of the work environment on the relationship between GHRM practices and turnover intention. This research contributes to the understanding of how GHRM practices influence employee turnover in the hotel industry and highlights the limited role of work environment factors. The study is noted for being the first empirical examination of GHRM practices specifically in relation to millennial turnover intentions within the hotel industry.

Hassanein et al. (2024) investigated the role of Green Human Resource Management (GHRM) practices in enhancing employee retention within the UAE hotel industry, focusing on the mediating effect of green innovation. This quantitative study surveyed 207 employees from five-star hotels and employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data. The study highlights how GHRM practices, which include sustainable and eco-friendly HR initiatives such as recruitment, training, and performance management, can improve employee retention by fostering a more environmentally conscious and supportive work environment. Moreover, the research reveals that green innovation serves as a significant mediator in the GHRM-employee retention relationship, suggesting that the integration of green practices not only directly influences retention but also enhances the impact of GHRM practices through innovative environmental initiatives. This study contributes to the literature by demonstrating how GHRM can be strategically utilized to retain employees and improve organizational competitiveness in the hotel sector. The findings emphasize the importance of implementing green initiatives and leveraging them to create a positive impact on employee retention, offering valuable insights for both practitioners and scholars in the field of sustainable HR management.

Chauhan and Guleria (2024) examined employee retention practices in the Indian hotel industry, focusing on strategies to enhance employee loyalty and reduce attrition. Their research, presented at the 3rd International Conference on Reinventing Business Practices, Start-ups and Sustainability, utilizes secondary data from existing research papers and articles to identify key challenges and effective retention strategies. The study highlights several factors impacting employee retention, including recruitment and selection, training and development, work-life balance, and reward and recognition. It underscores the importance of offering career development opportunities, redesigning job roles to be more engaging, and improving work environments to retain employees. The findings suggest that issues such as low salary, inadequate managerial support, and poor work environments contribute significantly to high turnover rates. The study advocates for the implementation of comprehensive employee retention policies and programs, emphasizing that a supportive work environment and effective stress relief measures can improve retention rates. Overall, the research provides valuable insights into the factors affecting employee retention in the hospitality sector and offers practical recommendations for enhancing retention strategies.

Rahman et al. (2024) investigated the motives behind employee turnover in the Malaysian hotel industry, focusing on human resource management (HRM) practices that contribute to high turnover intentions. Published in the AIP Conference Proceedings, this study employs secondary data from a range of publications to analyze how various HRM practices influence employee turnover. The researchers discuss several HRM practices, including compensation, performance appraisal, training, recognition, information sharing, and competence development. The findings reveal that inadequate HRM practices in these areas are linked to increased turnover intentions among employees in the hospitality sector. The study highlights the need for effective HRM strategies to address and mitigate turnover issues, suggesting that improvements in compensation structures, performance evaluations, and recognition programs can reduce turnover rates. The research provides valuable insights for practitioners in the hotel industry, offering practical recommendations to enhance HRM practices and retain employees. The authors also emphasize the importance of addressing skill gaps and implementing comprehensive HRM solutions to better manage turnover in the Malaysian context.

Adeyefa et al. (2023) explored the impact of Green Human Resource Management (GHRM) practices on employee retention in the Nigerian hotel industry. The study uses a combination of Structural Equation Modelling (SEM) and Relative Importance Index (RII) to assess the effectiveness of various GHRM practices. The researchers distributed a structured questionnaire to 460 low-level hotel employees with at least one year of experience in hotels implementing green practices. Their analysis found that Green Recruitment and Selection (GRS) had the highest impact on employee retention compared to other GHRM practices. SEM results indicated that while most GHRM practices positively influenced retention, Green Performance Management (GPR) showed a positive but statistically insignificant effect. This study introduces a novel approach by combining SEM and RII to evaluate GHRM effectiveness, offering a robust analytical framework that enhances understanding of how green practices influence employee retention. The findings suggest that integrating GHRM practices can significantly improve retention rates in the hotel sector, providing valuable insights for HR professionals and scholars.

Akpa, Mowaiye, Akinlabi, and Magaji (2022) explored the impact of Green Human Resource Management (GHRM) practices and green work-life balance on employee retention in selected hospitality firms in Lagos and Ogun States, Nigeria. The study addresses the challenges faced by the Nigerian hospitality industry, including high employee turnover and low motivation, which are attributed to issues such as inadequate GHRM practices and inflexible work conditions. Data were collected through questionnaires and analyzed using regression analysis. The findings indicate that GHRM practices and green work-life balance (including green performance management, green employee relations, green disciplinary management, workfamily balance, and work-health balance) significantly positively influence employee retention. The study highlights the importance of integrating GHRM practices and work-life balance initiatives to enhance employee retention in the hospitality sector.

Khilnani and Nair (2022) investigated the determinants of employee turnover intentions in the hospitality industry, focusing on the role of human resource practices. The study reviews existing literature to analyze how HR practices such as recruitment and selection, training and development, performance evaluation, and compensation benefits affect employees' intentions to leave their jobs. The narrative review approach is used for a qualitative analysis of published research, aiming to provide a clearer understanding of the relationship between HR practices and employee turnover intentions. The findings underscore the critical role of effective HR practices in reducing turnover intentions and enhancing employee retention in the hospitality sector.

Michael and Fotiadis (2022) explored employee turnover within the Gulf Cooperation Council's hotel industry, an area with limited research. Using a qualitative approach, the study examines turnover causes and strategies employed by hotels to mitigate this issue. The results highlight that turnover reasons are influenced by both organizational and individual factors. Effective strategies include fostering a positive work environment, offering transfer opportunities, focusing on talent development, and utilizing exit interviews to understand why employees leave. The study emphasizes that cultural differences, particularly among expatriate employees, significantly impact turnover, influenced by variations in salary and benefits. Human resource professionals should consider both "social" and "economic" value when designing employee benefits to address these challenges.

Islam, Hack-Polay, Haque, Rahman, and Hossain (2021) investigated the moderating role of psychological empowerment on the relationship between Green Human Resource Management (GHRM) practices and millennial employee retention in the hotel industry of Bangladesh. The study focuses on several GHRM practices—green recruitment, green training, green performance management, green reward, and green involvement—and their impact on employee retention. Data was collected from 394 employees working in 3-star to 5-star hotels in Bangladesh, analyzed using SmartPLS. The study finds that green reward and green training have significant positive effects on millennial employee retention. Psychological empowerment is identified as a significant moderator in the relationship

between green training, green performance management, green reward, and employee retention. The findings suggest that integrating GHRM practices with psychological empowerment strategies can enhance millennial retention in the hotel industry, helping to balance environmental sustainability with business objectives.

Santhanam, Kumar, Kumar, and Saha (2020) explored the impact of human resource management (HRM) practices and work-life balance on employee turnover intentions within the Indian hospitality industry. The study utilized responses from 271 frontline employees, analyzed using partial least squares (PLS) path modeling. Findings reveal that positive perceptions of HRM practices, such as training, career growth opportunities, and compensation, significantly reduce turnover intentions. Furthermore, work-life balance plays a critical moderating role in this relationship, enhancing the impact of HRM practices on employee retention. This research underscores the importance of integrating effective HRM practices with robust work-life balance strategies to mitigate turnover intentions, offering practical insights for improving employee satisfaction and retention in the hospitality sector.

In the book chapter "HRM Practices and Employee Retention: The Moderating Effect of Work Environment," Palwasha Bibi, Ashfaq Ahmad, and Abdul H. A. Majid (2018) explored the relationship between HRM practices and employee retention, emphasizing the role of the work environment as a moderating factor. This chapter is part of the edited volume *Applying Partial Least Squares in Tourism and Hospitality Research*, edited by F. Ali, S.M. Rasoolimanesh, and C. Cobanoglu, and published by Emerald Publishing Limited. The authors investigate how various HRM practices impact employee retention and analyze how the work environment influences this relationship. By using Partial Least Squares (PLS) methodology, they provide insights into the dynamics between HRM practices and retention, considering the moderating effect of the work environment. The chapter is particularly relevant for understanding the complex interplay between organizational practices and employee retention within the context of tourism and hospitality sectors.

Table 1 - Study of HRM Practices and Their Impact on Employee Outcomes

| Author(s) and Year | Purpose | Framework | Sample | Design | Variables | Results | Controversies and Disagreements with Other Authors | Limitations | Implications for Practice |
|---------------------|--|--|--|-------------------------------------|---|---|--|---|---|
| Islam et al. (2024) | Explored the impact of HR practices on millennial employee retention in Bangladesh, emphasizing the moderating role of the work environment. | Partial Least Squares-Based Structural Equation Modeling (PLS-SEM) | 384 millennial employees from the hospitality and tourism industry in Bangladesh | Non-probability judgmental sampling | Compensation, training and development, job security, performance appraisal, decisionmaking participation, work environment | Significant relationships between HR practices and retention; work environment moderates effectiveness; decisionmaking participation has no significant impact. | Unique in examining five HR practices and their interaction with the work environment. | Limited to millennial employees; nonprobability sampling may affect generalizability. | Tourism managers should enhance HR practices and cultivate a supportive work environment. |
| Islam et al. (2024) | Investigated the impact of Green HRM practices on | Partial Least Squares Structural Equation Modelling (PLS-SEM) | 162 completed questionnaires from millennial employees in | Crosssectional survey | Green recruitment and selection, green training, green | Green involvement and green pay reduce turnover intentions; no | Findings contrast with other studies that highlight the work environment as | Limited sample size; the work environment's role might vary | Focus on green involvement and pay to reduce turnover; consider |
| | turnover intentions in Malaysian hotels, focusing on the work environment as a moderator. | | Malaysian hotels | | performance management, green involvement, green rewards, work environment | moderating effect of the work environment. | a significant factor. | by industry context. | other GHRM practices for comprehensive strategy. |

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|--------------------------|---|---|--|--------------------------|---|---|--|---|---|
| Hassanein et al. (2024) | Examined the role of Green HRM in enhancing employee retention in UAE hotels, with a focus on green innovation as a mediator. | Partial Least Squares Structural Equation Modeling (PLS-SEM) | 207 employees from five-star hotels in the UAE | Quantitative survey | Green HRM practices, green innovation, employee retention | Green HRM practices improve retention via green innovation; green innovation mediates the relationship. | Highlights the mediating role of green innovation, which may not be universally applicable. | The study is focused on high-end hotels; results may not generalize to other sectors. | Emphasize green innovation in GHRM strategies to enhance retention. |
| Chauhan & Guleria (2024) | Examined employee retention practices in the | Qualitative review of secondary data | Secondary data from existing research | Review and synthesis | Recruitment, training, work-life balance, | Effective recruitment, training, work-life balance, and | Findings align with general HR retention strategies but lack empirical | Reliance on secondary data may limit the | Implement comprehensive retention policies; focus on |
| | Indian hotel industry, focusing on strategies to enhance employee loyalty and reduce attrition. | | papers and articles | | reward and recognition | recognition reduce attrition; supportive work environment is critical. | testing in the specific context. | depth of insights. | career development and work environment. |
| Rahman et al. (2024) | Investigated HRM practices' impact on turnover in Malaysian hotels, using secondary data. | Literature review and secondary data analysis | Secondary data from various publications | Review | Compensation, performance appraisal, training, recognition, information sharing | Inadequate HRM practices in compensation and performance management are linked to higher turnover. | Emphasizes deficiencies in HRM practices, which contrasts with studies highlighting positive impacts of effective HRM. | Secondary data might not capture recent trends or practices. | Improve compensation structures, performance evaluations, and recognition programs. |
| Adeyefa et al. (2023) | Explored the impact of Green HRM practices on employee retention | Structural Equation Modelling (SEM) and Relative Importance Index (RII) | 460 low-level employees from Nigerian hotels | Structured questionnaire | Green recruitment and selection, green performance management | Green recruitment and selection have the highest impact on retention; | Contrasts with studies highlighting broader impacts of GHRM practices. | Focused on low-level employees; results may not apply to higher-level positions. | Integrate effective green recruitment and selection practices to improve retention. |
| | in Nigerian hotels using SEM and RII. | | | | , employee retention | green performance management shows minimal effect. | | | |
| Akpa et al. (2022) | Assessed GHRM and green work-life balance's influence on retention in Nigerian hospitality firms. | Regression analysis | Structured questionnaires from employees in Lagos and Ogun States, Nigeria | Survey | GHRM practices, green work-life balance, employee retention | GHRM and green work-life balance positively influence retention. | Consistent with other studies on GHRM's impact, but lacks detailed examination of individual GHRM practices. | Sample may not represent the entire Nigerian hospitality sector. | Integrate GHRM and green work-life balance initiatives to enhance retention. |

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|------------------------|---|---------------------------|-------------------|----------------------|--|--|--|--|---|
| Khilnani & Nair (2022) | Investigated HR practices' role in influencing turnover intentions in the hospitality industry. | Narrative review approach | Literature review | Review | Recruitment and selection, training and development, performance evaluation, compensation benefits | Effective HR practices reduce turnover intentions and improve retention. | Reinforces existing knowledge but lacks empirical data specific to the hospitality sector. | Focuses on general HR practices without sector-specific details. | Adopt effective HR practices to reduce turnover intentions and enhance retention. |
| | Explored causes of turnover | Qualitative approach | Gulf Cooperation | Qualitative analysis | Organizational factors, individual | Turnover influenced by | Contrasts with quantitative studies on | Limited to GCC hotels; results may | Foster a positive work environment |

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|---------------------------|---|--|------------------------|--|---|--|---|----------------------------------|--|
| Michael & Fotiadis (2022) | and strategies to reduce it in Gulf Cooperation Council hotels. | | Council hotel industry | | factors, positive work environment, exit interviews | organizational and individual factors; positive work environment and exit interviews are effective strategies. | specific HR practices; highlights cultural factors. | not generalize to other regions. | and use exit interviews to understand turnover causes. |
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| Islam, HackPolay, Haque, Rahman, & Hossain (2021) | Investigated the moderating role of psychological empowerment on the relationship between GHRM practices and millennial employee retention in Bangladesh. | SmartPLS analysis | 394 employees from 3-star to 5star hotels in Bangladesh | Survey | Green recruitment, green training, green performance management, green reward, psychological empowerment | Green reward and training positively impact retention; psychological empowerment moderates the relationship. | Highlights psychological empowerment's role, which may not be as emphasized in other studies. | Study focused on millennial employees; may not represent other demographics. | Combine GHRM practices with psychological empowerment to enhance retention. |
|---|---|-------------------|---|--------|--|--|---|--|---|

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|--|--|---|--|----------------------|---|--|--|---|---|
| Santhanam, Kumar, Kumar, & Saha (2020) | Examined HRM practices and work-life balance on employee turnover intentions in the Indian hospitality industry. | Partial Least Squares (PLS) path modeling | 271 frontline employees | Survey | HRM practices, work-life balance, turnover intentions | Positive HRM practices and work-life balance significantly reduce turnover intentions. | Emphasizes the importance of work-life balance, which may not be highlighted in other studies. | Limited to frontline employees; may not reflect experiences of other employee groups. | Integrate effective HRM practices with work-life balance strategies to reduce turnover. |
| Bibi, Ahmad, & Majid (2018) | Explored the relationship between HRM practices and employee retention with the moderating role of the work environment. | Partial Least Squares (PLS) | Not applicable (theoretical framework) | Theoretical analysis | HRM practices, work environment, employee retention | HRM practices impact retention; work environment moderates this relationship. | Adds to the theoretical understanding of HRM practices and work environment interactions. | Limited empirical evidence; theoretical focus. | Enhance HRM practices and create a supportive work environment to improve retention. |

Findings

Recent research on Human Resource Management (HRM) and employee retention within the hospitality sector reveals both consistent themes and notable differences in findings. A central theme across studies is the importance of effective HR practices in promoting employee retention. Key HR practices such as competitive compensation, robust training programs, and job security are consistently linked to higher retention rates (Islam et al., 2024; Bibi, Ahmad, & Majid, 2018). These practices contribute to a stable work environment, which is crucial for enhancing employee loyalty and reducing turnover. Notably, the supportive work environment often acts as a significant moderator, amplifying the positive impact of these HR practices on retention (Islam et al., 2024; Bibi, Ahmad, & Majid, 2018). In contrast, research into Green HRM (GHRM) practices highlights a different aspect of HRM's impact on employee retention. Green HRM practices, particularly those involving green pay and green involvement, have been shown to reduce turnover intentions in certain contexts, such as Malaysian hotels (Islam et al., 2024). However, other green practices, like green training, have shown limited effectiveness in some studies, and the role of the work environment as a moderator in this context is less clear (Islam et al., 2024; Hassanein et al., 2024). This suggests that while GHRM can positively influence retention, its effectiveness may vary depending on the specific practices implemented and the contextual factors at play. Additionally, the impact of inadequate HRM practices on turnover is a significant concern. Poorly managed HR practices related to compensation, performance management, and recognition are associated with higher turnover rates, underscoring the need for effective management in these areas (Rahman et al., 2024). Conversely, adequate HR practices, such as those related to recruitment, training, work-life balance, and recognition, are critical in reducing attrition and fostering employee loyalty (Chauhan & Guleria, 2024; Khilnani & Nair, 2022). Psychological empowerment is another key factor influencing employee retention. Studies demonstrate that psychological empowerment enhances the effectiveness of Green HRM practices by making employees feel valued and recognized (Islam, Hack-Polay, Haque, Rahman, & Hossain, 2021). This empowerment, combined with green recruitment and selection practices, significantly improves retention (Adeyefa et al., 2023; Akpa et al., 2022). Research also highlights the role of a positive work environment in reducing turnover. Creating a supportive and engaging work environment, addressing both organizational and individual factors, and conducting effective exit interviews are strategies found to be effective in reducing employee turnover (Michael & Fotiadis, 2022; Santhanam et al., 2020). The findings across these studies emphasize the critical role of both general HR practices and specific interventions, such as Green HRM and psychological empowerment, in enhancing employee retention. While effective HRM practices and a supportive work environment are universally important, the varying impacts of specific practices and contextual factors suggest the need for tailored HR strategies. Organizations should consider both general and specific factors influencing employee retention to develop effective HR strategies in diverse hospitality contexts.

Discussion

The systematic review of literature on the impact of Human Resource Management (HRM) practices on employee retention reveals a nuanced understanding of how various HRM strategies influence employee retention across different sectors, particularly within the hospitality industry. This discussion synthesizes the key findings from the reviewed studies, highlighting the overarching themes, implications for practice, and areas requiring further research. The review underscores the critical role of HRM practices in enhancing employee retention. Studies consistently show that effective HRM practices, such as competitive compensation, comprehensive training programs, and job security, are strongly associated with increased employee retention. These practices contribute to a positive work environment, which significantly moderates their impact on retention. For example, Islam et al. (2024) demonstrate that compensation and job security positively influence millennial retention, with the work environment enhancing these effects. Similarly, Bibi, Ahmad, and Majid (2018) emphasize that a supportive work environment amplifies the positive impact of HRM practices on employee retention. The integration of Green HRM practices presents a distinct dimension of HRM's impact on retention. Green HRM practices, such as green pay and green involvement, are found to reduce turnover intentions, particularly in the context of Malaysian hotels (Islam et al., 2024). However, the effectiveness of other green practices, such as green training, is less pronounced, and the role of the work environment as a moderator is inconsistent (Hassanein et al., 2024). This indicates that while Green HRM can enhance retention, its success is contingent on the specific practices implemented and the contextual factors at play. Psychological empowerment emerges as a significant factor in enhancing the impact of HRM practices, especially Green HRM, on employee retention. Studies such as those by Islam, Hack-Polay, Haque, Rahman, and Hossain (2021) reveal that psychological empowerment not only positively affects retention but also strengthens the effectiveness of Green HRM practices. This highlights the importance of ensuring that employees feel valued and recognized, which can be achieved through psychological empowerment strategies. The review also identifies the detrimental effects of inadequate HRM practices on employee retention. Poorly managed practices related to compensation, performance management, and recognition are linked to higher turnover rates (Rahman et al., 2024). This finding underscores the necessity for organizations to address deficiencies in these areas to mitigate turnover and improve overall employee retention. Effective HRM practices are complemented by other retention strategies, such as work-life balance and recognition. Studies highlight that comprehensive strategies, including effective recruitment, training, work-life balance, and recognition, are critical for reducing attrition and enhancing employee

loyalty (Chauhan & Guleria, 2024; Khilnani & Nair, 2022). The combination of positive HRM practices with a supportive work environment is essential for creating an engaging workplace that reduces turnover intentions (Santhanam et al., 2020).

Conclusion

This systematic review of literature on the impact of Human Resource Management (HRM) practices on employee retention provides a comprehensive understanding of how various HRM strategies influence employee retention across different sectors, particularly within the hospitality industry. The analysis reveals that effective HRM practices, such as competitive compensation, comprehensive training, and job security, are consistently associated with improved employee retention. A supportive work environment plays a critical moderating role in enhancing the effectiveness of these HRM practices, underscoring the need for organizations to foster a positive work atmosphere to maximize retention outcomes. The review also highlights the emerging significance of Green HRM practices, such as green pay and green involvement, in reducing turnover intentions. However, the impact of these practices is influenced by specific contextual factors, and the role of the work environment as a moderator varies. Additionally, psychological empowerment is identified as a crucial factor that amplifies the positive effects of HRM and Green HRM practices on retention, emphasizing the importance of making employees feel valued and recognized. The review further identifies the negative impact of inadequate HRM practices, such as poor compensation management and ineffective performance management, on turnover rates. This highlights the necessity for organizations to address these deficiencies to prevent high turnover and enhance overall employee retention. Key retention strategies, including effective recruitment, work-life balance, and recognition, complement HRM practices and contribute to reducing attrition and fostering employee loyalty. The combination of these strategies with a supportive work environment is essential for creating an engaging workplace that mitigates turnover intentions. The findings from this review emphasize that while effective HRM practices are universally important for improving employee retention, their impact is moderated by factors such as the work environment, green HRM practices, and psychological empowerment. Organizations should adopt a holistic approach that integrates these elements to develop tailored HR strategies that address both general and specific factors influencing employee retention. Future research should continue to explore the effectiveness of HRM practices in diverse contexts and industries, investigate the detailed role of psychological empowerment, and examine the interplay between Green HRM and retention to provide further insights into enhancing workforce stability and engagement.

Implications for Practice and Further Research

The findings of this review offer valuable insights for HR practitioners aiming to improve employee retention. Organizations should focus on implementing effective HRM practices, enhancing the work environment, and integrating green HRM and psychological empowerment strategies. However, the variability in the impact of specific HRM practices and contextual factors highlights the need for tailored HR strategies. Future research should explore the effectiveness of specific HRM practices in different contexts and industries, investigate the role of psychological empowerment in greater detail, and examine the interplay between Green HRM practices and employee retention. The systematic review of literature emphasizes that while effective HRM practices are universally important for improving employee retention, their impact is moderated by factors such as the work environment, green HRM practices, and psychological empowerment. A comprehensive approach that considers these variables can enhance HR strategies and contribute to a more stable and engaged workforce.

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