



Innovative Strategies in Employee Turnover Management: A Systematic Review of Best Practices and Their Impact on Employee Retention in the Hospitality Industry

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ABSTRACT

The hotel sector has significant problems due to elevated personnel turnover, adversely affecting operational efficiency and client satisfaction. This project aims to explore novel techniques for reducing staff turnover and improving retention in the hospitality industry. The research does a systematic literature review (SLR) to assess effective approaches that reduce turnover and enhance employee engagement. The findings highlight the essential importance of excellent human resource management (HRM) practices, which include thorough recruitment, ongoing training, and employee empowerment through inclusive decision-making. These measures have been recognized as essential factors in reducing turnover by fostering a positive work environment and enhancing job satisfaction. Moreover, transformational leadership, which advocates for employee empowerment and well-being, dramatically enhances retention. (1) The research underscores the significance of technology, particularly decision intelligence (DI), in streamlining operations and elevating work quality, thereby promoting staff retention. Moreover, corporate social responsibility (CSR) efforts that emphasize employee welfare and environmental sustainability are crucial in strengthening employee loyalty and commitment. (2) This article provides essential insights for hotel managers and HR professionals aiming to use new techniques to reduce turnover, promote retention, and improve organizational performance in a competitive market.

Keywords: Employee Turnover, Employee Retention, Hospitality Industry

JEL Classifications: M12, M54, J63, L83

1. INTRODUCTION

The hospitality industry is a highly competitive and dynamic sector, where operational success heavily relies on the quality of service provided to guests (Dimanche and Lo, 2022). Employees in this industry play a critical role as they are on the front lines, delivering customer experiences that ensure satisfaction. However, one of the biggest challenges faced by many hotels, both locally and internationally, is the high employee turnover rate. For instance, data revealed by Depierraz (2023) states that the average employee turnover rate in the United States in 2021

was 84.9% in the hospitality sector, which is significantly higher compared to the national average of 47.2%. This phenomenon poses a long-term challenge for the hospitality sector, ultimately increasing operational costs, such as recruitment and training expenses, while also disrupting service continuity and lowering customer satisfaction.

In terms of operational costs, companies must incur substantial expenses to replace departing employees, with costs reaching between 50% and 60% of the employee's annual salary. In fact, according to a report by the Society for Human Resource

Management (SHRM), the total cost associated with individual turnover can range from 90% to 200% of an employee's annual salary (Tilmans, 2023). A similar situation has been observed in Australia, where employee turnover has been recorded to have cost the operational sector a total of 3.8 billion Australian dollars over a 12-month period (Tilmans, 2023).

The hospitality sector, being one that heavily relies on human interaction, faces the risk of damaging the hotel's reputation and negatively impacting its competitiveness in an increasingly competitive market due to high employee turnover. Several factors contribute to the high turnover rates in this industry, including dissatisfaction with wages, limited career development opportunities, monotonous job nature, and an unsupportive work environment, such as poor relationships with coworkers (Zayed et al., 2022). Employees who feel undervalued, lack adequate training, and have no opportunities for career growth are more likely to have intentions of leaving the company. This dissatisfaction leads to decreased employee productivity, absenteeism, and ultimately has a negative impact on the quality of service provided.

To address this issue, many hotels have started adopting new strategies to tackle these problems, focusing on best practices in human resource management (HRM). Effective and innovative HRM practices not only focus on reducing turnover but also on improving employee retention. In this context, strategies such as providing continuous training (Al-Ababneh et al., 2021), recognizing employee achievements, and creating a more inclusive and supportive work environment are key factors in maintaining workforce stability.

Effective management of employee turnover also heavily relies on the implementation of innovative and sustainable HRM practices. For example, by offering professional development opportunities (Chin et al., 2023), improving communication between management and employees through ethical values (Leal-Solís et al., 2024), and ensuring employee well-being (Lin et al., 2024) based on work-life balance, hotels can reduce employees' intent to leave and improve their retention (Al-Ababneh et al., 2021). Additionally, the adoption of innovative strategies that are increasingly popular in the hospitality industry, such as using technology to enhance recruitment processes, empowering employees in decision-making, and offering additional benefits like work flexibility and remote work opportunities (Bu et al., 2022; El Hajal and Losekoot, 2025), also plays a crucial role.

Despite the adoption of these practices and approaches by some hotels, which prioritize employee involvement in decision-making and the encouragement of a healthy work-life balance, as noted by Chin et al. (2023), our understanding of the enduring impact of these novel strategies on retaining employees within the hotel industry remains incomplete. Prior studies (for instance, Bu et al., 2022; Chin et al., 2023; Dzimbiri and Molefi, 2021; Kasa et al., 2023; Xu et al., 2022) have largely concentrated on the broader implementation of human resource management practices, and there has been limited in-depth analysis specifically concerning these innovative strategies in relation to managing employee turnover within hotel settings.

Consequently, this research endeavors to contribute to the management of employee turnover within the hospitality industry by exploring effective innovative strategies derived from various implemented practices. The central focus of this study is to conduct a systematic review of best practices applied in turnover management and to analyze their impact on employee retention in hotels. The findings of this research are anticipated to provide novel insights for hotel managers in designing and implementing more innovative HRM strategies to enhance employee satisfaction and retention, which, in turn, will improve service quality and the competitive edge of hotels in a demanding market.

2. LITERATURE REVIEW

2.1. Employee Turnover in the Hospitality Industry

Employee turnover refers to the process where employees leave an organization and are replaced by new hires. This phenomenon often becomes a significant issue across various industries, including hospitality, as it disrupts operational continuity and increases company costs (Dwivedi et al., 2023). High employee turnover is a major challenge in the hospitality industry, affecting operational costs and the quality of service provided to guests (Tobing et al., 2024). Research indicates that turnover is often triggered by low job well-being and minimal motivation, which in turn increases employees' intention to leave the organization (Xu et al., 2022). Dissatisfaction with working conditions and the misalignment between the job and an employee's interests or skills are key factors in this issue, as discussed by Adriano and Callaghan (2023), who also note that organizational innovation, while beneficial, can increase turnover risk if not managed properly.

The balance between work and personal life, as well as the alignment between the job and the individual, are additional contributing factors (Hasan et al., 2021). Employees are more likely to choose to quit their jobs if these two goals are not met. In order to lower turnover, it is imperative to maintain work-life balance and promote a better fit between job roles and employees (Fazal et al., 2022). This emphasizes how important it is for organizations to prioritize the well-being of their employees in order to promote long-term retention.

Additionally, it has been demonstrated that efficient knowledge management lowers turnover rates. According to Adriano and Callaghan (2023), employees can foster a supportive work environment and improve interpersonal relationships by exchanging knowledge. Employee retention is higher when they perceive that their superiors and peers are supporting them. Therefore, advancements in knowledge management and employee empowerment can play a critical role in improving productivity and retention while reducing attrition.

2.2. Organizational Commitment

Organizational commitment stands as a significant factor in mitigating employee turnover and bolstering retention within the hospitality sector (Guzeller and Celiker, 2020). This commitment pertains to the sense of attachment employees feel towards the organization, which subsequently influences their decisions regarding staying or leaving their employment. Research

conducted by Oliveira et al. (2019) indicates that a high degree of organizational commitment is closely linked with employee performance, job satisfaction, and the motivation to remain within the organization. A frequently employed framework for understanding organizational commitment is the three-component model proposed by Allen and Meyer, (1990), which identifies affective commitment, normative commitment, and continuance commitment as key dimensions. Affective commitment reflects an employee's emotional attachment to the organization, whereas normative commitment relates to the feeling of obligation to stay with the organization, and continuance commitment reflects a rational decision based on the perceived gains and losses associated with leaving the organization (Mercurio, 2015).

Several studies indicate that various factors within the work environment, such as supervisor support, career development opportunities, and the presence of work-life balance, significantly influence the level of employees' organizational commitment. For instance, research by Daweti et al. (2024) reveals that unsupportive working conditions and a lack of development prospects can diminish employees' commitment to the organization. Conversely, supportive working conditions, such as opportunities for learning and growth, can enhance employees' affective commitment and reduce their intention to leave. Within the hospitality context, this is particularly crucial because employees with high organizational commitment are more likely to deliver quality service that will enhance guest satisfaction and mitigate the high turnover that frequently poses a significant challenge in this sector (Andriani and Rizky, 2024).

Furthermore, factors such as supportive leadership, recognition of work achievements, and effective communication between management and employees play a crucial role in fostering organizational commitment (Al-Jabari and Ghazzawi, 2019). Research by Thokozani and Maseko (2017) highlights that when employees feel valued and are involved in decision-making processes, they are more likely to develop a strong commitment to the organization. This indicates that in order to enhance organizational commitment, companies must cultivate a supportive work environment that prioritizes employee needs and well-being. Consequently, implementing strategies that strengthen organizational commitment is essential in reducing turnover and improving employee retention in the hospitality sector (Ghani et al., 2022).

2.3. Employee Empowerment

Particularly in the hospitality sector, employee empowerment—a notion that has attracted more and more interest in human resource management—is one such concept (Arhin et al., 2025). Efforts to give employees more control, autonomy, and involvement in decision-making processes about their work define employee empowerment (Vu, 2020). According to Antony (2018), empowered employees tend to feel more valued, motivated, and engaged in their jobs, which therefore improves their performance and retention inside the company. Employee empowerment can improve the quality of service provided (Tobing et al., 2024) and produce more rewarding experiences for guests in the context of hospitality, where direct interaction with consumers is crucial,

therefore helping to lower turnover rates (Kandampully et al., 2018).

A study by Modise (2023) revealed that employee empowerment is not solely about granting freedom in job tasks but also about fostering a work environment that encourages open communication and collaboration among team members. In the hospitality sector, where adaptability and interpersonal skills are highly valued, effective empowerment assists employees in feeling more competent and self-assured when addressing daily operational challenges (Cyfert et al., 2022). This empowerment can motivate employees to take greater initiative in their work, which can ultimately contribute to a decrease in turnover intentions and an increase in loyalty towards the organization.

Furthermore, employee empowerment also plays a role in enhancing organizational commitment. According to research by (Modise, 2023), empowerment can cultivate a sense of emotional attachment among employees towards the organization, thereby strengthening their commitment to remain. In the hospitality sector, where turnover rates are often elevated, effective empowerment strategies can serve as a potent tool for reducing employees' inclination to leave. Employees who perceive greater control over their work and are given opportunities to contribute to organizational decision-making tend to exhibit higher levels of commitment, which influences their decision to stay for the long term (Shepherd et al., 2015). Consequently, employee empowerment emerges as a crucial element in establishing a supportive work environment, reducing turnover, and improving employee retention within the hospitality industry.

3. METHODOLOGY

This research endeavors to conduct a systematic literature review (SLR) of scholarly articles that explore innovative strategies in managing employee turnover and their subsequent impact on employee retention within the hospitality industry. This approach was selected due to its capacity to enable researchers to systematically identify and organize pertinent literature, as well as to reveal prevailing trends within this subject matter. Furthermore, this study also aims to underscore best practices that have been implemented in turnover management based on prior research, alongside considering recommendations arising from these studies and their effects on employee retention. Consequently, this SLR provides a more profound and comprehensive understanding of effective methods for mitigating employee turnover and enhancing retention within the hospitality sector.

The literature search for this study was carried out utilizing electronic databases indexed in Scopus, recognized as a dependable source for high-quality scholarly articles. The use of Scopus as the main database guaranteed the selection of only verified and pertinent literature that meets rigorous academic standards. In this process, search techniques based on specific terms were utilized to identify articles relevant to the topic of study.

The terms utilized in the literature search included Boolean operators to guarantee relevance to the study, concentrating

on turnover management, employee retention, and innovative strategies applied in the hotel sector. As a result, the terms utilized included: (“Employee turnover” OR “Turnover management” OR “Staff turnover”) AND (“Employee retention” OR “Retention strategies”) AND (“Hotel industry” OR “Hospitality industry”) AND (“Innovative strategies” OR “Innovative solutions” OR “Best practices”) AND (“Impact” OR “Effects” OR “Outcomes”). The use of Boolean search techniques enabled a more effective search, producing the most pertinent and current articles while reducing irrelevant sources.

This research confined the literature review to articles published from 2021 to 2025. This timeline was selected as it includes the latest advancements in turnover management and employee retention, facilitating the identification of developing trends and innovative solutions within the hotel sector, especially in the post-pandemic and digitalization context. The chosen papers offer insights into advancements in human resource management within this intensely competitive sector.

The selection criteria (SC) for article selection in this research were established based on two fundamental aspects:

1. SC 1: Scholarly articles authored in the English language, bearing publication dates between 2021 and 2025, classified as original research contributions, and readily accessible to the research community through open access channels. The specific keywords guiding this search encompassed: employee turnover, turnover management, staff turnover, employee retention, retention strategies, hotel industry, hospitality industry, innovative strategies, and innovative solutions. This criterion was paramount in ensuring that the foundational literature for this study was both current and directly germane to the central research questions concerning innovative strategies and their subsequent influence on the retention of talent within the hospitality sector.
2. SC 2: This criterion played a critical role in the discerning selection of articles that demonstrated a clear and substantive focus on the core themes of this investigation: The nuanced management of employee turnover, the implementation of pioneering strategies within the hospitality context, and the resultant effects on the retention of employees, as evidenced by a thorough and careful examination of the content presented within each article. The body of literature selected through this criterion specifically emphasizes studies that explore the practical application of novel approaches in human resource management with the overarching goals of mitigating employee turnover rates and strengthening the long-term retention of valuable personnel within the hospitality industry.

Each article deemed suitable for deeper examination underwent a rigorous downstream processing, adhering scrupulously to the PRISMA (preferred reporting items for systematic reviews and meta-analyses) framework. This methodological adherence was crucial in upholding transparency and ensuring consistency throughout the literature review process. The PRISMA schema provides an unambiguous roadmap for the judicious selection of pertinent literature, commencing with an initial screening of articles based on their titles and abstracts and culminating in a

comprehensive assessment of the eligibility of the shortlisted articles. This multi-stage process served to guarantee that only those articles genuinely meeting the predefined inclusion criteria and exhibiting a direct bearing on the research topic were ultimately incorporated into this study.

Subsequent to the final selection of articles for review, a systematic procedure for information retrieval was initiated, involving the manual extraction of pertinent data elements. This extraction process encompassed the identification of crucial details such as the article’s title, the names of the contributing authors, the year of its publication, the specific journal in which it appeared, and the research methodologies employed within the study. Moreover, comprehensive information concerning the variables under scrutiny and the primary findings elucidated in each article was meticulously documented. The central objective of this detailed process was to synthesize a comprehensive understanding of exemplary practices and their resultant influence on the retention of employees within the hospitality sector. All the data meticulously gathered through this process was then subjected to rigorous analytical techniques to discern any consistent patterns and to pinpoint the key overarching findings that pertain directly to the effective management of employee turnover and the strengthening of employee retention strategies.

During the processes of selecting articles and extracting data, discussions among the authors played a crucial role in deciding whether to include or exclude certain articles, especially when disagreements emerged about an article’s eligibility. To effectively address these differing viewpoints, the authors utilized a consensus-driven method grounded in rational and objective discussion, with the primary goal of ensuring that only the most relevant and high-quality academic works were included in the final analysis. This collaborative method enabled the attainment of a satisfactory consensus and ensured that the article selection process was carried out transparently and responsibly, thus preserving the overall quality and rigor of the findings. The systematic stages of the literature search, including identification, screening, and final inclusion of articles, are summarized in the PRISMA flow chart shown in Figure 1.

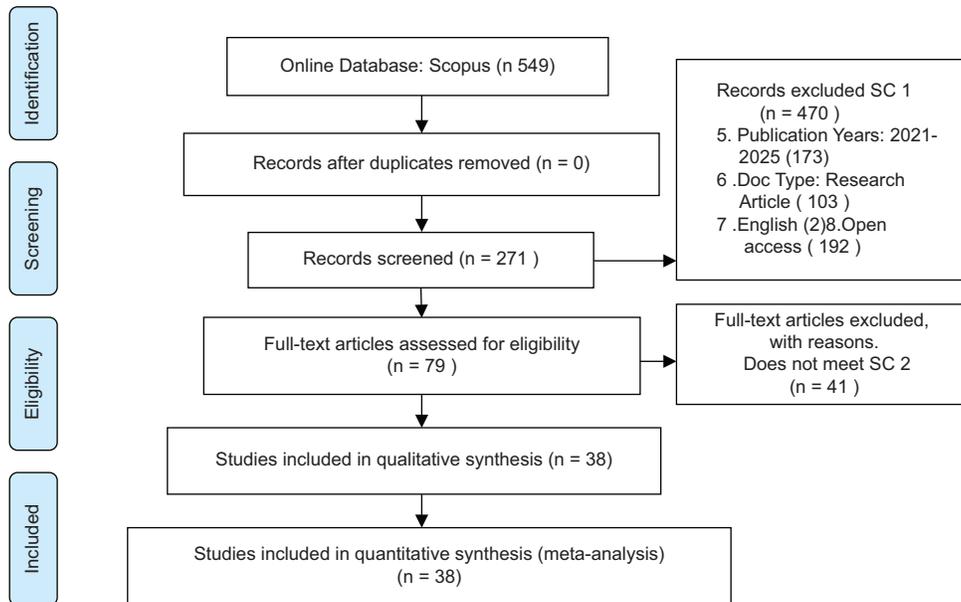
4. RESULTS AND DISCUSSION

4.1. Article Selection

The selection of publications for this study was centered on the management of staff turnover and retention in the hotel sector. The objective was to find and examine novel approaches that could be utilized to lower turnover and improve retention. An article search was performed on April 27, 2025, using the Scopus database, incorporating pertinent keywords including (“Employee turnover” OR “Turnover management” OR “Staff turnover”) AND (“Employee retention” OR “Retention strategies”) AND (“Hotel industry” OR “Hospitality industry”) AND (“Innovative strategies” OR “Innovative solutions” OR “Best practices”) AND (“Impact” OR “Effects” OR “Outcomes”).

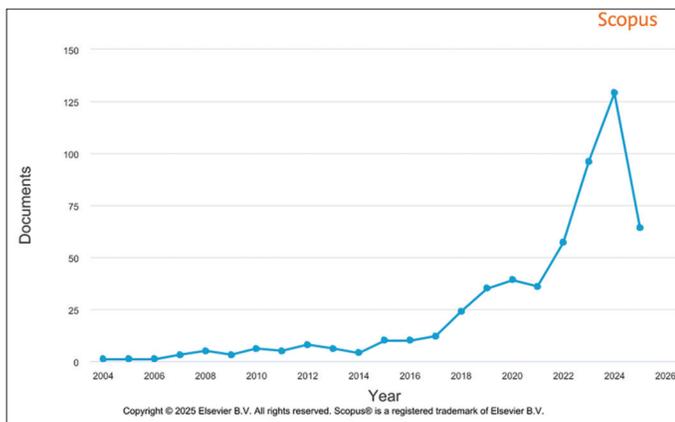
The first search produced 549 papers that were pertinent to the subject of this study and were published between 2004 and 2025 (Figure 2). Although there has been much written about staff

Figure 1: Flow chart based prisma guide



Source: Prepared by the authors

Figure 2: Document by year



Source: Scopus 2025

turnover in the hotel business, as seen by the quantity of articles available, there hasn't been much attention paid to creative approaches to turnover management and retention improvement.

Additionally, there is a great chance for more research into the best tactics and procedures that the hospitality sector might use because the SLR method is not often used in this field of study. This conclusion is further corroborated by the Density Visualization study, which reveals that the application of the SLR approach to discern novel tactics and optimal practices for reducing turnover and improving employee retention is still constrained. This demonstrates a gap in the existing literature that can be addressed with a more complete and systematic approach. The visual clusters of research themes and keyword associations identified through the density visualization analysis are presented in Figure 3. The article selection process was further refined through screening based on SC 1, which was established according to several key requirements.

The article selection process was further refined through screening based on SC 1, which was established according to several key requirements. The criteria specified included publication of articles between 2021 and 2025 to maintain recency and temporal relevance, the requirement for document type to be research articles to facilitate the investigation of best practice variables through empirical studies, articles written in English for enhanced comprehension, and the stipulation that articles be available in open access. According to these criteria, 470 articles were excluded for failing to satisfy one or more of the specified requirements. Subsequent to the screening process, 79 articles were selected for further analysis.

To ensure the articles aligned with the primary research topic, a subsequent screening was conducted based on SC 2, involving an assessment of the titles, abstracts, and keywords of the selected articles. A total of 38 articles met the inclusion criteria, whereas 41 articles were excluded from the analysis for being irrelevant to the themes of turnover management and employee retention in the hotel industry. This selection process underscores the significance of precision in selecting high-quality and pertinent articles, ensuring that the chosen articles facilitate a comprehensive understanding of innovative strategies for managing employee turnover.

The selected articles will be analyzed to examine innovative strategies for managing turnover and improving employee retention in the hotel industry. This selection process highlights a significant research gap that warrants further investigation into diverse solutions and best practices in turnover management that remain underutilized in the hospitality sector.

4.2. Selected Article Demography

The geographical distribution of the selected publications reveals a worldwide interest among researchers in staff turnover and retention within the hospitality sector. The geographical distribution of the selected studies, highlighting the contributions from various

Table 1: Research findings

Context	Finding	Strategies that can be applied	References
HRM practice	HRM practices, including recruitment, training, rewards, and job security, enhance job satisfaction and affective commitment, which reduces turnover.	Focus on selective recruitment, continuous training, and providing rewards and job security guarantees to increase satisfaction and reduce turnover.	(Innerhofer et al., 2024; Jibril and Yeşiltaş, 2022; Ouabi et al., 2024)
Supportive work environment	An inclusive work environment and transformational leadership enhance commitment and engagement, thereby reducing turnover.	Improve relationships among coworkers and train leaders to implement a collaborative and empowering transformational leadership style.	(Hasanein and Elrayah, 2025; Kim et al., 2023; Vicente, 2024)
Social responsibility and employee welfare	CSR that focuses on employee welfare increases work engagement and quality of work life, reduces turnover, and improves performance.	Implement CSR policies for employee welfare that enhance engagement and reduce turnover while improving economic performance.	(Bu et al., 2022c; Lin et al., 2024)
Transformational leadership	Transformational leadership with feminine attributes is preferred and contributes to increased commitment and retention.	Train leaders to adopt an inclusive and collaborative transformational leadership style to improve employee retention.	(Kim et al., 2023; Vicente, 2024)
Work-life balance	A good work-life balance is associated with higher job satisfaction, stronger commitment, and reduced turnover.	Facilitate flexible work policies to support work-life balance, improve retention, and reduce turnover.	(Hasan et al., 2021; Lin et al., 2024)
Working conditions and organizational commitment	Good working conditions and job security increase satisfaction and commitment, reducing turnover.	Create a safe and conducive work environment with job security guarantees to enhance commitment and reduce turnover.	(Hasan et al., 2021; Ouabi et al., 2024)
Engagement and job satisfaction	Engagement and job satisfaction are more effective than single job satisfaction in predicting turnover intention.	Use more detailed metrics to measure engagement and job satisfaction to identify employees at high risk of leaving.	(Pelly, 2023)
The application of technology and its impact on retention	Technology like decision intelligence (DI) can enhance meaningful work, but it can increase turnover without proper engagement.	Focus on meaningful job design and increased engagement to maximize the benefits of technology and reduce turnover.	(O’Callaghan, 2023)

Source: prepared by the authors

Taking a closer look at the United States, the research there (Jun and Eckardt, 2025; O’Callaghan, 2023; Pelly, 2023) really points to the idea that companies need to take a well-rounded approach to looking after their employees’ well-being and helping them grow. This is seen as a key way to stop people from leaving and encourage them to stay. Interestingly, when we focus on industries like tech and healthcare in the US, studies are digging into how using smart data analysis in decision-making, combined with a real focus on employee well-being, can actually bring down those high turnover rates. What’s also coming through is the importance of really understanding what skills and education employees have when companies are putting together training programs and thinking about how to keep their people around for the long haul.

Shifting our focus, even though countries like China (Wu et al., 2022; Yu, 2022), India (Arora et al., 2024; Vashishth and Jhamb, 2021), and Saudi Arabia (Alzoubi et al., 2023) haven’t published as many articles on this topic, their contributions still give us valuable insights into things like inclusive leadership and looking at HR in a sustainable way in the hotel industry. For example, research out of India by Vashishth and Jhamb (2021) made an interesting point: Hiring people with disabilities isn’t just a good thing to do; it can actually help companies make more money. Plus, it seems to make other employees want to stick around longer, boosts their loyalty, and makes the company look good overall. Their findings suggest that people with disabilities tend to be really reliable, on time, and dedicated to their jobs compared to those without disabilities. The study also highlights that having a diverse workforce that includes people with disabilities can give companies a real advantage, leading to happier customers, reaching a wider range of consumers, and sparking more innovative ways of doing business, especially in areas like retail, services, and hotels.

Lastly, looking at Saudi Arabia, research there really stresses how crucial it is for hotel employees to feel good and have positive relationships with their coworkers to keep turnover down (Hasanein and Elrayah, 2025). When we look at all the different countries that have contributed to this research, it shows that managing employee turnover and keeping people in their jobs is a big deal worldwide. Even though each country has its own specific needs and problems, this issue is clearly something that a lot of people are thinking about. Some countries, like Jordan, Hungary, and Slovakia, are pointing out particular struggles with things like uneven job structures and a lack of certain skills. On the other hand, countries where the job market is growing quickly, such as Vietnam and the Philippines, are more focused on how to make employees feel more connected to the company and happier in their roles, as a way to reduce people leaving (Gelencsér et al., 2024; Yu, 2022).

This distribution illustrates that despite the dominance of articles from countries like Pakistan and the United States, other nations also make significant contributions, suggesting the global relevance of this topic. Consequently, it is important to acknowledge that while there may be disparities in the number of publications, this topic remains universally relevant and warrants further in-depth study, taking into account the diverse challenges in each country as well as innovative solutions that can be adapted across different regions (Kim et al., 2023; Vashishth and Jhamb, 2021).

4.3. Research Findings

The key findings from the systematic literature review, including innovative strategies for turnover management and their impact on employee retention, are synthesized and presented in Table 1. This section presents the core strategies derived from the literature,

highlighting the essential roles of HRM practices, leadership, and technology in fostering a stable workforce.

4.4. HRM Practices that Optimize Employee Engagement and Satisfaction

Significantly improving how hotels handle employee turnover and keep their staff hinges on putting solid HRM practices in place. Things like being really careful about who they hire, having well-organized training, and making sure managers and employees talk openly can tackle the unhappiness that often makes people leave (Tej et al., 2021). Giving employees more say in decisions, as Innerhofer et al. (2024) found, actually makes them more invested in their jobs and feel more loyal to the company, which means they're less likely to quit. Plus, really focusing on making sure employees are doing well by creating a good and supportive workplace also boosts how loyal they are and how long they stay. Putting in place thorough development programs that meet employees' needs, like Jibril and Yeşiltaş (2022) suggest, helps them get better at their jobs, feel valued, and be happier, which in turn makes them less likely to look for work elsewhere.

Good HRM practices can be implemented by placing greater emphasis on more meticulous selection in choosing candidates who align with the organization's culture and values, training that is more relevant to industry needs, and establishing open communication channels between managers and employees. Talent development programs that focus on skill enhancement and active roles in decision-making will give employees a stronger sense of ownership towards the organization. Additionally, creating policies that consider the well-being of employees, both physical and psychological, as suggested by Ouabi et al. (2024), can improve job satisfaction and reduce turnover. In its implementation, the company can provide advanced training, career opportunities, as well as a fair and transparent compensation system to enhance employee engagement and retention.

4.5. Inclusive Leadership and Supportive Work Environment

The next innovative strategy focuses on the role of leadership in creating a positive and supportive work climate. Transformational leadership, which provides inspiration and motivation to employees, has proven to play a role in creating a positive work culture and supporting creativity. Supportive and communicative leadership enhances employee engagement and retention (Kim et al., 2023). Leaders who not only listen but also empower employees to innovate encourage them to become more engaged in achieving organizational goals. Feminine leadership, which emphasizes empathy and inclusivity, has proven to be more favored by employees during times of crisis and contributes to improved retention (Kachniewska and Para, 2023). Moreover, creating an inclusive work environment and supporting employee well-being is very important. Wellness programs that include health facilities, fitness, and psychological support for employees experiencing stress can improve job satisfaction and reduce turnover (Hasanein and Elrayah, 2025). Therefore, leadership strategies that prioritize collaboration, empowerment, and attention to employee well-being will enhance engagement and retention.

To improve employee retention, hotel managers must be able to adapt a leadership style that emphasizes inclusivity, empowerment, and transparent communication. In crisis situations, feminine leadership that focuses on empathy, attention to employee well-being, and building strong relationships with the team can be key to maintaining commitment and reducing turnover. Therefore, leadership programs that teach interpersonal skills, empathy, and the ability to adapt to changing situations are very important to implement. Additionally, companies must provide a work environment that supports employee well-being, either through sustainable health and wellness programs or by offering psychological support to employees experiencing stress. Policies that facilitate work-life balance also need to be implemented to create a balance between work and employees' personal lives, thereby increasing their satisfaction and loyalty to the organization.

4.6. Technology and Innovation in Service Management

The implementation of technology within the hotel sector can alleviate the administrative burden on employees, thereby allowing them to concentrate on more significant activities, such as engaging directly with guests. Technologies such as decision intelligence (DI) improve employees' work experiences by offering enhanced insights into their roles and aligning their tasks with personal objectives, thereby reinforcing their commitment to the organization (O'Callaghan, 2023).

Consequently, technology-based training is essential for equipping employees to navigate an increasingly digital environment. Digital learning platforms enable employees to engage in training at their own pace, thereby alleviating stress and assisting them in remaining current with industry advancements (Jun and Eckardt, 2025). The implementation of technology enhances operational management, improves job quality, decreases turnover, and increases opportunities for skill development. Technology that simplifies operations enables companies to provide greater flexibility and growth opportunities for employees, significantly enhancing retention.

To enhance retention and decrease turnover, the hotel industry should incorporate technology into its operations to optimize administrative tasks, thereby enabling employees to concentrate on delivering more significant customer service. The implementation of decision intelligence (DI) and other technology-based tools will enhance employees' understanding of their work and its alignment with the company's objectives. Hotel companies must implement technology-based training to enable employees to succeed in a progressively digital work environment. Digital learning platforms that offer flexible training programs can alleviate employee stress while enhancing their skill sets. The implementation of this technology enhances operational efficiency and improves work quality, significantly influencing employee satisfaction and retention.

4.7. Sustainability and Corporate Social Responsibility (CSR)

Sustainability is a fundamental aspect of managing turnover and enhancing employee retention. Green HRM and green

work-life balance (GWLB) initiatives contribute to improving the sustainability performance of the company and enhancing employee retention. Green HRM and GWLB policies enhance employee engagement and creativity, thereby promoting the company's sustainable performance (Lin et al., 2024). Moreover, corporate social responsibility (CSR) that engages employees in social and environmental initiatives enhances their sense of accomplishment, thereby reinforcing their commitment to the organization. Employees at companies dedicated to sustainability generally exhibit increased pride and loyalty towards their workplace (Bu et al., 2022).

Sustainability policies that incorporate employee welfare and efficient natural resource management enhance the company's image and decrease turnover rates. Educating employees on the significance of sustainability and providing opportunities for involvement in social initiatives can enhance employee retention and foster a more cohesive work environment.

Hotel firms must implement Green HRM and green work-life balance (GWLB) policies that promote environmental sustainability and employee well-being in order to increase employee loyalty and retention. Through this program, the business not only improves its reputation for sustainability but also gives staff members the chance to take part in environmental and social activities that boost their sense of accomplishment. Participating in CSR initiatives makes employees feel more appreciated, which lowers turnover and boosts employee loyalty. Hotel businesses may improve their relationships with staff members and foster a more upbeat and peaceful workplace by providing them with opportunities to engage in social activities and educate them about sustainability.

4.8. Innovative Strategies that can be Applied in the Hotel Industry

Based on the findings from the research that has been outlined, several innovative strategies can be implemented to manage turnover and improve employee retention in the hotel industry. First, effective HRM management, including meticulous recruitment selection, relevant training programs, and open communication between managers and employees, can reduce turnover caused by job dissatisfaction. In this regard, hotel companies need to integrate in-depth and needs-based employee development programs, as proposed by Innerhofer et al. (2024), which focus on empowering employees through inclusive decision-making. Additionally, creating wellness policies that include physical and psychological support for employees is crucial in enhancing commitment and reducing turnover (Ouabi et al., 2024). Hotel companies should also provide fair incentives and enhance career opportunities and internal mobility to encourage employee loyalty and engagement.

Second, to create a positive work environment, inclusive and empathetic leadership plays a significant role in enhancing employee engagement and retention. The transformational leadership style, which emphasizes collaboration and employee empowerment, as well as listening to their feedback, has been proven to strengthen employee commitment to the company

(Kim et al., 2023). In this case, hotel managers should prioritize a transparent and inclusive communication approach, as well as pay more attention to employee well-being. In addition, the implementation of technology to improve service management and the provision of technology-based training will also enhance operational efficiency and give employees more time to focus on more meaningful tasks. Therefore, the use of decision intelligence and flexible digital learning platforms is a strategic step that hotels can take to improve employee experience and retention (O'Callaghan, 2023). Through this strategy, hotel companies can achieve sustainability in operational performance and more efficient human resource management.

5. CONCLUSION

This study aims to analyze novel strategies for managing employee turnover and their impact on employee retention within the hospitality sector. This study indicates that effective HRM practices are essential for addressing turnover and enhancing employee retention. Selective hiring practices, structured training programs, and employee involvement in decision-making are critical factors in reducing turnover rates. Furthermore, leaders who empower their teams, maintain open communication, and prioritize employee well-being significantly contribute to increased employee engagement and loyalty, resulting in reduced turnover rates.

Looking ahead, bringing in things like decision intelligence (DI) and online learning tools can really boost how well employees perform and how long they stick around. These technologies don't just make paperwork easier; they also give employees a better understanding of their role in the bigger picture. Plus, when companies focus on things like employee well-being and being environmentally responsible through their CSR efforts, it makes employees feel more connected and loyal to the company. So, it seems that fresh approaches that mix good HRM practices built on empowering employees, inclusive leadership, technology, and caring about social responsibility can be a game-changer for keeping talent in the hotel industry.

It's important to acknowledge that this research has a few limitations worth noting. Firstly, while we've concentrated on recent publications from 2021 to 2025, there might be cutting-edge practices out there that haven't made it into published research yet. Secondly, our focus on a specific set of countries means that the findings might not perfectly apply to the entire hospitality industry worldwide, especially considering different cultural and economic landscapes. We suggest that future research could broaden its scope, both geographically and by digging deeper into real-world data, to really understand how the innovative strategies we've identified can be put into practice and become part of industry best practices.

On top of that, this research leans heavily on reviewing existing literature, rather than looking at direct information from what's happening on the ground. Because of this, we recommend doing empirical studies, like surveys or interviews with managers and employees across different hotels. This would give us a richer understanding of the real challenges and successes when trying

out new ways to manage turnover and keep employees happy and staying put.

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