

# ANALYZING EMPLOYEE TURNOVER IN THE RAJASTHAN HOSPITALITY INDUSTRY: CAUSES, IMPACT, AND STRATEGIC SOLUTIONS

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## Abstract

In the hospitality industry of Rajasthan, employee retention is a major challenge because of lack of career growth opportunities, excessive working hours, and lower wages. The study has explored. Major factors, influencing employ turnover, and also recommended Sheikh interventions for enhancing rates of retention. Findings are showcase that a positive workplace culture, work, life, balance, and competitive compensation, are important in decreasing turnover. Employees tend to look for fair salaries, which are in alignment with the standards of tier 1 cities, structured career, progression, and reasonable working hours. Alongside this, a respectful work environment needs to be created with the help of transparent grant management strategies and provision of mental health support. It is also suggested that the regional culture of Rajasthan should also be incorporated within the hospitality practices for bridging the gap between academia and industry. It will also help the organizations to meet the evolving expectations of the workforce that can further improve employee engagement. The study has also concluded that a multi facet approach with the help of well-being initiatives, professional growth, fair compensation, is important for developing a motivated workforce. These insights can guide hospitality, leaders, and policy makers in implementing sustainable strategies in HR that can ultimately improve industry, stability and service quality.

**Keywords:** employed turnover, hospitality industry, Rajasthan hospitality industry, employee Retention strategies

## 1. Introduction

### 1.1 Background

Known for its tourism appeal and rich cultural heritage, the hospitality industry of Rajasthan, place a major role in the economy of the state (Jain, 2021). However, high turnover of employees acts as a persistent challenge, that has been impacting service quality and operational efficiency. The nature of employment in the hospitality sector, alongside demanding working conditions, seasonal fluctuations, and limited growth in career opportunities, has added to the frequent attrition in the workforce (Hameed et al., 2020). It is important to address this issue for ensuring sustainability in the business organizations and maintaining satisfaction of customers.

The research is focused on analysing the trends of employ turnover, and the hospitality sector of Rajasthan, by identification of key causes, assessment of impact on business performance, and service quality, and analysing the effectiveness of existing strategies of retention. By understanding such dynamics business will be able to formulate strategic solutions for improving stability in the workforce. As an outcome of the research the scholar has provided insights regarding best practices that can help the hospitality organizations to maintain high standards of service decrease

recruitment costs and retain talent. With the help of quantitative and qualitative research methods the study has provided a detailed understanding of the trends and employ turnover and recommended practical strategies for minimizing staff turnover that will improve overall performance of the industry.

### **1.2 Research Aim**

To analyse the trends of employee turnover in Rajasthan hospitality with reference to causes, impact and strategic solutions.

### **1.3 Research Objectives**

1. To identify the key factors contributing to high employee turnover in the hospitality industry of Rajasthan.
2. To assess the impact of employee turnover on business performance, service quality, and customer satisfaction.
3. To analyse the effectiveness of current retention strategies employed by hospitality businesses in Rajasthan.
4. To propose evidence-based recommendations for reducing employee turnover and improving workforce stability in the industry.

### **1.4 Research Questions**

- What are the key factors that contribute to high rates of employer turnover in Rajasthan's hospitality industry?
- What is the impact of employer turnover on customer satisfaction, service quality, and overall business performance in the hospitality industry of Rajasthan?
- What is the effectiveness of the current retention strategies used by the hospitality organizations in Rajasthan?
- What are the ways in which employer could be reduced alongside enhancing workforce stability in Rajasthan's hospitality industry?

### **1.5 Justification of the Study**

In the hospitality, sector of Rajasthan, employed turnover is a critical issue, that leads to efficiencies and operations, lower service quality, and increased cost of recruitment (Jadon & Kumar, 2024). Regardless of the applications, there is limited research that emphasizes above solutions that causes of Rajasthan. Hence, the studies focus on filling the gap by providing insights about the factors that can impact turnover and also assess the effectiveness of the existing retention strategies. My providing recommendations customized to the hospitality industry of Rajasthan, the research will allow businesses to develop workforce management practices in a sustainable manner, that can ultimately improve service quality and satisfaction of customers.

## **2. Review of the Literature**

### **2.1 Key Factors of High Employee Turnover in Hospitality Industry**

The study of Dwesini (2019) revealed that, multiple factors contribute to high employer over in hospitality, industry, such as poor labor relations, long working hours, inadequate, working engagement, minimal growth in career, and low compensation. Additional causes include lack of training programs, work related stress, unfavorable, working conditions, and job dissatisfaction. Physical job demands, scheduling issues, and managerial behavior can also impact turnover. It is important to address these factors for ensuring service quality improvement and working stability. Han (2022) shared that, employed turnover in hospitality, sector is impacted by multiple individual and organizational factors. For example, the role of organizational commitment, relationship, quality, salary levels, job satisfaction, is found to be paramount. However, job satisfaction does not

alone, impact turnover, and rather is coupled with socialization, burnout, and absenteeism. Intrinsic motivation, job flexibility, and supervisory leadership are also major determinant. Turnover can also be associated with the culture of turnover in the organization, role conflict, job search, and career development opportunities.

### 2.2 Impact of Employee Turnover in Hospitality Industry

Rasheed et al. (2020) signified that, employed or no significantly impact stability of the workforce in hospitality nursery. On the basis of the career construction theory (CCT), research conducted in hotels across China, have reflected that career adaptabilities one of the major factors that can impact intentions of employer turnover. The study revealed that employees that have higher career adaptability have showcase lower intentions of turnover, mediated by their orientation to happiness. Apart from this, perceived career opportunity, has also impacted their relationship, where lower opportunities have weakened the effect. These findings focus on the fact that there is a need for organizations to improve career development, opportunities, and well-being of the employees for dealing with turnover, ultimately enhancing retention, and overall performance of the industry.

In the views of Salama et al. (2022), job burnout and work stress can have significant applications on employed turnover in the hospitality industry. Long working hours can lead to decrease productivity, job, satisfaction, and emotional exhaustion. In some cases, depression is also reported where the employees have looked out for less stressful job opportunities. The study focuses on the significance of identification and elevation of stressors in the workplace, making sure that tasks are fairly distributed, and organizational justice is promoted for decreasing intentions of turnover. It is important to retain skilled employees by recognizing their contributions and prioritization of well-being. Hotel management needs to support employees during the challenging times, that will help in creating a positive work environment that can improve the rates of job satisfaction and decrease turnover.

Ghani et al. (2022) highlighted that, employ turnover in the hospitality industries impacted by multiple external internal factors, such as job satisfaction. It has been found that effective retention strategies need to be applied in terms of improvement of recruitment practices, better, communication, growth, opportunities, and positive work environment for increasing employee commitment. The study reveals that during crisis, such as COVID-19, retention tends to become more challenging, particularly for Frontline workers. Organizations have to develop strategic measures for retaining employees, because this satisfaction leads to more turnover. In the hospitality in nursery, satisfied employees are likely to stay, whereas unsatisfied workers look for better opportunities, that can impact stability of the workforce as well as overall performance in the business.

### 2.3 Current Retention Strategies used by Hospitality Organizations

As per the views of Marinakou & Giousmpasoglou (2019), talent management and luxury, hotels, emphasis upon retaining the employees that are likely to go above and beyond for the entity. The study states that a family-oriented culture, competitive compensation, teamwork, training programs, and succession planning can have positive paths. A hybrid approach to talent management could be adopted, that combines, exclusive and inclusive strategies, which ensures employee engagement. Luxury hotels need to align their talent management practices with the organizational culture,

offering personalized retention strategies and career progression. Employee participation is also paramount and talent management, because it enhances job satisfaction in a long-term commitment, which makes it a crucial strategy in the hospitality sector.

Gupta (2019) stated that, talent management plays a major role in decreasing employ turnover in the Indian hospitality businesses. The study highlighted the relationship between perceived organizational support, talent, management practices, and intentions of turnovers amongst generation Y employees. Findings stated that there is a strong positive correlation between perceived organizational support and effective talent management practices, where higher support levels can lead to lower intentions of turnover. However, supervisor support has not been able to mediate this relationship. Organizations that are able to prioritize employee, well-being, and development of career can increase retention by develop developing a support work environment. For this, strong talent management strategies need to be implemented, that includes organizational support and clear paths towards career.

#### 2.4 Literature Gap

Even though existing studies have been able to explore multiple factors, impacting retention strategies and employed turnover in the hospitality industry, there is a gap and understanding how organizational culture can impact employ turnover intentions of cross, the hospitality industry of Rajasthan.

### **3. Methodology**

#### 3.1 Research Philosophy

The study has adopted an *objectivism philosophy*, which states that reality tends to exist out despite of the human perception, could be measured in an objective way (Davis, 2021). In the current study, the factor is contributing to strategies and employ turnover in the hospitality industry art found to be observable phenomena, and not impacted by the biases or personal interpretation of the researcher. By focusing on measurable elements, such as organizational support, burnout, and job satisfaction, the study has provided quantify inside regarding the relationship between employee turnover and the aforementioned factors.

#### 3.2 Research Design

The study has made use of an *exploratory research design*. The approach is appropriate due to the lack of comprehensive understanding about the specific causes of high turnover in the hospitality, industry, and relevant retention strategies that could be used in Rajasthan as a region. An exploratory design has been helpful in identification of patterns, generation of new insights, clarification of relationships between different variables (Asenahabi, 2019). As turnover in the hospitality industry is impacted by a complex set of elements, approach can facilitate flexibility in the investigation, and provide foundation for the future research as well.

#### 3.3 Research Methods

*Mixed method approach* has been used in the study, which is a combination of qualitative and quantitative method (Dawadi et al., 2021). They have enabled the researcher to comprehensively explore retention strategies and employee turnover. The quantitative element emphasized upon gathering numerical information through questionnaire survey for assessing factors like career opportunities, and job satisfaction. On the contrary, the qualitative element allowed for deep exploration through open questions that unable participants for elaborating on their perceptions and

experiences. This method improved the quality of findings by incorporate numerical evidence with individual insights.

#### 3.4 Data Collection

For the study, data has been collected from both *primary and secondary sources*. The primary data has been collected with the help of a questionnaire that has been designed for gathering employee

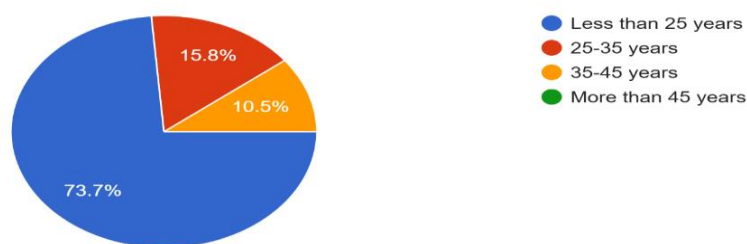
perception on various elements, like organizational support, career development, opportunities, and work stress. The questionnaire has incorporated open and close questions for capturing qualitative and quantifiable information from 38 respondents working in the hospitality industry of Rajasthan. The secondary data has gathered with the help of a literature review (Johnson et al., 2020). It comprises of previously published studies on retention strategies and employed turnover in the hospitality industry.

### 3.5 Analysis of the Data

The quantitative information is analysed with the help of *MS excel*, whereas *thematic analysis* is employed for qualitative information. In this way, recurring themes have been identified across responses (Braun & Clarke, 2023). The dual approach has been selected by the researcher for understanding the factors that can impact the employer, turnover and effectiveness of retention strategies in the hospitality industry.

## 4. Results of Primary Data Collection

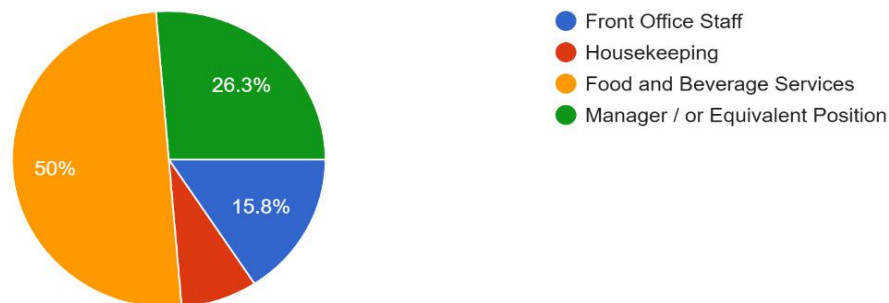
Q1) What age group do you belong to?  
38 responses



The survey responses stated that majority of the respondents are aged below 25 years, where are 28 people fall into the category. The 25 to 35 years age group, swiftly follows, having seven respondents. In the category of 35 to 45 years, there are only three respondents. The distribution showcases are strong presence of younger employees, particularly under the age of 25 years, that reflect high turnover rates and early career stages in the Rajasthan hospitality industry. These elements can influence workforce stability and retention strategies.

Q2) What is the status of your current job?

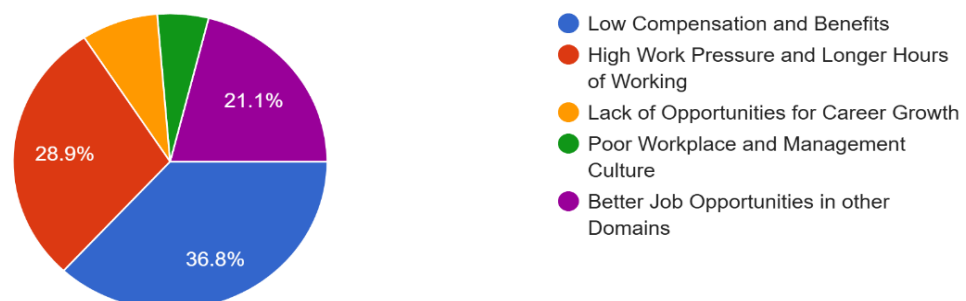
38 responses



Majority of the respondents belong to the food and beverage division. A major number of participants also work in the roles of front of a staff. There are seven respondents in Manager or equivalent positions, showcasing only a moderate presence. Apart from this, housekeeping positions are only responded by four individuals. These results revealed a strong presence of operational staff and food services in front office roles, which are major areas of hospitality industry.

Q3) What do you feel is the major reason that employees tend to leave the hospitality industry in Rajasthan?

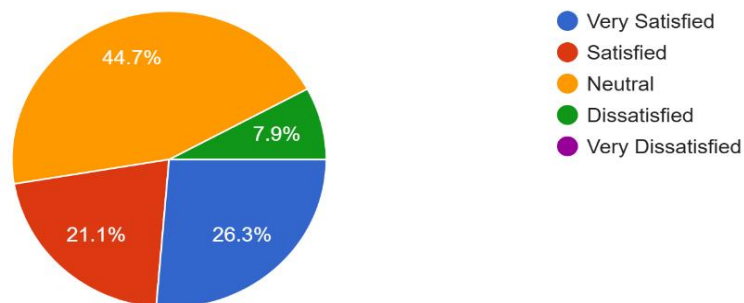
38 responses



The primary data showcase that low compensation and benefits is cited as the most common reason for the employees who are leaving hospitality, industry of Rajasthan. High pressure and longer hours have also been found to be a considerable factor, as a contributing cause for turnover. Better job opportunities in other areas is a reason for leaving the industry. It is particularly true for those employees that are looking forward to under career advancement, or switch for more favourable working conditions (Al-Suraihi et al., 2021). Lack of opportunities of career growth and poor management and workplace culture, have also been found to be indicators of the satisfaction in organizational environment.

Q4) How satisfied are you with your present job and its perks?

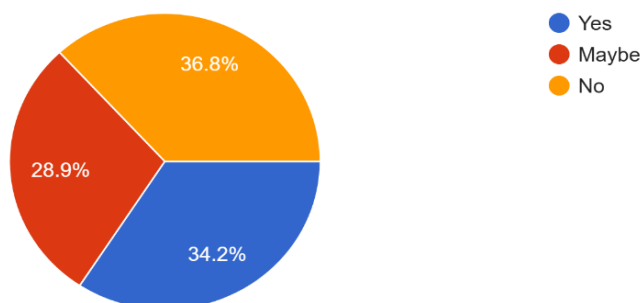
38 responses



Majority of the respondents have stated that they are neutral in terms of being satisfied their job in the hospitality industry of Rajasthan. Apart from this, other significance set has stated to be very satisfied. However, this satisfaction has also been reported which highlights the potential concerns about job experience (Chiat & Panatik, 2019). A smaller group has shown positive outlook with satisfied, stating that even though a lot of employees appreciate their roles, there are different levels of whether or not they are contented with the perks and benefits across the hospitality of Rajasthan.

Q5) Do you think about leaving / switching your present job?

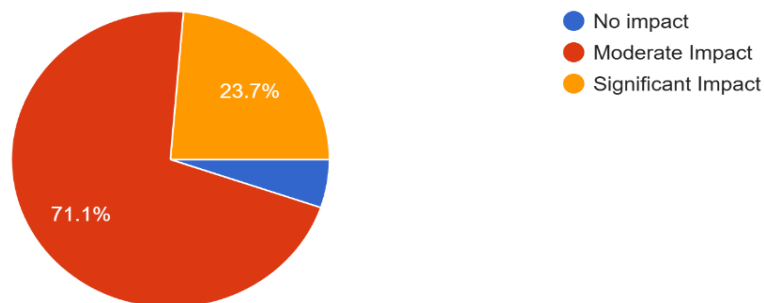
38 responses



The finding state that a considerable portion of the employees in the hospitality industry think about leaving or switching their jobs in Rajasthan. Yes, has been answered by 34.2% of the people, whereas 28.9% of the people haven't found to be uncertain. On the contrary, the remaining 36.8% of stated that they have no intentions of leaving. The findings reflect an indifferent sentiment, where a considerable number of employees contemplate about a job change, which can be because of dissatisfaction at the current job, or presence of better opportunities.

Q6) What is the impact of employee turnover on the service quality of your organization?

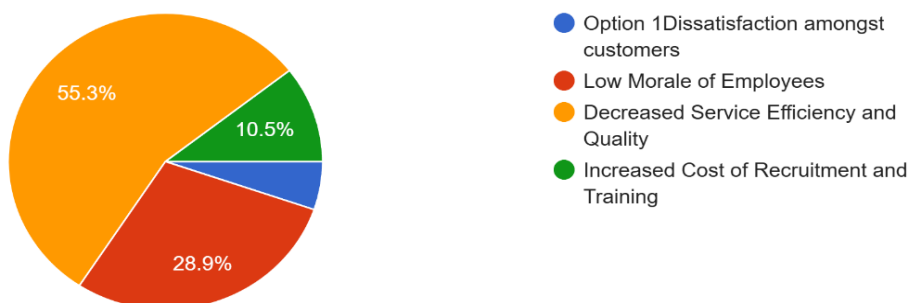
38 responses



71.1% of the respondent stated that employ turnover has moderate implications on the quality of service at their organization. It states that even though turnover impact service quality, its effects are not perceived to be heavily extreme (Djajasinga et al., 2021). However, 23.7% of the respondent stated that turnover has significant implications, stating that in some cases, it can impact operational efficiency as well as delivery of the service. The remaining minority did not incline to either of the side, and stated that there is no impact. It revealed that in certain cases, turnover might not drastically impact the service quality.

Q7) What challenges are faced by your organization because of high turnover of employees?

38 responses

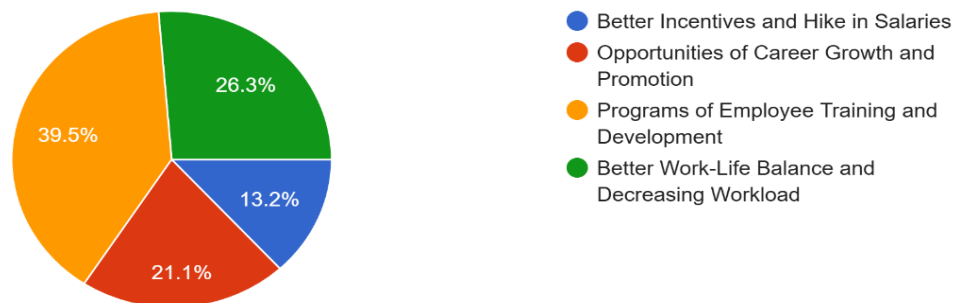


The major challenge is faced by the organizations because of a high turnover, is the decreased service, efficiency and quality, which is stated by 55.3% of the people. Low morale of the employees is also reflective by 28.9%, because the turnover can lead to a decrease in the overall satisfaction and motivation in the teams. Increased cost of training and recruitment, has also been cited as a concern because frequent hiring processes can have higher operational expenses (Stamolampros et al., 2019). Lastly, customer satisfaction is a challenge, especially when turnovers tend to impact the consistency of the delivery of services.



Q8) What employee retention strategies are being currently used by your organization?

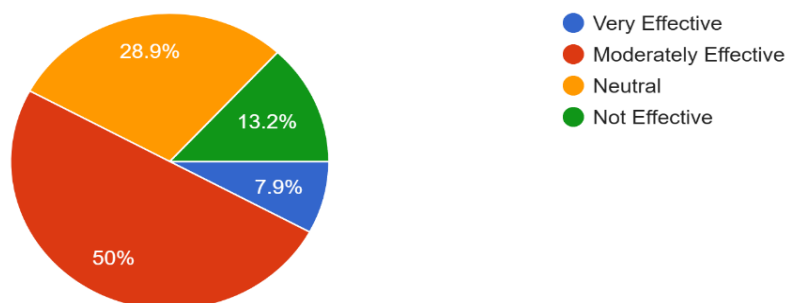
38 responses



Across organizations in the Rajasthan hospitality, industry, programs of training and development for employees is the most common retention strategy. Considerable emphasis has also been put on provision of opportunities for growth and promotions (Kurniawaty et al., 2019). Organizations are also working towards decreasing workload and providing better work life balance, as stated by 26.3%. Another common strategy is of providing better incentives and hikes in salary, but is only voted by a minority of 13.2%. These strategies are focused on improving the chances of retention by enhancing career prospects, work, conditions, and letting the compensation reflect work.

Q9) Are the current retention strategies been effective in decreasing turnover?

38 responses



The effectiveness of the existing retention strategies in the Rajasthan hospitality, industry for decreasing turnover, it's not inclined towards any particular side. Majority of the respondent stated that they are moderately effective at 50%. Some employees have also reported that the strategies are not effective, by 13.2%. It showcases dissatisfaction with the present approach. However, a small portion of respondent believe that they are very effective at 7.9%. It showcases that some of the organizations in the Rajasthan hospitality industry are actually making success in retaining their employees. The overall consensus is that even though respondents have witnessed moderate benefits, the results suggest that more impactful and customized strategies could help in decreasing turnover.

## 5. Discussion

### Theme 1: Key Factors Contributing to Employee Turnover in Rajasthan Hospitality Industry

The primary data collected from the hospitality industry of Rajasthan, showcases, that lack of Courier growth, opportunities, high-pressure, long working hours, and low compensation, drivers of the

employer turnover. These findings are an alignment with the study of Dwesini (2019). The identified job is satisfaction, inadequate, working conditions, and poor lab relations, to be the drivers of high turnover in the hospitality industry. Particularly amongst younger employees of 25 years and below, high turnover happens because of being in the early stages of the career. These findings are consistent with that of Han (2022), who focused on the role of burnout, socialization, job satisfaction in impacting the turnover and hospitality industry. In Rajasthan, a lot of employees are dissatisfied with the perks in their jobs and lack of benefits. Due to this, they tend to look for better opportunities elsewhere, particularly because Courier advancement in hospitality sector is limited. The lack of strong, organizational culture and poor management factors, further worse in the situation, as shared by Ghani et al. (2022) and Rasheed et al. (2020). They suggested that employees leave their jobs for better career prospects or more favourable working conditions.

#### Theme 2: Impact of Employee Turnover on Morale and Service Quality in Rajasthan's Hospitality Industry

Employ turnover has direct implications on the quality of service, where 71.1% of the respondents believed that it moderately impacted the quality of the service. Similar findings have been reported by Djajasinga et al. (2021), as they noted that even though turnover does not have drastic implications on the delivery of the service, it can decrease operational efficiency. Apart from this, 55.3% of the respondents of Rajasthan highlighted that decreased quality and service efficiency are the major challenges that the organizations have to deal with after a turnover. The statistics are also supported by Salama et al. (2022), because they linked height, turnover with job, dissatisfaction, decreased productivity, and emotional exhaustion. It also decreases motivation and morale of the employee, further creating a loop of dissatisfaction, that again leads to employees quitting.

#### Theme 3: Current Retention Strategies and their Effectiveness

Businesses in the hospitality industry of Rajasthan, have made use of multiple retention strategies, like salary, hikes, initiatives for establishing a work, life, balance, opportunities of career growth, and training and development programs. The service showcase that most organizations focus on training and development as a major retention strategy, which is also in alignment with the findings of Gupta (2019) and Marinakou and Giousmpasoglou (2019). Regardless of the focus on these strategies, 50% of the respondents of the surveys only rated them to be moderately effective, whereas 7.9% considered them to be very effective. With these finding state that some organizations are making progress in dealing with turnover, but the existing strategies might not be effectively customized for meeting, the diverse needs of the workforce.

The effectiveness of the existing retention strategies could be enhanced by ensuring that they are closely related with the expectations of the employees, particularly regarding organizational support and personal career development, as showcased by Gupta (2019). Even though training opportunities and programs for growth are generally appreciated, it has been found from the survey that emphasis also needs to be put on work, life, balance, and competitive compensation. Marinakou and Giousmpasoglou (2019) particularly assisted that talent management strategies need to incorporate both inclusive and exclusive elements for improving employee engagement and long-term commitment.

#### Theme 4: Role played by Organizational Culture in Employee Turnover of Rajasthan's Hospitality Industry

A major gap in the primary data and literature has been found with reference to the role of organizational culture and impacting employer novel. Even though secondary data has highlighted the significance of leader, leadership, behave, employee, engagement, and organizational commitment, in the study of Han (2022), the primary data highlights that many employees in

Rajasthan feel that management practices and workplace culture are not conducive for higher rates of satisfaction. Lack of employee, involvement, poor management, and inadequate recognition within decision-making processes, adds to turnover and dissatisfaction of the employees. The gap reveals the need for the research in order to understand how leadership styles and organizational culture can have specific implications on the employer turnover in the hospitality industry of Rajasthan.

## 6. Conclusion

### 6.1 Summary of Findings

The study reveals major challenges in employee retention in the hospitality industry of Rajasthan. It has been found that they are primarily related to lack of work, life, balance, long working hours, and low wages. A lot of employees are aspiring for rapid growth in career and competitive conversation structure, but the existing industry practices are not able to fulfil them. A major factor turnover is the lack of structured path for growth, as well as limited opportunities for skilled development. There is a major emphasis on Western hospitality practices, which has also side-lined the local culture and its influence, which has impacted job satisfaction and trends of employee engagement.

### 6.2 Recommendations

On the basis of the findings of primary data, following recommendations are suggested for the organizations in the hospitality industry of Rajasthan:

- To increase the salaries for matching the standards of tier one cities, provide benefits, such as overtime pay, paid leaves, and health insurance.
- To limit the shifts to not more than nine hours per day, also apply the system of rotational shift, for ensuring work life balance.
- To facilitate communication, provide provides structured Courier growth, and recognizing efforts of the employees with incentives and promotions.
- To introduce wellness activities, provide mental health support, and organ stress management programs for improving the satisfaction, as well as decreasing mental overload.
- To establish clear mechanisms for the employees to share their grievances, and raise their concerns without any fear of being retaliated.
- To integrate cultural essence of Rajasthan within hospitality practices for creating a more meaningful and engaging working environment for the employees.

### 6.3 Limitations and Scope for Future Research

The study majorly focused on the insights gained from a limited number of people, that is 38 respondents, which may have introduced subjective bias. Hence, for future, a larger sample size needs to be recruited for responding which might include policy makers and industry leaders, for gaining a better understanding. It can also explore quantitative data for establishing better relations between employee's satisfaction, and retention strategies. Additionally, comparative studies can also be undertaken with other states in India, or international hospitality hubs, for understanding what are the best practices for improving employee retention, and the ways in which employer could be dealt with. Long-term implications of work, life balance could also be investigated in terms of salary, revisions, and other incentives and the ways exaction and staff motivation. These findings will be able to inform development of better policies in the industry.

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