

CHAPTER 2

LITERATURE REVIEW

A literature review is the explanation of a certain subject derived via reading, analyzing, assessing, and summarizing existing academic texts on that subject is referred to as a literature review. The literature review technique uses data from secondary sources and does not include any fresh fact-finding. As a result, it is a compilation of previously published literature on a certain subject matter that aids in the formation of a better knowledge of the work done and is necessary for the research of a specific topic. The goal of a literature review is to identify gaps in the current body of knowledge. The major drivers of "human resource practices on turnover intention" has been explored in this review.

A prologue to research in general, research refers to the pursuit of knowledge. This phrase has a technical meaning. It is essentially a set of approaches for determining the solution to a research challenge. A literature review is a body of material that analyses, evaluates, and summarizes key points concerning a certain topic. It is an evaluation of the present state of knowledge or art in a given field. The goal of a literature review is to find out what is out there. The focus of this review of literature is on the important aspects of the current understanding of this topic. The major goals of the literature review are to:

1. Analyze relevant research on this particular study issue.
2. Identify the concepts associated with it, examine their relationships, and generate research hypotheses.
3. Look at how other people put their reports together.

A large amount of material, including books, journals, periodicals, newspapers, and other sources, has been evaluated for this study.

The following is the methodology for doing a literature review:

The literature review methodology involves a step-by-step process that results in an in-depth understanding of the study topic. The impact of human resource practices on turnover intention has been studied using a variety of research publications like...

2.1 SOURCE OF LITERATURE

From associated databases such as Google Scholar, Emerald, Research Gate, Sage Publications, Thesis, and others, published research papers and articles on human resource practices and employee turnover were gathered. This paper provides insight into problematic areas from theoretical, methodological, and empirical points of view in the hotel industry.

Chênevert et al., (2022) according to him the application of human resource management principles as a labor-management tool in small businesses is investigated. The author looked at human resource management from a theoretical standpoint and contrasted it to its actual implementation. The findings show that labor-management procedures are only marginally necessary in small businesses, which often have little or no human resource management activities. It's difficult to say which sort of labor-based practices are used since the practices are need and situation-based, and it's also been discovered that discussing human resource techniques as a way to manage small businesses is incorrect.

Hakro et al., (2022) this study examined the causes of insurance employees' intent to leave their jobs. 18 questions make up a structured questionnaire. Through convenience sampling, data were gathered. Descriptive statistics were calculated using SPSS, the model was verified and the hypotheses were tested using SEM smart PLS. The recommendations and insights provided by the current study that HRM strategies help to reduce employee turnover intentions served as a roadmap for future researchers. This study concentrated in particular on the intentions of insurance personnel in Hyderabad and the province as a whole to leave their jobs. Additionally, insurance firms received advice from this study on how to lower staff turnover rates.

Moreira et al., (2022) studied how strategic human resource management strategies affected the company's success in several European nations in terms of collaborative and calculative characteristics. It was discovered that calculated human resource management variables—rather than collaborative human resource management variables—have an impact on performance in European firms. Second, the interconnections between internal and external elements in a given organization do not support its human resource management methods. Last but not least, their investigation demonstrated that in addition to human resource management practices, the location of the country, its economic state, and the effectiveness of the national business system at the firm level also have an impact on the success of the company.

Peng et al., (2021) the goal of this study were to see if there was a link between human resource management procedures and employee turnover intentions. This study used a quantitative research technique to acquire data by conducting a survey. The study recruited 70 permanent workers from the business using conveniencesampling. Using SPSS version 18.0, descriptive statistical analysis found that human

resource management practices were modest, while respondents' intentions to leave were low. Meanwhile, human resource management practices were shown to be strongly adversely linked with turnover intention using Spearman's rank correlation coefficient analysis. Finally, these insights may be utilized by the organization's management board to better understand their employees' turnover intentions and enhance HRM processes. Understanding the effects of job satisfaction, organizational commitment, job stress, and safety atmosphere on intention to leave among Malaysian employees working for multinational firms was the major goal of this study (MNCs). Through both online and offline questionnaires, MNC workers provided a total of 130 valid replies. After that, partial least squares structural equation modeling was used to examine the data (PLS-SEM). Notably, our data revealed that while job stress is favourably connected to turnover intention, job satisfaction and organizational commitment are inversely related to that intention. The findings of this study offer practitioners useful information, especially with regard to lowering the turnover rate in MNCs.

O'Neil et al., (2020) examined the impact of HRM practices on performance in small and medium-sized Chinese businesses. They looked at HRM methods in 74 Chinese companies, including participative decision-making skills, performance evaluation, free-market selection, and performance-based compensation. The findings suggest that adopting HRM approaches leads to favorable HRM outcomes, which in turn leads to improved organizational performance. Only employee commitment level has proven to be the most essential condition for improving the firm's performance, i.e. highly devoted workers provide greater HRM outcomes, which in turn raises performance.

Koo et al., (2020) research aimed to uncover the complex relationships that exist in the hotel industry between emotional rewards (compliment, opportunity, empowerment, and recognition), material rewards (promotion, certificate, incentive, and special leave), job satisfaction, burnout, affective commitment, job performance, and turnover intention. Their findings demonstrated that emotional and financial incentives, as well as their dimensions, play an important role in the establishment of affective commitment, work performance, and turnover intention. Overall, the findings of this study can assist hotel researchers in better understanding the function of incentives and practitioners in developing a successful compensation plan for hotel employees.

Namin et al., (2021) When frontline employees' expectations for human resource procedures such as selective hiring, incentives, career prospects, and work-life balance are realized, they display improved job performance. Based on the findings of previous research, the role of HRM practices like selection, training, performance assessment, career progression prospects, and remuneration in the hospitality sector was investigated in this study.

Chand & Ranga, (2018 a) noticed that the benefits and drawbacks of performance assessment procedures vary on the ideology of the company in each business or industry. These are linked to the attitudes and aims that determine how human practices are carried out. The attitudes of human conduct are linked to performance evaluation procedures that improve employee work satisfaction. The information acquired through the techniques of performance assessment procedures is critical for industrial requirements, and it is passed on to employees, resulting in a good connection with the purpose of turnover.

Dilbag Singh, (2017) investigated the low degree of coordination, poor performance, wasting of time and money for re-recruitment, and organizational performance deterioration are some of the problems identified by hoteliers as influencing the hotel sector. They discovered in their research that there is a need to raise knowledge about human resource strategies.

Santhanam et al., (2017) studied the moderating role of psychological contract breach between human resource practices and the frontline staff was identified as a result of the impact of human resource practices. They suggested that when formulating and implementing human resource practices in an organization, employers should consider employee perceptions. Their study found that human resource practices are significant and the psychological contract breach shows the negative relation between human resource practices and the frontline staff.

Jouda et al., (2016) at the Islamic University of Gaza (IUG) in Palestine, expounded on the influence of human resource management methods on employee performance." Human resource management methods (training & development, selection & recruitment, remuneration & incentives, and performance assessment) have been proven to have a favorable link with employee performance. This research made a three-fold contribution. The first goal of the research is to look at the relationship between human resource management techniques and employee performance. Second, by giving logical insights into human resource management strategies and employee performance in Palestinian higher education institutions. Finally, this research indicated the practical need for implementing human resource management strategies that might improve the efficacy and long-term viability of Palestinian higher education institutions.

Sheth & Dubey, (2016) studied included detailed information on how employees felt about the organization's human resource operations. It was discovered that businesses should examine if employees-area-units have a key role in the emergence of various problems in a country. Employees will feel valued if they are given better policies and extra benefits such as cab service to and from work and home, greater levels of functions, a better working environment, and dynamic compensation.

Bibi et al., (2016) wanted to look into several human resource practices such (as performance appraisal, promotion chances, and job security) that have been identified as influencing employee retention. They developed a workable model of the mediating influence of job embeddings on the link between human resource management practices and employee turnover intention, which will assist organizations to understand how to utilize competent human resource practices to embed people and retain them.

Williams & Owusu-Acheampong, (2016) in the hotel business, researchers looked into the influence of human resource practices and how they affect turnover intentions. They discovered that, in comparison to other marketplaces, the absence of training & development techniques and pay perks among workers are the key restraints that boost employee leave intentions in firms. Human resource procedures have a substantial unfavorable association with employee turnover intentions, according to their research.

Henseler et al., (2015) employee turnover management is an essential component of human resource management and understanding how to successfully regulate and anticipate employee turnover has been a focus of academic research. The

results of this study suggest that turnover intention, which is one of the most direct antecedents of employee turnover behavior, can predict employee turnover behavior. The author examines the goal of employee turnover, the meaning of antecedent variables and measurement, the future development trend, and research on employee turnover propensity.

Nivethitha et al., (2014) studied the research trends in an organization's human resource practices and found the concept of psychological behavior (cultural influences, social parameters, and personality characteristics) of employees on turnover intention. According to them, the hospitality industry must focus on decreasing the psychological breach contract to retain competent employees by enhancing sustainable growth and thereby, fulfilling the employee needs in the organization to maintain the relationship with the employees in long term. They found that psychological contract is the predictable determinant that affects employee turnover intentions.

Abu Khalifeh, (2013) analyzed the facts around the issue of a rapidly rising attrition rate in Pune's hotels. Long working hours and low compensation, according to the findings, are the key variables that influence the attrition rate in hotels, which has a significant impact on client satisfaction and the hotel's reputation. The analysis reveals that, while the hotel sector is worried about rising attrition rates and has devised several measures to combat the problem, they are not judged to be adequately helpful in addressing the issue.

Paillé, (2013) the primary goal of this research was to determine the impact of human resource management practices on hierarchical performance in the Jordanian hotel industry's accommodation, food, and beverage divisions. Some human resource

management strategies have a substantial impact on the turnover rate of non-administrative staff, according to the study's findings. It might be argued that there are a few points that need to be clarified in Cho's HRM practices model. To begin, the employee explicitly picks up a degree of food and beverage performance from HRM methods explained by the following four things: non-administrative representative turnover rate, management employee turnover rate, work profitability, and resource returns. They finally swing to representational contentment with certain HRM methods provided by the F&B division when they sense greater work performance. Second, personnel may have greater levels of performance. The use of this approach by hotels can result in success for representatives of the food and beverage divisions, to improve job performance, which has a direct impact on employee turnover rates. Future research may combine observational data acquired from F&B departments in chosen hotels with data collected from this paper. 350 of them were legitimate samples, yielding an 87.50 percent valid return rate. The empirical findings revealed that (1) more harmonious coworker relationships among hotel employees and a higher level of satisfaction with their work environment have a significantly positive effect on job satisfaction; (2) a higher level of organizational commitment among hotel employees has a significantly negative effect on turnover intention; (3) the direct effect of employee job satisfaction and salary level on turnover intention has not reached a significant level; and (4) the direct effect of employee job satisfaction and salary level on turnover intention has not reached a significant level. Nonetheless, the two elements have a detrimental impact on turnover intention in an indirect way.

Kipkebut, (2013) in public sector companies, the influence of human resource management strategies as a motivator and organizational performance was investigated. Professional growth, work enrichment, and individual assessment (intrinsic motivators),

whereas fairness (external motivator) acts as a precedent motivator and performer, according to the research. They also have a favorable impact on staff motivation and performance in the public sector. Human resource management strategies have also been shown to be a greater predictor of individual perceptions of performance than organizational commitment.

Ásta, (2013) human resource management is the key subsystem of modern management, according to the author, and it plays a vital part in good bank management. They investigated the state of HRD in banks in 2013, focusing on conceptual clarification of banking structure and HRM sub-functions such as quality circles, participatory management, management development, performance assessment, training, career planning, and organization development, among others. The authors advise banks to match individual needs with organizational needs, reward merit with rewards and punish non-performance with punishments, have a clear succession and career planning system, a customer-oriented banking approach, more transparency, human dignity, a two-way communication system, create a sense of belonging and trust among working staff, and identify training needs, among other things.

Bal et al., (2013) discovered an important link between unit-level training practices and worker engagement. They stated that one of the major challenges facing hospitality management is recognizing, utilizing, and developing human resources and that the organizations that excel at this will be industry leaders. Human resources are at the pinnacle of the company's operation in the hotel sector, and they operate as a major source of competitive advantage.

Wu et al., (2012) in their study "Skills, Organizational Performance, and Economic Activity in the Hospitality Industry," found that understanding some of the

factors that compel organizations to concentrate on specific strategies to get a competitive edge is necessary. Practices such as a high degree of expertise, a high wage, and good quality are utilized in the hospitality business. This study focuses on the company's marketing tactics, which influence internal and external elements that influence the amount of knowledge, organizational working patterns, and superior management system. It focuses on the most effective management training approaches to forward the agenda for future human resource management research in the hotel business. The paper's findings are based on an interview procedure with current employees to solve HRM challenges in the hospitality industry.

Long et al., (2012) stated that effective training programs nurture and strengthen the competencies of the employees in an industry. They clarified that training practices are the spine of policy implementation. For example, the responsibility of the security department is to have qualified security people, their duties are to check basic rules and regulations are being followed properly, to conduct emergency duties, troop regulations, and community supervision. But, their failure to discharge duties will lead to damage to property and public concern. So, their study justifies that training practices are one of the practices which connect with the turnover intention of the employees.

Jang & George, (2012) "organizations that are highly talented in fundamental HR processes achieve up to 3.5 times the sales growth and as much as 2.1 times the profit margins of less capable companies," says the study. The research of more than 4200 HR and non-HR managers in more than 100 countries was conducted by Boston Consulting Group and the World Federation of People Management Associations. It discovered the strongest link between good economic performance and good HR

practices in the areas of employee retention and employer branding. • Development of leadership skills. • Newly hired workers' onboarding. • Rewarding and managing performance. Recruiting and talent management are two of the most important aspects of the job.

Kasimu et al., (2012) stated that employer branding is about conveying an organization's character in a way that engages existing and future employees. It captures an organization's whole 'value proposition,' including its culture, processes, attitudes, and employee connections, and serves as a new focal point for the organization. Today, having a strong employer brand is critical for gaining a competitive edge. In India, the importance of the employer brand is diverse and reflects the principles that most successful global firms hold dear. The employerbrand in India has a solid value proposition with fundamental corporate principles at its base if it is successfully marketed internally and internationally. A strong employerbrand can recruit and retain personnel, as well as represent quality to consumers, to achieve long-term worldwide recognition. Every employer brand is an investment that should pay off in the same way that other types of company investments do. Corporate branding is significantly supported by employer brands and vice versa. Finally, the key to a successful employer brand is to make sure that expectations are properly linked with the realities of working for the company, resulting in a competitive advantage.

Y.-G. Kim et al., (2012) external mobility refers to the movement of personnel into and out of a company, according to the notion of employee turnover. It's defined as "the rate of change in an organization's personnel over a specific period." Pleased employees and content stay in an organization for a longer amount of

time, according to the author, whereas employees who are unsatisfied with their current employment strive to find work in different companies. At the same time, if a business is unable to locate a qualified person from inside, it prefers to hire one from outside. Employee turnover has a variety of outcomes, some beneficial and some bad, but the negative effects outnumber the favorable benefits. Employee turnover, according to the author, is a normal and inevitable aspect of every organization that occurs due to death, retirement, layoffs, and other factors, and it helps to recruit efficient individuals into the business up to a certain point. However, staff turnover that exceeds a specific threshold causes a slew of issues for both the company and the managers, including an increase in the cost of hiring, training and development, induction and placement, and poorer or deteriorating employee efficiency and production. It also increases the number of accidents and waste, among other things. A human resource manager's obligation and duty is to investigate the causes of employee turnover. Human resources should endeavor to identify and evaluate the causes of employee turnover, as well as give solutions to their problems, to limit the negative impact of employee turnover on the business. Employee turnover can be caused by a variety of factors, including a higher position in other companies, discontent with present employment, a better wage, starting one's own business, family issues, and chronic illness, to name a few. New career possibilities have arisen as a result of globalization. As a result, individuals leave their existing positions in search of greater opportunities with other firms. Employee attrition is caused by a variety of factors, according to the author, including higher standing in other companies, career advancement, discontent with existing work, better compensation, establishing own business, family troubles, ongoing bad health, and globalization.

Chandrasekar, (2011) the main goal is to learn how to decrease employee turnover by using retention strategies, which is a topic of tremendous relevance to companies that rely on highly qualified staff. According to the poll, the cooperative extension has lost many personnel owing to resignation and retirement incentives given as a cost-cutting approach to handling lower financing in recent years. Because of the nature of the work, the training required, and the limited pool of competent applicants, it is critical to focus on the retention of newly hired employees. The research strongly implies that there is a correlation between elements that might predict whether new workers will remain or leave. Human resource practices such as recruitment & hiring, compensation & benefits, training & development, and supervision & evaluation, on the other hand, are items that can directly influence new employees' job satisfaction as well as their level of commitment to the organization, according to the research. As a result, an employee's degree of work satisfaction and organizational commitment might anticipate his or her intention to leave. Employees with fewer than six years of experience were studied, and human resource practices that impact the desire to resign were analyzed. The findings show a link between views of human resource procedures and the desire to leave, which is mediated by organizational commitment and job satisfaction. As a result, the study has substantial implications for cooperative extension management and anybody working in or planning to work in related disciplines.

Mumtaz et al., (2011) the author focus on employee turnover and the importance of determining the cause of employee turnover. He says that there are two sorts of terminations: one initiated by the employer and one started by the employee. Resignations, according to the author, are bad for any business since they indicate that

something is wrong with the organizational climate. The primary responsibility of a manager in the human resource or personnel department is to handle resignations and determine the cause of resignation. Exit interviews can assist a personnel department manager in determining the true cause of resignation. A human resource manager can conduct departure interviews over a certain length of time to determine the reasons for voluntary resignation, as well as make modifications to some personnel management responsibilities such as supervision, wage structure, personnel policies, organizational atmosphere, and other aspects. Exit interviews, according to the author, can assist a manager in determining the true cause for leaving and proposing recommendations for minimizing voluntary resignations.

Chan & Kuok, (2011) better remuneration is provided in any other organization within or outside the hotel business for high employee turnover in the hospitality sector. Hotel staffs are more likely to leave due to low earnings and discontent with remuneration.

Hitka, (2011) in Coimbatore, we discovered differences in HRM practices across manufacturing and service industries. Human resource management practices such as recruitment, selection; training, induction, career planning, and performance appraisal, worker participation in management, work environment, and social responsibility are evaluated against both the internal and external organizational environments (structure, size, technology, company life cycle, and business strategy). The findings revealed that career planning in the manufacturing sector was ineffective, that performance appraisal was not utilized as a tool to identify training needs, that workers' engagement in management was minimal, and that financial outcomes were not addressed with employees. As a result, these actions should be

encouraged to foster employee loyalty and retention. Induction in the service sector, on the other hand, is lacking; customers' opinion is not taken into account when evaluating personnel, and the performance assessment system is not utilized to determine training needs. It was suggested that, as a customer-centric industry, the service sector should concentrate on all of these activities in addition to other HRM practices.

Govaerts et al., (2011) HRM practices at the current level were compared to Human Resource Management practices at the targeted level in small, medium, and big businesses. Each of the three organization's degrees in Human Resource Management practices was determined to be different. Small enterprises were found to be unprofessional, with no HR policies or processes in place and no budget for human resource training, development, or implementation. Medium-sized enterprises, on the other hand, face only domestic competition and have more robust HRM practices than small businesses, but not to the same extent as giant corporations. Larger organizations, on the other hand, have better human resource practices than small and medium-sized companies.

Ayanda & Sani, (2011) in their research paper "A big problem is employee turnover. Employee turnover is a key concern in any firm, according to "On this subject, there were several study articles available. A researcher concentrates primarily on the single subject of staff turnover and the causes of labor turnover. This research study investigates the causes of employee turnover as well as the various techniques employed by managers in various firms to promote employee retention or decrease turnover.

Mehri, (2011) in their research paper "Training Practices in Indian Organizations: An Overview" discussed the new trend in the corporate world of emphasizing a systematic approach to Training and Development to achieve higher levels of Organizational Effectiveness, using the examples of Infosys, Aditya Birla Group, Syndicate Bank, IBM, and Accenture as examples. Although some organizations have distinct training departments, the training function is considered to be mostly structured as an essential element of the Human Resource Department. The author attempts to connect the organization's business plan with training. Predictable training efforts are a strategic focus for corporate India, rather than a reactive strategy, and it is employed as a way of transformation to thrive in a competitive environment.

Abdullah et al., (2011) suggested that performance appraisal practices focus on the entire organization with its personnel management practices, and a lack of these practices can have a negative consequence on the workforce's enthusiasm. This results in a high turnover rate of the employees. It was also found that where performance practices exhibited by the employees are for political motives, it directly distresses their job fulfillment and directs them towards turnover.

Reisel et al., (2010) in their research article "Case in Professional competence: Training Need Assessment," emphasizes the need of designing appropriate training arrangements with an enterprise emphasis. Industry-wide competence assessment standards have taken a lot of time and work to develop. The problem is to establish standards that are consistent while still being tailored to the demands of Organizational Effectiveness. The author not only emphasizes the relevance of the company's vision, but also the value of tying recognition and training programs to a broader set of rising industry capabilities. The legacy of a company's assessment

center has seen various changes, including imitating changes in workplace activities and successfully correcting deficient areas with a change.

Bagri et al., (2010) in the hotel business, the following behaviors have been identified as key predictors of employee turnover intention: compensation and benefits, long working hours, high work pressure, lack of training and development opportunities, unclear career goals, and internal recruiting. Employee turnover should be reduced by any employment strategy that suggests growth possibilities and investment in personnel. Based on these data, this study hypothesizes that favorable perceptions of HRM Practices have a considerable negative influence on the desire to leave the hospitality business among frontline staff. Hotel workers with higher professional progression prospects were shown to be less likely to quit. Employee perceptions of fair performance assessment were shown to be linked to the likelihood of leaving the company.

Chand, (2010) human resource management practices were utilized as a predictor, and they were compared to service quality, customer satisfaction, and performance in the Indian hotel industry. It has been proven that hotels with well-established HRM practices boost performance, service quality, and customer satisfaction. It also demonstrates how responding to customer needs and recognizing customers improves a company's profitability. Well-established human resource practices improve the efficiency of hotel services, as well as the hotel's financial health and, as a result, its performance. Aside from that, human resource managers should focus not only on increasing staff efficiency, talents, and attitudes but also on cross-departmental learning and relationship-building activities.

Blomme et al., (2010) examined the relationship between HRM practices, such as HR planning, training, and development, performance evaluation, compensation and incentives, teamwork, job security, and strategy and firm performance in Taiwan's steel industry. The outcome demonstrates that all of these human resource methods promote the performance of the company and are closely related to three business initiatives, namely innovative work habits, improved quality, and cost-cutting. As a result, it has been determined that a firm's performance will undoubtedly increase if it implements all six HRM practices and links them to the aforementioned three business strategies.

Keegan & Francis, (2010) investigated the HRM-related aspects of Chinese family-owned businesses. The findings demonstrated that while the size of the business has a substantial impact on the formalization of HRM processes, the location of something like the firm has no bearing on this process. Small businesses use informal HRM techniques to preserve flexibility in response to the changing business climate and assist them to manage their limited resources, whereas large organizations use formal HRM practices to make a legal, social, and stable environment. Since industries are still working to transcend their strong cultural and historical ties to Chinese heritage, there was no location-based variation in HRM practice.

Yin-Fah et al., (2010) examine HRM methods, such as hiring, orientation, motivation, training, and development, participation in decision-making, avenues for expressing one's opinions, performance evaluation connected to promotions and incentives, and study its impact on the social and economic interchange in North East England. The findings demonstrate that HRM practice and organizational citizenship

are significantly correlated since proven methods have a favorable impact on work performance, employee attitudes, and interpersonal conduct.

Jafari et al., (2009) looked into how work engagement is affected by employment resources, including training and development. When starting levels were taken into account, they found that as training resources rose, work engagement increased over time. They contend that job resources encourage work engagement through a motivational process in which the satisfaction of autonomy- and competence demands generate drive for achieving one's objectives.

Cho et al., (2009) the impact of perceived organizational support, supervisor support, and organizational commitment on employees' intentions to quit or stay in a company was examined. Their study found that to affect the link between human resource practices, organizational commitment, and job happiness, firms must invest in their workers in terms of rewards and recognition. According to the study, there is a favorable considerable influence on employees' intentions to remain with a company.

Chen & Huang, (2009) examined the HRM procedures of four insurance firms in India. Factor analysis and One-way Anova are used to demonstrate that training and benefits are concentrated and heavily used in all insurance companies. Other variables include competitive compensation practices, modern HRM practices, workforce diversity, HR planning and recruitment, selection, and interpersonal interactions of employees. In Indian insurance firms, HR planning, staff recruiting, performance evaluation, selection, and socializing are minimally used. Finally, it was shown that interaction and interpersonal contact had a substantial impact on workforce diversity, modern concerns, training and benefits, selection, and institutionalization of employees.

Lam et al., (2009) report made an effort to explain how China's HRM practices and company goals fit together strategically. The study identified three categories of business methods that PRC-based affiliates use, including cost-cutting tactics, to increase their competitiveness in the Chinese market. Additionally, HRM initiatives are in line with the tactics each affiliate is using. The data also point to several potential connections between the specific tactics employed and the HRM standards followed in China. Additionally, this research has offered some significant new understandings of how affiliate-level business strategies in China influence the 'hybridization*' processes of the HRM policies and practices utilized in the cross- national business environment.

Takeuchi et al., (2009) aimed to investigate the practices of Strategic HRM in a French small- and medium-sized business. This study urged further researchers to investigate SHRM practices in SMEs and contrast the results with those from major corporations and North America. This longitudinal study on 388 French SMEs demonstrates that strategic HRM techniques are being adopted more quickly than administrative HRM methods. The outcome also demonstrates that these HRM approaches are being adopted with situational flexibility by small and midsize enterprises.

Zimmerman & Darnold, (2009) in their investigation, determined the magnitude of the relationship between work performance and intention to quit. The direct and indirect effects of job performance on turnover intentions were evaluated, and modifiers of this link were also found. According to their analysis, employee nationality and job type were further considerations. Poor performers are more likely to quit even after taking job contentment and turnover intentions into account,

suggesting that they are more prepared to participate in surprise departure. After adjusting for job satisfaction, top achievers had a somewhat higher likelihood of having exit plans.

Bakker & Demerouti, (2008) recognize the requirement for firms to prioritize HRM initiatives to raise employees' job engagement. It is theoretically possible that a beneficial consequence will occur "because workers who have resources that make their job responsibilities easier are more apt to commit energy and individual resources in their work roles." Numerous types of research have examined the impact of job engagement and HRM strategies.

Dos Santos Moreira, (2008) the link between policies and practices and organizational performance is not well defined, according to the author of the essay "Human Resources, Service Quality, and Performance: A Case Study." By conducting open-ended interviews with the management and reviewing the managerial papers, it is possible to examine the strategies and procedures used by the human resource management of upscale hotels to improve the effectiveness of the work product or the service quality. The organizational structure and working patterns are the key focal points of HRM plans and practices. HRM models have a favorable effect on the organization's utilization of certain service KPIs.

Ramu, (2008) it was determined that, in contrast to all other management tasks, HRM in cooperative banks cannot be managed by currently used methodologies since the concerns are situation-based, extremely personal, and susceptible to sensitivity. HR management is a strategic instrument for competitive advantage as well as a support role. A successful business depends on having the appropriate

system of HR policies and procedures in place to hire and choose workers, develop and evaluate them, place, pay, and promote/transfer or fire personnel.

Gooderham et al., (2008) demonstrate their keen interest in human resource management practice, showing that Barbados' top management not only fully supports the HRM and SHRM practices but has also linked these practices with company strategy. However, it is also evident that only 50% of hotels have a structured HR role, which has resulted in the implementation of HRM and SHRM practices to a limited extent. Another finding demonstrates how the age, price, and size of the hotel have a major impact on the adoption of HRM practices. Additionally, the adoption of HRM techniques is not substantially correlated with hotel ownership or size (number of rooms). The implementation of HRM procedures is unaffected by union presence in hotels.

Alleyne et al., (2008) contrasted the human resource management methods used by Portuguese businesses with the models that were found in the literature. By utilizing several HRM functions, a Portuguese company was able to demonstrate an improvement in professionalism. However, because these companies are stuck in a bureaucratic black hole, they continue to oppose the adoption of network-style governance in the HR sector. However, the use of HRM as an administrative function is evident in all Portuguese businesses. However, this research also discusses how HRM is centralized at the top management level or owner, with line managers only given clerical and administrative responsibilities to work on HRM activities.

Frincke et al., (2007) human resource management practices are considered the basic antecedents of job satisfaction in which he concluded that benefits, compensation, rewards, recognition benefits, and schedule flexibility are the basic

parameters of human resource practices on turnover intention. These are the basic need of the employees for their job happiness.

Walsh & Taylor, (2007) have conducted a firm-level examination of Sri Lankan local and multinational businesses. They wanted to see if the age and scale of these businesses had anything to do with their systematic adoption of human resource management strategies. The findings reveal that the firm's age and size have no positive or substantial impact on HRM practice adoption and systematic usage, implying that, for any organization's success, systematic HRM practice implementation and use is required, regardless of the firm's size or age. Top management backing and competent HR professionals, on the other hand, may help the company adopt HRM methods effectively and consistently.

Tella et al., (2007) a study of human resource management techniques in Egyptian firms was given, with factors such as job analysis, recruiting and selection, training and development, remuneration, performance assessment system, and job security taken into account. They looked at these elements from several perspectives, including the economic, legal, religious, socio-cultural, educational, and training systems. The findings reveal that the socio-cultural context has a consistent impact on all HRM variables, implying that HRM practices are culture-bound. However, several activities are culture-free, such as focusing on improvement in needed job skills rather than company culture during selection, increasing salaries and pay based on the performance assessment system, and so on. Economic liberalization, which necessitated worldwide recognition and competition, is another factor in culture's unfettered impact.

Paré & Tremblay (2007) suggested in their study, that recognition practices refer to non-monetary and monetary gains through which an organization substantially indicates its gratitude to skilled employees. The findings revealed that employee recognition is as much an organizational board concern since it is connected to the essential requirements of employees.

Teclmichael Tessema & Soeters, (2006) investigate the impact of human resource management techniques on performance in 67 Chinese small and medium-sized businesses. They found four high-performing HRM practices: performance pay, participatory decision-making, performance evaluation, and free-market selection. They employed regression analysis to back up the hypothesis that businesses that use HRM practices have better HRM outcomes, which improve the firm's performance. Aside from that, the level of employee commitment has been highlighted as a crucial HRM outcome for improving performance in various SMEs.

Hemdi & Nasurdin, (2006) has developed a pragmatic but strategic approach to linking HR strategy to the company's growth goals, involving close collaboration with line executives, corporate HR teams, and divisional HR teams. The author lays out a four-step process for creating a strategic HR agenda and compares and contrasts the experiences of various companies. The paper focuses on best practices for adopting a unified HR agenda across many divisions of large, complex organizations. As a result of corporate strategy innovations, new pressures to refocus HR operations, responsibilities, and goals have emerged, particularly in the race to seek new sources of development. Recruiting, retaining, and inspiring bright, youthful, and technically skilled personnel is difficult for the Top management of a smaller, effective organization. The effect of people on business competitiveness has become

increasingly obvious in major multinational corporations, and HR experts are being challenged to assist generate strategic clarity across the firm.

Zheng et al., (2006) the influence of three HRM approach in Vietnam, namely training, performance assessment, and incentives, on business performance were investigated, and the findings were compared to those of Western economies. The information was gathered from 200 small and medium-sized manufacturing businesses in Hanoi. According to the findings of the survey, all three HRM functions have a beneficial influence on the performance of small and medium-sized businesses. Incentives pay, on the other hand, has the most impact.

Salanova et al., (2005) gathered information from service personnel and clients when researching the link between work engagement, organizational resources, and performance. Organizational training was included in one of the three types of organizational resources. Their findings support the notion that employees feel more engaged when they believe organizational resources are easily accessible.

Marlow et al., (2005) claimed that many industries replicate poor training programs for their employees. It distresses the job satisfaction of the employees and increases the turnover intention of the employees. The hotel industry needs to have a full proper competency strategy that will increase productivity and enhance the training skills of the employees. So, their study shows that training practices are positively related to turnover intention.

Cardon et al., (2004) emphasized in their study, that one of the main challenges faced by human resource practitioners is difficulty in the staffing of skilled employees. Understanding employee perspectives and analyzing their retaining

factors are important to an administration's success. They suggested that the hotel industry may have to compromise their efforts to attain organizational aims if they miss even one main member of staff.

Richard & Johnson, (2004) the researchers looked at whether human resource management work techniques and effectiveness are complementary or substitute for one another. The findings reveal that high-performance work methods and human resource effectiveness are both substitutes and complement one another. The study found that individual HRM effectiveness influences market performance and HRM work practices influence innovation and creativity. When both work habits and effectiveness are considered combined, they provide a powerful boost to innovation and market success. Finally, it was determined that having effective HRM practices minimizes the cost of high-performance work practices while also increasing flexibility in the usage of human resource management systems.

Ibrahim & Sejini, (2004) in their article "Measuring Training Effectiveness," investigated that different types of educational software programs exist, with the first level coaches focusing on trainees' performance on the training curriculum, and the subsequent levels focusing on the data and abilities gained by trainees through workout sessions with the aid of ranking credit cards. In this piece, the author also recognizes the boundaries that aid in achieving educational efficiency. The outcomes are positive since trainees' knowledge and abilities improve immediately after receiving an education; yet, there may be a need to focus on education and encourage employees to work hard to attain the required information and abilities.

Hemdi & Nasurdin, (2004) studied the impact of employee development on turnover intentions in human resource practices. Employees will experience a positive

expressive state if they notice that their organizations are more concerned about their individual growth and well-being through the establishment of satisfactory and continuous training and development, fair performance appraisal and feedback systems, and satisfactory career advancement opportunities. He proposed that the company should continue to provide staff training and development, as well as a performance assessment system and career promotion initiatives.

Morrell et al., (2004) provided an overview that employees' verdict to quit is inclined by two aspects: their "perceived ease of movement", which mentions the valuation of seeming replacements or the right set of circumstances, and "perceived desirability of movement", which is inclined to illustration by job fulfillment. This calls how the stability is smashed in terms of encouragement, such as salary, and work which confirms sustained structural productivity. In general, when encouragement is enhanced by the organization, this will minimize the leaning of the employee to quit. Human resource practitioners should also be very attentive to the problems faced by the employees during their work which is very essential for the preparation of the involvement of the employees. The findings revealed that as losses of workers can also be designated as "essential causalities" it is unquestionable that organizations are ever more worried about their ability and aptitude to retain their key workers who make a vital contribution to kindle organizations' forward-thinking behavior.

Poon, (2004a) employees acquire a desire to resign when they receive unfavorable feedback during their performance review process, according to research. Furthermore, because performance appraisal ratings are so important in determining an employee's compensation and promotions, bias in the appraisal process will have a negative impact on job satisfaction and the likelihood of turnover.

Carbery et al., (2003) analyzed the turnover cognitions of hotel managers' intention to leave or stay and proposed a model of the turnover intention of the managers. They found in their study that female employees' turnover intention is high because the food and beverage department is a male-oriented domain this result in female employees failing to encourage themselves which is most challenging for them.

Agarwala, (2003) analyzed the technological, administrative, and progressive components of innovative human resource strategies were examined. He also stated that empirical data on the function of trust in moderating the link between human resource practices and employee turnover intentions have yet to be researched. They claim that workers who work for companies that are creative in their human resource procedures are more likely to identify with their company than employees who work for companies that aren't.

Parnell & “Rick” Crandall, (2003) studies generally focused on the job-related factors such as (working conditions, job ambiguity, job conflict, work overload) and demographic variables (age, gender, qualifications) which act as dimensions that affected the behavioral attitude and turnover intentions of the employees.

Boswell & Boudreau, (2002) in their research paper "Training and Development: An Instrument for Growth and Better Work Quality," discussed the factors that contribute to managerial and non-managerial employees' dissatisfaction with the functioning of T&D programs at various levels, as well as preventive measures, in one of the state's leading public sector enterprises, the J&K Tourism Development Corporation. He also discovers areas that require general updating in

terms of job, the efficacy of the T&D program, training needs, and training assessment, all of which have a direct influence on an individual's overall performance as well as the organization's development and improved quality of work.

Martins, (2002) studied the relationship between the employees and managers by developing the model of managing trust as per the organization's point of view. He contrasted honesty and fairness to develop ability and integrity constructs akin to Mayer's trust factors. He defined trust in terms of honesty and justice, and he discovered that managerial practices had an impact on trust, affecting employee- manager interactions. He emphasized that, as part of human resource practices, information sharing practices provide an important direction for future research.

Nolan, (2002 a) according to Miles and Snow's strategic types, prospectors, defenders, analyzers, and reactors, there is a substantial variance in HR practices in software businesses in India. Although reactors differed from other strategic kinds, there was no discernible difference between three proactive strategic types, namely prospector, defender, and analyst. Prospectors have a comparative edge over other strategic kinds in practically all performance categories, according to performance studies. Although incentives and stock options have a larger overall impact on performance criteria, the elements that influence organizational success in three proactive strategy kinds differ significantly.

Truss, (2001) paper contributes by exploring in-depth the human resource policies and practices of a case-study firm over two years, using a variety of methodologies and drawing on a varied range of informants from across the organization. Rather than developing a list of "best practice" HRM from the literature and analyzing its impact on performance, she asks, "What HR policies and practices

does a financially successful organization employ?" We also investigate how these policies are carried out. This method allows us to show that even successful companies do not always implement 'best practice' HRM and that there is often a gap between purpose and practice.

Whitener, (2001) claimed that no study has been done on the part of any variable which moderates the relationship between human resource practices and turnover intention. In his research, he discovered links between human resource management practices, trust, organizational support perceptions, and organizational commitment. He concluded that employees' perceptions of the organizational environment in terms of human resource practices and management's trustworthiness are related and that employees who believe their organization's human resource practices are designed to protect their well-being will have more trust in their top management and be less likely to leave. As a result, when workers sense the organization's dedication to supporting activities, their trust and commitment are strengthened.

Rhoades et al., (2001) claimed that human resource management problems faced by the hotel industry would include poor skill and performance of the employees, insufficient employee training, and pay benefits. The authors further state that the hotel industry should be established using the three goals of human resource management practices: i) employment of skilled workforce ii) provide attractive pay benefits, and iii) retention of the skilled workforce on a long-term basis. The study found that the expectancy theory emphasizes the level of motivation is contingent on the attractiveness of the rewards.

Fletcher, (2001) the purpose of this study is to look at how the rising requirement for global corporate strategic uniformity and elasticity has reshaped the corporate human resource function's duties and impact venues. They looked at probable causal links between strategy international HR management, strategic leadership of the company's top management and alternative global assignment possibilities since outcomes at the personal and organizational levels are complicated and frequently conflicting. They believed that the corporate HR function may play a more powerful role in global organizations than it has in the past, as globalization considerably affects not just the functional borders but also the symbolic backdrop of the global company.

Jameson, (2000) the two most dynamic and quickest developing areas in the UK economy, according to his study paper "Recruitment and Training in SmallFirms," are the hospitality and tourism industries. Because many businesses are very labor-intensive, having an effective human resource management system is critical to their success. Training is undervalued in small businesses and is frequently overlooked in the hotel and tourist industries. This study report demonstrates the disconnect between employee knowledge and small business recruiting and training. Specifically, this study discusses the small business's recruiting sources, as well as their training programs, funding, employee engagement, and training assessment.

Gilbert & Jones (2000) claimed that in the hotel industry, formal appraisal practices are infrequent and at the same time, it varies by the firm size. As per the argument of most of the researchers, the appraisal of staff performance should be an easy and ongoing process that deals with the opportunities for interaction between

managers and employees frequently. Results indicate that formal appraisal practices are positively related to the turnover intention of the employees.

Kim, (1999) studied reflected that with the help of independent variables such as environment variables, structural variables, and psychological variables, a causal model of behavioral commitment among automobile workers was developed. This diagram illustrates the positive and negative relationships between job satisfaction and organizational commitment to the job search, as well as how these factors influenced employees' behavioral commitment. Their findings bring out the knowledge for the organization that fair compensation brings and motivates the behavioral commitment of the employees.

Worsfold, (1999) HRM and its value in businesses were determined in his study article "HRM, performance, commitment, and service quality in the hotel sector." On the HRM front, the hotel and catering industry is contrasted to other industries, especially small and medium-sized businesses. The significance and relevance of the service and hotel industries are investigated. Because service quality is the most important performance metric, the researcher focuses on it. Some of the variables of service quality and HRM are also recognized.

Tsui et al., (1997) stated that competency development practices are the practices of the organization that help in enhancing the capabilities of the staff in terms of job rotation, motivational practices, training, and development practices. These practices create a long-standing connection with persons. Results indicate that competency development practices are positively related to the job satisfaction of the employees.

Delery & Doty, (1996) Human resource strategies, according to the study, have a significant impact on employee intention and beliefs. Human resource procedures are in line with company policies and strategic plans. These are designed and implemented to ensure that an organization's human capital contributes to the achievement of its commercial objectives. Job previews, orientation programs, pay schemes, job security, performance assessments, training and development, and career advancement are all examples of human resource management techniques.

Arthur, (1994) job-related variables and demographic factors have grabbed the state-of-the-art in turnover research as drivers that impact individual perception and turnover intention of workers. Various turnover studies, on the other hand, have ignored employees' views on human resource procedures and failed to include employees' views as a variable in turnover intention research. Human resource practices are discussed to increase the organization's performance and effectiveness as well as employee retention.

Barney, (1995) human resources are regarded as extremely precious, uncommon, inimitable, and non-substitutable resources. Human resources also pave the road for an organization to attain the most efficient and productive business results. HRM strategies communicate an organization's concern for its workers' well-being, which influences employee attitudes, intentions, and performance.

2.2 RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER INTENTION

Human resource management methods that are well-managed are crucial in keeping and retaining staff in the hotel sector. Human resource practitioners must collaborate closely to ensure that all critical practices, such as managing recognition

practices (REC), competence development practices (COMP), information sharing practices (INFO), compensation practices (CMP), performance evaluation practices (PERF), and training practices (TRAI), are carried out effectively. The following are elaborations of evidence from prior research on the significance and influence of such practices: -

Recognition practices

Formal reward programs in terms of compensation increments and incentives for workers are dealt with through recognition practices, according to (Carbery et al., 2003). They also called attention to the "Subliminal" effect of turnover, which shows a lack of recognition among new hires and reinforces preferred staff language. Recognition practices, according to (Agarwala, 2003), are a key component of human behavior that leads to a decrease in turnover intention. Non-monetary and monetary ways in which a firm communicates its thanks for great personnel and accomplishments are referred to as recognition practices (Paré & Tremblay, 2007). Employee appreciation is just as important to the board of directors as it is to the employees' fundamental necessities. Recognition has grown increasingly important as the economy has slowed, yet it is at risk due to a lack of outward gratitude for public knowledge personnel. Furthermore, according to the research (Gilbert & Jones, 2000), during the economic crisis/recession, major cost-cutting tactics included eliminating employee incentives, not renewing contracts with current employees, and reducing work hours and income. Employee benefits like health insurance, pension plans, retirement packages, and flexible work hours were shown to be beneficial in the study.

Compensation Practices

Misconduct in the human resources department may have a significant negative impact on a company's bottom line. According to the expectation theory, one level of motivation is determined by the attractiveness of the needed rewards and benefits, as well as the likelihood of receiving those rewards. This concept may be applied to any current company's goal of boosting productivity and acquiring a competitive edge in the marketplace (Rhoades et al., 2001). Some organizations, on the other hand, have a tougher time keeping employees than bigger enterprises due to a lack of employer legitimacy (Williams & Owusu-Acheampong, 2016). A significant link was established between reward techniques and the presentation of university teachers in a study done by (Shahzad et al., 2008) in Pakistan. This is especially important when it comes to counteracting the other aspect of long-term turnover ambitions. Employees desire a pay system that is fair and appropriate to their skills, experience, and expertise.

Salary and work enrichment tactics are favorably connected, and as a result, have a negative impact on turnover intentions (Luna Arocas & Camps, 2007). Positive staff dedication helped to mitigate this. Because turnover remains a major issue in many businesses, including the one under review, the report advised particular ways of developing strategies as a first step toward minimizing turnover. In addition to fairness and possibilities for advancement as essential criteria for job satisfaction and negative turnover intentions, incentives were mentioned as an important component for job satisfaction and negative turnover intentions.

Performance Evaluation Practices

The impact of performance assessment methods on employee satisfaction (or discontent) has been thoroughly documented in HRM literature. In the research investigations, the phrases "performance appraisal" and "performance assessment" are used interchangeably. Performance appraisals are a method of systematically assessing the quality of a worker's job. Because many managers and academics have stated that discouragement will occur in the workplace, as well as a poor productivity rate, some businesses conduct performance assessments with vigilance. According to Gomer-Mejia et al. (2004), the performance assessment system may be utilized for the "promotion," "termination," and "reward" of employees, all of which constitute work conditions. Formal performance evaluation is uncommon in firms, and performance rating varies by company size. Most of these academics, however, point out that, given the numerous opportunities for managers and workers to engage, the employee performance review is likely to be informal and ongoing. Performance management may be used to assess a company's, departments, employees, or even manufacturing procedures, among other things. A lack of performance evaluation might damage employee motivation, leading to staff turnover plans (Abdullah et al., 2011). A study on performance assessments, employee attitudes, and exit intentions was conducted by the National University of Malaysia in 2004. If employees believe their performance reports are influenced by organizational politics, their job satisfaction suffers, and they are more likely to leave.

Training Practices

Employee training is sparked by the idea of human resource development in enterprises (Juang et al., 2007). The goal of creating employee training programs, according to Sari (2009), is to teach workers about the company's particular, educate

them on basic norms, and give them technical expertise. A regular training program's goal is to improve employees' abilities, knowledge, and performance while also ensuring their physical and emotional wellness. According to Sari (2009), training programs are undertaken to improve employment outcomes and assist employees in maintaining their health. Larger companies, those with high-performance and production-growth systems, and those with a lot of money can teach their personnel more than smaller businesses. In line with this viewpoint, Chew (2004) claims that businesses that provide more perks and use innovative work practices have more training programs for their staff. Employee turnover and training have been discovered to be inversely associated by researchers. When there is a high rate of turnover, training programs are delivered infrequently. This viewpoint is founded on the hypothesis that if an employee stays with a company for a long period, it is a result of high training rates. According to research done by Chew, employees in businesses with low and high turnover spend more time in formal training (2004). Employees at high-turnover firms devote just 18 percent of their total time to training, compared to 59 percent of employees in low-turnover organizations.

Information Sharing Practices

Businesses have group meetings to listen to employee suggestions and problems, (Knicely, 1987). Information sharing approaches enhance employee growth and motivation by increasing their involvement in the decision-making process. It helps to minimize the probability of staff turnover. In their study, Rhoades et al. (2001) found that information-sharing approaches help companies achieve their goals, enhance employee efficacy in terms of mutual trust, and boost staff productivity. Information sharing techniques were described by (Whitener, 2001) as the most

elegant and contributing approach. For future research, Meyer and Smith (2009) emphasized the need for information-sharing protocols as part of human resource practices.

Competence Development Practices

"Organizational practices that aid in developing the skills of the staff in terms of job rotation, motivating practices, training and development practices, and other practices that are adapted to form a long-term connection with people," defined Tsui et al. (1997). Competence development practices (Santhanam et al., 2017) are the primary sources of human resource practices that improve employee skills and generate self-efficacy for workers to solve issues, maintain and adapt to change in work processes, and take initiative for efficiency and quality. Furthermore, many high-productivity organizations use competence development tactics like work rotation, motivating and mentoring programs, or other development practices to increase the performance of existing employees and establish trust, (Agarwala, 2003).

Turnover Intention

In our study, the dependent variable is the turnover intention, which indicates an employee's desire to leave work shortly. It can be interpreted as a desire to leave a job or the possibility of staying in the company shortly (Bozeman & Perrewe, 2001). Many businesses are increasingly realizing that staff retention is a tactical concern that may help them gain a competitive edge (Walker, 2001; Youndt et al., 1996). To combat staff retention, several companies are raising pay and providing more perks to employees (Gumbus and Johnson, 2003). Implementing high-involvement work practices can help to boost employee retention. This reasoning is consistent with the

resource-based view, which implies that firms may achieve long-term competitive advantage through generating value rarely and distinctively (Barney, 1991). Employee turnover affects many activities in the company in terms of work satisfaction, employee performance, and organizational environment, according to the prior state of the art (Li et al., 2020). Furthermore, employee turnover is calculated in two ways: (a) employee behavior at work and (b) instruments of intention to measure employee intent to quit the firm. In this study, we used independent factors such as human resource procedures to assess employee turnover intentions (Recognition, Compensation, competence, information sharing, performance evaluation, and training practices). Here, the turnover intention is the behavioral figure, which is expressed in terms of "How frequently do you consider quitting your work in this organization?" and "How likely are you to leave your employment in the following year?" (Meyer & Smith, 2009). The internal consistency of the turnover intention of the two items ($\alpha=0.94$).

2.3 SUMMARY OF THE LITERATURE REVIEW

Some research has been carried out in this domain showcasing both positive and negative aspects with the application of various human resource practices on turnover intention. Some of these findings, showing the varied results are discussed, in the following review of the literature.

2.4 FINDINGS OF THE LITERATURE REVIEW

The literature review revealed several logical and methodological issues that serve as a guiding source for future research. The table illustrates the significant findings of the literature review and also describes the scope for future research:

Table 2.1: Findings of the Literature Review

Research Aspects	Main Conclusion
How research papers on Human resource practices and employee turnover intention are placed in time?	There are many research publications from the year 2010 which may be a result of rapid technological advancement and demographic changes which resulted in the increased importance of human resource values in the organization considering employee turnover as a major issue.
Which countries and industries were chosen for the selection of sample by the selected articles of research?	The overview reveals that in the recent past researchers on Human resource practices and employee turnover was quite popular in the countries like India, Egypt, New Zealand, Pakistan, Kuwait, Nigeria, Bangladesh, UAE, and Sri Lanka. In recent years some researchers have also carried out Human resource practices in the IT sector, Banking sector, Construction- companies, Pharmacy – sector, Hospitality sector, educational sector, and Telecom sector. However, no major research work on the subject matter has been done in the context of the Hotel Industry in the Jaipur region.
What research methods and data have been used?	The commonly used research method was statistical- analysis performed using correlation, structure equation modeling, and regression techniques. Also, most of the studies' sample sizes of less than 500 were taken for the research work.

Research Aspects	Main Conclusion
What had been studied about human resource practices on employee turnover intention in previous research studies?	The main focus of the researchers was on studying the human resource practices and employee turnover intention in the IT sector, banking sector, education sector, construction sector, hospitality sector, Pharmacy sector, and Telecom sector, and the impact of the human resource practices on the employee turnover intention. Though there exists a significant gap in such research conducted in the Hotel Industry.

2.5 RESEARCH GAPS

In previous studies, researchers have not used human resource practices on turnover intention in the hotel industry. Adequate Indian literature is not available on turnover Intention in Indian Hotel Industry. No research is available on human resource practices on turnover Intention in the Hotel Industry in the Jaipur region area.