



Research on Employee Turnover and Countermeasures in Hotel Industry--Taking K Hotel as an Example

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ABSTRACT : The operation of a hotel is significantly influenced by the quality of service, which is inextricably linked to the performance of its employees. This study focuses on the issue of staff turnover at K Hotel, a large-scale establishment that has served as a local government reception unit for numerous years. The high turnover rate has negatively impacted the hotel's performance. The research investigates the departure of 88 employees from K Hotel, utilizing a questionnaire survey with 86 valid responses collected and analyzed. The results reveal that factors contributing to staff turnover are not only social in nature, but also stem from inadequate internal management incentives. The study suggests the need to implement a more effective and robust incentive mechanism. The reasons for turnover include a low salary and benefits package, an unclear promotion system, and other related issues. To address these concerns, we suggest improving the management of salaries and benefits, optimizing promotion channels for employees, assisting them in developing career plans, enhancing the performance appraisal system, and implementing other relevant measures. In order to improve the current situation of human resource management in K Hotel, effectively control staff turnover, improve the job satisfaction of hotel employees, and help the hotel to develop continuously. At the same time, it provides valuable insights and reference opinions for other hotels facing the same type of employee management problems.

Keywords: Employee Turnover; Problems and Countermeasures; Hotel Management

INTRODUCTION

1.1 Research Background

The hotel service industry, characterized by labor-intensive operations focused on service delivery, inherently relies on the quality of service as a primary determinant of operational success. Consequently, human resources undeniably stand as the primary asset within the hospitality sector. Nonetheless, the persistent and notably severe issue of employee turnover in the hotel industry has become a prevalent phenomenon. The Asia-Pacific Human Resources Association (APHRA) conducted a study in 2012 on corporate employee turnover rates, revealing that an annual turnover rate ideally remains below 18%, with 10-15% considered as a normal range (APHRA, 2012). However, as per the 2022 relevant report data, the turnover rate for mid-to-high-end hotels nationwide has exhibited a year-on-year increase trend. The talent deficit within the hotel industry has become alarming, with the employee turnover rate in mid-to-high-end hotels reaching 31.21%, surpassing the critical 30% threshold. The ramifications of high employee turnover for hotels encompass deteriorating service quality, increased workload due to vacant positions, escalated recruitment costs, and loss of clientele. Excessive employee turnover not only adversely affects the normal operations of hotels but also hampers their sustainable development. Consequently, mitigating employee turnover emerges as a critical challenge that hotel operators must address.

1.2 Research Objectives and Significance

This study aims to analyze the phenomenon of employee turnover at Guangzhou K Hotel (K Hotel), primarily focused on identifying key issues contributing to turnover and proposing effective, feasible strategies and measures for improvement. The intention is to bridge the gap between theory and practical implementation within the operational framework of K Hotel.

From a practical standpoint, despite its location in a rapidly developing upscale business district, K Hotel continues to grapple with shortages in human resources and high employee turnover, reflecting broader issues prevalent within the local Hotel industry. By summarizing, categorizing, and analyzing domestic and international research findings, this paper aims to assist in addressing the employee turnover issues at K Hotel. The objective is to enhance internal management practices, elevate service quality, sustain K Hotel's market competitiveness, and facilitate its steady and sustainable growth trajectory.

1.3 Research Approach and Methods

1.3.1 Research Approach

This study follows a sequential order of posing, analyzing, and resolving issues. Based on the actual circumstances surrounding the research theme at K Hotel, the study employs a questionnaire survey to identify the primary reasons behind

the substantial employee turnover at the hotel. Subsequent to data collection, a comprehensive analysis is conducted to summarize findings, facilitating the formulation of scientifically feasible strategies and actions. The fundamental research approach of this paper is illustrated in Figure 1.

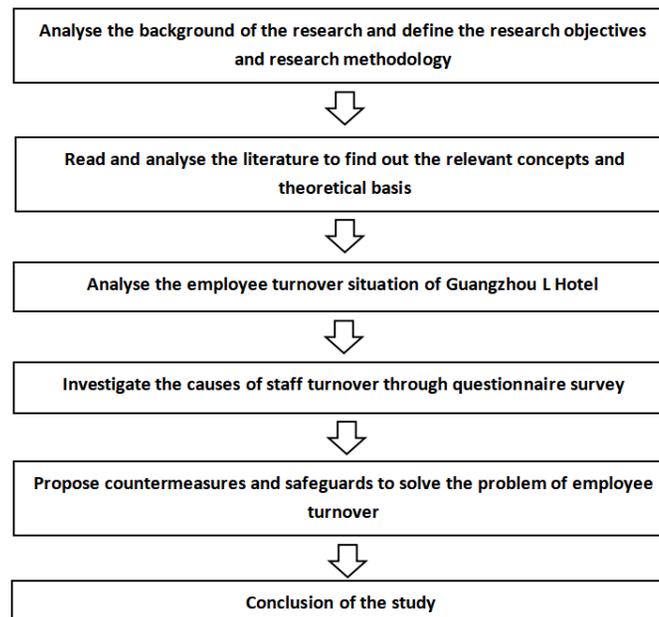


Figure 1 Research Idea Diagram

1.3.2 Methods

Questionnaire survey method: To enhance the authenticity of this study, a questionnaire survey is employed. Initially, departing hotel employees are administered the survey to gather pertinent information and ascertain the genuine reasons behind their departures. This process aims to collect valid and effective survey responses. Subsequently, the collected questionnaire data is statistically analyzed to examine the primary factors influencing employee turnover at K Hotel and to derive a conclusive summary of the main reasons for employee attrition. Finally, tailored strategies are proposed based on the analysis for effective resolution.

LITERATURE REVIEW

2.1 Employee Turnover

Employee turnover, has been defined by both domestic and foreign experts in the field of management. Defined broadly, Richard and Price(1978)defines employee turnover as a shift in an individual's standing within an organization.(Richard& Price, 1978). Based on the categorisation of employee turnover, Donnell and Peter (2014) concluded that employee turnover can be classified into two types: active and passive turnover (Donnell & Peter, 2014).

Passive turnover refers to when a company's human resource management department dismisses an employee. On the other hand, active turnover occurs when an employee decides to leave a company voluntarily due to unmet expectations with certain aspects of the organization.

The attrition problem studied in this paper focuses on the active attrition of employees, which refers to employees who leave their jobs voluntarily and on their own initiative, resigning from their jobs and leaving the company, rather than being dismissed by the business organization.

2.2 Hotel Employee Turnover

Research carried out in China primarily revolves around the establishment and improvement of the country's economic system, while considering market developments. The main objective of this research is to identify factors that affect employee turnover and devise corresponding solutions to mitigate such concerns.

Early in the study of human resources, experts and researchers developed a comprehensive and sophisticated theoretical framework focused on the factors contributing to employee turnover, its effects, prevention strategies, and relevant models. According to Dusek, There are several perspectives that affect the performance of employees in an organization, and one of

the most important factors is the general environment in which they work. The quality of employees is interrelated with certain objective factors (Dusek, 2016). Han (2020) study, based on quantitative research and surveys, examined the link between leaders' support and trust factors and employee burnout dimensions, revealing the impact of this relationship on employee turnover. According to the article by Han, burnout, which results from emotional exhaustion and reduced personal accomplishment, is a fundamental contributor to employee turnover (Han, 2020). Typically, scholars examining turnover of hotel employees highlight social factors, internal Hotel factors, and factors specific to employees as the primary contributors.

Zou, Yin, Liu, and Zhang (2019) argue that front-line employee attrition results from the imbalance of economic development, significant gaps in compensation, inadequate internal control and management systems, as well as insufficient social insurance and protection provisions within the hotel industry (Zou, et al., 2019). Li and Chen (2019) examined the causes of high employee turnover rates in hotels from three perspectives: society, businesses, and individuals. They proposed a set of solutions in conjunction with an incentive system (Li & Chen, 2019). Scholars generally agree on the categorisation of reasons for employee departure, predominantly social factors, internal Hotel factors, and personal factors of employees.

ANALYSIS OF THE CURRENT SITUATION AND REASONS FOR EMPLOYEE TURNOVER

3.1 The Current Situation of Staff Turnover

3.1.1 Analysis of Employee Turnover Situation

Based on the author's experience working at K Hotel and information provided by the Human Resources Department during training sessions, the hotel currently comprises nine departments: Food and Beverage, Housekeeping, Events, Engineering, Security, Marketing, Finance, Administration, and Human Resources. These nine departments offer a total of 483 positions, with 288 personnel onboard as of February 2023, resulting in a shortage of 27 employees, accounting for a vacancy rate of 9.3%. The hotel features 18 mid-to-high-level management positions, 31 grassroots managerial positions, and 255 frontline staff members. An annual employee turnover rate not exceeding 18% is considered optimal, while a range between 10% to 15% is deemed normal (APHRA, 2012). The employee turnover rate represents the proportion of departing employees to the total workforce during a specified period. Typically, the calculation method for internal employee turnover rates can be tailored according to specific human resource scenarios within a company. This study adopts a commonly used calculation formula: $\text{Employee Turnover Rate} = \frac{\text{Number of Departing Employees}}{\text{Average Number of Employees in the Year}} * 100\%$ (Average Number of Employees in the Year = $(\text{Total Number of Employees at the Beginning of the Year} + \text{Total Number of Employees at the End of the Year}) / 2$).

As per the author's work experience at the hotel and data provided by relevant departments, the employee turnover rate at K Hotel has consistently exceeded 18% over the past three years. The following table 1 presents the employee turnover data at K Hotel over the past three years.

Table 1 Employee Turnover Data of K Hotel in the Last Three Years

Vintages	Total employees /beginning	Total employees	Employees lost	Wastage rate
2020	305	293	95	32.06%
2021	292	287	81	28.3%
2022	287	289	88	30.22%

In 2020, due to the impact of the Covid-19, there was a significant decline in the total number of employees at K Hotel. At the beginning of 2020, the total number of employees stood at 305, with 95 employees leaving during that year, resulting in a turnover rate of 32.06%. In the subsequent two years, the employee turnover rate remained above 28%. According to discussions with the Human Resources Department and several supervisors, K Hotel has faced severe employee turnover in the past three years, particularly witnessing high turnover rates in the Food and Beverage, Housing, and Convention departments. It's a prevailing trend that employees with relatively higher educational qualifications tend to have shorter tenures at K Hotel, with most opting to pursue careers in other industries. Analysis of 2021 employee turnover-related data obtained during training sessions reveals the following categorized statistical data. The data from the table 2 indicates certain characteristics of employee turnover at K Hotel: the highest turnover rates are among employees under 25 years old, grassroots employees, individuals with relatively higher educational backgrounds, employees in the Food and Beverage and Housing departments compared to other departments, and employees with shorter tenures are more prone to turnover.

Table 2 Breakdown of Staff Turnover in K Hotel (Total N=81)

Typology	Categorization	Proportions
Age	Under 25	44.58%
	26-30 years	25.44%
	31-35 years	14.08%
	36 years and over	10%
Employee job levels	Frontline workers	81%
	Grassroots management	10%
	Middle and senior management	9%
Academic qualifications	Junior high school and below	14.79%
	High or middle school	29.58%
	College	55.63%
Departments	Food and Beverage	48.18%
	Housing	31.39%
	Convention	10.79%
	Engineering	3.02%
	Marketing	1.8%
	Finance and Accounting	1%
	Security	1.2%
	Human Resource	1%
	Executive Office	1%
	Length of service	Less than one year
One to three years		29%
More than three years		14%

3.1.2 Impact of Employee Turnover at K Hotel

Decline in Hotel Service Quality: Service quality is a crucial aspect of a hotel's brand and competitive edge within the industry. Guest satisfaction and impressions of the hotel are closely linked to the staff's provision of quality service. Firstly, when employees feel discontented or contemplate resigning, their work efficiency or quality may decline, leading to guest dissatisfaction and complaints. Secondly, to ensure the hotel's continued operation after employee turnover, prompt recruitment and training of new employees become necessary. However, new employees require time for training and adaptation to their roles. During this period, their service levels and awareness may not match those of experienced staff, thus lowering the hotel's service quality and affecting standardized services, resulting in unstable service quality (Jiao, 2018).

Increased Operational and Management Costs: When employees voluntarily leave, a manpower shortage arises, necessitating the Human Resources department to initiate recruitment and training efforts. This not only incurs significant financial costs but also leads to a dramatic rise in labor costs. Additionally, the hotel might fall into a vicious cycle of recurrent turnover, where new employees leave shortly after joining. This repetitive high turnover significantly amplifies the operational costs and difficulties faced by the hotel.

Adverse Impact on Hotel Employee Team Building: A high turnover rate significantly affects the remaining employees negatively. The shortage of manpower due to turnover compels existing employees to shoulder additional workload, escalating their work intensity and pressure. This situation triggers dissatisfaction and negative sentiments among current staff, affecting the overall work environment and impeding the establishment of a stable and cohesive workforce within the hotel.

RESULTS

4.1 Questionnaire Design and Survey

This survey questionnaire targets the employees who left K Hotel in 2022, specifically encompassing managerial-level employees, supervisor-level employees, and grassroots-level employees.

The questionnaire survey consists of two parts. The first part pertains to collecting basic information from the employees, comprising five questions about gender, age, education level, tenure, and department.

The second part focuses on investigating the reasons for the departure of the resigned employees. Factors influencing employee resignation are categorized into three groups: personal factors, company-related factors, and societal factors, involving a total of 14 questions. Each question offers five different options, ranging from alignment to non-alignment. This study distributed WeChat survey questionnaires to 88 employees who left K Hotel in 2022. A total of 86 valid questionnaires were collected. The survey was conducted anonymously online via the network questionnaire format.

4.2 Analysis of Questionnaire Survey Data

In order to ensure the reliability and authenticity of the collected questionnaire survey data, this paper conducted a reliability test on the obtained valid sample data. SPSS software was utilized to perform a reliability analysis on the initial data of the valid survey questionnaires, and the detailed test results are presented in the table 3 below.

Table 3 Reliability analysis

Number of projects	Cronbach.α factor
20	0.836

The total number of subjects for this questionnaire survey was 88, with 88 questionnaires distributed. Out of these, 86 valid samples were collected, resulting in an effectiveness rate of 97.7%. The following table 4 presents the basic information statistics of this survey questionnaire.

Table 4 Sample Statistics of Basic Information of Employees Leaving K Hotel in 2022

Typology	Categorisation	Quorum	%
Gender and age	Male	29	33.72
	Women	57	66.28
	Under 25	62	72.09
	26-30 years	22	25.58
	31-35 years	0	0
	36 years and over	2	2.33
Employee job levels	Frontline workers	46	53.49
	Grassroots management	22	25.58
	Senior management	18	20.93
Academic qualifications	Junior high school	2	2.33
	High school	7	8.14
	College	74	86.05
Departments	Bachelor's degree	3	3.49
	Food and Beverage	18	20.93
	Housing	13	15.12
	Convention	14	16.28
	Engineering	11	12.79
	Marketing	5	5.81
	Finance and Accounting	8	9.3
	Security	12	13.95
	Human Resource	3	3.49
	Executive Office	2	2.33

Length of service	Less than one year	52	60.47
	One to two years	24	27.91
	Two to three years	5	5.81
	More than three years	5	5.81

Regarding the gender distribution among departing employees, female employees significantly outnumber male employees, constituting 66.28% of the surveyed population, while males accounted for 33.72%. The results show a predominant concentration (72.09%) of respondents below the age of 25, indicating a tendency of youthfulness among departing employees. In terms of educational background, individuals with a bachelor's or associate's degree were the most prevalent, totaling 74 individuals, constituting 86.05% of the sample, indicating a relatively high level of education among departing employees. Regarding job positions, grassroots-level employees accounted for the highest proportion, at 53.49%. Categorized by the department in which the employees worked, the top three departments with the highest turnover rates were the Food and Beverage department (20.93%), Convention department (16.28%), and Housing department (15.12%). The combined turnover rates of these three departments accounted for more than half of the total turnover. A majority of departing employees had relatively short tenures at K Hotel, with 60.47% working for less than a year and 27.91% working for one to two years. The combined percentage of these two groups reached 88.38%, indicating that the majority of departing employees had work experience of less than two years. The statistical data of various questions in the second part are presented in the table 5 below.

Table 5 Reasons for Employee Separation

Impact factor	Secondary indicators	Tallying with	In line with	Usual	Falling short of expectations	Very much not.
Social factor	Social recognition	19	36	26	3	2
	Impact of the epidemic	22	35	24	3	2
Personal factor	Low recognition of own work	16	22	36	9	3
	Difficulty in reflecting personal values	21	26	25	9	5
	Self-career development plans unexpectations	21	37	23	3	2
	Insufficient rapport with superiors, colleagues	13	17	36	15	5
	Compensation and benefits unsubstantial	29	29	23	2	3
	Performance appraisal reward system	17	39	25	2	3
	Lack of clarity in the promotion system	26	33	22	3	2
Corporate factors	Training and retraining management system	18	30	28	6	4
	Poor corporate culture	12	26	38	8	2
	Work intensity and stress	18	30	29	6	3
	Poor environmental- workplace	10	25	38	11	2
	Poor management skills- leadership	13	33	30	8	2

The survey was conducted using a five-point Likert scale with five potential score options for each question: 5 for strongly agreeing with the scale, 4 for agreeing with the scale, 3 for neutral, 2 for disagreeing with the scale, and 1 for strongly disagreeing with the scale. Respondents were asked to select only one answer per question, and the overall score was calculated at the end. A higher final score indicates that the item has a more significant role in the reasons for employees leaving, whereas a lower score indicates a subordinate role. After assigning a value to each answer, the scores for each dimension were computed as presented in the table 6 below.

Table 6 Statistics on Reasons for Separation Scores

Factors	Average score	Secondary indicators	Score
Social factor	3.8	Lower social acceptance	3.77

		Impact of the epidemic	3.83
		Low recognition of own work	3.45
		Difficulty in reflecting personal values	3.56
Personal factor	3.51	Career development plans don't expectations	3.83
		Insufficient rapport with superiors, colleagues	3.20
		Compensation and benefits are not enough	3.91
		Performance appraisal reward system	3.75
		Lack of clarity in the promotion system	3.90
Corporate factor	3.63	Training and retraining management system	3.60
		Poor corporate culture	3.44
		Too much work intensity and stress	3.62
		Poor environmental in the workplace	3.34
		Poor management skills -leadership	3.54

By analyzing the scores attributed to different reasons for employee turnover, we can understand the factors contributing to employee attrition at K Hotel. Higher scores indicate stronger causes for employee turnover, suggesting the likelihood of employee departure.

From Table 6: It can be observed that the reason "Inadequate salary and benefits" had the highest impact, scoring 3.91 %. Following closely were several factors that significantly influenced employees, namely, "Unclear promotion system," "Discrepancy between self-career development plans and expectations," "Impact of the pandemic," "Low social recognition," and "Inadequate performance assessment and reward system." The scores for these factors all exceeded the average score of 3.624 points. The three factors with the least impact on employee departure were "Poor corporate culture atmosphere," "Poor workplace environment," and "Inadequate rapport with superiors, colleagues, or the team," scoring 3.44, 3.34, and 3.2 points, respectively.

4.3 Employee Turnover Reasons Summary

4.3.1 Low Level of Compensation and Benefits

According to the analysis of the questionnaire survey results mentioned earlier, "Inadequate salary and benefits" scored the highest among the reasons for employee turnover. This indicates that one of the critical reasons for frontline employee turnover at K Hotel is the inadequacy of the compensation and benefits system to meet employee needs.

Government receptions and ensuring services for significant governmental meetings are crucial parts of K Hotel's business. They are highly susceptible to the impact of Covid-19 and the peak and off-peak seasons of government meetings. Consequently, this significantly affects the hotel's performance. Some employees' performance-based incentives fail to reach levels they did before the spread of the Covid-19, making it challenging to cover daily expenses solely based on basic wages. Many employees choose to switch jobs or resign under these circumstances. During off-peak seasons, employees face performance assessment pressure, and the company's revenue is insufficient. During peak seasons, the workload is heavy, leading to frequent overtime. However, K Hotel lacks a targeted overtime compensation system and related social welfare benefits, resulting in a sense of psychological imbalance among grassroots-level employees.

4.3.2 Unclear Promotion System

In this survey, "Unclear promotion system" ranked as the second highest reason with a score of 3.9. This indicates that a significant reason for employee turnover at K Hotel is the lack of easy opportunities for promotion. Specifically, this manifests in the absence of a clear and fair promotion system, inadequate career advancement opportunities, and a lack of scientifically rationalized training plans. Even though the hotel conducts training for employees, it often lacks a forward-looking development goal, failing to meet the needs and expectations of grassroots-level employees. Over time, employees' enthusiasm for work diminishes, leading to thoughts of resignation.

4.3.3 Lack of Incentives in Performance Assessment System

Regarding career development goals, for employees in high-star-rated hotels, career development generally involves vertical or horizontal paths. Vertical development primarily relies on internal recruitment and promotion, while horizontal involves job rotation to gain experience in different positions(Liu, 2021).

Many young employees initially entering the hospitality industry have high expectations for their careers. However, after working for some time, they realize a lack of clear career development goals, significantly impacting their work enthusiasm.

4.3.4 Lack of Incentives in Performance Assessment System

At K Hotel, employee salaries and benefits are typically calculated based on "basic salary + attendance reward + commission." However, only some positions receive commissions, such as the Food and Beverage department's waiters for selling specific goods or the Sales department employees for meeting business targets. The basic salary of employees is determined by their position level and years of service. Generally, employee salaries are relatively fixed, with little fluctuation, and their performance has minimal impact on income. This compensation system offers minimal positive motivation for employees. Another situation arises where grassroots employees' performance depends on their manager's personal assessment. Objectively, more effort should yield rewards, but subjective elements affect assessments, leading to unfair evaluations. Consequently, this triggers complaints and mistrust among employees. This reflects K Hotel's ineffective utilization of incentive factors, failing to reflect incentives in compensation, benefits, and performance rewards, ultimately leading to a loss of employee motivation for work.

4.4 Strategies to Improve Employee Turnover Issues

Based on the analysis of staff turnover reasons at K Hotel outlined in the previous section, appropriate measures will be implemented to optimise the incentive mechanism construction at K Hotel.

4.4.1 Enhance Compensation and Benefits Management System

According to Maslow's Hierarchy of Needs theory, most individuals pursue higher-level needs only when their basic physiological and safety needs are met. Material incentives are the most direct and effective motivation (Zhang, 2023).

Firstly, correspondingly increase the basic salary of grassroots employees to improve the competitiveness of wages and retain staff. High-level salary competitiveness for recent graduates entering the workforce significantly enhances their identification and sense of belonging to K Hotel, favoring long-term retention (Luo, 2018).

Secondly, refine the overtime pay system. It was learned that K Hotel does not adopt an overtime pay system for regular employees but compensates for overtime by granting compensatory leave. Overtime pay significantly appeals to grassroots employees, especially those affected by peak and off-peak seasons. Thus, K Hotel should establish a fair and scientific assessment and subsidy standard for overtime, eliminating wage inequalities. Setting monthly overtime ranges and varying hourly overtime wages based on different overtime durations can be considered.

Lastly, introduce diverse welfare benefits. Managers can consider adding benefits like transportation allowances, telephone subsidies, or housing subsidies to the existing welfare system. Offering care beyond work contributes to the combined effects of material and spiritual incentives.

4.4.2 Optimize Employee Promotion Channels

Ensuring fairness and transparency, clarifying the company's promotion system, and providing detailed descriptions of organizational structure, promotion mechanisms, and related information by the Human Resources department are essential. This ensures employees have a clear understanding of the promotion system. Moreover, broadening the scope of promotion paths beyond administrative management is crucial. Certain technical or service-oriented positions (e.g., Electrical/Mechanical Engineers in the Engineering Department or staff in the Food and Beverage Department) demand a more differentiated career progression away from administrative paths(Deng,2017).Based on job functions, different employee positions within the hotel can be classified into management, operational, technical, and service roles, allowing the creation of diverse career paths like professional or technical routes.

4.4.3 Aid Employees in Developing Career Plans

The analysis suggests that one of the critical reasons for employees leaving K Hotel is a mismatch between self-planning and expectations. Besides material incentives, hotel managers can offer spiritual rewards by providing appropriate career planning guidance to new employees, stimulating their drive, enhancing their sense of belonging and identity, and stabilizing the workforce.

During the initial stages of employment, the hotel should provide career counseling to new staff, fostering career awareness. It's crucial to create suitable employee development plans, aligning individual strengths with suitable positions. In designing these career development plans, combining both common and individual characteristics of employees to harness their potential is essential. Effective assessments of each employee's skills, aligned with the hotel's developmental needs, ensure

employees' strengths and directions match the hotel's requirements. Moreover, designing employee promotion channels according to different job needs aims to scientifically and efficiently utilize human resources(Long, 2017).

4.4.4 Strengthen Employee Performance Appraisal System

Drawing from the previous discussion on equity theory, employees are more concerned about their relative income compared to past earnings or others. Therefore, in designing performance management systems, it's crucial to consider employees' individualized needs, aligning with various departmental performance characteristics. Performance management systems can be adjusted based on the company's strategic development and business scenarios. The assessment's outcome directly links with critical factors like salary evaluations and promotions. Thus, developing appraisal content and criteria must consider the actual situation of employees, especially the opinions of grassroots staff. To ensure fairness in performance appraisal, incorporating objective evaluations like peer assessment or customer feedback alongside subjective evaluations forms a comprehensive and fair assessment system with competitive elements (Wang, 2022).

CONCLUSION

This paper conducted a detailed data analysis on the employee turnover situation at K Hotel through various research methods, including literature review and employee survey questionnaires. After an in-depth analysis, the following conclusions were drawn: Firstly, concerning the severe employee turnover issue at K Hotel, effective analyses were carried out from different perspectives. Based on the data, specific reasons causing this phenomenon were analyzed, and corresponding strategies were proposed after identifying these causes.

Secondly, conclusions were drawn from the data analysis, indicating that K Hotel has a high turnover rate, primarily due to several key reasons: lower levels of compensation and benefits, lack of motivating performance appraisal systems, unclear promotion mechanisms, and employees' absence of long-term career planning.

Lastly, based on the aforementioned analysis, improvement measures were suggested. It is hoped that K Hotel will implement corresponding measures based on the actual situation of its employees. By doing so, it aims to ameliorate the severe turnover issue and mitigate the business risks associated with employee turnover, consequently achieving sustained and favorable company operations.

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