Sustaining Talent in Tourism: Examining Monetary and Non-Monetary Catalysts

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Abstract. Today, organizations' greatest difficulty is not just finding ways to manage their resources, but also keeping them around. Even though most organizations are tech-driven, technology still needs people. They are an organization's most adaptable and vital resource. Tourism has a higher turnover of employees than other industries, making employee retention a major issue. Every company must attract and retain skilled workers to stay competitive. This qualitative study explores the aspects of employee retention in the tourist industry, looking at both monetary and non-monetary factors that affect employees' commitment to their jobs which is itself employee retention. Through a review of literature from a variety of tourism-related industries, such as travel agencies, tour operators, and hotels, this study provides detailed insights into the variables that affect employee retention. Additionally, the study shows how connections at work, professional growth opportunities, and supportive leadership influence employees' opinions and retention decisions. The research gap of the study highlights the need for qualitative research on the interaction between monetary and non-monetary factors in tourism employee retention, which has been understudied or not properly covered in the previous studies and the strategies after exploring the new factors to implement in the organizations. This study clarifies the complex interactions between monetary and non-monetary retention variables to improve tourism retention techniques. To boost employee loyalty and prevent turnover, a complete plan that addresses monetary rewards and intangible workplace factors is needed. These insights can help the tourist business retain people and stay ahead in the fast-paced, ever-changing market.

Keywords: Employee Retention, Job Satisfaction, Turnover, Leadership, Monetary and Non-monetary factors, Work-Life Balance, Talent

1   Introduction

Organizations are extremely concerned with retaining competent individuals to achieve long-term success and a competitive edge in the tourism business, which is always evolving and dynamic. High rates of personnel turnover [16] not only result in considerable expenses but also have the potential to cause disruptions to operations, lower productivity, and weaken the quality of the service delivered. Since this is the case, companies in the tourism industry need to appreciate and effectively manage the challenges that affect the retention of staff [54].

Employee retention refers to the ability of an organization to keep its staff for a predetermined amount of time. This helps to significantly reduce turnover rates and ensures that vital talent is kept within the workforce. Employee retention is of utmost significance in the tourist industry, which is characterized by its seasonal nature, fluctuating demand, and regular interactions with customers. Hotels, travel agencies, tour operators, and destination management organizations are just a few of the sub-industries that fall under the umbrella of this industry. When it comes to managing people, each of these sub-industries faces a unique set of challenges and opportunities [3].

Even though the importance of retaining people in the tourism industry is well acknowledged, organizations continue to battle with high turnover rates and the negative effects that arise from them. Recent studies have shown that non-monetary factors, such as job satisfaction, organizational culture, and work-life balance, are also significant in shaping employee attitudes and behaviors [4] [24]. This is even though monetary incentives have been considered the primary factors that influence employee retention [53] for a considerable amount of time. Despite this, there is still a dearth of study on how to successfully mix financial and non-financial elements in order to increase employee retention in the tourism industry.

Research Objectives

The main aim of this research is to analyze the interaction between monetary and non-monetary elements that affect employee retention in the tourist industry. The study has the specific objective of:

1. Identify and investigate the primary financial factors that influence employee retention in tourism organizations.
2. Explore the importance of non-financial factors, such as job satisfaction, work-life balance, and organizational culture, in promoting employee dedication and allegiance.
3. Examine the incorporation of both financial and non-financial approaches to improve employee retention in organizations within the tourist sector.

1.1   Purpose of the study

In this phase, which acts as an introduction, a summary of the research subject is provided, and the importance of retaining employees in the tourism sector is emphasized. Additionally, it provides an overview of the primary objectives of the research. In the subsequent phase, a comprehensive review of relevant literature is carried out, to elucidate theoretical frameworks and empirical discoveries concerning the retention of staff in the tourism business. The following section will then provide an overview of the particular methodological approach that was utilized in this research. This approach will include the research design [48] [55], techniques for data collection, and processes for data analysis. Following this, the subsequent phases will investigate the factors that influence employee retention, which will include both financial and non-financial components. In the final part of the study, an analysis of comprehensive retention strategies and the impact those approaches have on practical application and future research is presented.

2   Literature Review

The management of employee retention is a complicated problem in the tourism sector, which is influenced by several different factors. When it comes to defining employee commitment and loyalty in tourism-related organizations, the conceptual approach that this literature review takes into consideration considers the relationship between financial and non-financial retention drivers.

Fig. 2a – Sustainable Human Resource Management [12]

2.1   Theoretical Perspectives on Employee Retention

Several theoretical stances have been put out to explain the phenomenon of staff retention. The Job Embeddedness Theory [38] is a well-known concept that suggests that an employee's attachment to their job, community, and organization affects their decision [21] to remain or quit. Furthermore, Herzberg's Two-element Theory [22] makes a distinction between motivators (such as recognition and career progression) and hygiene factors (like wage and working conditions), implying that each element affects retention differently.

Theories used

(i)   The Job Embeddedness Theory is one of the ideas based on the "Theoretical Perspectives on Employee Retention" [38]. According to this, an employee's decision to stay or leave is influenced by their connection to different facets of their profession, community, and organization. The components of job embeddedness are community and organizational. The relationships that a person has at work, including those with coworkers, managers, and the company culture, are referred to as organizational variables. Community elements encompass an employee's relationships outside of the workplace, such as links to the local community and family. This idea holds that an employee's likelihood of leaving the company on their own will decrease with the degree of integration they feel into their work and community.

(ii)   Herzberg's Two-Factor hypothesis is another hypothesis that is pertinent to employee retention [22]. This idea makes a distinction between motivators and hygienic considerations. Extrinsic elements of the workplace, including pay, benefits, and policies, are known as hygiene factors. If these elements are not met, employees may become dissatisfied. Still, the mere existence of these elements doesn't guarantee contentment; rather, they avert discontent. On the other hand, intrinsic elements of the work, such as success, acknowledgment, and chances for development, are known as motivators. These factors, when present, can boost employee motivation and pleasure. Herzberg argues that contentment and discontent are distinct ideas rather than the extremes of the same continuum. Therefore, in order to increase employee retention, businesses need to concentrate on both offering incentives to encourage commitment and contentment among staff members as well as addressing hygienic aspects to avoid discontent.

2.2   Monetary Drivers of Employee Retention

To draw and keep talent in the tourist industry, competitive pay and benefits are essential [14]. According to studies, workers view just compensation as a critical component of job satisfaction and are more inclined to stick with companies that provide competitive pay [28]. Bonuses and commissions are examples of performance-based incentives and rewards that work well as retention tools for top performers [20]. Furthermore, by offering chances for professional growth and progress, career development opportunities—such as training courses and career advancement pathways—contribute considerably to employee retention [36].

2.3   Non-Monetary Drivers of Employee Retention

Non-monetary variables are crucial in promoting employee engagement and happiness in the tourist industry, even in the absence of monetary incentives. Employee retention and job satisfaction—which includes elements like job autonomy, recognition, and meaningful work—have been repeatedly connected [46]. Another important non-financial factor affecting retention is work-life balance, as employees desire flexibility and time off to unwind and rejuvenate [4]. Employee retention results are influenced by organisational culture and values as well. Employees are more inclined to stick with companies that share their views and values [42]. Staff trust and loyalty are fostered by supportive leadership [10], which is defined by open communication, mentorship, and empathy. This leads to greater staff retention rates [9].

Several studies have been conducted to investigate employee retention in the tourism business. These studies have provided an emphasis on the various organizational and contextual factors that affect retention outcomes. On the other hand, the current research tends to disregard the complex connections that exist between these variables in favor of focusing solely on either

Even though a significant amount of research has been conducted on the topic of employee retention in the tourism sector, there is a lack of knowledge on the combined effects of financial and non-financial variables on retention outcomes. Additionally, there is a lack of qualitative research that investigates the perspectives and experiences of employees in the actual world about retention, which makes it difficult to have a comprehensive grasp of this matter. These gaps must be filled to establish complete retention strategies that are suitable to the specific requirements and challenges that the tourism industry is currently facing.

3   Methodology

This study investigates the variables affecting employee retention in the tourist industry using a qualitative research methodology. A thorough investigation of the body of current research and pertinent case studies are part of the process.

Research Design – Qualitative Approach
To fully explore the intricacies of employee retention in the tourist industry, a qualitative study approach is selected. This methodology enables a comprehensive analysis of the phenomena via the prism of extant research and empirical case studies.

Sampling Techniques and Participants
The selection of case studies and literature sources that offer in-depth analyses of employee retention in the tourist industry constitutes sampling in this study. The selection of literature sources is predicated upon its pertinence, reliability, and ability to enhance comprehension of the subject matter under investigation. Case studies are chosen to reflect a range of tourism-related scenarios, such as lodging, tour companies, and travel agents.

Data Collection Methods – Literature Review and Case studies
The primary method of gathering data is doing a thorough analysis of scholarly works about employee retention in the travel and tourist industry. Academic books, papers, articles, and other pertinent publications fall under this category. Furthermore, case studies from reliable sources—such as business magazines, academic journals, and industry journals—are examined to offer actual instances of staff retention strategies used by tourist companies.

Data Analysis Procedure – Thematic Analysis
The data gathered from the case studies and literature study is analyzed using thematic analysis. Finding important themes, patterns, and trends in case studies and literature about financial and non-financial aspects affecting employee retention in the tourist industry is part of this process. Themes are understood and arranged methodically to provide insightful findings.

Ethical Considerations
In the pursuit of conducting the study, ethical considerations hold paramount importance. It is imperative to ensure that every aspect of the research adheres to ethical standards, upholding integrity and respect for all involved parties. In this particular study, ethical guidelines are meticulously followed to safeguard the rights and well-being of individuals and uphold academic integrity. The following points outline the ethical framework employed:

Each case study and literary reference is meticulously cited, acknowledging the original writers and sources. This ensures transparency and gives proper credit to the creators of the

Conscious efforts are made to identify and mitigate any biases present in the chosen case studies and literature. This involves approaching the analysis with a critical mindset, considering diverse perspectives, and ensuring that the conclusions drawn are based on evidence rather than preconceived notions.

By adhering to these ethical considerations, the study maintains integrity, credibility, and respect for the subjects under investigation, contributing to the advancement of knowledge while upholding ethical principles.

Limitations of the Study

Existing literature and case studies can provide valuable foundations for research, it's essential to acknowledge and address the limitations inherent in such approaches. Supplementing these sources with primary data collection methods and implementing rigorous quality assurance measures can help mitigate these shortcomings, enabling a more robust and insightful study.

Limited Depth of Understanding:

Relying solely on pre-existing literature and case studies may constrain the depth of understanding attained in the study. While these sources offer valuable insights, they may not delve into specific nuances or emerging trends that could be captured through primary data-gathering methods. Consequently, the analysis may lack the richness and intricacy that direct data collection techniques, such as surveys or interviews, can provide. For instance, intricate contextual details, evolving perspectives, or localized variations might not be fully captured through secondary sources alone. This limitation could potentially hinder the development of comprehensive and nuanced conclusions.

Variability in Quality and Accessibility:

The study's reliance on case studies and existing literature introduces a potential challenge in ensuring uniform quality and accessibility across sources. Case studies and literature may vary significantly in terms of their rigor, relevance, and reliability. While some sources may offer meticulously researched insights supported by robust data and methodologies, others might present anecdotal evidence or lack empirical rigor. Moreover, accessibility issues, such as paywalls or limited availability, could restrict the researcher's access to crucial information, thereby impacting the comprehensiveness of the study. These variations in quality and accessibility raise concerns regarding the reliability and validity of the findings derived from such sources.

Without a systematic approach to evaluating and synthesizing disparate materials, the study may inadvertently incorporate biases or overlook critical perspectives, undermining the credibility of its conclusions.

4   Monetary Catalysts of Employee Retention

The financial factors affecting employee retention in the tourist industry are examined in this part. An extensive examination of extant literature and an analysis of pertinent case studies is conducted to investigate the effects of competitive pay, benefits, performance-based incentives, and career development opportunities on employee retention.

Competitive Salaries and Benefits

To draw and keep talent in the tourist sector, competitive pay and benefits are essential [49]. Research indicates that workers are more inclined to stick with companies that provide attractive benefits packages. For example, competitive pay and benefits were found to be favorably correlated with employee retention in the hotel industry [34].

Performance-Based Incentives and Rewards

Employee motivation and the development of a culture of performance excellence are greatly aided by performance-based incentives and awards [39]. Studies show that performance-based incentive schemes can lower turnover rates by improving employee satisfaction and loyalty [45]. Case studies show how travel agencies use performance-based incentive programs to thank staff members for their efforts and increase retention [52].

Career Development Opportunities
Given that workers in the tourist industry are constantly looking for ways to progress professionally, career development options are critical to keeping them on board [24]. Employee retention is higher for companies that provide training, skill development, and career progression opportunities [49].

Case studies demonstrate how tourist organizations improve employee retention by providing a range of career development programs, including leadership training and mentorship activities [13].

Key Points
Financial incentives: This refers to various monetary rewards and benefits provided to employees by their employers. Examples include bonuses, benefits packages (such as health insurance or retirement plans), performance-based pay (where employees receive rewards based on their performance), competitive pay (compensation that is comparable or competitive with other companies in the industry), and opportunities for professional growth (such as training programs or career advancement prospects).

Impact on staff retention: The literature and case studies suggest that offering financial incentives significantly influences the ability of companies in the travel and tourist industry to retain their employees. When employees feel financially rewarded and valued, they are more likely to stay with the organization rather than seeking opportunities elsewhere.

Recruiting and retaining top personnel: By prioritizing these financial factors, organizations can attract and retain high-quality employees. Top personnel are often attracted to companies that offer competitive compensation packages, performance-based incentives, and opportunities for career advancement.

Boosting competitiveness and sustainability: Retaining top talent through financial incentives enhances a company's competitiveness [37] in the market. Highly skilled and motivated employees contribute to the organization's success by delivering high-quality services and driving innovation. This, in turn, helps the company remain sustainable and adaptable in a competitive business environment.

In summary, offering financial incentives such as benefits packages, performance-based pay, competitive pay, and opportunities for professional growth is crucial for staff retention in the travel and tourist industry. Prioritizing these incentives helps companies attract and retain top talent, ultimately enhancing their competitiveness and sustainability in the market.

5   Non-Monetary Catalysts of Employee Retention

The non-financial elements that affect employee retention in the tourist industry are examined in this part. This part looks at important factors such as work-life balance, supportive leadership, values, organizational culture, job satisfaction, and workplace relationships [8]. It does this by using a qualitative technique that includes case studies and literature reviews.

Job Satisfaction and Work-Life Balance
In the tourist industry, job satisfaction is critical to employee retention [44]. Workers are more likely to stay involved and dedicated to their companies if they believe their work is important, gratifying, and in line with their personal and professional aspirations [30]. Additionally, work-life balance is crucial, especially in a field where seasonal swings, high levels of pressure, and unpredictable work schedules are common [5]. Employers may improve employee happiness and retention by giving priority to work-life balance efforts including telecommuting, flexible scheduling, and wellness initiatives [12].

Organizational Culture and Values
Employee retention is greatly impacted by the organizational culture and values [31] of tourist businesses [41]. Employee commitment and a sense of belonging are enhanced by an

encouraging workplace culture that values candid communication, teamwork, and employee empowerment [27]. Additionally, companies that prioritize social responsibility and have strong ethical standards attract more talent, which raises retention rates [51]. In order to succeed, organizations need to have a culture that attracts and retains fascinating talent [7]

Supportive Leadership and Workplace Relationships

In the tourist industry, maintaining good working relationships [35] and providing effective leadership are essential for retaining employees [32]. A favorable work environment [23] that promotes employee loyalty and retention is created by supportive leaders who offer direction, acknowledgment, and chances for professional development [7]. Employee retention and satisfaction are also influenced by positive working relationships that are based on mutual respect, trust, and cooperation [34].

Key Points

Non-financial factors: This refers to aspects of employment other than monetary compensation, such as work environment, relationships with coworkers, and company culture.

Employee retention: This is the ability of a company to keep its employees over a certain period. High employee retention indicates that employees are satisfied with their jobs and are likely to stay with the company for a longer duration.

Tourism industry: The specific sector being discussed, includes businesses involved in providing services [52] related to travel, leisure, and hospitality [15].

Literature review: This involves examining existing research, studies, and articles related to employee retention in the tourism industry to gather insights and information.

Case studies: In addition to the literature review, case studies provide real-world examples and practical insights into how non-financial factors impact employee retention in the tourism industry.

Work-life balance: Refers to the equilibrium between work responsibilities and personal life. A good work-life balance is important for employee satisfaction and retention.

Supportive leadership: Having managers and supervisors who are understanding, encouraging, and provide guidance and support to employees. Supportive leadership contributes to employee satisfaction and retention [40].

Organizational culture: The values, beliefs, and norms that define the work environment within a company. A positive and inclusive organizational culture fosters employee satisfaction and loyalty.

Values: The principles and standards that guide the behavior and decisions of individuals within an organization. When employees' values align with those of the company, they are more likely to stay.

Positive workplace relationships: Refers to the quality of interactions and relationships between coworkers, managers, and other stakeholders within the organization. Positive relationships contribute to a supportive and enjoyable work environment, which can enhance employee retention.

6   Integrating Monetary & Non-Monetary Catalysts – Best Practices

Overall, the passage emphasizes that factors such as work-life balance, supportive leadership, organizational culture, values, and positive workplace relationships play a significant role in influencing employee retention within the tourism industry.

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The best methods for combining financial and non financial incentives [2] to improve staff retention in the tourist industry are covered in this part. Based on the findings from the case studies and literature analysis, this chapter presents tactics that companies may use to develop a comprehensive strategy for staff retention.

Strategies for Integrating Monetary & Non-Monetary Incentives

Aligning monetary and non-monetary incentives with the organizational culture and values necessitates a deliberate approach. Several crucial tactics become apparent from the case studies and literature review:

- **Creating comparable Compensation Packages:** To draw and keep top people, organizations should make sure that their benefits and wage packages are comparable with those of the sector [6]. Offering competitive base pay, incentives based on performance, and extensive benefit packages are all part of this.

- **Establishing a pleasant Work Environment:** Maintaining and enhancing employee happiness requires a pleasant work environment. Companies should foster a culture that prioritizes work-life balance, honors employee achievements and encourages candid communication and teamwork [41].

- **Providing professional Development possibilities:** Long-term employee retention depends on providing possibilities for professional growth and promotion [31]. To engage and retain people, organizations might fund career advancement tracks, mentorship opportunities, and staff training and development programs.

- **Encouraging Work-Life Balance:** Fostering work-life balance is critical to the retention and well-being of employees. Employers can provide flexible work arrangements, such telecommuting or adjustable scheduling, to meet the demands of their staff members on both a personal and professional level [17].

Case Studies Highlighting Successful Integration

In order to improve staff retention in the tourist industry, a number of case studies demonstrate the effective blending of monetary and non-monetary incentives:

Case Study: Hotel & Resorts at Hilton
In addition to attractive pay packages, Hilton Hotels & Resorts provides a positive work environment that prioritizes career advancement and employee well-being. Hilton maintains continuously excellent staff retention and satisfaction ratings as a result [22].

Case Study: Examination of HRM
Airbnb places a high priority on work-life balance and employee well-being by providing flexible scheduling options and limitless paid time off. Additionally, through internal mobility and professional development programmes, Airbnb offers chances for professional advancement [1].

Challenges and Considerations in Implementing Integrated Retention Strategies
Employers may have difficulties in implementing monetary and non-monetary incentive integration, even though it can improve staff retention. Among these difficulties are:
- **Budget Restrictions:** When providing competitive benefit packages or funding staff development initiatives, organisations may run into financial restrictions.
- **Cultural Resistance:** The effective use of integrated retention techniques may be hampered by organisational resistance to change or cultural obstacles.
   Measuring Effectiveness: It may be difficult to gauge the success of integrated

7   Implications for Practice

The study's findings have a big impact on how the tourist industry operates, especially when it comes to developing staff retention tactics. Based on the knowledge gathered from the assessment of the literature and the examination of case studies, several useful suggestions are made for travel agencies that want to retain talented employees.

Practical Recommendations for Tourism Sector Organisations

Integration of Monetary and Non-Monetary Incentives: Employers in the tourism industry should combine monetary and non-monetary rewards as part of a comprehensive strategy to retain staff [49]. In addition to offering competitive pay and benefits, companies should place a high value on non-financial elements like job satisfaction, work-life balance, and a positive workplace culture [33].

- **Investing in Employee Development:** Keeping workers in the tourist industry requires offering them chances for professional development and career promotion [38]. To enable staff members to improve their abilities, organizations should provide training courses, mentoring programs, and chances for ongoing education.
- **Building a Positive Organizational Culture:** Encouraging employee engagement and loyalty requires fostering a positive and inclusive organizational culture [43]. Tourism organizations need to foster a work atmosphere that is supportive and encourages workers to feel appreciated, respected, and driven to contribute to the organization's success.
- **Promotion of Work-Life Balance:** Organizations should put in place procedures and policies that assist staff in juggling their personal and professional obligations, as they recognize the value of this balance [3]. Enhancing work-related stress reduction, wellness initiatives, and flexible work schedules may all greatly increase employee retention and happiness.
- **Effective Communication and Leadership:** In the tourist industry, excellent communication and leadership are major factors in staff retention [56]. It is important for managers and supervisors to model traits of leadership including empathy, responsibility, and openness while encouraging direct and honest communication with staff members.

Policy Implications for HR Management

- **Review and Revise HR Policies:** In order to keep up with the changing demands and expectations of workers in the tourist industry, human resource management policies should be reviewed and updated [5]. Companies should evaluate their HR procedures on a regular basis to make sure they are still relevant and competitive in luring and keeping talent.

- **Encourage Employee Referral Programmes:** In the tourist industry, implementing employee referral programs may be a successful recruitment and retention tactic [42]. Reducing recruiting expenses and improving employee engagement can be achieved by providing rewards to staff members who recommend eligible applicants.

- **Performance Recognition and Awards**: Maintaining a culture of excellence and keeping high performers requires acknowledging and recognizing employee achievement [18]. Establishing precise standards for performance reviews and putting in place incentive programs that honor and motivate workers' efforts are important tasks for organizations to accomplish [19].

- **Potential Impact on Employee Retention and Organizational Performance:** The tourist industry's organizational success and staff retention might be greatly impacted by putting the aforementioned ideas into practice. Organizations may foster a work environment that attracts and maintains great talent by placing a high priority on employee satisfaction, engagement, and development [26]. This will eventually improve productivity, customer satisfaction, and organizational success.

8   Discussion

The necessity of a comprehensive strategy for staff retention in the tourist industry is one discussion point derived from the literature review and research study. Non-financial elements are just as important in promoting employee commitment and happiness as monetary ones, such as competitive pay and benefits, which are critical in luring and keeping talent. The creation of complete retention strategies suited to the requirements and features of the tourist business requires the integration of both monetary and non-monetary drives.

The results also imply that, given the diversity of employee choices and goals, a one-size-fits-all strategy to retention may not be successful. As a result, companies need to take a customized approach to employee retention, providing a variety of chances and incentives for workers to select from by their requirements and preferences.

The study also emphasizes how leadership and organizational culture influence retention results. Employee loyalty and happiness may be greatly impacted by an encouraging and inclusive culture that values open communication, empowerment, and trust [9]. Therefore, to build successful leaders who can inspire and encourage their people, organizations need to engage in leadership development programs and give top priority to creating a healthy workplace culture. More research must be conducted to help companies retain their best employees [56].

All things considered, the conversation highlights how difficult it is to keep employees in the tourism industry and how crucial it is to take a multifaceted approach that takes into account both financial and non-financial aspects, as well as the importance of organizational culture and leadership, in promoting employee commitment, loyalty, and satisfaction. An in-depth analysis of the interplay between ethical leadership practices and organizational citizenship behaviors is revealed in this study [9].

9   Conclusion

With a qualitative methodology that included case studies and a review of the literature, this study investigated the variables affecting employee retention in the tourist industry. Regarding the monetary and non-monetary accelerators of staff retention in tourist organizations, the investigation produced several important conclusions.

Contribution of Theory & Practice

The study's conclusions add to our theoretical knowledge and practical recommendations for improving staff retention in the travel and tourism industry. Through a comprehensive analysis of extant literature and empirical case studies, this study offers significant insights into the complex dynamics of retention tactics implemented by tourist establishments.

Practical Recommendations for Tourism Sector Organizations

Based on the elements that have been shown to influence staff retention, the following useful suggestions are put up for businesses in the tourist sector:

- To draw and keep top personnel, provide competitive compensation and benefits [47].

- Encourage an environment at work where work-life balance and employee happiness are valued [25].

- Offering career growth and promotion chances can improve employee engagement and loyalty [6].

Policy Implications for HR Management

The study's conclusions have an impact on how the tourist industry handles human resources. HR managers have to think about implementing integrated retention strategies that tackle the financial and non-financial factors that influence employee commitment and satisfaction [34].

Potential Impact on Employee Retention & Organizational Performance

Organizations in the tourist sector should anticipate higher staff retention rates and increased organizational performance and competitiveness in the market by putting into practice effective retention strategies based on the study's results [29].

Future Research Directions

Although this study offers insightful information about employee retention in the tourist industry, there are still areas that may need more investigation. Future research might examine the long-term effects of staff retention on organizational results as well as the efficacy of certain retention treatments and methods in various tourist contexts [50].

This study's conclusion emphasizes how critical it is to comprehend and take action against the many variables affecting worker retention in the tourist industry. Tourism organizations may maintain their talent pool and prosper in a context that is becoming more and more competitive by implementing integrated strategies that take into account both monetary and non-monetary retention motivations.

The authors have no competing interests to declare that are relevant to the content of this article.

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