

# The impact of employee turnover rates in five-star hotels in Aqaba on occupancy rates.

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**Abstract:** - This research explores how the number of employees leaving a job is connected to the amount of space being utilized in a workplace. Luxury hotels in Aman are highly valued for their contribution to boosting the tourism industry. Investigating the effects of employee turnover on the local economy is the main focus of this research concerning hotels. Performance and occupancy are factors to consider, with the challenge of rising turnover rates presenting a significant issue in this context. Challenges faced by hotel managers can have an impact on the stability of their work and the quality of services they provide. employs an analytical approach by using custom designed surveys to Collect information from staff and supervisors at nine chosen hotels, in Aqaba. Then analyze it. There is a connection between the rate at which employees leave their jobs and the occupancy levels. According to research there is a connection between increased job satisfaction. Reduced turnover rates, in organizations. The findings highlight the significance of optimizing conditions and enhancing communication. Offering growth opportunities to decrease staff turnover and enhance the hotel's performance. By employing strategies, for managing human resources effectively in the hospitality industry Enhancing sustainability. Enhancing guest experiences as a whole will help boost the tourism industry's growth. the economy of A place named Aqaba in the region has been doing well recently.

**Key-Words:** - Turnover, Occupancy rates, Aqaba, employees' job satisfaction levels, 5 stars Hotels

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## 1. Introduction

The hotel and hospitality sector holds significance in numerous nations as it contributes to tourism development and boosts employment opportunities and economic progress (Isna Salamah et al., 2020). In Aqabas luxurious accommodations sector is crucial as it promotes eco tourism and leisure pursuits (Iskandar et al., 2015). These upscale hotels encounter challenges, in managing their human resources department where frequent staff turnover rates affect both occupancy levels and overall operational efficiency. The aim of this research is to explore how turnover rates impact the occupancy levels at luxury hotels in Aqaba aiming to assess its

effects, on efficiency and shape suitable human resources management plans (Mohammad et al., 2012).

The hospitality sector plays a role in boosting global tourism and local economies. The luxurious hotels along the red sea coast, in Aqaba offer top tier experiences under the five star category. Yet effectively managing resources in this dynamic industry calls for continuous adjustment to market demands and technological progress. Frequent staff turnover is a sign of problems like job unhappiness and limited growth chances (Sakri & Benaichaoui). These turnover numbers impact service quality and operational consistency (Tryono & Hady 2020). So

it's vital to grasp this connection to create methods for boosting hotel performance, in Aqaba.

Luxury accommodations in Aqaba are highly regarded as destinations for travelers to discover and play a significant role in promoting tourism and the economic development of the local community. However, hotel management encounters challenges stemming from staff turnover rates that disrupt operational consistency and service quality. These issues inevitably impact hotel occupancy levels and overall operational efficiency (as per Yudhit Ayuningtyas et al., 2018). Numerous factors play a role, in these turnover rates including economic circumstances, work environment conditions, and cultural influences. According to Birhari (2022), understanding the impact of turnover rates on hotel occupancy and business operations is essential for enhancing hotel performance and implementing human resource management strategies. This study aims to investigate the correlation between employee turnover rates, occupancy levels, and overall performance, as well as to devise approaches, for reducing turnover and enhancing operational effectiveness.

The research aims to explore how staff turnover rates are linked to room occupancy rates at hotels in Aqaba city, a beautiful coastal destination in Jordan along the Red Sea shores. The primary objectives involve studying how job satisfaction impacts turnover rates and discovering any connections between these key factors of concern. Crucial research questions entail investigating if there is a relationship between employee turnover figures and hotel occupancy rates while also delving into the connection, between employees' levels of satisfaction and their tendency to quit their jobs early on. The prevailing theories propose that there is no link, between job satisfaction levels and turnover rates and likewise between turnover rates and occupancy rates.

The study's significance lies in addressing the challenges faced by HR departments in hotels in Aqaba by investigating the impact of turnover rates on occupancy rates and operational effectiveness. This understanding could enhance service quality and guest happiness while reducing hiring costs and training time. This research could lead to improvements in HR strategies and hotel management in Aqaba that may contribute to the advancement of tourism and economic development, in the region.

## **2. Literature review**

### **2.1 Introduction**

Several research studies have previously explored the relationship between employee turnover and occupancy rates in the hospitality industry, particularly in the hotel sector. Some of these studies have successfully identified factors influencing hotel workforce stability and their impact on occupancy rates. For instance, Birhari, study (2022) demonstrated that improvements in the work environment and increased employee satisfaction are associated with a decrease in turnover rates and an increase in occupancy rates.

However, there is still a research gap concerning the analysis of the relationship between employee turnover rates and occupancy rates in five-star hotels in Aqaba. Although these hotels constitute a significant part of the tourism infrastructure in the region, previous studies have not adequately focused on this specific market and its unique effects on turnover and occupancy rates. Therefore, this study aims to fill this research gap and provide a deeper understanding of this complex and vital relationship for sustaining the hospitality industry in the region.

### **2.2 Falling profits - Rising cap rates**

The ongoing economic difficulties throughout the United States in the first quarter of 2009 have set the stage for a potentially unprecedented downturn in the domestic lodging industry. According to Smith Travel Research (STR), the average occupancy rate for U.S. hotels in 2008 was 60.4 per cent, reflecting a 4.2 per cent drop from 2007 and falling 240 basis points below the two-decade average of 62.8 per cent. This decrease in demand is further strained by a substantial rise in new hotel openings, resulting in a net supply increase of 2.7 per cent in 2008, with an anticipated further rise of 2.6 per cent in 2009, exceeding the twenty-year average of 1.9 per cent. Projections by PKF Hospitality Research (PKF-HR) predict a 13.7 per cent reduction in revenue per available room (RevPAR) in 2009, attributed to the mismatch between supply growth and declining demand. Consequently, it is expected that average hotel profits will fall by 30.1 per cent this year, marking the largest annual profit decline since data collection started in 1936. These forecasts indicate serious challenges for hotel property values, highlighting significant hurdles. (Woodworth, 2009).

### **2.3 The Impact of the Egyptian Political Events during 2011 on Hotel Occupancy in Cairo**

The political turmoil that unfolded in Egypt in 2011 greatly affected the rate at which hotels were filled in Cairo. An aspect of the nations tourism sector that contributes roughly 11.4 percent to its GDP and supports about 12.6 percent of employment opportunities directly and indirectly.. Even though it plays a role in the economy of Egypt the tourism industry is vulnerable to various challenges, like terrorism economic downturns, natural calamities, and political unrest.. This research investigates how the 2011 political unrest in Cairo affected hotel occupancy rates and analyzes how hotels and the government responded to the situation based on data from the Ministry of Tourism which showed a significant negative impact on the hotel sector with Cairo and other key cities facing notable challenges Hotel occupancy rates in Cairo notably dropped compared to the year suggesting a clear link between political disruptions and lower occupancy levels resulting in decreased revenue, for hotels. Hotels responded by taking actions like lowering room prices and reducing staff numbers as a temporary solution to the situation caused by the pandemic impacts while receiving financial support from the government to cope with the challenges faced by the hospitality industry. Despite these efforts being made in response to the crisis situation faced by hotels due to occupancy rates persisting throughout the year; it was observed that these measures were not adequate. The research study suggests approaches for both hotels and government authorities to adopt in handling such crises effectively by prioritizing tourist safety and security measures and utilizing various media platforms to reassure tourists and entice them back, to the destination. This study offers recommendations that could benefit other crisis hit destinations based on its findings (Mohammad et al., 2012).

### **2.4 The Influence of Leadership on turn over the Intention of Front Office Department Employees at Ibis Bandung trans studio hotel**

This study aims to explore the reasons behind employees desire to leave their jobs by focusing on how leadership impacts this decision as a factor while also considering the influence of regional autonomy as a result of this turnover intention in the front office department at Ibis Bandung utilizing a saturation sampling technique for participant selection. Data was analyzed through linear

regression with a significance level of 5% using Statistical Package for Social Sciences (SPSS) version 19 to draw insights, from the collected data. The results suggest that leadership factors play a role, in influencing employees intentions to leave the organization. (Iskar et al., 2015).

### **2.5 The Influence of Leadership Style, Standard Operating Procedures and Turn Over on the Performance of Everbright Hotel Employees in Surabaya**

This study aims at three things. Assessing how leadership style and standard operating procedures as well as turnover collectively impact employee performance and exploring the separate effects of each of these factors on employee performance in Hotel Everbright in Surabaya city while also determining which factor among leadership style and standard operating procedures and turnover has the most significant influence on employee performance at the said hotel in Surabaya city based on the analysis of responses, from 55 hotel employees using SPSS software for a linear regression analysis. The findings suggest that how a leader leads the team and the established procedures along with employee turnover all play a role in determining employee performance at Hotel Everbright in Surabaya as per the study by Yudhit Ayuningtyas and colleagues, in 2018.

### **2.6 The Influence of Current Ratio, Debt To Equity Ratio, Working Capital Turn Over on Return on Equity at D'Dhave Hotel Padang.**

The main goal of this research is to assess how the current ratio and debt to equity ratio impact the return on equity at D'Dhave Hotel in Padang both individually and together with the working capital turnover rate. To gather data for this study on D'Dhave Hotels performance over the years 2012 to 2016 various methods including field research and literature review were employed followed by a thorough analysis using multiple linear regression techniques. The findings show that there is a correlation between the current ratio and the return on equity at D'Dhave Hotel, during the specified period which confirms our initial hypothesis (Hypothesis 1). During that time frame from 2012 to 2016; Enough. The debt to equity ratio didn't have a great impact on the return on equity as per hypothesis two (denoted as H2). On the hand. There was a noticeable positive influence from working capital turnover on the return, on equity supporting hypothesis three (referred to as H3). Throughout the specified period examined by Tryono & Hadya in

2020\_ it was found that the current ratio\_ debt to equity ratio\_ and working capital turnover had an impact on the return, on equity of D'Dhave Hotel. This observation supported the hypothesis (HL).

### **2.7 Factors Affecting Employees' Turnover in the Hotel Industry a Case of Bahir Dar City.**

Employee turnover presents a considerable challenge for businesses that are staff-dependent, a situation particularly prevalent in the hotel industry. Human Resource Management is vital for effectively managing organizational resources and shaping employee experiences. The success of any company largely depends on the efficiency and effectiveness of its workforce. This study primarily aims to identify the factors contributing to employee turnover within the hotel industry. Data were collected from respondents using a structured questionnaire designed on a 5-point Likert scale. Structural equation modelling was used as the analytical framework, with Amos graphics employed as the statistical tool. The findings of the study indicate that factors such as salary and benefits, working environment, and management practices significantly influence employee turnover within the Bahir Dar hotel industry..(Birhari, 2022).

### **2.8 The Impact of Job Satisfaction on the Quality of Hotel's services Field Study on a Sample of Three-star Hotels in Medea**

This study aims to explore the relationship between job satisfaction and the quality of services provided by three-star hotels in Medea. Delivering high-quality services that meet customer needs and preferences is directly tied to the level of employee satisfaction. To address this, the researcher developed a theoretical framework focusing on job satisfaction and hotel service quality. Practically, a questionnaire with 34 statements related to job satisfaction and service quality was created for data collection and analysis, with hypotheses tested using the SPSS22 software package. The study included a sample of 44 hotels in Medea. The analysis showed that both job satisfaction and service quality in these hotels were deemed acceptable. Furthermore, a positive correlation was found between job satisfaction and service quality, with various dimensions of job satisfaction positively influencing the quality of services provided by the hotels.(Sakri & Benaichaoui, 2022) .

### **2.9 Impact of Hotel Employees' Psychological Well-Being on Job Satisfaction and Pro-Social Service Behavior: Moderating Effect of Work-Life Balance**

This study investigates the relationship between deluxe hotel employees' perceptions of their psychological well-being and its impact on their job satisfaction and pro-social service behaviour. It also examines how work-life balance moderates the relationship between psychological well-being and job satisfaction. A self-administered questionnaire was distributed to 275 deluxe hotel employees using convenience sampling. The findings indicate that among the sub-factors of employee psychological well-being, positive relationships had the most significant impact on enhancing job satisfaction, followed by self-acceptance, purpose in life, and environmental mastery. Additionally, job satisfaction among deluxe hotel employees showed a positive correlation with their pro-social service behaviour. The study further revealed that the positive impact of purpose in life, a sub-factor of psychological well-being, on job satisfaction was more pronounced among respondents with higher levels of work-life balance. The study concludes by discussing theoretical and practical implications, addressing limitations, and suggesting directions for future research.(Jung et al., 2023)

## **3. Theoretical framework**

To develop a more solid theoretical framework, well-known theory on employee turnover, job satisfaction, and organizational performance was incorporated. It is Herzberg's two-factor theory that focuses on the factors that stimulate satisfaction and dissatisfaction in work environments. This theory states that there are two types of factors that influence employee satisfaction: hygiene factors and motivational factors. Hygiene factors such as salaries and managerial policy do not lead to positive satisfaction but prevent dissatisfaction if they are adequate. On the other hand, motivational factors such as achievement and recognition lead to high job satisfaction and employee motivation (Herzberg, 1966)

## **4. Methodology of the study**

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cooperation and contribution. We are looking forward to seeing you at the Conference.

#### 4.1 Sample

The sample will include employees from various departments and managers in the selected hotels in Aqaba, totalling 9 hotels. The sample will be randomly selected from lists of employees and managers, comprising 100 individuals, including both employees and managers.

#### 4.2 Data Collection Tools

Specially designed questionnaires will be used to collect data from employees and managers. The questionnaire includes questions related to personal information, employee job satisfaction assessment, turnover rate analysis, performance evaluation, and human resource management.

#### 4.3 Statistical Analysis

Data will be analyzed using descriptive statistical methods to describe the basic characteristics of the sample. Quantitative analysis will be conducted to analyze the relationships between study variables using logistic regression or multiple analysis techniques.

#### 4.4 Interpretation and Conclusion

The results of the analysis will be interpreted, and conclusions drawn to understand the relationship between turnover rates and occupancy rates and identify factors influencing this relationship. The results will be discussed based on previous literature, and necessary recommendations will be provided to improve human resource management in five-star hotels in Aqaba.

### 5. Findings of the Study

#### 5.1 Description of Demographic Information

The males consist (62%) of the sample. The highest class (39 %) is their age (30-39 years ), and the lowest class ( 17 %) is their ages of 50 years and more. (32% ) their Experience ( 5 – 8 ) years, and less class ( 19 %) their ages 1 year.

**Table 1: Demographic Information**

Variable	Frequency	Percentage (%)
Gender		
Male	62	62
Female	38	38
Age		
50 =>	17	17
40 – 49 years	24	24
30– 39 years	39	39
20-29 years	20	20
Experience		
9 =>	24	24
5-8 years	32	32
2-4 years	25	25
1 year	19	19

#### 5.2 Reliability and validity test

This study employed two reliability tests: internal consistency and construct reliability (Fornell and Larcker, 1981; Hair et al., 2010). Internal consistency of the instrument was evaluated using Cronbach's  $\alpha$  coefficients. The  $\alpha$  coefficient assesses the extent of correlation among multiple indicators. For unidimensional scales, a Cronbach's  $\alpha$  value of 0.6 or higher is considered acceptable (Nunnally, 1978). Results showed high Cronbach's  $\alpha$  values for the items. In Structural Equation Modeling (SEM), construct reliability is gauged using composite reliability (CR), which is deemed more efficient than Cronbach's  $\alpha$  (Bagozzi and Yi, 1988). As shown in Table 2, CR values ranged from 0.90 to 0.92, surpassing the recommended threshold value of 0.7 (Hair et al., 2010).

According to Hair et al. (2010), validity refers to the degree to which a set of indicators accurately represents a construct. This study assessed two types of validity: convergent validity and discriminant validity. Convergent validity measures how well the items represent the intended latent construct. It is evaluated through factor loadings and average variance extracted (AVE) (Hair et al., 2010). A general guideline is that factor loadings should be at least 0.50 (Hair et al., 2010). In this study, all item factor loadings exceeded 0.50.

**Table 2. Measurement model: constructs, items, loadings and reliability estimates**

Item description	Loadings(t-value)	Cpha	CR	ave
employees' job satisfaction levels and turnover rates		0.86	0.92	0.62
How satisfied are you with the hotel's work environment	0.88			
How do you rate your experience working with your team	0.79			
Do you feel that development opportunities are available to you at the hotel	0.71			
What is your level of satisfaction with the hotel's human resources management	0.83			
How do you evaluate the hotel's human resources management methods	0.74			
Do you feel that the hotel provides adequate support to employees	0.81			
Is there effective communication between employees and management	0.76			
employee turnover rates in hotels and their occupancy rates		0.76	0.90	0.60
Have you noticed changes in your coworkers recently	0.84			
Is management one of the reasons	0.74			
Do you think turnover rates affect a hotel's overall performance	0.78			
How do you evaluate the hotel's occupancy level	0.79			
Do you think that employee turnover rates affect occupancy rates	0.81			
Are there other factors that affect occupancy rates	0.69			

### 5.3 Description and test of hypotheses

Table 3 shows that all items have obtained arithmetic means greater than (3.00) and p-value less than (0.05) which indicates that they are statistically significant. That means There is satisfaction with the work environment , The employees' experience with their teams at work is evaluated , There is a feeling that development opportunities are available at the hotel, There is satisfaction with human resources management , Human resources management methods are positive , and the hotel provides adequate support to the staff. As for all the statements, the mean is (3.99) and the p-value is less than (0.05), statistically significant; this means that hypothesis 1 is rejected. So there is statistically significant relationship between employees' job satisfaction levels and turnover rates in five-star hotels in Aqaba.

**Table 3. The mean, standard deviation, T values, and p-value related to hypotheses 1**

No.	Statement	Mean	Std. Devi	T-value	p-value
1	How satisfied are you with the hotel's work environment	4.09	1.09	6.59	0.00
2	How do you rate your experience working with your team	4.19	1.10	7.09	0.00
3	Do you feel that development opportunities are available to you at the hotel	4.02	1.12	5.97	0.00
4	What is your level of satisfaction with the hotel's human resources management	3.91	1.19	4.99	0.00
5	How do you evaluate the hotel's human resources management methods	3.84	1.09	5.04	0.00
6	Do you feel that the hotel provides adequate support to employees	3.81	1.03	5.19	0.00
7	Is there effective communication between employees and management	4.05	1.02	6.71	0.00
Total		3.99	0.87	7.45	0.00

Table 4 shows that all items have obtained arithmetic means more than (3.00) and p-value less than (0.05) which indicates that they are statistically significant. That means there have been recent staff changes at work , management is one of the reasons for the changes , turnover rates affect the overall performance of the hotel ,the hotel occupancy level is acceptable , employee turnover rates affect occupancy rates , and there are other factors that affect occupancy rates .

As for all the statements, the mean is (3.77) and the p-value is less than (0.05), statistically significant; this means that hypothesis 2 is rejected. So there is statistically significant relationship between employee turnover rates in hotels and their occupancy rates.

**Table 4. The mean, standard deviation, T values, and p-value related to hypotheses 2**

No.	Statement	Mean	Std. Devi	T-value	p-value
1	Have you noticed changes in your coworkers recently	3.51	1.20	2.79	0.01
2	Is management one of the reasons	3.49	1.33	2.40	0.02
3	Do you think turnover rates affect a hotel's overall performance	4.00	1.13	5.78	0.00
4	How do you evaluate the hotel's occupancy level	3.84	1.07	5.14	0.00
5	Do you think that employee turnover rates affect	3.81	1.30	4.12	0.00

occupancy rates					
6	Are there other factors that affect occupancy rates	3.98	1.08	5.93	0.00
Total		3.77	0.94	5.37	0.00

## 5.4 Results of The Study

Result 1: The data indicates that the majority of participants in the study were male, representing 62% of the sample. The most represented age group was between 30 and 39 years, accounting for 39%, while the least represented age group was those aged 50 years and above, comprising 17%. Regarding experience, 32% of the participants had between 5 to 8 years of experience, while only 19% had one year of experience.

Result 2: The surveys revealed a general satisfaction among employees with the work environment in five-star hotels in Aqaba. Employees expressed satisfaction with their work experience with their teams and felt that there were opportunities for development within the hotel. Additionally, employees were satisfied with the human resources management and its methods, and confirmed that the hotel provides adequate support to the staff.

Result 3: The research revealed a link between the job satisfaction of employees and the turnover rates, within the organization indicating that employees content with their work and surroundings showed lower tendencies to resign when contrasted with their discontent counterparts.

Result 4: The research showed that there are shifts in hotel staff due to management issues playing a crucial role in this turnover trend. Furthermore it was noted that the turnover of employees greatly influences the hotels performance and occupancy rates. Although other factors play a role, in occupancy levels the turnover of staff had an impact.

The research findings offer insights to different groups involved in the hospitality industry such as hotel managers and employees along with policymakers and tourism boards. Hotel managers can apply these results to enhance human resource strategies for employee satisfaction leading to improved hotel performance and higher occupancy rates. Policy makers can utilize these findings to create policies for the hospitality sector thus boosting its impact, on the local economy.

## 5.2 Summary of Results

The findings offer an insight into the impact of employee turnover on performance and occupancy levels within luxury hotels in Aqaba region emphasizes the critical need, for enhancing workplace conditions and effective human resources practices.

## 6. Discussion

The findings presented in the research differed from those, in studies. Exploring the connection between employee happiness and turnover and occupancy rates is essential, in understanding hotel performance in a manner—a perspective that integrates various key factors often overlooked in prior studies that mainly concentrated on economic and leadership impacts. Our research offers an examination that links employee happiness with staff retention and hotel success to offer valuable insights, on enhancing hotel performance through better human resource strategies.

Our study offered tips to lower turnover rates and enhance team stability based on your analysis findings – ultimately boosting hotel performance and occupancy levels – making a significant contribution, to the field.

## 7. Recommendations

1- Hotel administrators should prioritize enhancing the atmosphere through offering cozy and encouraging working environments to enhance employee happiness and lower turnover rates.

2- Organizations should establish training and growth initiatives for their staff to convey a sense of potential career progression and development, within the company.

3- Improving communication between managers and staff can be achieved by creating consistent channels of communication such, as monthly meetings and regular performance evaluations to make employees feel valued and involved in decision making processes.

4- Regularly evaluating how satisfied employees are, with their work environment and management is recommended to pinpoint any areas that require enhancements. This practice helps in fostering an enduring work atmosphere that can lower turnover rates and boost occupancy levels.

To enhance human resources management in five-star hotels in Aqaba, the following recommendations can be made:

1- Establish training initiatives to boost the abilities of staff members and provide avenues, for their professional growth.

2- Enhancing settings by offering pleasant and encouraging work conditions.

3- Enhancing the lines of communication between supervisors and staff to encourage employee involvement, in decision making processes.

4- Explore ways to enhance employee happiness and lower turnover rates by providing perks and recognition, for work performance.

Conclusion:

The research findings suggest a notable link between employee turnover rates and occupancy levels in luxury hotels in Aqaba city center was established by this study's results. The research pointed out that enhancing the atmosphere and boosting employee satisfaction plays a crucial role in decreasing turnover rates. Thereby enhancing hotels overall performance. By prioritizing the development of training initiatives and fostering communication channels, between leadership and staff members hospitality establishments can create a more stable and positive work setting that ultimately translates to increased guest occupancy rates and employee retention. These results highlight the importance for hotel managers to review their approaches to managing staff and enact measures that boost employee happiness and enhance company performance.

Future research directions:

This research offers areas for further investigation like studying how technological progress affects employee turnover and hotel performance in the future. It also suggests looking into the influence of aspects on employee contentment and loyalty as well as the effects of economic and political shifts, on hotel performance.



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### **Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)**

The authors equally contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

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### **Conflict of Interest**

The authors have no conflicts of interest to declare that are relevant to the content of this article.

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