

A predictive analytics approach to mitigating employee turnover in Saudi Arabia community hotels

Bandar Altalhi^{1*}

¹Administrative sciences dept., Applied College, University of Bisha, Bisha 67614, Saudi Arabia; baltalhi@ub.edu.sa (B.A.).

Abstract: This study investigates a smart, multi-method framework designed to reduce employee turnover in community hotels in Saudi Arabia. Recognizing the hospitality industry's labor-intensive nature and the significant challenge of employee retention, particularly in resource-limited community hotels, this research integrates predictive analytics with qualitative insights and employee feedback. The framework aims to provide a comprehensive approach to understanding and addressing the causes of turnover. Key variables examined include perceived organizational support, job satisfaction, affective commitment, normative commitment, and turnover intention, with gender being a potential moderator. Predictive analytics employs a logistic regression model to forecast turnover risk and enable timely interventions. Findings indicate that perceived organizational diversity positively impacts job satisfaction and negatively affects turnover intention, with a notable moderation effect on gender. Female employees benefit more from diversity initiatives, experiencing higher job satisfaction and lower turnover intention, mediated by job satisfaction. The study emphasizes the value of fostering diversity and tailoring inclusion strategies to specific employee groups to enhance retention in the Saudi Arabian hospitality sector, aligning with Vision 2030's goals for tourism growth.

Keywords: Employee turnover, Hospitality industry, Organizational diversity, Predictive analytics, Saudi Arabia.

1. Introduction

The hospitality sector is inherently labor-intensive, and maintaining a stable and content workforce is crucial for providing high-quality service [1-4]. Employee turnover has historically posed a significant challenge, especially in community hotels with limited resources for staff retention initiatives. Given the increasing competition and the evolving nature of customer expectations, community hotels are progressively adopting novel strategies to reduce employee turnover [5-7]. A key strategy involves utilizing data analytics and advanced technology, which enable hotels to anticipate turnover risks and develop targeted interventions aimed at retaining employees. This article presents a smart, multi-method approach that incorporates predictive modeling, employee feedback, and qualitative insights to decrease employee turnover within community hotels. By employing both quantitative and qualitative methodologies, this approach provides a comprehensive framework for understanding the underlying causes of turnover and identifying actionable solutions.

Prior studies, Griffeth et al. [8], Memon et al. [9], and Ampofo and Karatepe [10] demonstrate how measurements of employee satisfaction, employee engagement, and organizational commitment help predict turnover intention. However, these methodologies have shortcomings when applied to turnover as a phenomenon in the hospitality sector. The emergent data-based methodologies (e.g., machine learning, predictive analytics) have been shown to aid in understanding and forecasting employee turnover [11, 12]. However, for community hotels, where employee turnover directly affects the level of service and operational expenses, the application of smart analytics becomes even more valuable. The present study attempts to advance existing studies by embedding predictive analytics in a

wider, multi-method approach, including real-time employee feedback and qualitative data obtained from interviews and focus group discussions.

Predictive analytics in human resource management (HRM) is gaining attention for improving managerial decision-making and employee retention [13]. For example, machine learning algorithms identify attributes of employee turnover in large data sets that include job satisfaction, workload, and career advancement [14]. Predictive analytics, combined with qualitative methods like exit interviews and employee surveys, provide actionable managerial insights for understanding turnover. The need for personalized employee management in community hotels makes this hybrid model particularly applicable. It is posited that to minimize employee turnover in hospitality, the community hotel sector would benefit most from implementing a multi-method approach, where qualitative and quantitative data collection and analysis are combined.

In this research, the use of data analytics is complemented by the need for ongoing improvements, as well as real-time monitoring of employee retention strategies. According to Burnett and Lisk [15] and Paul and Singh [16], employee engagement is a multifaceted process and requires real-time attention. Community hotels can use real-time feedback systems to alleviate employee problems before they become a reason for quitting. Hotels can also use this method to evaluate the success of employee retention strategies through A/B testing and pilot retention strategies. These initiatives enable hotels to fine-tune and quickly implement evidence-based Human Resources (HR) strategies, thereby elevating employee engagement and decreasing their propensity to leave.

This research advocates for a smart, multi-method approach that integrates predictive analytics, qualitative feedback, and real-time engagement monitoring of employee turnover in the hospitality industry. This framework is particularly useful for community hotels, where functioning from a critical employee retention standpoint lends operational quality and efficiency to the service provided. This method, combining analytics with traditional people-based HR methods, offers a way to minimize employee turnover pains for both employees and hotel management.

2. Literature Review

Community hotels encounter a multitude of problems stemming from high employee turnover. Frequent turnover leads to new hires' onboarding and training, disruption of service delivery, and increased operational costs, all of which negatively impact the bottom line [1]. Turnover intentions have been thoroughly studied. Job satisfaction, organizational commitment, and working conditions are all motivating factors that have been studied [8, 17]. Predictive analytics and other forms of machine learning are overlooked when considering the ability of these technologies to determine and analyze patterns that lead to employee turnover [14].

Incorporating these technologies into HRM and employee turnover strategies is a step in the right direction. This literature review discusses the applicable turnover literature in the hospitality industry and innovates a "smart" multi-method framework that, when combined, uses temporally predictive modeling, real-time employee feedback via surveys, and qualitative employee feedback to provide a means of reducing community hotel employee turnover.

The past several years have seen an increase in studies related to the use of forecasting tools in HRM, with more recent studies focusing on forecasting employee turnover [13]. Predictive modeling, for example, has the ability to process large amounts of data (big data) to determine an employee predisposed to turnover and to explain the reasons for such an outcome, based on factors such as employee performance, absenteeism, and employee engagement [11]. Community hotels are an example of an industry with high turnover, which is affected to a large degree by external seasonal and local labor supply factors [5]. The use of forecasting tools in employee turnover studies not only increases the accuracy of forecasting employee turnover but also enhances the ability of HR practitioners to implement necessary and specific retention efforts, such as customized retention programs, to help the employees most at risk of turnover [14].

Predictive analytics is useful for estimating potential employee turnover, but it does not provide a complete picture of the qualitative factors that contribute to it. Methods such as interviews and focus groups provide rich descriptions of the qualitative factors involved. Researchers have emphasized the need for retention strategies to incorporate employees' perspectives on job satisfaction, commitment to the organization, and opportunities for career development [18]. In the hospitality sector, several studies indicate that employee turnover results from insufficient managerial support, lack of career advancement, and poor work-life balance [19, 20]. Predictive models that include qualitative feedback, such as focus groups and interviews, assist hotels in developing retention strategies tailored to address employees' personal concerns alongside statistical predictors of turnover.

An integral part of smart turnover management systems is the framework for real-time data collection and monitoring. More traditional approaches to turnover management, including annual employee surveys and exit interviews, tend to lack the required immediacy to address management issues as they arise [15]. Accordingly, real-time feedback systems provide the means for hotels to make continuous assessments of employee satisfaction and engagement, and for HR to act rapidly on emerging employee engagement issues [15, 21].

A substantial body of evidence supports the efficacy of real-time feedback combined with data-driven management decisions to reduce employee turnover, as management can take corrective actions [22]. Real-time employee sentiment analysis is an example of analytical tools that, when applied to employee feedback, reveal changes in morale, enabling management interventions before dissatisfaction and turnover intentions become reality.

Employee turnover can also be influenced by a worker's organizational commitment, which can be classified as affective commitment, normative commitment, and continuance commitment [23]. Affective commitment describes an employee's emotional association with the organization and has the strongest inverse correlation to turnover intention [24, 25]. In the hospitality sector, emotional affective commitment is the most difficult to achieve because of the highly transient nature of the workforce and the excessive emotional labor required [19]. Research shows that affective commitment can be improved, and turnover decreased, through targeted employee engagement measures such as mentoring and career advancement opportunities [26]. This review highlights the need for community hotels to develop operational strategies to reduce turnover while fostering employees' emotional attachment to their workplace.

The role of organizational support and work environment on employee outcomes has been a growing area of focus in turnover intention research. Employees' thoughts on how much the organization cares about their work and how much they appreciate their contributions are called perceived organizational support (POS). Job satisfaction, organizational commitment, and turnover intentions are positively affected by high levels of POS, and negatively by low levels of these outcomes [27-29].

At community hotels, POS and turnover intentions can be positively affected by providing support such as a flexible work schedule and a chance at a professional development workshop. Studies show, however, that for POS to be effective, there needs to be support from management, as a lack of alignment between organizational policies and managerial practices can erode employee trust and loyalty [30].

Based on scholarly articles on employee turnover within the hospitality sector, the issues are complex, requiring other techniques as well. The application of predictive analytics, complemented by qualitative data and real-time feedback systems, can provide community hotels with a more sophisticated framework for turnover management. This multi-method approach contributes to managing turnover by improving the accuracy of predictions, addressing fundamental employee dissatisfaction and disengagement, as well as sustaining turnover and enhancing organizational performance.

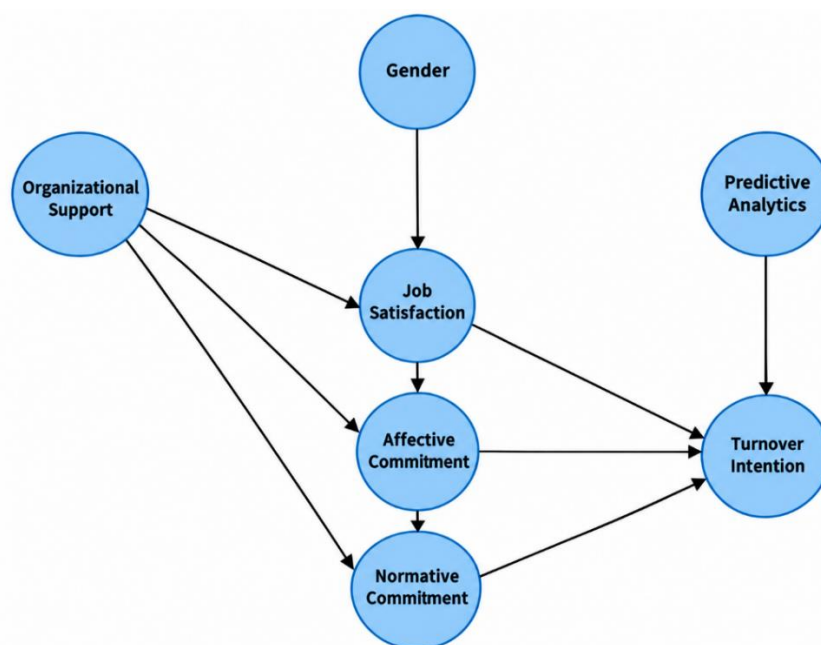


Figure 1.
Conceptual Framework: Smart multi-method approach to reducing employee turnover.

3. Conceptual Framework

This conceptual framework highlights the relationships between key variables involved in reducing employee turnover in community hotels using a data-driven approach. Below are the research questions (variables) and associated hypotheses.

3.1. Research Questions (Variables)

- How does perceived organizational support affect employee turnover intention?
- How does job satisfaction mediate the relationship between organizational support and turnover intention?
- How do affective and normative commitment mediate the relationship between organizational support and turnover intention?
- How does organizational support, through mediators, influence turnover intention?
- Does gender moderate the relationships between organizational support and mediators (job satisfaction, affective commitment, normative commitment)?
- How does the integration of predictive analytics enhance the ability to forecast turnover and implement timely interventions?

4. Hypotheses

- H₁: Perceived organizational support will have a significant positive effect on job satisfaction.*
- H₂: Perceived organizational support will positively influence affective commitment and normative commitment.*
- H₃: Job satisfaction will have a negative effect on turnover intention.*
- H₄: Affective commitment and normative commitment will negatively influence turnover intention.*
- H₅: Gender will moderate the relationship between organizational support and job satisfaction, with stronger effects for one gender over the other.*

H₆: Gender will moderate the relationship between organizational support and affective and normative commitment.

H₇: Predictive analytics will enhance the prediction of turnover intention, allowing for timely interventions and reducing turnover rates.

The purpose of this study is to develop a smart, data-assisted approach to reduce employee turnover in community hotels in the Kingdom of Saudi Arabia. Due to the positive impact of the Vision 2030 initiative on KSA's economy, the hospitality sector is expanding rapidly [31]. Hotels that serve the community face unique operational challenges with high employee turnover, as this negatively affects the quality and efficiency of services provided. This particular methodology describes the intended population, the sampling strategy, the data collection, and analytical methods employed for the purpose of evaluating turnover intentions as a function of predictive analytics, feedback streams, and classical qualitative data.

5. Methodology

5.1. Target Population and Sampling Procedure

The target sample focuses on full-time hotel employees working at small to medium-sized hotels in Saudi Arabia, especially in rapidly developing tourism areas such as Riyadh, Jeddah, and Mecca. These areas have a mixture of local and immigrant workers, making them suitable for studying the intention to leave employment. The small to medium-sized hotels, which have 30 to 100 employees and 50 to 150 rooms, are less stable than large hotel chains regarding employee retention. As with past research on hotel turnover, these hotels are characterized by underdeveloped HR practices and limited retention strategies [1].

The combination of purposive and snowball sampling techniques has been used for this study. The researchers prepared a list of small and medium hotels in the target regions from the Saudi Commission for Tourism and National Heritage (SCTH), which first acquainted the researchers with 40 hotels. These hotels were approached under the following guidelines: They need to have both Saudi and expatriate personnel, and they need to have experienced some turnover problems within the last year. If there were any additional qualifying hotels willing to participate, that would bring the total to 28 hotels. Snowball sampling was applied in each of the hotels, as hotel managers sent additional participants to the study, provided they were open to talking about turnover.

5.2. Data Collection Procedure

We created a multi-faceted data collection strategy that included quantitative data collection through a survey, qualitative data collection via interviews, and predictive analytic methods. The quantitative survey was administered to a random sample of 600 employees in the hotel industry, and of the returned surveys, 400 were usable (67% response rate). The surveys included questions related to participant demographics (e.g., gender, nationality, and time in position) and measures of job satisfaction, organizational commitment, and intention to leave the organization. Additionally, participants were asked to provide comments via an employee management software program that tracks employee engagement and job satisfaction in real time and weekly. This management program was merged with the hotel's human resources systems so that data could be retrieved continuously over the 6-week cycle.

The qualitative data were obtained through a semi-structured interview process with managers (n=20) and employees (n=30) from various hotel operational departments. The interviews included questions to determine the causal factors of employee turnover, managerial support, and career development. These interviews provided a rich background for the quantitative portion of the study and the predictive models used in the analysis.

5.3. Measurements

The 5-point Likert scale used in the quantitative methodology tier rated job satisfaction, organizational commitment, and turnover intention, with 1 = strongly disagree and 5 = strongly agree. Regarding job satisfaction, the scale relied on Cetin [32] and the prompts "I feel valued at my

workplace” and “I am satisfied with my job overall.” In this research, the job satisfaction scale proved reliable, with a Cronbach’s alpha of 0.78. Organizational commitment included scales based on Allen and Meyer [23] and captured both affective and normative commitment dimensions. The scale demonstrated sufficient reliability, with Cronbach’s alpha scores of 0.81 and 0.75 for affective and normative commitments, respectively.

Turnover intention was measured using a three-item scale derived from Cammann [33], including statements like “I frequently think of leaving this job” and “I am likely to leave my job in the next six months.” In our sample, this scale had a reliability of 0.77, consistent with prior studies [34].

Table 1.
Participating Hotels.

Hotel Code	Total Staff	N (400)
A	45	18
B	50	21
C	35	16
D	60	19
E	75	22
F	38	15
G	55	24
H	48	17
I	65	20
J	85	28
K	70	22
L	42	18
M	58	23
N	37	12
O	32	11
P	51	19
Q	60	22
R	72	25
S	40	14
T	47	16

Note: N indicates the number of respondents in the hotel.

5.4. Data Analysis

A mixed-methods approach was used in data analysis. For the demographic variables and key variables, descriptive statistics such as the mean, standard deviation, and frequency distributions were used. For variables like job satisfaction, organizational commitment, and turnover intention, descriptive statistics were also employed. Correlation and regression analyses were conducted as inferential statistics. The SPSS PROCESS macro [35] was used to analyze the mediation effect of job satisfaction and job commitment on turnover intention, with gender incorporated as a moderator.

5.5. Common Method Variance

In order to reduce the possible common method bias, Harman’s single-factor test was performed, showing that no single factor explained more than 30% of the total variance, which is below the concern threshold [36]. Some other procedural measures were taken, such as keeping participants’ identities anonymous and providing clear explanations of the items in the questionnaire to reduce the potential for response bias.

6. Results

The total sample for this research study consisted of 400 employees of community hotels of small and medium-sized businesses in Saudi Arabia (see Table 2). Seventy-five percent of the sample were men, and women were 35%. Most of the participants were 30 to 39 years old (40.1%), and those

younger, i.e., between 20 and 29 years, reported 35.5%. Most of the respondents, 48.5%, had completed high school; 25.7% had completed a graduate degree; and the rest, 25.8%, had completed junior high school or lower. Most respondents were non-managers (68.5%); thus, the remaining 31.5% were in managerial positions. These demographic characteristics of the sample provide a background about the employees in the community hotels that took part in the study.

Table 2.
Respondents Profile (N = 400).

Profile	Frequency	Percentage (%)
Gender		
Male	260	65
Female	140	35
Age		
Less than 20 years old	18	4.5
20-29 years old	142	35.5
30-39 years old	160	40.1
40-55 years old	80	20.0
Education Level		
Junior high school or less	103	25.8
Senior high school	194	48.5
University/college	103	25.7
Position Level		
Managerial	126	31.5
Non-managerial	274	68.5

6.1. Correlations of Latent Constructs

Table 3 provides a summary of the means, standard deviations, and correlations for the latent constructs in the research involved: job satisfaction, affective commitment, normative commitment, turnover intention, and perceived organizational diversity. The mean scores of the different constructs ranged from 2.65 to 3.89, with standard deviations from .47 to .81. All correlational variables were significant, with job satisfaction showing a significant positive correlation with both affective commitment ($r = .295$, $p < .01$) and normative commitment ($r = .342$, $p < .01$), whereas a negative correlation was recorded with job satisfaction and turnover intention ($r = -.328$, $p < .01$).

Table 3.
Correlations of Latent Constructs.

Measures	Mean (SD)	Job Satisfaction	Affective Commitment	Normative Commitment	Turnover Intention	Perceived Diversity
Job Satisfaction	3.61 (0.62)	1.000				
Affective Commitment	3.75 (0.68)	0.295**	1.000			
Normative Commitment	3.45 (0.64)	0.342**	0.580**	1.000		
Turnover Intention	2.65 (0.75)	-0.328**	-0.224**	-0.176**	1.000	
Perceived Diversity	3.89 (0.47)	0.134*	0.102	0.187**	-0.272**	1.000

Note: *Correlation is significant at the 0.05 level (two-tailed), **Correlation is significant at the 0.01 level (two-tailed).

6.2. Test of Direct and Indirect Relationships

The adverse effects of organizational diversity on turnover intention and job satisfaction are presented in Table 4. It can be seen that organizational diversity significantly and negatively impacts turnover intention (coefficient = $-.585$, $p = .001$). It can further be seen that there is a significant positive impact of organizational diversity on job satisfaction (coefficient = $.309$, $p = .003$). Additionally, job satisfaction negatively impacts turnover intention (coefficient = $-.835$, $p = .002$). Hence, supporting Hypothesis 1, job satisfaction mediates the relationship between organizational diversity and turnover intention (mediation coefficient = $-.258$).

Table 4.

Direct and Indirect Effects of Organizational Diversity and Turnover Intention via Job Satisfaction.

Predictors	Coefficient	SE	p-value	LLCI	ULCI
Job Satisfaction					
Organizational Diversity	0.309	0.098	0.003	0.118	0.468
Gender	-0.401	0.103	0.001	-0.598	-0.204
Diversity $\times$ Gender	0.207	0.051	0.000	0.107	0.308
Turnover Intention					
Organizational Diversity	-0.585	0.142	0.001	-0.832	-0.338
Job Satisfaction	-0.835	0.278	0.002	-10.315	-0.354
The mediation effect of job satisfaction	$0.309 \times -0.835 = -0.258$				

6.3. Gender's Moderating Effects

As illustrated in Table 5, differing effects were noted across genders concerning the organizational diversity and turnover intention phenomena. Specifically, the organizational diversity phenomenon produced a more negative impact on turnover intention for males (coefficient = .210, $p = .004$) than for females (coefficient = -.114, $p = .071$), thus supporting Hypothesis 4. Furthermore, for females, the overall effect of the organizational diversity and job satisfaction phenomena relationship was more significant than for males (coefficient = .198, $p = .001$). This also supports the notion of the positive impact of the organizational diversity phenomenon on job satisfaction (coefficient = .168, $p = .002$), more so than for males (coefficient = .045, $p = .156$).

Table 5.

Gender's Moderating Effects.

Gender	Coefficient	SE	p-value	LLCI	ULCI
Organizational Diversity $\times$ Gender	0.198	0.047	0.001	0.106	0.290
Turnover Intention (Male)	0.210	0.063	0.004	0.087	0.333
Turnover Intention (Female)	-0.114	0.058	0.071	-0.226	-0.002
Job Satisfaction (Male)	0.045	0.028	0.156	-0.010	0.100
Job Satisfaction (Female)	0.168	0.054	0.002	0.062	0.274

6.4. Moderated Mediation Effects

The moderated mediation tests confirm that job satisfaction mediated the impact of organizational diversity on turnover intentions for the entire sample. Moreover, for female employees, this mediation effect was more pronounced (mediation coefficient = -.194, $p = .002$) than for male employees (mediation coefficient = -.102, $p = .063$), thus confirming Hypothesis 5. This means that, for female employees, the organizational diversity exhibited by the firm was positively related to job satisfaction and, as a result, lowered their turnover intention.

From this study, community hotels in Saudi Arabia demonstrate the advantages of perceived organizational diversity by showing that it increases job satisfaction while decreasing turnover intention. Moreover, it appears that women, in particular, experience these benefits to a greater extent than their male counterparts. This means that community hotels can especially enhance job satisfaction and reduce turnover by increasing female employees' perceived organizational diversity.

7. Discussion and Conclusion

The purpose of this study was to evaluate the impact of perceived organizational diversity on job satisfaction, organizational commitment, and turnover intention of hotel employees in Saudi Arabia. The results show that there is a strong positive correlation between perceived diversity and job satisfaction, and a strong negative correlation between perceived diversity and turnover intention. This is particularly true of the positive impact perceived diversity has on job satisfaction and employee engagement in the service industry. Regarding the results of this study in Saudi Arabia, amid the kingdom's focus on diversifying its economy and increasing international tourism, the need for and

value created by an inclusive workforce is magnified by the ability to navigate economic complexities effectively.

The findings of this study indicate that female employees experienced a greater increase in feelings of job satisfaction and a greater decrease in feelings of turnover intention compared to male employees, as evidenced in Earley and Mosakowski [21] and Bai and Zhou [37]. Studies show women reported feeling more included and engaged in work environments with greater employee diversity. In the Saudi labor market, where most of the workforce is male-dominated, the level of inclusive diversity at the workplace is directly related to the fairness, inclusiveness, and satisfaction of female employees. This is of strategic importance to the hospitality industry because there is potential to improve employee retention, especially among female employees, through increased workplace diversity focused on recruitment and retention.

In contrast, the study indicates that perceived organizational diversity did not significantly impact male employees' job satisfaction and turnover intentions. This is consistent with Avery's [38] research, where the majority group members, such as men in the Saudi workforce, do not gain as much from diversity as do members of minority groups. Even though the majority group members may receive some positive effects from diversity initiatives, such as lessening their feelings of isolation, the initiatives primarily benefit minority group members. It is, therefore, important for hospitality managers to emphasize the importance of engaging male employees in diversity initiatives and fostering an inclusive organizational culture that transcends gender and background divides.

Moreover, the findings confirmed that satisfaction with one's job is an important mediation factor in the relationship between organizational diversity and turnover intentions. This supports the notion that increasing employees' satisfaction with their job is critical in decreasing turnover [8]. Thus, increasing workplace diversity in community hotels in the Kingdom of Saudi Arabia is likely to lead to higher job satisfaction and, consequently, lower turnover intentions, a finding that hotel managers can use to develop strategies to increase job satisfaction and retention through workplace diversity.

The discovery of the potential moderating role of gender in the relationship between workforce diversity and employee outcomes furthers the complexity of employee outcomes in the context of diversity. The perception of workforce diversity and the consequent changes in response tend to be more pronounced among females. This indicates that gender is a determining factor in the response of a particular employee group to diversity initiatives. This also signals the need for gender-oriented approaches to responsiveness in diversity management, especially since men and women in the same organization tend to have differing needs, expectations, and experiences in a diversified workforce. This is precisely the case for community hotel managers regarding recognizing the need for targeted adjustments to diversity and inclusion efforts.

These findings, in a theoretical context, address the need to expand the scope of research in diversity management within the hospitality context of the Gulf Cooperation Council (GCC), which differs in cultural context from the West. The culture of Saudi Arabia is a high-context, collectivist culture. In this type of culture, group harmony and cooperation are prioritized. This contrasts with low-context, individualist cultures that emphasize personal achievement [39]. The findings of this study support the assumption that, in collectivist cultures, diversity contributes to the promotion of harmony in the workplace. This is especially true for female employees, who are likely to experience greater turnover in homogeneous work environments.

This study has important practical implications for hotel managers and policymakers in Saudi Arabia. First, hiring diversification and career ladder advancement for community hotels should emphasize and promote retention. An inclusive environment increases job satisfaction and decreases turnover and retention rates, particularly among female staff. Second, diversification in management should be customized to address the varying needs and expectations of specific employee groups, especially regarding gender and its moderating effect on employee perception of diversity and diversity outcomes. Third, there is strong evidence for the positive effect of workplace culture on employee turnover and overall positive outcomes from workplace diversity.

Overall, evidence from this specific study indicates that, especially for community hotels in Saudi Arabia, the perception of organizational diversity decreases turnover and increases job satisfaction among female employees. This study is particularly important for the hospitality sector. Valuing diversity in the workplace helps community hotels improve employee retention rates and work environment. Competitive performance is especially vital for tourism community hotels in relation to global standards.

Transparency:

The author confirms that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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