

## RESEARCH ARTICLE

# The influencing factors and employee retention in Dubai hotel industry

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### ABSTRACT

Employee retention is a paramount concern in Dubai's thriving hotel industry, as turnover rates can significantly impact operational efficiency. The industry's ability to retain skilled employees directly impacts service quality and competitive advantage in delivering seamless experiences to guests. This study aims to examine the influence of Leadership Support, Training, and Compensation on employee retention in Dubai's hotel sector. Through the administration of online surveys to 200 hotel employees and subsequent analysis using SPSS, significant relationships were uncovered between these factors and employee retention. Notably, training emerged as the most influential factor, followed by compensation and leadership support. These findings highlight the critical role of investing in robust employee training programs, offering competitive compensation packages, and fostering supportive leadership practices. Such initiatives are vital for enhancing retention within Dubai's competitive hotel sector, providing valuable insights for industry stakeholders seeking to fortify workforce stability. The outcomes also can be employed to improve operational effectiveness amidst the dynamic hospitality landscape and social protection system for the hotel industry employees of the region.

**Keywords:** compensation; employee retention; leadership support; training

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## 1. Introduction

Dubai's thriving hotel industry is central to its economy, attracting millions of tourists annually with its luxurious accommodations and world-class hospitality services<sup>[1]</sup>. However, behind the glamorous facade lies a pressing challenge, the retention of hotel employees. With human capital playing a pivotal role in the sector's success, the ability to retain skilled and motivated staff is crucial for maintaining service quality, guest satisfaction, and overall business performance<sup>[2]</sup>. Despite efforts, Dubai's hotel industry grapples with high turnover rates, reflecting complex organizational and socio-economic factors<sup>[3]</sup>. Expatriate dominance adds

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layers of diversity and challenges, including language barriers and varied work expectations, intensifying turnover. Additionally, transient expatriate employment exacerbates the issue<sup>[4]</sup>.

Recent data from HR Cloud reveals an annual turnover rate of 73.8%, indicating that over 6% of employees leave their jobs every month in 2023. Furthermore, the leisure and hospitality sector far surpasses other industries in turnover rates, with a staggering 82.6% turnover rate compared to the relatively lower rates in education and health services, which stand at 38.3%. These high turnover rates have significant financial implications, with research showing that turnover-related expenses can range between 25% and 200% of an individual's pay. For instance, replacing an employee earning \$72,000 a year could cost between \$18,000 to \$144,000<sup>[5]</sup>. This factor highlights why Dubai's hotel sector is a compelling focus for research. The industry faces significant turnover challenges, attributed to factors such as seasonal employment patterns and the expatriate workforce composition<sup>[2]</sup>. These challenges have implications for service continuity, cost management, and the overall competitiveness of Dubai's hotel sector within the global market. Therefore, studying retention issues within Dubai's hotel industry is essential to develop targeted factors that address turnover complexities and enhance organizational effectiveness and sustainability.

Against this backdrop, strategic human resource management practices are essential for addressing turnover challenges and fostering a supportive work environment conducive to employee retention<sup>[6]</sup>. This study focuses on three critical organizational factors—leadership support, training programs, and compensation structures—that shape employee satisfaction, commitment, and intention to stay. By understanding the nuanced relationships between these factors and retention rates, the study aims to provide insights for targeted interventions within Dubai's hotel industry<sup>[7]</sup>. The research objectives are: i) To examine the influence of Leadership Support on employee retention; ii) To investigate the impact of Training on employee retention iii) To analyse the effects of Compensation on employee retention in Dubai's hotel industry.

## **2. Literature review**

### **2.1. Employee retention**

Employee retention is a pressing challenge across industries, driven by factors like talent shortages, economic instability, and turnover risks<sup>[8]</sup>. Maintaining a dynamic work environment that caters to employees' diverse needs is crucial for retention efforts. Various definitions of employee retention exist, ranging from a commitment to continue business with a specific firm to strategies aimed at retaining skilled workers and fostering long-term engagement<sup>[7]</sup>. Satisfied employees tend to prolong their tenure, emphasizing the importance of initiatives to enhance motivation and engagement<sup>[9]</sup>. However, the complexity of retention involves multiple variables influencing why employees choose to stay or leave<sup>[10]</sup>. Personal factors such as family situations, career growth, and attractive job offers, as well as organizational factors like lack of promotional opportunities and unfair treatment, influence employees' decisions to stay or leave<sup>[11]</sup>. Employee turnover, whether voluntary (due to job dissatisfaction, insecurity, or lack of growth opportunities) or involuntary (resulting from restructuring or performance issues), poses significant challenges for organizations<sup>[12]</sup>.

To address the issue of employee turnover, organizations implement retention strategies encompassing recruitment, selection, training, development, compensation, job design, and performance evaluation<sup>[13]</sup>. These strategies aim to create a supportive work environment that fosters employee satisfaction and loyalty, ultimately contributing to organizational success<sup>[14]</sup>. In formulating effective retention strategies, organizations must consider the multifaceted reasons behind employee exits and tailor policies to address both personal and organizational factors influencing turnover<sup>[15]</sup>. This comprehensive approach not only mitigates attrition but also enhances the organization's ability to attract and retain talent in a competitive marketplace.

Recent study by Hendriati, Y., Sufa, S. A., Telaumbanua, E., & Uhai, S.<sup>[16]</sup> highlights the role of organizational culture in influencing employee retention. Organizational culture, characterized by values, norms, and practices, significantly impacts employee motivation, job satisfaction, and commitment. A positive and inclusive culture fosters a sense of belonging and encourages employees to invest in the organization for the long term<sup>[17]</sup>. Moreover, emerging research suggests that flexible work arrangements, such as remote work options and flexible schedules, contribute to higher employee retention rates<sup>[18]</sup>. Providing flexibility enables employees to achieve better work-life balance, leading to increased job satisfaction and reduced turnover intentions.

## **2.2. Leadership support**

Effective leadership support plays a pivotal role in fostering a healthy work environment that promotes employee retention<sup>[19]</sup>. Research by Haryanto, H., Suharman, H., Koeswayo, P. S., & Umar, H.<sup>[20]</sup> emphasizes the significant impact of leadership support and different leadership styles on creating a positive workplace culture conducive to employee satisfaction and long-term commitment. Leadership support encompasses the specific methods and behaviors that leaders employ to guide and empower their teams<sup>[21]</sup>. Effective leaders prioritize the well-being and success of their employees, advocating for necessary resources, guidance, and support<sup>[22]</sup>. Haryanto, H., Suharman, H., Koeswayo, P. S., & Umar, H.<sup>[20]</sup> underscores transparent and open communication channels play a crucial role in supporting effective leadership and promoting employee retention. When leaders prioritize transparent two-way dialogue, employees feel valued, appreciated, and included, which enhances their engagement and satisfaction<sup>[23]</sup>. In addition, effective monitoring practices are integral to leadership support and employee retention strategies<sup>[24]</sup>. By implementing robust monitoring systems, leaders can identify and address critical issues that impact employee engagement, ultimately contributing to higher retention rates<sup>[25]</sup>.

Various leadership styles significantly impact employee retention in organizational settings<sup>[23]</sup>. Koeswayo, P. S., Haryanto, H., & Handoyo, S.<sup>[26]</sup> highlights this impact, emphasizing how leadership approaches like authoritarian, democratic, laissez-faire, bureaucratic, transformational, and servant leadership influence team dynamics and satisfaction<sup>[27]</sup>. Authoritarian leadership, known for centralized decision-making, may reduce retention by limiting autonomy and innovation<sup>[26]</sup>. Conversely, democratic leadership fosters trust and engagement, likely improving retention<sup>[27]</sup>. Laissez-faire leadership, offering autonomy without direct supervision, could weaken governance, impacting retention negatively<sup>[28]</sup>. Bureaucratic leadership enhances control but might restrict flexibility<sup>[26]</sup>. Transformational and servant leadership styles inspire and empower, positively impacting retention<sup>[29]</sup>. Aligning leadership with organizational values optimizes retention and overall success. In essence, effective leadership, characterized by support and the adoption of appropriate leadership styles, fosters a healthy work environment that promotes employee retention. Leadership plays a critical role in building a positive workplace culture that values and invests in its employees, ultimately leading to higher retention rates and organizational success<sup>[28]</sup>.

## **2.3. Training**

Training is a fundamental component in today's dynamic business environment, essential for companies navigating technological advancements and global market demands. Extensive research by Kalyanamitra, P., Saengchai, S., & Jermsittiparsert, K.<sup>[30]</sup> underscores the critical role of training in organizational success, emphasizing deliberate behaviour change through structured techniques. Dixit, R., & Sinha, V.<sup>[31]</sup> stresses the accessibility of training, which not only boosts productivity and efficiency but also fosters intangible benefits such as increased morale and job satisfaction. Laing, I. F.<sup>[32]</sup> further emphasizes the transformative impact of training on employee self-esteem and organizational productivity, aligning with Akther, S., & Tariq, J.<sup>[33]</sup> findings that companies investing in training and development gain strategic advantages and enhanced competitiveness.

Notably, an IBM study reveals that employees unable to advance are 12 times more likely to leave their jobs, highlighting the importance of meaningful training for retention in the hotel sector<sup>[34]</sup>. Moreover, PwC's research in 2022 highlights the critical importance of training and development programs, especially for millennials, with 35% emphasizing excellent training as a key factor. This underscores the growing significance of employee-focused initiatives in fostering talent retention and overall organizational success<sup>[35]</sup>. Investing in employee training is vital for nurturing a skilled workforce and reducing turnover<sup>[36]</sup>. Companies use various methods like on-the-job learning, classroom sessions, e-learning, and mentorship<sup>[37]</sup>. These approaches develop job-specific skills and broader competencies, aiding career growth and adaptability<sup>[36]</sup>.

Particularly in Dubai's hotel sector, Training Needs Analysis (TNA) stands out as a pivotal tool for evaluating employee competencies and identifying areas for development<sup>[35]</sup>. By tailoring training initiatives to address specific skill gaps and career aspirations, TNA contributes to enhanced job satisfaction, engagement, and long-term retention. Additionally, TNA enables hotels to evaluate the effectiveness of training interventions in achieving desired retention outcomes, ensuring sustained competitiveness in Dubai's vibrant hospitality industry<sup>[37]</sup>.

## **2.4. Compensation**

Compensation is a key factor influencing employee retention in Dubai's hotel industry<sup>[38]</sup>. Research emphasizes its impact on employee satisfaction and commitment, considering both financial and non-financial aspects<sup>[6]</sup>. Financial compensation, comprising wages, incentives, and allowances, serves as tangible rewards for employees' contributions<sup>[32]</sup>. These direct forms of compensation meet basic needs and enhance overall job satisfaction<sup>[38]</sup>. However, previous research by Galanaki, E. <sup>[39]</sup> indicates that financial compensation alone may not sustain long-term employee engagement and retention. In Dubai's hotel industry, salary statistics indicate a wide range of annual earnings, from AED 42,072 to AED 131,016, with an average monthly salary of AED 5,046 <sup>[40]</sup>. The significant gap between income and average monthly cost of living in Dubai varies widely depending on household composition. For singles, it ranges from approximately AED 5,625 to AED 9,245, for couples from AED 10,432 to AED 15,970, and for a family of four from AED 22,160 to AED 37,460, excluding transportation and leisure expenses<sup>[41]</sup>. This disparity underscores the potential financial stress experienced by hotel employees.

Motivation and productivity are positively influenced by competitive compensation packages<sup>[42]</sup>. Direct compensation, such as competitive wages and performance-based incentives, is vital for talent attraction and retention, particularly in high-turnover industries <sup>[43]</sup>. Indirect compensation, such as health insurance and retirement plans, contributes to financial security and employee loyalty<sup>[39]</sup>. Non-financial compensation, including recognition and work-life balance initiatives, plays a pivotal role in morale and loyalty<sup>[38]</sup>. Gitnux Marketdata's 2024 report revealed that a substantial number of Dubai's hotel workers experienced unpaid sick leave, notably affecting 66% of male and 27% of female migrant workers. Additionally, the report highlighted a stark lack of appreciation and respect from employers, with only 5% of men and 0% of women reporting feeling valued in their roles<sup>[44]</sup>.

This finding underscores the importance of comprehensive benefits packages that include provisions for sick leave and healthcare coverage to support employees' health and well-being. Understanding the complexity of compensation components aids in designing effective strategies for talent attraction and retention in Dubai's hotel industry<sup>[42]</sup>. By incorporating competitive financial packages with non-monetary rewards, organizations can enhance employee satisfaction and mitigate turnover challenges<sup>[43]</sup>.

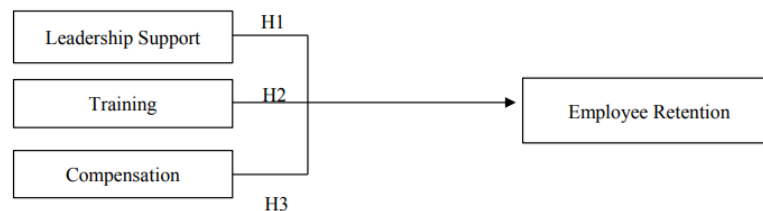
## 2.5. Theoretical background

Abraham Maslow's Hierarchy of Needs theory offers a comprehensive framework for understanding employee retention factors in Dubai's hotel industry<sup>[45]</sup>. At the base are physiological needs like fair compensation and adequate working conditions, which address employees' well-being<sup>[46]</sup>. Once these needs are met, individuals seek safety, including job security and financial stability, which fosters stability and reduces anxiety, contributing to retention<sup>[11]</sup>. The next level involves social belongingness and positive relationships with colleagues and supervisors, promoting a sense of value within the organization<sup>[24]</sup>. Esteem needs encompass recognition, career advancement, and a positive reputation. Finally, self-actualization involves personal growth, challenging work assignments, and continuous learning opportunities, supporting job satisfaction and retention<sup>[33]</sup>.

In this study, the three key variables such as leadership support, training, and compensation significantly impact employee retention within the Dubai hotel sector, aligning with Abraham Maslow's Hierarchy of Needs framework<sup>[45]</sup>. Effective leadership support contributes to employees' sense of safety and belonging, fostering commitment and reducing turnover<sup>[23]</sup>. Training initiatives directly address esteem and self-actualization needs by offering skill development and career growth opportunities, which enhances job satisfaction and retention<sup>[37]</sup>. Additionally, fair and competitive compensation meets employees' physiological needs for financial stability and well-being, reinforcing their sense of security and value within the organization. By focusing on these variables and aligning them with Maslow's theory, hotels in Dubai can create an environment that supports employees' diverse needs, ultimately enhancing retention and cultivating a motivated workforce<sup>[32]</sup>.

## 2.6. Research framework

The conceptual framework (**Figure 1**) explores how Leadership Support, Training, and Compensation (independent variables) impact Employee Retention (dependent variable), drawing from previous research to highlight their distinct roles in shaping retention outcomes.



**Figure 1.** Research framework.

## 3. Research methodology

This study employs a quantitative research method to investigate employee retention factors in Dubai's hospitality sector. Quantitative research involves collecting and analysing numerical data to understand phenomena and relationships between variables. In this study, quantitative methods allow for the systematic examination of employee retention factors, providing valuable insights into the dynamics of the hospitality industry in Dubai.

### 3.1. Population and sampling

Snowball sampling gathers data from frontline staff, supervisors, and team leaders in Dubai's hospitality sector, ensuring diverse perspectives on employee retention. Initial contacts from prominent hotels refer others within their networks, leveraging Dubai's extensive hotel connections. The estimated population of Dubai's hotel employees is approximately 150,000 individuals as of 2023<sup>[47]</sup>. The study aims to survey 384 individuals,

table determined by Sharma, K., Khosla, R., & Kumar, Y<sup>[48]</sup> to robustly represent retention factors. An additional 10-20% of questionnaires were distributed via online questionnaire to mitigate potential non-response, totalling approximately 430<sup>[49]</sup>.

### 3.2. Research instrument

The study is quantitative and consists of 22 questions. The first section focuses on the demographic profile of the respondents, including age, gender, years of work experience, educational background, and current position in the hotel industry. Sections B and C of the questionnaire examining key factors related to employee retention, including the Dependent Variable (DV) of employee retention and the three independent factors (IVs) - supervisor support, training effectiveness, and compensation satisfaction. Adapted from prior research, the questionnaire employs closed-ended questions, prompting respondents to indicate their level of agreement or disagreement using a Five-Point Likert Scale, where 1 represents “strongly disagree” and 5 denotes “strongly agree.” This structured approach enables participants to provide nuanced insights into the constructs under investigation<sup>[48]</sup>. The survey is administered online using Smart Survey, allowing for efficient data collection and analysis. This online platform facilitates the distribution of questionnaires and the collection of responses from targeted respondents within Dubai's hospitality sector. The use of Smart Survey enhances accessibility and convenience for participants, ensuring a robust sample size and comprehensive data for analysis.

**Table 1.** Questionnaire design table.

Section	Variable	Items	Source	Adapted/Adopted
A	Demographic profile	5	Self-developed questions for this study	-
B (Dependent Variable)	Employee Retention	5	Soenanta, A., Akbar, M. and Sariwulan, R.T., 2020. The effect of job satisfaction and organizational commitment to employee retention in a lighting company. <i>Issues in Business Management and Economics</i> .	Adapted
	Leadership Support	3	Khan, U., 2020. Effect of employee retention on organizational performance. <i>Journal of Entrepreneurship, Management, and Innovation</i> , 2(1), pp.52-66.	Adapted
C (Independent Variable)	Training	4	Elsafty, A. and Oraby, M., 2022. The impact of training on employee retention: An empirical research on the private sector in Egypt. <i>International Journal of Business and Management</i> , 17(5), pp.58-74.	Adapted
	Compensation	5	Biason, R.S., 2020. The effect of job satisfaction on employee retention. <i>International Journal of Economics, Commerce and Management</i> , 8(3), pp.405-413.	Adapted

### 3.3. Analysis tool

The data analysis employed in this study utilized the Statistical Package for the Social Sciences (SPSS), a statistical software package. Various statistical tests were conducted to ensure the quality and reliability of the data. Sekaran, U., & Bougie, R. [50] a Cronbach’s Alpha value ranging from 0.6 to 0.7 indicates fair reliability, 0.7 to 0.8 indicates good reliability, while 0.8 to 0.9 indicates very good reliability, and anything above 0.9 is considered excellent reliability [51].

Furthermore, in analysing the factors influencing employee retention in Dubai's hotel sector, the study investigates the relationship between supervisor support, training, and compensation as independent variables (IVs) and employee retention as the dependent variable (DV). The examination of these relationships employs the Pearson correlation test. Significance is determined at a significance level, or p-value, of 0.05. Thus, any test result with a p-value below 0.05 indicates a significant relationship between the variables.

Moreover, Cohen, S. [52] guidelines offer a method for interpreting the magnitude of the R-squared ( $R^2$ ) values in regression analysis, indicating the degree of association between variables. According to this framework,  $R^2$  values less than 0.02 are considered “very weak,” those between 0.02 and 0.13 are categorized as “weak,” values ranging from 0.13 to 0.26 are labelled as “moderate,” and  $R^2$  values equal to or greater than 0.26 are deemed “substantial.”

## 4. Results and discussion

Out of the allocated sample size of 384 as determined by Sharma, K., Khosla, R., & Kumar, Y [48], a total of 430 questionnaires were disseminated to participants. Among these, 200 questionnaires were returned, yielding a response rate of 46%. Following meticulous screening, it was confirmed that all 200 received questionnaires were fully completed, with no instances of missing data or incomplete responses.

### 4.1. Reliability test result

According to the Reliability Analysis findings detailed in **Table 1**, the Cronbach's Alpha values fall within the range of 0.859 to 0.895, indicating satisfactory internal consistency, as specified by [52]. Specifically, the dependent variable “Employee Retention” displays a Cronbach’s Alpha value of 0.859, indicating highly dependable data. Among the independent variables, “Leadership Support” has the lowest Cronbach’s Alpha at 0.876, followed by “Training” at 0.870, and “Compensation” at 0.895, all indicating favourable internal consistency. The collective variables collectively yield a Cronbach’s Alpha value of 0.765, confirming the reliability of the overall dataset for further analysis. Consequently, all 17 variables are considered reliable for subsequent study and analysis.

**Table 2.** Reliability test (Cronbach’s Alpha) (n=43).

Variables	Construct	Cronbach's Alpha	N of Items
Dependent Variable	Employee Retention	0.859	5
	Leadership Support	0.876	3
Independent Variable	Training	0.87	4
	Compensation	0.895	4
Overall Variables		0.765	17

## 4.2. Validity test result

The validity test results confirm that there are statistically significant correlations ( $p < 0.05$ ) between the variables studied, indicating meaningful relationships within the dataset <sup>[51]</sup>. This implies that the variables related to employee retention, leadership support, training, and compensation are indeed associated with each other in the context of the study. The significance of these correlations suggests that factors such as employee perceptions of retention, leadership support, quality of training, and adequacy of compensation are important contributors to employee satisfaction and likely influence retention rates within the hotel industry<sup>[52]</sup>. These findings underscore the importance of addressing these variables strategically to enhance employee engagement and retention.

**Table 3.** Validity test.

Variables	Questions	Sig (2-tailed)	Pearson Correlation	Conclusion
Employee Retention (ER)	ER1	0.000	0.465	Valid
	ER1	0.000	0.529	Valid
	ER3	0.000	0.499	Valid
	ER4	0.000	0.48	Valid
	ER5	0.000	0.527	Valid
Leadership Support (LS)	LS1	0.000	0.325	Valid
	LS2	0.000	0.313	Valid
	LS3	0.000	0.336	Valid
Training (T)	T1	0.000	0.353	Valid
	T2	0.000	0.323	Valid
	T3	0.000	0.362	Valid
	T4	0.002	0.218	Valid
Compensation (C)	C1	0.000	0.542	Valid
	C2	0.000	0.491	Valid
	C3	0.000	0.424	Valid
	C4	0.000	0.459	Valid
	C5	0.000	0.575	Valid

## 4.3. Multiple regression

The analysis reveals that the R-squared value of 0.514, signifying 51.4% of the variance, falls within the “substantial” range according to Cohen, S<sup>[52]</sup> guidelines. This level of explanatory power in predicting employee retention aligns with findings from previous research Akther, S., & Tariq, J.<sup>[33]</sup> which also emphasize the significance of factors such as compensation, leadership support, and training in influencing retention rates. However, approximately 49.4% of the variance remains unexplained, suggesting the presence of additional influential factors not accounted for in the current study.

**Table 4.** Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 <sup>a</sup>	0.514	0.506	0.296

a. Predictors: (Constant), Compensation, Leadership Support, Training



#### 4.4. Regression ANOVA

In **Table 5**, the ANOVA results reveal a p-value of 0.000, indicating statistical significance, which is consistent with findings from prior research. This implies that the variation among and within the independent variables significantly influences the dependent variable of employee retention. The substantial F-test value of 69.021 further confirms the high significance of the overall regression, indicating that the variance in employee retention is well-explained by the combined influence of the predictors. This aligns with previous studies emphasizing the importance of factors like compensation, leadership support, and training in understanding retention levels<sup>[31]</sup>. The robust F-statistic and low p-value underscore the strength of the regression model, affirming its relevance in comprehensively capturing variability in employee retention.

**Table 5.** ANOVA.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	18.17	3	6.057	69.021	.000 <sup>b</sup>
Residual	17.199	196	0.088		
Total	35.369	199			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Compensation, Leadership Support, Training

#### 4.5. Beta coefficients

Beta coefficients are vital in gauging the relative impact of independent variables on the dependent variable. In **Table 4**, the coefficients outline the relationship between independent variables (Supervisor Support, Training, Compensation) and the dependent variable (Employee Retention). Each variable's standardized coefficient (Beta) and significance level are presented. The results demonstrate significant relationships between all three independent variables and Employee Retention, supported by p-values below 0.05. Notably, Training exhibits the highest Beta value of 0.382, indicating its substantial influence on Employee Retention. This finding is consistent with prior research emphasizing the pivotal role of training in enhancing retention levels<sup>[16]</sup>. Additionally, the t-values for all predictors exceed 1.64, underscoring their statistical significance and supporting the hypotheses. Collinearity statistics confirm the absence of multicollinearity among the independent variables, ensuring the reliability of the analysis.

**Table 6.** Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.575	0.234		6.718	0		
Leadership Support	0.168	0.056	0.18	2.982	0.003	0.679	1.473
Training	0.32	0.076	0.382	4.202	0	0.301	3.322
Compensation	0.192	0.071	0.244	2.718	0.007	0.308	3.246

a. Dependent Variable: Employee Retention

## 4.6. Discussion

Based on the results of this study and insights from previous research, including Maslow's hierarchy of needs, the study can develop a nuanced understanding of employee retention dynamics within the hospitality industry. The findings underscore the significant impact of compensation, leadership support, and training on employee retention rates. Notably, compensation addresses employees' basic physiological needs by providing financial security and stability (Beta = 0.244). This aligns with Maslow's theory, which emphasizes the importance of satisfying foundational needs to motivate individuals. Leadership support emerged as another critical factor influencing retention, fulfilling employees' social needs by fostering a sense of belonging and interpersonal relationships in the workplace (Beta = 0.180). This corresponds to Maslow's concept of social needs for affiliation and connection.

Moreover, training opportunities contribute significantly to meeting employees' esteem needs by enhancing skills, competence, and self-confidence (Beta = 0.382). This finding consistent with Maslow's esteem needs related to self-improvement and achievement. By integrating Maslow's framework into the discussion, it highlights the multifaceted nature of employee retention and underscore the importance of addressing diverse needs to promote job satisfaction and retention in organizations.

From an organizational perspective, these insights suggest that fostering a supportive work environment that prioritizes employee well-being and growth can contribute to higher retention rates. By acknowledging and addressing employees' fundamental needs, organizations can create conditions that promote job satisfaction and enhance overall retention. This study offers valuable implications for human resource management practices within the hospitality sector, emphasizing the role of compensation, supervisor support, and training in fostering a positive work environment conducive to employee retention and organizational success.

## 5. Conclusion

### 5.1. Summary of findings

**Table 7** summarizes hypothesis testing outcomes on Leadership Support, Training, and Compensation impact on Employee Retention in Dubai's hotels. Leadership Support strongly correlates with retention ( $p < 0.001$ ,  $t = 2.982$ ,  $\beta = 0.180$ ). Training significantly influences retention ( $p < 0.001$ ,  $t = 4.202$ ,  $\beta = 0.382$ ). Compensation also affects retention ( $p = 0.007$ ,  $t = 2.718$ ,  $\beta = 0.244$ ), albeit less than Training and Leadership Support. These findings highlight Training as the most influential factor, followed by Leadership Support and Compensation in retention strategies for Dubai's hotel industry.

**Table 7.** Hypothesis test result.

Hypotheses	Statement	Findings	Results
H1	H1: There is a significant influence of <b>Leadership Support</b> on Employee Retention in Dubai's hotel industry.	p-value: <0.003, t-value: 2.982, $\beta$ : 0.180	Accepted
H2	There is a significant influence of <b>Training</b> on Employee Retention in Dubai's hotel industry.	p-value: <0.000, t-value: 4.202, $\beta$ : 0.382	Accepted
H3	There is a significant influence of <b>Compensation</b> on Employee Retention in Dubai's hotel industry.	p-value: 0.007, t-value: 2.718, $\beta$ : 0.244	Accepted

These findings align with prior research by emphasizing the crucial role of leaderships support, training initiatives, and competitive compensation in bolstering employee retention in hospitality<sup>[24]</sup>. Their study showed that fostering supportive leadership reduces turnover rates, highlighting effective leadership's impact on employee engagement. Similarly, comprehensive training programs correlate with higher employee satisfaction and retention, stressing the importance of investing in employee development<sup>[30]</sup>. Previous work by Fulmer, I. S., Gerhart, B., & Kim, J. H.<sup>[38]</sup> also underscores competitive compensation's significance in retaining talent in the hospitality industry. These insights emphasize the multifaceted nature of employee retention strategies, advocating for supportive leadership, continuous training, and competitive compensation to address talent retention challenges in hotels.

## **5.2. Implications**

The implications derived from this research carry significant weight for the hospitality industry, offering actionable insights to enhance employee retention strategies. Firstly, the study underscores the pivotal role of supportive leadership in fostering positive workplace cultures and reducing turnover rates<sup>[19]</sup>. Organizations should prioritize leadership development programs to empower managers with the skills needed to create engaging environments that promote employee engagement and retention<sup>[23]</sup>. Additionally, investing in comprehensive training programs emerges as a critical strategy to enhance employee skills, competence, and job satisfaction. By providing ongoing learning opportunities aligned with employees' career development goals, organizations can boost retention and cultivate a skilled workforce<sup>[37]</sup>.

Competitive compensation packages are equally vital for attracting and retaining talent in the competitive hotel market<sup>[39]</sup>. Employers should regularly assess and adjust compensation structures to remain attractive and aligned with industry standards. Adopting a holistic approach that integrates supportive leadership, continuous training, and competitive compensation practices will be instrumental in addressing talent retention challenges effectively<sup>[1]</sup>. Ultimately, fostering a positive organizational culture that values employee well-being and growth is foundational to successful retention efforts, contributing to enhanced job satisfaction and sustained employee commitment. These implications offer actionable strategies for hospitality organizations seeking to create environments where employees feel valued, motivated, and committed to achieving both personal and organizational success<sup>[24]</sup>.

## **5.3. Limitations and future research**

This study is subject to several methodological limitations that should be considered when interpreting the findings and generalizing the results. Firstly, the research was confined to the specific context of the hotel sector in Dubai, which may restrict the applicability of the findings to other industries or geographic locations. Variations in cultural norms, organizational practices, and workforce demographics across different regions and sectors could influence the relationships between the studied variables. Another notable limitation is the relatively modest sample size obtained for the study. Despite aiming for a sample size of 384, only 200 valid responses were collected, resulting in a response rate of 49%. This smaller sample size may constrain the representativeness of the findings and the extent to which they can be generalized to the broader population of hotel employees in Dubai. The study's reliance on a cross-sectional research design limits the ability to establish causal relationships between variables, despite examining correlations between Leadership Support, Training, Compensation, and employee retention. Longitudinal or experimental designs would offer more robust evidence of causality<sup>[53]</sup>.

Additionally, potential response bias and measurement error should be acknowledged, as respondents may have interpreted questions differently or provided biased responses. The study's use of single-source data through self-report surveys introduces the risk of single-source bias, where respondents may offer socially

desirable responses or be influenced by subjective perspectives. Future research should consider incorporating multiple data sources and methods, such as interviews or observations, to triangulate findings and enhance reliability and validity. Employing measures like ensuring anonymity, using validated scales, and conducting rigorous data analysis can mitigate the impact of single-source bias on study outcomes.

Lastly, the study focused exclusively on Leadership Support, Training, and Compensation as independent variables affecting employee retention in the hotel sector. Other retention strategies and organizational factors that could influence retention, such as career development opportunities or work-life balance initiatives, were not explored. Future research endeavours could broaden the scope of investigation to encompass a wider range of variables pertinent to employee retention in the hospitality industry, thereby providing a more comprehensive understanding of the factors influencing employee retention in this context.

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## **Conflict of interest**

The authors declare no conflict of interest.

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