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[www.baghirovlab.com](http://www.baghirovlab.com)

[info@baghirovlab.com](mailto:info@baghirovlab.com)

Subject:

## **High Staff Turnover in Hotel Businesses: An Analytical Evaluation Based on Field Experiences**

*An analytical assessment based on personal field notes (qualitative observational study)*



**Author:** ISA BAGHIROV

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**Note:** This text is based on anonymized observation notes I kept in the field throughout 2025 and on employee or guest feedback. No facility/brand name has been provided; individuals and events have been anonymized.

### Abstract

The tourism sector, particularly due to its labor-intensive structure, is characterized as one of the industries with a high employee turnover rate. Employees' intention to leave in hotel businesses has significant impacts on operational efficiency, service quality, and corporate sustainability. This study aims to analyze the reasons behind the high employee turnover rate observed in hotel businesses based on field experience and operational observations. Within the scope of the research, observations made during daily operations in hotel businesses, employee feedback, and experiences gained from human resources processes were evaluated. The findings indicate that the factors increasing employee turnover are largely associated not with wage levels, but with the unpredictability of working conditions, management style, workload distribution, and psychological contract violations. The study reveals that improving the employee experience is a critical factor for sustainable operations and guest satisfaction in hotel businesses.

**Keywords:** Employee Turnover Rate, Tourism Sector, Hotel Management, Employee Experience, Human Resources Management

### **Important Note:**

*The writings included in the BaghirovLab article are presented as an analytical evaluation based on the authors' experiences and personal field notes.*



## 1. Introduction

The tourism sector is considered one of the most dynamic areas of the service economy. Hotel businesses, in particular, are highly dependent on human resources due to their labor-intensive structure. For this reason, the length of time employees remain in the organization and their tendencies to leave their jobs have a direct impact on the operational performance of the business.

Employee turnover is defined as the rate at which employees leave an organization within a certain period of time. In the tourism sector, this rate is higher compared to many other industries and can exceed 50% annually in some businesses.

A high employee turnover rate not only increases the costs of recruiting new employees; it also negatively affects the continuity of service quality, the accumulation of institutional knowledge, and employee commitment. In this context, understanding the causes of employee turnover in hotel businesses is critically important for developing sustainable human resources strategies.

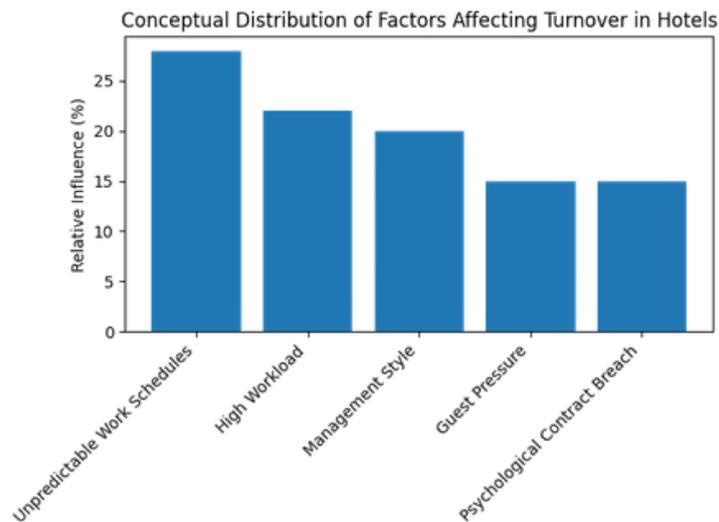
This study aims to evaluate the reasons for the high employee turnover rate observed in hotel businesses within the framework of field experiences and operational observations.

## 2. Method

This study is based on an experience-based analytical observation approach rather than a quantitative research method. The data obtained within the scope of the research consist of the following sources:

- Daily field observations conducted in hotel operations
- Employee feedback submitted to the human resources department
- Observations obtained during department meetings and shift briefings
- Exit interviews conducted with employees who left the job
- Working conditions observed during peak season operations

The qualitative data obtained from these sources were thematically analyzed to determine the factors that increase employee turnover.



### 3. Findings

As a result of the analysis, it was observed that the factors increasing employee turnover in hotel businesses are concentrated around certain themes.

#### 3.1 Unpredictability of Working Hours

The dynamic nature of the shift system in hotel operations makes it difficult for employees to plan their daily lives. Especially during high-season periods, shift changes, overtime work, and the postponement of days off make it harder for employees to maintain a work-life balance. In the long term, this situation can create a sense of professional burnout among employees.

#### 3.2 Workload and Staff Shortage

Staff shortage is one of the operational problems frequently encountered in hotel businesses. An insufficient number of employees in a department causes the existing staff to take on a heavier workload. Over time, this situation can lead to physical and psychological exhaustion among employees.

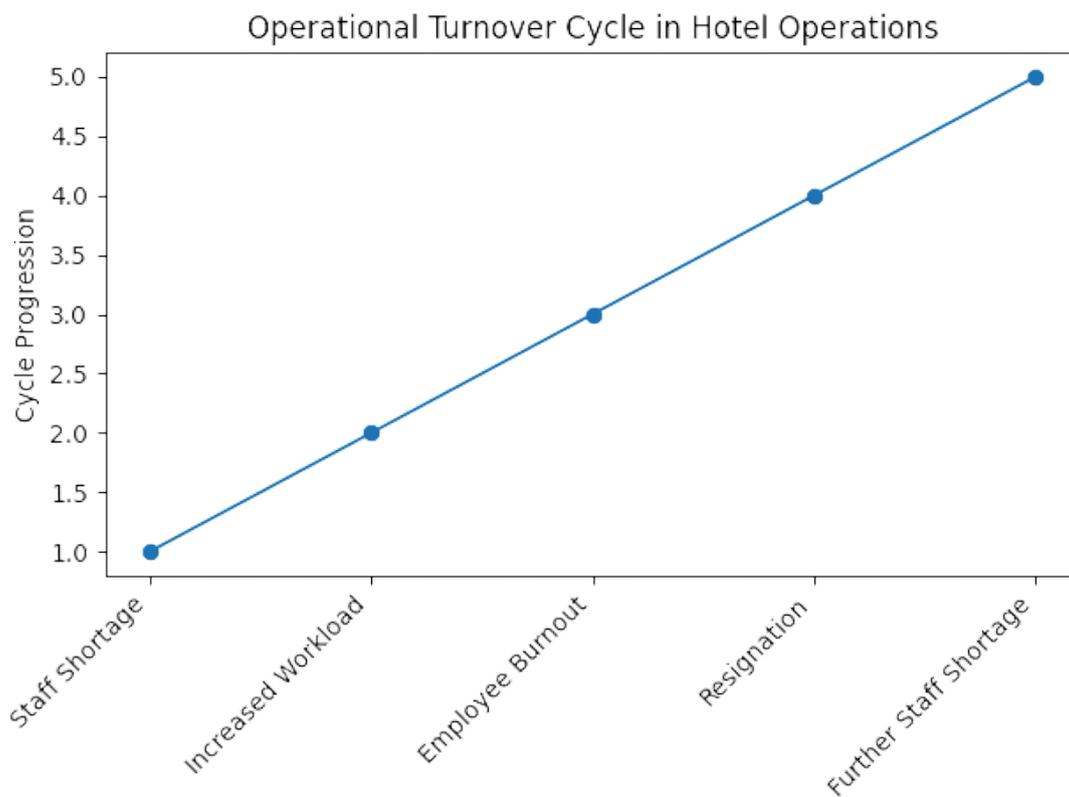
#### 3.3 Management Style and Communication Problems

Relationships with managers play an important role in employees' decisions to leave their jobs. In field observations, one of the most frequently mentioned factors among the reasons for employees leaving their jobs is management style.



- Employees particularly describe the following situations as negative experiences:
- Communication based on criticism instead of feedback
- Lack of appreciation
- Employees not being included in decision-making processes
- Lack of communication

These factors can reduce employees' organizational commitment.



### 3.4 Guest Pressure and Emotional Labor

Hotel employees are constantly interacting with guests. In order to maintain service quality, employees often need to exert intense emotional labor. High demands from guests and occasionally negative communication experiences can cause employees to experience psychological fatigue.

### 3.5 Psychological Contract Violations

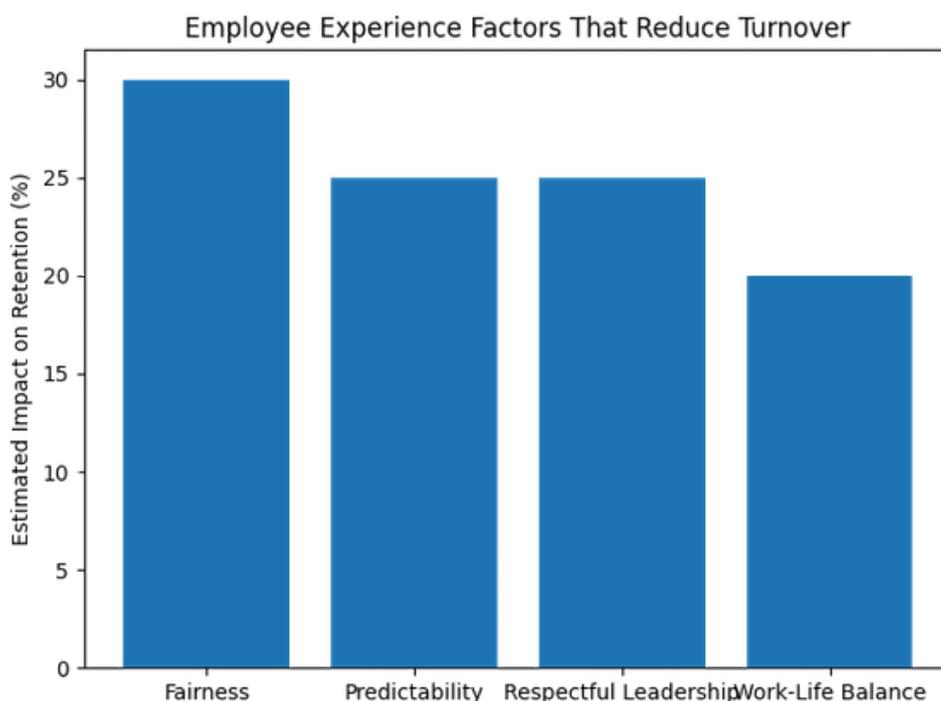


Differences between the working conditions presented to employees during the recruitment process and the actual conditions encountered during operations can lead to a loss of trust among employees. When employees' expectations are not met, they may lose their commitment to the organization.

#### 4. Discussion

The findings obtained show that the high employee turnover rate in hotel businesses cannot be explained solely by economic factors. The structure of working conditions, management style, and employees' psychological experiences play an important role in this process.

This situation demonstrates that in human resources management, not only wage policies but also employee experience management are important. Employees feeling valued, being treated with respect in the workplace, and having predictable working conditions are among the fundamental factors that increase employee commitment.



#### 5. Conclusion

Although the high employee turnover rate in hotel businesses is considered a sectoral reality, this situation is not inevitable. Field observations conducted within the scope of this study show that the reasons employees leave their jobs are mostly related to working conditions, management style, and the operational structure.



Hotel businesses that develop strategies aimed at improving the employee experience can achieve lower employee turnover rates. This situation positively affects not only human resources management but also service quality and guest satisfaction.

For sustainable hotel management, systematically managing the employee experience is of critical importance.



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