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THE IMPACT OF WORK-FAMILY CONFLICT ON HOTEL EMPLOYEES RETENTION

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اثر الصرع بين العمل و العائلة علي الاحتفاظ بموظفي الفنادق

المستخلص

يعد الصراع بين العمل و الاعباء العائلية للعاملين بصناعة الضيافة من التحديات التي تواجه كلا من العاملين واصحاب الاعمال لما يتميز به العمل الفندقي بطول ساعات العمل علي مدار اليوم و عدم المرونة بجداول العمل . مما ينتج عنه زيادة الصراع وعدم التوازن بين المهام الوظيفية المهام الحياتية الشخصية و الاسرية ، فضلا عن ان هذا الصراع يسبب العديد من الاثار السلبية مثل ارتفاع معدلات الغياب للعاملين، ارتفاع معدل دوران العاملين، انخفاض مستوي اداء العاملين و من ثم انخفاض اداء المنشأة الفندقية، بالاضافة الي ضعف الصحة الجسمانية والنفسية للعاملين. و في هذا الشأن تركز الدرسة الحالية بقياس اثر صراع العمل و العائلة علي مدي الاحتفاظ بالعاملين بفنادق السعودية. لذا تم تصميم استمارة استبيان للوصول لهدف الدراسة وقياس فرضية البحث . استخدمت الدراسة برنامج التحليل الاحصائي SPSS V.23 و تم عمل simple regression analysis لقياس فرضية البحث و قد

توصلت النتائج الي انه يوجد علاقة احصائية سلبية ذات دلالة بين صراع العمل و العائلة و مدي الاحتفاظ بالعاملين .لذا قدمت الدراسة مجموعة من التوصيات لمديري الفنادق للعمل علي التوازن بين بيئة العمل و الالتزامات العائلية .

الكلمـــات الدالـــة: صـــراع العمـــل و العائلـــة – الاحتفـــاظ بالعاملين – فنادق المملكة العربية السعودية

Abstract

A work-family conflict is a form of inter-role conflict in which the demands of one function at work and another at home are conflicted in some ways. Conflict arises whenever work and family life overlap. Work-family conflict is significant for both businesses and individuals since it is linked to undesirable results. The conflict between work and family life, for example, is linked to higher absenteeism, higher labor force turnover, lower performance, and poor physical and mental health. In this respect, the current study aims to explore the impact of work-family conflict on hotel employees' retention in Kingdom of Saudi Arabia hotels (KSA). The study used the analytical method to achieve the objectives of the research, the study was conducted on some workers in KSA hotels, the study was used a simple random sample via an electronic link questionnaire to collect primary data from 131 individuals. The study was used SPSS V.23 to test the

correlation between work-family conflict and employees' retention in the selected sample. The results assured that there is a statistically significant negative impact of work-family conflict on hotel employees' retention in KSA hotels. The study provides a set of recommendations for hotel managers to increase their employees' retention.

Keywords: Work-family Conflict, Hotel Employees Retention, KSA Hotels.

Introduction

Work-family conflict is a highly negative conflict in which the demands of work and family life struggle. This conflict emerges as a result of greater absenteeism, more workload, and lower performance, all of which contribute to a decline in civic and psychological health. When it comes to the home, workaholics create havoc (Mumu et al., 2021). Furthermore, work-family conflict causes when work issues conflict with family life issues, i.e. long, unpredictable, or inflexible working hours, increased workloads and other kinds of work stress, interpersonal difficulties at work, extensive travel and job shifts, an unhelpful supervisor, or work in a non-supportive organization are all examples of work-life conflict. For example, a parent might take time from work to care for his sick child. Despite the fact that the two work-family arrangements are similar, the work-family conflict pattern receives more attention than the other (Taylor et al., 2021).

According to Ahmad et al. (2021), work-family conflict causes instability, either professionally or in the family, and also means an imbalance between work and family responsibilities, and the employee must leave work, leaving work worries and problems from getting into the car and driving home, or vice versa. One of the most crucial aspects of both job and family life is to keep them separate. As a result, establishing policies that favor family over work is vital to maintaining a balance between work, family life, and home life. For example, offering more flexibility in working hours or adopting the policy of working online so that employees have more control over their schedule. Aside from the need for paid time off and a stipend for child care, health insurance is also required. (Ribeiro et al., 2021).

Work-family conflict has been proven in previous studies to have negative consequences for both employees and organizations. It also has negative impacts on one's spouse, as well as obsessive overworking, inability to moderate work habits, and increasing immersion in work to the point where most other activities of life are excluded. To maintain a balance between work and family life, hotel managers must understand their employees' family life difficulties in addition to their professional issues. From here, current research aims to accomplish the following goals: 1) Providing a theoretical and empirical framework for work-family conflict and employee retention in KSA hotels; 2) Testing the correlation and influence between work-family

conflict and employee retention in KSA hotels; 3) Presenting a set of recommendations to the surveyed retiling regarding their interest in work-family conflict and employee retention.

Literature review

Work-family Conflict

Many researchers distinguish between the so-called conflict between work and family life and the so-called conflict between family life and work, with the former occurring when work experiences, such as long hours, intersect with family life. Workloads and other forms of work stress, interpersonal troubles at work, extended travel and job transfers, an unhelpful supervisor, or working in an unsupportive organization, for example, may prevent a parent from picking up his children from school due to a late-day emergency meeting. (Kumari & Vangapandu, 2021).

Work-family and family life conflict is possible, and work addiction may have bad implications for a person's relationship with his or her life partner. Work addiction is a (personality trait) that involves self-imposed obligations, compulsive overworking, and the inability to manage habits. Work and a stronger focus on work to the point where most other elements of life are neglected. Addiction at work can have a bad impact on a person's personal life. It requires giving up other things, such as spending time with one's wife, which is essential to any successful and happy relationship, and when there is conflict in

the relationship owing to one spouse's addiction at work, both partners may feel nervous and irritated. (Yadav & Sharma, 2021).

People who work so much that it interferes with their personal lives. People tend to believe that their strong family communication history is not OK, so they adjust their families as having undefined family responsibilities exactly how they would like them to be, but job addiction is not the only method through which conflicts between work and home life might arise. When more than one person works to support the family, the criteria for building a family life and maintaining a job or work are discussed in the new century (Ping et al., 2021).

Causes Associated with Work-life Imbalance

There are three things and causes associated with work-life imbalance, according to Medina-Garrido, et al. (2021) as follows:

o Gender: Men and women may have different perceptions of their roles, which could lead to a work imbalance. In order to provide financial support, men prioritize their professional commitments over their family responsibilities, whereas women prioritize family life.
o Working hours: Working long hours as a result of "inflexibility," "shifts in job requirements," "overtime," or "evening duties" might result in

work-family conflicts. According to studies, 'time spent at work is positively related to work interference with familial and family interference, but it is not related to happiness across several dimensions.' This could be due to the fact that satisfaction is both universal and subjective. Long hours can be viewed positively or negatively depending on the individual, their situation, family, psychological, and physical capacities.

o Long working hours: have an impact on a worker's family commitments, but the financial benefits of this method outweigh the financial costs. Family features include single employers, married or cohabiting employers, parental employers, and dual-income parents. Working parents enjoy familial satisfaction as a result of their family responsibilities or expectations. This is due to their incapacity to carry out their family responsibilities to the best of their abilities. Working long hours, on the other hand, inhibits her ability to fulfill this identity, diminishing family happiness. It indicates that it "not only necessitates extra time and effort in the home but also serves as a resource for individuals to profit from" in the case of married and/or married couples.

How to deal with work-family conflict?

According to Arefin and colleagues (2020), individuals who work outside the home and have busy schedules are discovering new methods to communicate with their families when they can't physically be with them thanks to technological advancements. Technology has given them an advantage, allowing them to juggle the delicate balance of work and family life with unprecedented control and resourcefulness. Organizations are increasingly able to implement remote work policies, which allow employees to work from home and provide them more flexibility and control over their schedules. Creating family-friendly policies in the office can help to keep work and family life separate. Some policies may allow employees to work from home via remote or online work, as well as flexible working hours so they can manage their own schedules (Chan, & Ao, 2019; Mercy, 2021). Furthermore, Taylor et al. (2021) asserted that workplace policies such as maternity leave, child care leaves, and sick leave with childcare options, whether by establishing a child care center within the workplace or referring to nearby child care centers or by granting a child care allowance to families whose children attend child care centers, can reduce conflict between work and family life. This is on top of the fact that you have health insurance. To be effective, you must guarantee that your managers and supervisors support these rules and allow employees to benefit from them.

Effect of Gender on Work-family Conflict

According to Pan Yeh et al., (2019), Women frequently fall short of the manager's ideal employee standards. Because they are part of the workforce and have substantial responsibilities at home, women workers are more affected by work-life conflict. Women are more likely than men to experience work-family conflict, according to a recent study, since they have less influence over their jobs and schedules. Management considers female employees who balance work and family duties to be less devoted to the firm and so unworthy of advancement. Women in the workplace are sometimes incorrectly thought to have less power. Maternity punishment is a term used by sociologists to describe the structural disadvantages in income that working mothers face in the workplace. perceived competence and perks compared to women without children (Gunaprasida & Wibowo, 2019). In the workplace, women may face a pay-per-child penalty, resulting in a larger wage gap between mothers and non-mothers than between men and women. Working mothers must not only balance job and family life, but they must also show devotion in the same way that other employees do. Mothers received worse job site ratings than non-mothers, meaning that mothers are less committed to their jobs, less dependable, and less trustworthy. As a result, mothers may encounter prejudice in the workplace, in the job market, and in other areas of their lives.

Zhao et al., (2020) showed that some men are unmarried and have no idea what 'typical' family

responsibilities entail. Due to the obligations of the husband's employment, which comprises just caring for the house and children and performing 'typical' family tasks, a man's wife has stayed at home. Because the woman stays at home and looks after the children, the husband is more present in the labor force, indicating a higher number of males at the top of the organizational hierarchy. These are the individuals who, ironically, are in charge of developing and modifying workplace policies. Mumu, et al., (2021) proved that gender is a major problem in the conflict between work and family, according to the author, because a person's gender might influence their role at home or at work. The power that functions behind the scenes due to ideological restraints has a direct impact on women's representation in the workplace. This is demonstrated by the underlying premise of the 'ideal factor.' Many companies believe that the ideal employee is "committed to their work above all else." Exemplary personnel go above and beyond their official and specialized responsibilities to complete projects and are seen as a good and useful asset to the firm.

Employee Retention

Employee retention is defined as "an organization's capacity to prevent employee turnover, or the number of employees who quit their position, either freely or involuntarily, within a given period of time." Employee retention has a direct impact on the success and profitability of a company (Soenanta, Akbar & Sariwulan , 2021).

Organizations must keep their best employees in order to expand, according to Choy and Kamoche (2021). This is what employee retention is all about. Employee retention refers to an organization's strategy for reducing employee turnover as well as the practices it uses to keep its most valuable people on board. Employee retention is a big concern for today's businesses and HR departments. Individuals leave their occupations for a variety of reasons. Some are voluntarily undertaken, such as changing jobs, while others are not, such as being laid off. Employee retention methods are generally focused on preventing harmful voluntary departure, rather than the loss of a bad performer. It also focuses on avoidable turnovers, such as when an employee leaves because they are moving out of state (Kryscynski, 2021).

According to Prasetyo, et al., (2021). Because employee retention is so important. Organizations compete to keep their employees, while some experts recommend aiming for a 90 percent retention rate, the reality is that it varies depending on the company and industry. However, the capacity to retain staff is advantageous for a variety of reasons. Following are nine of the most important advantages of gaining employees' retention:

o Cost reduction: recruiting and training new staff costs businesses hundreds of millions of dollars each year. Those costs are lost if an employee leaves early. As a result, productivity, teamwork, and morale all suffer, which has costly ramifications.

o Recruitment and training efficiency: otal replacement costs for each person can range from 90% of an entry-level employee's compensation to 200 percent or more for tenured professionals and leaders. By focusing on employee retention, businesses can save money on recruiting and get more out of employee training. Recruiting expenses include fees paid to recruiters or to market the position, interview-related travel, and possible signing bonuses. Then there's the cost of training, which may be rather high. If an employee departs too soon after being employed, that money is squandered.

o Increased productivity. Employee turnover lowers productivity since it takes time for a new employee to get up to speed and produce at the same level as their predecessor. It also has an impact on surviving staff, who are obliged to take on more work and may produce a lower-quality product as a result. High-retention workplaces, on the other hand, have more engaged employees who are, as a result, more productive.

o Improved employee morale. Successful employee retention techniques generate a sense of belonging and involvement, which boosts morale and, as a result, retention. A regular stream of departures, on the other hand, has a depressing effect on workplace morale, with negative consequences such as worse job quality and more personnel leaving.

o Experienced employees. It's reasonable to believe that the longer employees stay with a company, the more involved, knowledgeable, and skillful they become. They've formed great ties with customers and co-workers as well. When an employee leaves, the company loses the potential value that person could have given to the company.

o Better customer experience. inexperienced and unskilled new recruits are more prone to make mistakes that negatively impact a customer's experience with the company. Longer-term employees who are satisfied with their professions are more likely to be skilled at communicating with customers and to have positive connections with them. This is true both in the lead-up to a signed contract and afterward, when a customer may contact customer service. A better client experience can also help a company stand out from the competition.

o Improved employee satisfaction and experience. employee satisfaction — worker pleasure and fulfilment — and employee engagement — the level of dedication people brings to their employment — have a symbiotic relationship. Employees who are satisfied and engaged are more likely to stay with a company, while companies with strong retention rates have higher employee satisfaction and engagement.

o Stronger corporate culture. Corporate culture evolves throughout time as a result of the accumulated traits and

interactions of employees. When engaged employees who are committed to the company's culture stay, the company's ethos is strengthened. Productivity and performance are also enhanced by positive business culture.

o   Increased revenue. retaining employees isn't just about saving money; anecdotal evidence suggests it can also boost income. Employers with higher retention rates offer a better customer and employee experience, keep experienced top talent, and are more productive, all of which can help their companies grow.

Based on the previously reviewed literature, this research proposed the following hypothesis:

H: There is a statistically significant impact of work-family conflict on hotel employees' retention in KSA hotels"

Research Methodology

The current study used the analytical method, through which statistical methods were used in analyzing the research data of questionnaire study to achieve the aim of the research.

Study instrument

The research used a questionnaire as a tool for the field study, and they were prepared by using the theoretical framework of the study. The questionnaire consisted of two parts. The first part includes personal data for the study sample members. The second part includes two axes (Work-family Conflict (WFC) as the independent variable

and Employees Retention as the dependent variable). Both dimensions of the study consist of 12 items, 5 items were used for WFC metrics and 7 items were adapted to measure employees retention. The questionnaire was used a 5-point Likert-type scale, ranging from strongly disagree to strongly agree. The questionnaire has been adopted by Netemeyer et al., (1996), then administrated by the researchers.

Study Sample

Data were collected from a sample of employees working in Saudi Arabia 4 and 5-star hotels only located in Makkah, Jeddah, and Madinah. Employees across all managerial levels were included in the targeted sample. As a result of the difficulty of conducting a comprehensive inventory of all members of the study community, the study used the sampling method in order to collect data related to the study by selecting a simple random sample through the study tool represented in the electronic questionnaire form and a cover letter to hotel Human Resource Managers explaining the purpose of the study will be attached to the questionnaire to ensure that participants are well informed when responding to questions. To minimize the effect of social desirability and encourage response the cover letter emphasized respondents' anonymity, declaring that the required data would be used for academic analysis purposes. Numerous ways of data collection were implemented. Some Questionnaires were sent to the respondent by mail and physically visited the organization. The process of collection of data was carried out over a period of 6 months. Based on the list of employees obtained

from 50 hotels, we randomly select the samples for the study. Self-administered questionnaires were used for data collection. Out of 450 questionnaires being distributed, a total of 225 questionnaires were returned, however, only 131 questionnaires were considered acceptable. The next sections describe the various tools utilized to measure the research variables.

Data Analysis

The research was used SPSS program Version 23 to analyze the data of the questionnaire using Alpha coefficient, Frequencies, percentages, mean, standard deviation, relative weight, Pearson correlation coefficient, and Regression coefficient.

Validity and reliability of the instrument

The validity of the questionnaire's statements was calculated by determining the level of internal homogeneity of the study tool by calculating the Pearson correlation coefficients between each phrase in the questionnaire and the degree of the total phrase for the axis to which the phrase belongs. The results came as follows:

- The first dimension: work-family conflict (WFC).

All correlation for questionnaire items was statistically significant at 0.01 and the tool has structural validity.

Table (1) Correlation coefficients between the score for each phrase and the total first dimension

Phrases	Correlation	P-

	coefficient	value
The demands of my work interfere with my home and family	0.805**	0.000
The number of times my jobs takes up makes it difficult to fulfill my family responsibilities	0.886**	0.000
Things I want to do at home do not get done because of the demands my job put on me	0.825**	0.000
My job produces strain that makes it difficult to fulfill my family duties	0.871**	0.000
Due to work-related duties, I have to make changes to my plan for family activities	0.676**	0.000

**Statistically significant at the level of significance (α = 0.01)

- The second dimension: Employees' Retention.

Table (2) Correlation coefficients between the score for each phrase and the total second dimension

phrases	Correlation coefficient	P-value
I am able to reach my full potential in this organization	**0.576	0.000
I'm planning on working for another	**0.676	0.000

company within a period of three years.		
I see a future for myself within this company.	*0.720	0.000
If I wanted to do another job or function, I would look first at the possibilities within this company	**0.480	0.000
I see myself working here in the next five years	**.637	0.000
If I received an attractive job offer from another company, I would take the job	**0.524	0.000
I would apply for this job again	**0.302	0.000

**Statistically significant at the level of significance (α = 0.01)

Reliability coefficient Alpha is greater than 0.6 for all dimensions of the questionnaire, which confirms the validity and correlation of the statements of the questionnaire axes and the stability of the tool used in the study. as shown in table 3.

Table (3) reliability of the study questionnaire

Dimension	pha hbach	mber lements
work-family-conflict	872	5
Employees' Retention	623	7
Total questionnaire	742	12

Results of the study

Personal Data Analysis

Table 4 demonstrates frequencies and percentages of the respondents regarding personal data which have a direct effect on work-family conflict and employees' retention.

Table (4) frequencies and percentage of the respondents

	Categories	N	%
Gender	Male	96	73.3
	female	35	26.7
Age	Less than 25 years	11	8.4
	From 25 to less than 35 years	51	38.9
	From 35 to less than 45 years	46	35.1

	45 years and higher	23	17.6
Qualification	Intermediate diploma or less	27	20.6
	Bachelor	60	45.8
	Master	22	16.8
	PhD	7	5.3
	Other	22	16.8
Marital status	Married	94	71.8
	Single	33	25.2
	Other	4	3.1
Household Size	No children	33	25.2
	1-3 children	77	58.8
	4 -6 children	19	14.5

	more than 6	2	1.5
Years of experience	1- 5 years	41	31.3
	6-10 years	38	29.0
	> 10 years	52	39.7
Managerial Level	Manager	33	25.2
	Supervisor	38	29.0
	Employee	60	45.8

As shown in table 4, it was found that the majority of the respondents were male with 73.3% of the total sample, while only 26.7% were female, which assured that the percent of male workers in KSA hotels is greater than the percentage of females. This result disagrees with Pan and Yeh (2019) result who assured that managers prefer female workers to male ones because women tend to experience conflict between work and family more than men due to those women having less control over work and schedules than men. It was found that a large number of the selected sample their ages range from 25 to 35 years with 39% and 35% their ages ranges from 35 to 45 years. The findings also indicated that approximately half of the respondents had bachelor's degrees with 46%. It is notable that 72% of the sample was married which supports the purpose of the study. In addition, 59% of the sample had one to three

children. Regarding years of experience, the findings showed that the majority of respondents had more than 10 years of experience with 40%. Finally, it was found that 46% of the sample were employees at entry-level positions.

The Results of the First Dimension: Work-family-conflict

Table 5 was used to explore the conflict between the work and family life of the respondents. The results illustrated that all phrases included in the work-family conflict were at a medium degree. According to arrangements of these phrases, it was found that phrase one "the demands of my work interfere with my home and family" had the largest degree (5) had 0.602 as the relative weight between other phrases, that result assured research aim that there is interfere between work and home and family issues. While phrase 5 "due to work-related duties, I have to make changes to my plan for family activities" has 0.722 relative weight between other phrases which declared that some of the respondents change their plans and issues related to their family activities in regard to their work-related duties. We can conclude that all phrases regarding the work-family conflict variable were in the medium degree and it shows the medium level of the work-family conflict in Saudi Arabia hotels with mean dimension 3.266 and St.d 1.361.

Table (5) Measurement of Work-Family Conflict

N.	Phrase	Mean	St.d	Relative weight	Degree	Arrangement
1	The demands of my work	3.008	1.444	0.602	Medium	5

	interfere with my home and family					
2	The number of times my jobs takes up makes it difficult to fulfill my family responsibilities	3.183	1.341	0.637	Medium	4
3	Things I want to do at home do not get done because of the demands my job put on me	3.328	1.338	0.666	Medium	2
4	My job produces strain that makes it difficult to fulfill my family duties	3.198	1.389	0.640	Medium	3
5	Due to work-related duties, I have to make changes to my plan for family activities	3.611	1.292	0.722	Medium	1

The Results of the Second Dimension: Employees Retention

Table 6 was used to measure employees' retention in KSA hotels, the instrument included 07 phrases regarding employees' retention, the results illustrated that all phrases came at a low level according to relative weight, on the light of this result, we found that the majority of the respondents declared that" they are planning on working for another company within a period of three years" with mean 1.794 and St.d 0.676, while few of them proved that "they see themselves working in their current hotels in the next five years" with mean 1.969 and St.d 0.723. This result emphasizes the research aim that work-family conflict affect negatively on employee retention, therefore the hotels must do their best to keep their employees by dealing with their family issues. these results agree with Soenanta et al., (2021) and Choy & Kamoche (2021) that organizations must do their best to keep their employees in a manner to increase business performance and success as well as decreases employee's turnover.

Table (6) Measurement of employees' retention in the selected sample

N.	Phrases	Mean	St.d	Relative weight	Degree	Arrangement
1	I am able to reach my full	1.908	0.717	0.382	Low	2

	potential in this organization					
2	I'm planning on working for another company within a period of three years.	1.794	0.676	0.359	Low	7
3	I see a future for myself within this company.	1.885	0.751	0.377	Low	3
4	If I wanted to do another job	1.824	0.696	0.365	Low	5

	or function, I would look first at the possibilities within this company					
5	I see myself working here in the next five years	1.969	0.723	0.394	Low	1
6	If I received an attractive job offer from another company, I would take the job	1.817	0.742	0.363	Low	6

7	I would apply for this job again	1.840	0.792	0.368	Low	4

Testing Research Hypothesis

The study was used a regression test to investigate the research hypothesis, a simple regression equation was conducted, the results assured that there is a statistically significant negative impact of work-family conflict on employees' retention at the level of 0.01, which support the research hypothesis since the level of work-family conflict when increased at 1% hence employees' retention has decreased 0.033%, as shown in table 7.

Table (7) impact of Work-family Conflict on Hotel Employees Retention in KSA

B	T	F	P-VALUE
-0.033	-3.396**	**11.531	0.000

Conclusion

Nowadays most families have both father and mother working and earning money, at the same time, the image of the "perfect worker" persists,

causing tension between work and home life by putting a lot of pressure on working parents. On the other side, working in hotels has inflexibility schedules and long hours at work, as well it needs more physical effort and so on of other criteria which cause an imbalance between work and family life of the employees. From this point, the current study measured work-family- conflict between hotels employees and their impact on employees' retention. Results of the study assured that there is a medium level of work-family conflict between the selected samples, this may be due to that majority of the respondents were male in KSA hotels with 73% while females were 27%. This is consistent with Pan and Yeh (2019) results which showed that managers prefer female workers to male ones because women tend to experience conflict between work and family more than men due to those women having less control over work and schedules than men. Also, it was found that the majority of the respondents maintain their jobs (retention) this may be due to that most of them had a medium level of work-family conflict. Also, the results declared that there is a statistically significant negative impact of work-family conflict on employees' retention in KSA hotels

Managerial Implications

Based on the results, the study recommends the following suggestions for hotel managers to balance between working and family life issues:

- ✓ Creating work -family-friendly policies to support family issues as well as work issues.

✓ Creating a healthy working environment for employees such as sufficient breaks.

✓ Involving with employee's family life by providing all social and healthy activities.

✓ Setting flexible working schedules that can correspond to all circumstances.

✓ Paying attention to the level of productivity without committing to specific working hours.

✓ Encouraging employees to organize their working time between work and family life matters regarding productivity.

✓ Matching appropriate jobs with the appropriate worker in terms of qualifications, abilities, and family circumstances.

✓ Participating workers with social and psychological status to find immediate solutions to any problems that may occur.

✓ Encouraging employees to work from home, if possible, let them meet their family matters at the same time.

✓ Using Technology in most work helps to save time and effort of employees which will contribute to their family life.

✓ Providing appropriate remuneration to employees such as   good salaries and incentives, which enhance their economic and social life

✓ Provide comfort and well-being working atmosphere for employees, which helps in increasing performance levels.
✓ Attention to taking the opinions of workers in the work schedules set and working to meet the needs of workers and coordination between management and workers in implementing work schedules efficiently and effectively.

Limitations

The study was subjected to a set of limitations represented in the difficulty of obtaining study data as a result of the unwillingness of many to answer the study questions directly, as well as the spread of the Corona pandemic, which led to the presence of many precautionary measures that are applied, which led to the researcher using the electronic questionnaire as a tool for the study. This study has some limitations that should be mentioned. First, the sample size: although the sample size was adequate for the number of variables, larger samples would enhance the validity of this study more and more. Second, the target of this study was mainly highly ranked employees in Saudi Arabia five-star hotels only in three different regions, another possible future study could look into the influence of Saudi's labor laws on the retention and turnover of Saudi and non-Saudi employees because the law puts no restriction on Saudi to change their jobs at any time. It is not known how this could affect the HR decisions of employers. Limiting the questionnaire translation in Arabic and

English only caused some difficulties for the participants, as there are participants from nationalities who are only proficient in the Urdu language.

Future Research

Future research could examine the influence of more retention strategies such as work-life balance and communication channels, the flexibility of working hours, and/or such demographic influences as gender, age, educational level, taking into consideration the culture of other nationalities…etc. Motivation theories also such as need theory, expectancy theory, equity theory, and a job design model could be taken into consideration in a similar study, since they are often emphasized as having a significant influence on employee retention. In addition, a future study might also be conducted to cover all other sectors in Saudi Arabia such as oil and gas companies, the health and education sectors, the army and the police…etc.

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