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# The Impact of HRM Practices on Employee Satisfaction, Loyalty and Hotel Performance: A Case Study of Antalya Hotels

**Abstract.** Human resource management (HRM) plays a crucial role in all businesses, particularly in the hospitality industry, which focuses on customer service and people-oriented activities. This study aims to examine the effects of HRM practices (variable 1) on employee satisfaction (variable 2), employee loyalty (variable 3), and ultimately on hotel performance (variable 4). Using insights from the literature, the author proposes a conceptual model representing links between these four variables and puts forward 5 hypotheses. The model was assessed by applying structural equation modelling (SEM) using quantitative data collected in an online survey of 423 hotel employees in Antalya, Turkey. SEM results were found to support all study hypotheses, indicating that HRM practices significantly and directly affect employee satisfaction and employee loyalty. Moreover, employee satisfaction was found to directly and significantly affect their loyalty.

## 1. Introduction

According to New Health Media (NHM, 2025), in 2024 Turkey's tourism revenue reached a historic record of 61,1 billion dollars, while the number of tourists visiting the country rose by 9% to 62.2 million. Over the last three years, the contribution of the Turkish tourism industry to the country's GDP increased from 2.1% to 5.1%, highlighting the sector's growing importance in the national economy (TUIK, 2025). In response to this rise, hotels in Turkey organise various in-house training and development activities to support the professional development of

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their employees. In addition to orientation (on-the-job) training, employees receive information on occupational health and safety, hygiene, fire safety and first aid in order to make sure they comply with workplace standards and contribute to a safe working environment. When hotels analyse their human resources policies, especially their selective recruitment processes, they tend to prioritise onboarding and training practices. To increase employee loyalty and motivation, companies organise various social events, such as birthday celebrations, staff of the year elections, quarter gold gifts, staff dinners and sports activities (Yılmaz & Güngör, 2018). The number and scope of these activities for employee development varies from hotel to hotel.

Human resource management (HRM) is a vital task in all businesses, particularly those in the hospitality industry, where customer service and people-oriented activities define each company's unique selling proposition (Afshar Bakeshlo et al., 2024). Effective HRM practices can enhance service quality, boost customer satisfaction and improve hotel performance, thus serving as a practical strategy for hotels to remain competitive (Papademetriou et al., 2022). Moreover, since HRM is a labour intensive field (Deen & Balkaran, 2013), hospitality organisations keep looking for the most effective HRM tools to enhance employee performance, motivation, and loyalty (Deen & Balkaran, 2013; Khuong et al., 2020; Hussein et al., 2023).

HRM is a system designed to manage employees' talents and develop their skills to achieve the organisation's objectives (Bos-Nehles & Meijerink, 2018; Afshar Bakeshlo et al., 2024). HRM practices involve various strategic initiatives aimed at enhancing the capacity of the organization's workforce. One of the key areas is human resource planning, which consists in forecasting future HR requirements aligned with the organisation's objectives, staffing, and the process of recruitment for various positions. Collectively, these practices help create a unified and effective HR management strategy (Papademetriou et al., 2022; Hussein et al., 2023). HRM encompasses a range of policies and practices designed to enhance organisational effectiveness and improve the overall quality of work (Khan & Abdullah, 2019) by focusing on specific areas such as staff retention, knowledge application, capacity building, employee training, evaluation, workforce engagement and handling administrative issues (Singh et al., 2020).

Earlier research indicates that HRM strategies are crucial for achieving a strategic advantage in the contemporary global market (Luthans et al., 2004). Later studies confirm that HR activities play a critical role in improving companies' productivity, increasing market share, personal initiative and service innovation (Anderson et al., 2014; Ardito & Petruzzelli, 2017). While HRM practices and their influence on organisational performance have been the topic of much research (Al-Refaie, 2015; Tabouli et al., 2016; Torlak et al., 2018; Khuong et al., 2020; Anwar & Abdul-

lah 2021; Papademetriou et al., 2022; Pillai & Srivastava, 2024), this study explores the impact of HRM practice on employee satisfaction and loyalty and, ultimately, on hotel performance.

## 2. Literature Review

### 2.1. The Impact of HRM Practices on Organisational Performance

Early definitions of HRM practices centre around organisational activities focused on managing human capital and utilizing it to meet organizational goals by leveraging employee capabilities while also fostering opportunities for creativity (Huselid et al., 1997; Wright et al., 1999). According to Tortorella and Fogliatto (2014), organisational learning serves as an intermediary factor between HR practices and organisational performance. Furthermore, HRM practices represent a unique strategy aimed at gaining a competitive edge through the strategic utilisation of a highly engaged and skilled workforce, employing various cultural and personnel methods (Al-Refaie, 2015). Shahnaei and Long (2015) argue that HRM can influence potential employee skills and knowledge to meet organisational objectives.

Previous research suggests that employees' views regarding HRM practices are closely tied to customers' perceptions of service quality, which is a critical element in enhancing a hotel's competitiveness, efficacy and adaptability (Schneider, 1994). According to Katou (2008), the application of HRM practices could improve the firm's performance, including its revenue, competitiveness, and market position. The implementation of HRM practices is essential for improving employee satisfaction and fostering job commitment, ultimately boosting productivity (Eskildsen & Nussler, 2000; Quresh et al., 2010; Sareen, 2015). Additionally, several studies indicate that there are important correlations between HRM practices and employee performance (Alfes et al., 2013; Mira et al., 2019; Marescaux et al., 2019), which means that they are an essential predictor of organisational performance (Alsafadi & Altahat, 2021).

### 2.2. The Impact of HR Practices on Employee Satisfaction

Employee satisfaction refers to a positive emotional state arising from how employees evaluate their job experiences and is essential to the success of a business (Gregory, 2011). Sageer et al. (2012) advise that business should identify the variables that influence employee satisfaction for the desired impact on the organisa-

tion. In an earlier study, Chi and Gursoy (2009) demonstrate a positive relationship between employee satisfaction, customer satisfaction and financial performance of an organisation. This is confirmed by Al-Refaie (2015), who found that HRM practices were positively related to employee satisfaction, and later by Rodjam et al. (2020), who report that HRM practices have a positive effect on employee and job satisfaction. The existence of a positive relationship between HRM practices and employee satisfaction was also reported by Zamanan et al. (2020).

## 2.3.  The Impact of HR Practices on Employee Loyalty

Loyal employees are dedicated to their organisation and its goals, trusting that their current position is the best fit for them. Consequently, they generally do not seek other job opportunities (Al-Refaie, 2015). Studies by Khuong et al. (2020) and Tanwa et al. (2023) indicate that HRM practices have a positive impact on employee loyalty.

## 2.4.  The Impact of Employee Satisfaction on Employee Loyalty

Studies suggest loyalty is a desirable feature in employees and consumers (Mehta et al., 2010). Employees who are satisfied with their jobs often demonstrate higher loyalty and productivity (Al-Refaie, 2015). Several studies suggest that satisfied employees are more likely to be loyal (Eskildsen & Nussler , 2000; Turkyilmaz et al., 2011; Phuong & Le Ha, 2022). Enhancing employee satisfaction can lead to greater participation, fostering employee loyalty (Al-Refaie, 2015), as demonstrated by studies from Phuong and Tran (2020) and Dhir et al. (2020).

## 2.5.  The Impact of Employee Satisfaction on Hotel Performance

Motivated and satisfied employees ultimately mean satisfied customers, which translates into higher organizational revenue and profitability (Pugh et al. 2002). Several studies indicate that employee satisfaction is particularly vital in the service sector, given its unique characteristics (Lam et al., 2001; Yee et al., 2008; Daniel et al., 2012). According to Jeon and Choi (2012), employee satisfaction is positively correlated with customer satisfaction. Satisfied employees can contribute to increasing customer satisfaction and loyalty, which means higher sales and, consequently, higher revenues. As a result, service organizations have been investing considerable resources in ensuring both employee and customer satisfaction and retention (Chi & Gursoy, 2009). According to Deshpande et al. (2012), employee satisfaction plays a primary role in helping hotels achieve financial goals.

## 2.6.  The Impact of Employee Performance on Hotel Performance

Samadi et al. (2015) point out that insufficient loyalty can have negative conse-quences, resulting in decreased trust, ineffective efforts, increased absenteeism, and higher employee turnover. In other words, the goal of becoming a successful firm is likely to be compromised if employee loyalty is low (Tanwa et al., 2023; Bakeshlo et al., 2025;). It is widely acknowledged that effective HRM practices play a vital role in fostering positive work behaviours among employees, thus contributing to promoting employee loyalty and enhancing organizational performance (Chaubey & Sahoo, 2019; Chand & Ambardar, 2020; Abbas & Abbas, 2023). According to De Menezes and Wood (2015), HRM practices create an ideal setting for employees to be highly dedicated to organizational goals.

## 2.7.  The Conceptual Model

The following figure shows a conceptual model representing the relationships be-tween human resources practices and hotel performance.



Figure 1. A conceptual model of the relationships between HR practices and hotel performance
Source: Own research

The relationships between the 4 variables — HR practices, employee satisfac-tion, employee performance, hotel performance — are represented by 5 hypotheses derived from the literature:

**H1.**  Human resources practices positively and significantly affect employee satisfaction.
**H2.**  Human resources practices positively and significantly affect employee loyalty.

**H3.** Employee satisfaction positively and significantly affects employee loyalty.

**H4.** Employee satisfaction positively and significantly affects hotel performance.

**H5.** Employee loyalty positively and significantly affects hotel performance.

## 3. Methods

### 3.1. Study Design and Sampling

Considering the nature of this study it utilised the quantitative technique to collect data collected using an online questionnaire survey involving employees of Turkish hotels located in the city centre of Antalya (McCusker & Gunaydin, 2015; Omidvar & Deen, 2023; Omidvar & Palazzo, 2023; Omidvar & Deen, 2024a; 2024b; Omidvar et al., 2024). The surveyed hotels were five-star establishments with no chain affiliation. The hotels varied in size but were generally considered large-scale properties due to their five-star classification. All the hotels utilised common HRM practices like employee training and development programs, performance evaluation systems, and incentive-based reward mechanisms. In addition, they implemented careful recruitment processes and employee satisfaction surveys in order to reduce turnover and enhance workforce stability. Given the difficulty of reaching respondents directly, convenience sampling was used via an online questionnaire. 423 hotel employees completed the questionnaire in September and December 2024.

### 3.2. The Questionnaire

The questionnaire items were developed after a thorough review of the relevant literature to ensure its suitability for use within the context of hotel operations in Antalya. The questionnaire consisted of two sections: one was designed to elicit basic sociodemographic details of the respondents (see Table 1), while the second one contained the 29 items relating to the four variables in the conceptual model. The degree of agreement with the statements was measured on a five-point Likert scale.

### 3.3. Data Analysis

The data were analysed using confirmatory factor analysis (CFA) and structural equation modelling (SEM) was applied to test the validity of the conceptual model. Data analysis was conducted using SPSS version 21, and SmartPLS 4. SPSS was used

to enter the data into SmartPLS and obtain values of Cronbach's alpha. SmartPLS is specifically designed for SEM, path analysis, and CFA, as recommended by Ringle et al. (2020).

# 4. Results

## 4.1. Demographic Characteristics

The demographic characteristics of the sample show that majority respondents are female (53.9%), while males make up 46.1% of the sample. Regarding age distribution, 18.9% of respondents are between 18–25 years old, 22% are aged 26–35, 32.2% are aged 36–45, and 27% are aged 46 and above.

Table 1. Demographic characteristics of the respondents

|  | Category | Number | Percentage |
|---|---|---|---|
| Sex | Male | 195 | 46.1 |
|  | Female | 228 | 53.9 |
| Age | 18–25 | 80 | 18.9 |
|  | 26–35 | 93 | 22.0 |
|  | 36–45 | 136 | 32.2 |
|  | 46 + | 114 | 27.0 |
| Education | High School | 121 | 28.6 |
|  | Undergraduate | 205 | 48.5 |
|  | Master's Degree | 50 | 11.8 |
|  | Doctorate | 47 | 11.1 |
| Total |  | 423 | 100.0 |

Source: Own research

## 4.2. The Predictor Variables

The analysis started with the examination of the Variance Inflation Factor (VIF) to assess the level of multicollinearity among the predictor variables. Upon reviewing the structural relationships, the VIF values were found to vary between 1.626 and 4.598, suggesting an absence of multicollinearity, as all values were well under the recommended threshold of 5.0 (Hair et al., 2017).

## 4.3. The Measurement Model

The reliability and validity statistics for the measurement model are provided in Table 2. As can be seen, factor loadings for all constructs were statistically significant and above the recommended threshold of 0.70 (Hair et al., 2017).

Table 2. Construct Reliability and Validity

| Constructs and Items | Loadings | CR | Cronbach's Alfa | Rho_A | AVE |
|---|---|---|---|---|---|
| Human resources practices (HRP) | | 0.815 | 0.917 | 0.931 | 0.575 |
| The recruitment process of this hotel is controlled by coordinated conditions. | 0.722 | | | | |
| This hotel treats all employees equally during recruitment. | 0.752 | | | | |
| This hotel applies special rules during career promotion. | 0.770 | | | | |
| This hotel selects employees according to the element of merit, skill and experience. | 0.836 | | | | |
| This hotel has a conducive work culture. | 0.761 | | | | |
| This hotel has career planning. | 0.827 | | | | |
| This hotel has significant participation of all departments. | 0.734 | | | | |
| Each job in this hotel has a clear and flexible job description. | 0.725 | | | | |
| In this hotel, employees participate in improving their jobs. | 0.397 | | | | |
| This hotel employees work in a team spirit. | 0.748 | | | | |
| Employee satisfaction (ES) | | 0.924 | 0.921 | 0.934 | 0.585 |
| My job at this hotel is safe. | 0.849 | | | | |
| The hotel empathizes with employees in special situations (e.g., emergency situations). | 0.788 | | | | |
| My job at this hotel does not create unreasonable stress in my life. | 0.765 | | | | |
| Teamwork is encouraged and practiced at this hotel. | 0.724 | | | | |
| I am part of a team working towards a common goal. | 0.770 | | | | |
| Employees cooperate with each other during busy hours at this hotel. | 0.754 | | | | |
| My supervisor treats me with respect. | 0.754 | | | | |
| When I do a good job at this hotel, I receive the praise and recognition I deserve (e.g., awards, recognition). | 0.703 | | | | |
| Good work at this hotel leads to promotions and more benefits. | 0.760 | | | | |
| My salary is equal to my responsibility. | 0.773 | | | | |
| Employee loyalty (EL) | | 0.815 | 0.814 | 0.878 | 0.642 |
| I would not consider it ethical to leave this hotel if I received a better offer from somewhere else. | 0.814 | | | | |
| Commitment to this hotel is an important value. | 0.770 | | | | |
| This hotel deserves my loyalty. | 0.815 | | | | |
| I would recommend this hotel to others. | 0.806 | | | | |
| Hotel Performance (HP) | | 0.919 | 0.856 | 0.897 | 0.636 |

| Constructs and Items | Loadings | CR | Cronbach's Alfa | Rho_A | AVE |
|---|---|---|---|---|---|
| This hotel has higher sales growth than the hotel industry average. | 0.793 | | | | |
| This hotel has higher profitability than the hotel industry average. | 0.857 | | | | |
| This hotel has a higher market share than its main competitor. | 0.828 | | | | |
| Frequent communication between different business departments of this hotel is encouraged. | 0.761 | | | | |
| This hotel has financial resources available for the innovation process. | 0.744 | | | | |

Source: Own research

The Average Variance Extracted (AVE) scores for every construct were greater than the acceptable limit of 0.50, while the composite reliability (CR) scores exceeded the 0.70 benchmark, indicating satisfactory convergent validity (Fornell & Larcker, 1981). Specifically, the CR scores ranged between 0.815 and 0.924, the AVE scores ranged between 0.575 and 0.642, while values of Cronbach's alpha ranged from 0.814 to 0.921, indicating that the scale was reliable.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

| | EL | ES | HP | HRP |
|---|---|---|---|---|
| EL | | | | |
| ES | 0.469 | | | |
| HP | 0.770 | 0.567 | | |
| HRP | 0.748 | 0.430 | 0.812 | |

Note. EL: Employee Loyalty, ES: Employee Satisfaction, HP: Hotel
Performance, HRP: Human Resources Practices
Source: Own research

According to Henseler et al. (2015), values of HTMT above 0.90 indicate the lack of discriminant validity. As shown in Table 3, all HTMT values are lower than this threshold.

Table 4. Fornell-Larcker criterion

| | EL | ES | HP | HRP |
|---|---|---|---|---|
| EL | 0.801 | | | |
| ES | 0.411 | 0.765 | | |
| HP | 0.646 | 0.518 | 0.789 | |
| HRP | 0.649 | 0.403 | 0.722 | 0.758 |

Note. EL: Employee Loyalty, ES: Employee Satisfaction, HP: Hotel
Performance, HRP: Human Resources Practices
Source: Own research

According to the Fornell-Larcker criterion, discriminant validity is confirmed when the square root of the AVE for each construct is greater than the correlations between that construct and the other ones (Fornell & Larcker, 1981). As shown in Table 4, the square root of the AVE, indicated in bold, is greater than the correlation coefficients in the corresponding rows and columns, demonstrating adequate discriminant validity.

## 4.4. The Structural Model

The examination of the structural model was performed in several steps. At first, standardized root mean square residual (SRMR), with a recommended limit of <0.10, was evaluated to determine the model's fit.
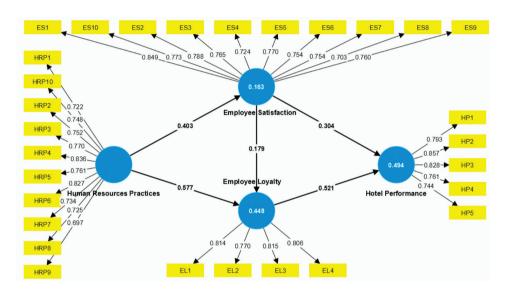


Figure 2. Results of path analysis
Source: Own research

SRMR is one of the most common measures for assessing the model fit and is used to evaluate the difference between the correlation matrix of the model and the observed correlation matrix (Ringle et al., 2020). For the structural model to show a good fit, the SRMR value must be below 0.08 (Hair et al., 2017). For this study, the SRMR score was 0.074, demonstrating an adequate model fit.

The structural model findings in Table 5 indicate that all proposed hypotheses were supported, as the p-value for each path was below the significance threshold of 0.05. In the case of Hypothesis 1 (HRP → ES), HR practices were found to have a significant positive influence on employee satisfaction, with an effect size ($f^2$) of

0.194 and a t-value of 8.869. As for Hypothesis 2 (HRP → EL), a stronger positive relationship was found to exist between HR practices and employee loyalty, with an effect size of 0.506 and a t-value of 13.077.

Table 5. Structural model results

| Hypothesis | Path | Effect | t value | f2 | p values | Remarks |
|---|---|---|---|---|---|---|
| Hypothesis 1 | HRP → ES | 0.403 | 8.869 | 0.194 | 0.001 | Supported |
| Hypothesis 2 | HRP→ EL | 0.577 | 13.077 | 0.506 | 0.001 | Supported |
| Hypothesis 3 | ES→ EL | 0.179 | 3.765 | 0.048 | 0.001 | Supported |
| Hypothesis 4 | ES→ HP | 0.304 | 6.068 | 0.151 | 0.001 | Supported |
| Hypothesis 5 | EL→ HP | 0.521 | 10.002 | 0.445 | 0.001 | Supported |

Note. EL: Employee Loyalty, ES: Employee Satisfaction, HP: Hotel
Performance, HRP: Human Resources Practices
Source: Own research

In the case of Hypothesis 3 (ES → EL), employee satisfaction was found to have a smaller yet essentially positive effect on employee loyalty, with an effect size of 0.048 and a t-value of 3.765. In line with Hypothesis 4 (ES → HP), employee satisfaction proved to significantly affect hotel performance, with an effect size of 0.151 and a t-value of 6.068. As predicted by Hypothesis 5 (EL → HP), there was a notable positive effect of employee loyalty on hotel performance, with an effect size of 0.445 and a t-value of 10.002. These findings confirm the role played by HR practices in fostering employee loyalty and satisfaction, both of which contribute to overall hotel performance.

# 5. Discussion and Conclusion

## 5.1. Discussion

The findings of this study indicate that HR practices have a significant effect on employee satisfaction. This is consistent with Al-Refaie (2015), who found that HRM practices are positively correlated with employee satisfaction. Hotels' focus on employee well-being and their efforts to create an environment where employees are appreciated result in more satisfied and motivated workers. Other things like offering flexible hours, opportunities for career advancement, and competitive benefits also increase job satisfaction, resulting in better service and happier guests.

The study also demonstrates that HR practices positively and significantly affect employee loyalty, which is consistent with Tanwa et al. (2023). When hotels utilise

good hiring methods, offer thorough training, and create supportive workplaces, they promote a sense of belonging among employees, which fosters their loyalty. Things like noticing and rewarding good work giving chances to move up, and encouraging open talks make employees happier in their jobs. These positive HR efforts lift employee spirits and build a committed team that is more likely to remain with the company.

The third result from this study is that employee satisfaction positively and significantly affects employee loyalty. Similar findings were reported by Al-Refaie (2015). Employees tend to feel satisfied when they are fairly remunerated, have opportunities for growth, a pleasant work environment and positive relationships with their managers and coworkers. Dedicated employees are more likely to provide excellent service to guests, enjoy a harmonious work atmosphere, and remain committed for the long term, which contributes to the hotel's success.

As hypothesised, the study found that employee satisfaction positively and significantly affects hotel performance. This is consistent with Koys (2003), who reported that employee satisfaction played a primary role in helping companies achieve financial goals. Employee contentment is the foremost aspect that can shape how well a hotel does. When employees are happy, they work harder, employees feel good about themselves and their jobs, they remain with the organisation. Happy employees tend to do their best to boost the hotel's standards and achieve organisational objectives. However, when employees are not happy they will be more likely to be less interested in their daily work and start looking for alternate outside opportunities. Thus, it is crucial for managers to be aware of how their employees feel about their jobs. Fostering good relationships, recognising and rewarding good performance will promote employee value which will encourage growth and employee satisfaction. Additional ways can be year-end spoils like employee Christmas parties and team building retreats. These activities foster good relationships amongst employees, encourage teamwork that results in better service to hotel guests.

Finally, our study shows that employee loyalty positively and significantly affects hotel performance, which is consistent with the findings of De Menezes and Wood (2015) which suggest that HRM practices create an ideal setting for employees to be highly dedicated to organisational goals. Dedication and commitment of employees are fundamental to enhancing the overall performance of hotels. When employees exhibit strong loyalty toward their organisation, it leads to enhanced service quality, greater customer satisfaction, and ultimately, higher financial success (He et al., 2011). This positive relationship emphasizes the value of fostering an encouraging workplace atmosphere and investing in employee engagement strategies, as they significantly enhance the hotel's reputation and operational ef-

fectiveness. Employee loyalty has a vital and substantial influence on improving hotels' general performance.

## 5.2.  Practical Implication

There are a number of practical implications from the results of the study. Given the relationship between HR practices and employee satisfaction, hotels need to create a positive workplace environment conducive to teamwork and promoting a culture of team's spirit. Hotel managers must strive to employ individuals that share these values and vision. Such an environment fosters a sense of employee belonging which results in employees treating guests well. Furthermore, it is essential for managers to offer flexible schedules that work with their employees' different needs for example, female employees with family responsibilities. A manager's understanding in this regard assist in reducing employee turnover and improve employee retention (Kasekende et al., 2013), especially that the hospitality industry is predominantly chosen by women (Liu et al., 2021). Moreover, flexible working conditions have become prevalent post pandemic as employees were exposed to different working modes. Ultimately, this creates a team that's more committed and excited about their work.

Given the effect of HR practices on employee loyalty, hotel managers should focus on honesty and transparency in conversations about policies, organizational changes, and employee expectations. This entails sharing any updates or changes that impact employee roles and responsibilities. Furthermore, recognizing and valuing employees' contributions is essential, particularly during busy operational times. Managers should consistently acknowledge individual and team efforts through various methods, such as sincere verbal commendations in team meetings or special recognition events. Employee morale can also be boosted by awards — from "Employee of the Month" recognition to small affordable tokens of appreciation. Rewarding employees fosters a culture of being appreciated which motivates employees to continue to perform well and seek out alternate employment.

Recognising the impact of employee loyalty on hotel performance, hotel managers must strive to achieve employee happiness for example, including a robust onboarding process that equips newcomers with essential skills and acclimates them to the hotel's culture, ensuring they feel at home from the beginning. Employee loyalty depends on job satisfaction. Employees are more likely to stay if they believe their hard work is recognised and that they receive the necessary support. Furthermore, content hotel employees typically perform better for their guests, foster teamwork and remain in their positions longer, which significantly benefits the hotel's success. Thus, hotel managers should experiment with various ideas to

verify the most effective practices to promote a culture and a sense of employee belonging. Conducting regular discussions to understand the team's thoughts and concerns can assist in doing the right things for employees. These discussion sessions can be opportunities for employees to express their concerns. Empathy for employee voices fosters high employee engagement. Additionally, employee loyalty could be improved through opportunities for growth in the organisation. By establishing training programs, career opportunities, and mentorship initiatives promotes employee commitment.

## 5.3. Theoretical Contribution

This study provides further evidence supporting the link between HR practices and employee loyalty and satisfaction, and, ultimately, their effect on the overall performance of hotels. Results show a clear relationship between the level of employee satisfaction and their loyalty to the organization. It not only deepens our understanding of dynamics in human resources, but also provides valuable insight to connect in the current body of literature. The study was conducted in a Muslim developing nation, which adds a unique perspective to the body of research that tends to focus on developed countries.

## 5.4. Limitations and future research

The main limitation of this study is the fact it is based on a self-selected sample of hotel employees in Antalya, which means that the results cannot be generalized to all hotel employees in the capital and throughout Turkey. Furthermore, since this study focuses exclusively on the hotel industry, care must be taken when applying these findings to different industries, including related fields such as tourism and hospitality. Furthermore, the research framework may impose certain limitations. Although this study used a questionnaire to assess respondents' experiences and perspectives, the use of a single research design and the limited scope of questions may hinder the generalizability of the findings.

## CRediT Authorship Contribution Statement

**Mohammadsadegh Omidvar:** conceptualization, data curation, formal analysis, funding acquisition, investigation, methodology, project administration, resources, software, supervision, validation, visualization. **Pelin Candar:** conceptualization, investigation, project administration, writing — original draft. **Anisah Deen:** conceptualization, formal analysis, methodology, validation, visualization, writing — original draft, writing — review & editing.

## Conflict of Interest Declaration

None.

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## Wpływ praktyk w dziedzinie zarządzania kadrami na zadowolenie i lojalność pracowników oraz wyniki hotelu — studium hoteli w Antalyi

**Streszczenie.** Zarządzanie zasobami ludzkimi odgrywa kluczową rolę we wszystkich przedsiębiorstwach, szczególnie w branży hotelarskiej, która koncentruje się na obsłudze klienta i działaniach interpersonalnych. Opisane w artykule badanie miało na celu sprawdzenie, w jaki sposób praktyki w dziedzinie zarządzania kadrami wpływają (zmienna 1) na zadowolenie (zmienna 2) i lojalność pracowników (zmienna 3) oraz, w ostatecznym rozrachunku, na ogólne wyniki hotelu (zmienna 4). Na podstawie informacji zawartych w literaturze przedmiotu, autorzy zaproponowali model teoretyczny przedstawiający relacje między tymi czterema zmiennymi i postawili pięć hipotez. Do oceny modelu zastosowano analizę równań strukturalnych (SEM), wykorzystując dane ilościowe zebrane w ankiecie internetowej przeprowadzonej z udziałem 423 pracowników hoteli w Antalyi w Turcji. Wyniki SEM potwierdziły wszystkie hipotezy badania, wskazując, że praktyki dotyczące zarządzania kadrami znacząco i bezpośrednio wpływają na zadowolenie i lojalność pracowników. Ponadto stwierdzono, że zadowolenie pracowników bezpośrednio i znacząco wpływa na ich lojalność.

**Słowa kluczowe:** praktyki HRM, zarządzanie zasobami ludzkimi, satysfakcja pracowników, lojalność, wydajność hotelu, Turcja