INFLUENCE HR PRACTICES ON MINIMIZING TURNOVER INTENTIONS AMONG MIGRANT WORKERS IN THE HOSPITALITY INDUSTRY: AN OBJECTIVE EXAMINATION THROUGH THE LENS OF SELF-DETERMINATION THEORY (SDT)

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ABSTRACT:

Indian hospitality industry migrant workers consistently encounter obstacles such as cultural integration, linguistic barriers, and limited career progression opportunities, resulting in increased turnover. While migrant worker is paramount in this industry, Human Resource Management (HRM) procedures used within the sector are usually careless in addressing these special needs, resulting in discontent and labour instability. This research examines the effect of HR regulations on migrant workers' inclinations to leave and job satisfaction within the hotel industry, according to Self-Determination Theory (SDT). Using a quantitative approach, 280 migrant Workers who worked at upscale hotels across Bangalore and Chennai provided the data. SEM was employed to analyze the data. The outcomes of this investigation demonstrate the paramount importance of autonomy-supportive, competence-enhancing, and factors-improving HR practices in fostering job satisfaction of migrant hospitality workers. These HR practices substantially enhance job satisfaction, which, in turn, serves a salient mediating role in lessening turnover intentions. By creating a work culture that promotes autonomy, skill development, and social relationships, HR practices can tackle the most significant factors contributing to employee turnover, hence mitigating turnover in a high-turnover sector such as hospitality. This study offers valuable suggestions for managers of human resources. Within the tourist sector, emphasis is placed on the importance of adopting made-to-measure HR practices for promoting a hospitable work culture, enhancing levels of work satisfaction, as well as lowering employee turnover of migrant workers.

KEYWORDS: Human Resource Management (HRM), Job Satisfaction, Turnover Intention, Migrant Workers, Hotel Industry, Self-Determination Theory (SDT)

INTRODUCTION:

Hospitality is a globally leading industry that propels the world's economy, significantly contributing to GDP, employment, and tourism growth (World Travel & Tourism Council, 2019). Workforce productivity is vital for guest satisfaction, operational efficiency, and profitability. Yet, the industry faces challenges such as high turnover rates, skill gaps, and the physically demanding nature of hospitality jobs. High turnover disrupts operations and increases recruitment and training costs (Davidson, Timo, & Wang, 2010) while evolving skill needs demand targeted training programs (Baum, 2008). Employee engagement is also essential, as the demanding nature of hospitality work can impact service quality if poorly managed (Karatepe &Uludag, 2007). Effective HRM practices, including recruitment, training, performance management, and employee engagement, are critical for building a motivated and efficient workforce, enabling exceptional service delivery and long-term success (Koutra & Edwards, 2012). However, the industry's rapid expansion presents challenges, particularly in managing a transient and diverse workforce, including migrant workers (Joppe, 2012). Migrant workers are integral to the hotel sector, often filling demanding, lower-wage roles that are less attractive to local workers (Janta et al., 2011). While they contribute diverse skills and cultural perspectives that enhance service and innovation, they face unique challenges such as cultural adaptation, language barriers, and varying legal protections (Baum, 2012). Turnover intentions, promoting a worker's deliberate desire to resign from their position, persist as a major concern due to the linked costs of recruitment and training. One of the main forces behind the worldwide business is a substantial impact on employment, GDP, and tourism growth. Job satisfaction, organizational commitment, and perceived job alternatives influence turnover intentions, which necessitate targeted retention strategies (Mobley, 1982; Hom et al., 2017).

Migrant workers are hard to retain in the hotel sector because of cultural integration, insecurity of job, lack of career development opportunities, and discrimination or exploitation (Williams & Hall, 2000; Chalamwong, Prugsamatz, & Hongprayoon, 2010). Turnover leads to higher operating costs from repeated recruitment and training and destroys team cohesiveness, which in turn hurts service quality and customer satisfaction (Tracey & Hinkin, 2008; Davidson, Timo, & Wang, 2010). Moreover, irregular staffing saddles leftover employees with the workload, causing burnout and increased turnover (Pizam & Thornburg, 2000). Effective HR practices are crucial in preventing turnover and retaining migrant workers. Effective on boarding, ongoing training, performance management, and engagement are essential to building an inclusive and supportive work environment (Boxall & Purcell, 2022). Such practices enhance job satisfaction and organizational commitment, reducing turnover (Kundu & Gahlawat, 2015). Targeted HR strategies are particularly important given the industry's dependence on migrant workers, helping to improve retention, service quality, and operational efficiency (Tsaur & Lin, 2004). These efforts benefit both employees and the industry's sustainability and competitiveness.

This study addresses three research questions:

1. What influence do HR procedures have on migrant workers' contentment with employment in the hotel industry?
2. How do autonomy-enhancing, skill-focused, and connection-driven HR practices shape migrant workers' intent to quit their occupations and their degree of contentment at work?
3. How much does work satisfaction influence the association between HR procedures and plans to leave?

This study aims to elucidate successful HR initiatives that enhance work satisfaction and lower migrant workers turnover, bolstering the hotel business's stability.

RELATED WORKS:

Job Satisfaction and Turnover Intentions:
Alom, Patwary, and Khan (2019) emphasized the importance of work Job fulfilment, organizational commitment and potential revenue as determinants Regarding Bangladeshi migrants' desires to leave the UAE hotel industry, indicating the need for extensive theoretical frameworks. Oh (2020) explored the influence of HRM practices on turnover intentions in South Korea, finding that job autonomy did not affect turnover intentions, whereas pay satisfaction and job stability did. Katircioglu, Arasli, and Cizreliogullari (2022) examined ethical leadership's impact on psychological capital and job satisfaction among migrant workers in Northern Cyprus hotels. However, the study's theoretical focus and context limited its broader applicability. Rahman (2020) explored the effects of Islamic work ethics, competencies, remuneration, and work culture on job satisfaction in South Sulawesi's hotels, finding significant direct effects but suggesting that broader theoretical and practical applications are necessary for managing hospitality operations.

HR Practices:
Jibril and Yeşiltaş (2022) found that holistic talent strategies significantly improved sustainable competitive advantage (SCA) in Northern Cyprus's five-star hotels by enhancing skills and reducing turnover, suggesting further exploration of employee satisfaction. Memon et al. (2021) examined HRM practices in Malaysian O&G professionals and found that performance reviews and training satisfaction increased work engagement and reduced turnover intentions, while pay satisfaction needed reassessment. Jan, Zainal, and Lee (2021) identified a positive correlation between HRM practices such as service training, empowerment, decision-making involvement, and innovative work behaviour (IWB) in Pakistani hotels. Mohamed et al. (2020) emphasized the importance of strong HRM practices and union support in enhancing employee retention and satisfaction in Malaysian hotels. Hassanein et al. (2024) explored creative HR strategies and eco-friendly practices to improve staff retention in UAE hotels. Islam et al. (2022) found that training initiatives and green awards effectively boosted retention among millennial employees in Bangladeshi hotels. However, the impact of some programs on retention remains unclear.

Migrant Workers in the Hotel Industry:
Jones et al. (2024) explored how migrant hotel workers adapted post-COVID-19, considering internal factors like mental health and external factors like managerial support. Ghazali and Anuar (2023) identified job satisfaction as the most critical factor influencing turnover intentions among restaurant industry workers during COVID-19. Herzberg's dual-aspect concept was used by Deri, Zaazie, & Bazaanah (2021) to analyze turnover intentions in Accra, Ghana, emphasizing the significance of hygiene factors. Ullah et al. (2021) studied the role of ethical climate and servant leadership in Pakistan's restaurant industry, emphasizing how supportive supervision contributes to a moral workplace and reduces turnover intentions.

The literature highlights critical factors influencing turnover intentions, including job satisfaction, HRM practices, and ethical leadership, but reveals gaps in understanding their context-specific impacts on migrant workers. While the emphasis on work satisfaction and devotion to the organization is highlighted, the function of autonomy-enhancing, Skill-Focused, and connection-driven HR practices remains insufficiently explored. Additionally, how job happiness affects the relationship between HR procedures and plans to leave necessitates further examination. The industry's elevated turnover rates among migrant workers, driven by job discontent, cultural transitions, and restricted career advancement, call for more detailed research and specialized HR strategies. This study strives to address these gaps,

providing practical insights to strengthen the hotel sector's workforce stability, service excellence, and operational efficiency.

THEORETICAL FRAMEWORK:

The research employs SDT, which focuses on the three fundamental cognitive requirements of connection, Skill, and independence, which affect motivation and mental well-being. Meeting these needs enhances job satisfaction, decreasing turnover intention, while their frustration produces adverse outcomes (Ryan & Deci, 2000). Autonomy-supportive HRM practices like participative decision-making, competence-supporting practices with the developmental provision of competence to be more competent, and relatedness-supporting practices with providing a working climate for better interpersonal relationships through building a high-trust and diverse team contribute positively to job satisfaction and turnover (Baard, Deci, & Ryan, 2004; Gagné & Deci, 2005). In migrant workers with cultural adjustment problems, all these HRM practices help promote job satisfaction, particularly according to Janta et al. (2011).

METHODOLOGY:

This research used an analytical approach to assess the connections among HR protocols, job satisfaction, and turnover plans. It collected survey data from 280 migrant hotel workers in Bangalore and Chennai using a systematic questionnaire. The questionnaire covered demographic information, job satisfaction, turnover intentions, and HR practices, categorized into autonomy-supportive, competence-oriented, and relatedness-supportive practices based on the SDT framework. Participants rated their consensus on a Likert scale. Data analysis used SEM to evaluate the hypotheses and examine the correlations among variables. Ethical standards were maintained throughout the research process.

PROPOSED RESEARCH MODEL:
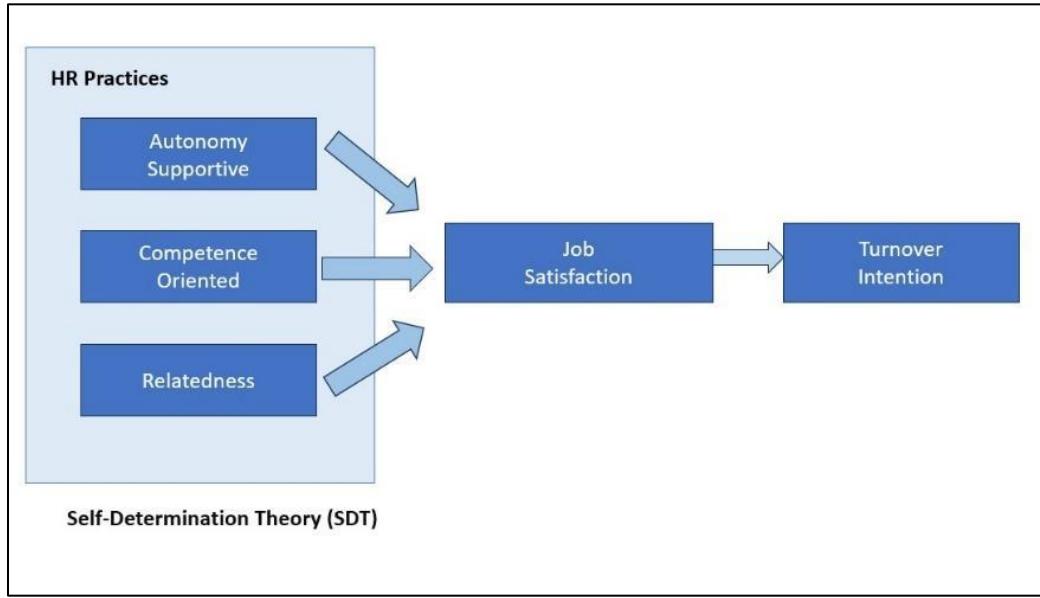
Figure 1: Proposed Research Model

The suggested design evaluates the influence of HR practices based on Self-Determination Theories on migrant workers' intent to leave their jobs and happiness inside the hotel sector. It posits that HR strategies that promote autonomy emphasize skill development, and enhance relationships favourably influence work satisfaction, reducing turnover intention. Furthermore, work satisfaction is expected to mediate the association between autonomy-promoting HR policies and turnover intention.

DATA ANALYSIS:

Demographic Information
Table 1DemographicFactors

		Frequency	Percent	Mean
Age	18-25 Years	62	22.1	2.89

	26-35 Years	52	18.6	
	36-45 Years	63	22.5	
	46-55 Years	60	21.4	
	Above 55 Years	43	15.4	
	Total	280	100	
Gender	Male	152	54.3	1.46
	Female	128	45.7	
	Total	280	100.0	
Marital Status	Single	131	46.8	1.65
	Married	128	45.7	
	Divorced	10	3.6	
	Widowed	11	3.9	
	Total	280	100	
Education Level	No formal education	40	14.3	3.54
	Primary school	47	16.8	
	High school	56	20.0	
	Vocational training	43	15.4	
	Undergraduate degree	46	16.4	
	Postgraduate degree	48	17.1	
	Total	280	100.0	
Place of Origin	Uttar Pradesh	66	23.6	2.57
	Bihar	65	23.2	
	Rajasthan	73	26.1	
	Madhya Pradesh	76	27.1	
	Total	280	100.0	

The demographic and migration data (Table 1) highlight key attributes of migrant workers in the hospitality sector. The workforce is predominantly young, with a slight male majority, and includes diverse educational backgrounds. Many workers hail from northern states like Madhya Pradesh and Rajasthan, reflecting regional economic disparities driving migration. Most workers occupy temporary contracts and rely on shared or employer-provided housing, indicating job insecurity and dependence on workplace support systems. Migration is primarily motivated by aspirations for better living conditions and education while maintaining ties to their hometowns remains important. Income distribution shows significant disparities, with some notable segment earnings above ₹40,000 but many earning far less. These factors suggest a need for employers to focus on secure employment, fair wages, career growth opportunities, and enhanced living conditions to improve job satisfaction. Cultural inclusion and support for workers' social connections could further enhance well-being and productivity.

Measurement model and validity

The measuring model evaluates the constructs' accuracy and dependability, considering significant normalized estimates and crucial ratios. Estimates for Autonomy-Based HR Practices varied from 0.746 to 0.770, with C.R. values above 11. Competence-focused HR Practices exhibited normalized values ranging from 0.684 to 0.808, while Relatedness ranged between 0.668 and 0.817. Estimates of job satisfaction rose from 0.694 to 0.864, although intention to leave decreased had strong loadings (0.710 to 0.885), all with p-values < 0.001, confirming the model's robustness and conceptual integrity.

KMO and Bartlett's Test

Table 2 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	3963.499
	df	300
	Sig.	.000

To determine the appropriateness for factor assessment, the KMO and Likert tests were used. The KMO value computed was 0.921, signifying elevated sample sufficiency. The Bart results were very significant (P = 0.00), supporting the component examination.

Table 3 Post CFA, Cronbach alpha, factor loadings

Factors and items	Cronbach alpha values	Post-CFA factor loadings	AVE	CR
Autonomy Supportive HR Practices			0.7482	0.4762
My supervisor grants me the flexibility to make decisions regarding my job.		0.758		
I possess the chance to apply my discretion in my job.	0.868	0.766		
I feel inspired to take the initiative in work.		0.746		
My perspectives and recommendations are acknowledged at work.		0.770		
I may select how I want to do my duties.		0.701		
Competence-Oriented HR Practices			0.7368	0.4686
I receive training that enhances my job skills.		0.808		
My job provides opportunities for me to learn new skills.		0.726		
I get feedback on my performance that helps me improve.	0.887	0.729		
My supervisor helps me develop my capabilities.		0.737		
There are opportunities for professional growth in my job.		0.684		
Relatedness			0.7328	0.4659
I feel connected to my co-workers.		0.817		
My relationships with my co-workers are positive.		0.668		
I feel part of a team at work.	0.913	0.742		
My co-workers are supportive.		0.749		
I experience a sense of companionship at work.		0.688		
Job Satisfaction				
I am extremely content with this job.		0.864	0.599	0.836
I regularly experience joy in my job.		0.736		
I am happy with how my job supports my individual and household needs.	0.871	0.694		
I experience a feeling of honour when doing my job.		0.754	0.752	0.4788
My job offers me a feeling of achievement.		0.712		
Turnover Intention	0.847		0.7088	0.4493
I frequently reflect on resigning from my job.		0.885		
Next year, It's likely that I'll be searching for another employment.		0.71		
I regularly contemplate departing from my present job.		0.652		
I intend to begin searching for a different job shortly.		0.594		
I aim to exit my job shortly.		0.703		

Table 3 displays the CFA outcomes, featuring Factor loadings, AVE, CR, and Cronbach's alpha; learn how HR procedures affect worker satisfaction and attrition. Autonomy-based HR Practices (α = 0.868, CR = 0.7482) possess factor loadings ranging from 0.701 and 0.770. Skill-focused HR Practices (α = 0.887, CR = 0.7368) vary from 0.684

to 0.808, while relationship building (α = 0.913, CR = 0.7328) exhibits loadings between 0.668 to 0.817. Job Satisfaction (α = 0.871, CR = 0.599) extends from 0.694 to 0.864, and Turnover Intention (α = 0.847, CR = 0.7088) stretches from 0.594 to 0.885. AVE values demonstrate sufficient convergent validity, with Cronbach's alpha confirming strong intrinsic coherence.

Discriminant validity

Discriminant validity is crucial in establishing measurement instruments, ensuring that distinctive constructs are not excessively linked. It is commonly evaluated through correlation analysis to validate the measures genuinely capture individualized concepts.

Table 4 Discriminant validity test

	Autonomy _Supportive	Competence_ Oriented	Relatedness	Job_Satisfaction	Turnover_Intention
Autonomy_Supportive	0.818535				
Competence_Oriented	.689**	0.819756			
Relatedness	.745**	.753**	0.877496		
Job_Satisfaction	.700**	.749**	.753**	0.773951	
Turnover_Intention	.707**	.727**	.721**	.731**	0.878635
Sustainability	.761**	.663**	.679**	.633**	.667**

Table 4 illustrates the discriminant validity test results, demonstrating that The AVE's square roots exceed the off-diagonal correlations for any build. Verifying discriminant validity. The constructs—Autonomy HR Practices, Skill Focused HR Practices, Relationship- Building, Job Satisfaction, Turnover Intention, and Sustainability—display notable correlations, signifying that each construct is separate and exhibits more variation with its indicators than other measures. For the CFA, model fit scores demonstrate a well-suited model fit. The χ^2 statistic with 245 degrees of independence is 368.582, and the CMIN/DF ratio is 1.504. A good or exceptional match is shown by key indices such as GFI (0.902), RFI (0.955), NFI (0.910), IFI (0.968), CFI (0.967), RMR (0.043), and RMSEA (0.049). Confirming the suitability of the model for representing the data.

HYPOTHESIS TESTING:

H1: Autonomy-supportive HR Practices significantly directly affect Job Satisfaction among migrant workers in the hotel industry.
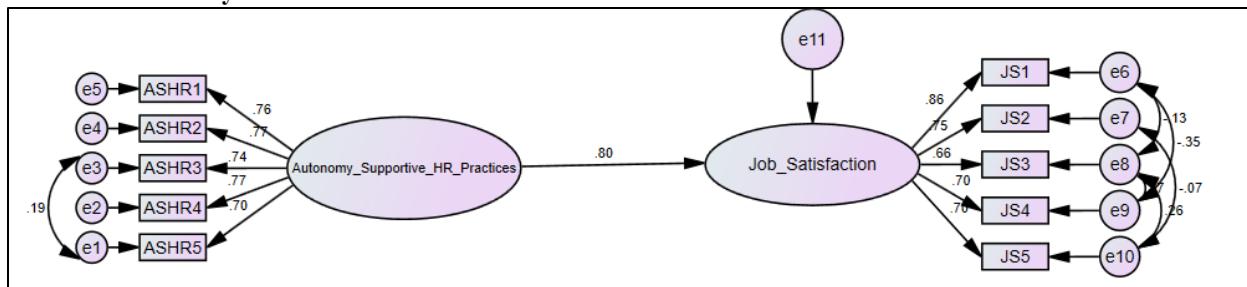

Table 5 Regression Weights: (Group number 1 - Default model)

	Path		Unstandardized Estimate	S.E.	Standardized Estimates	C.R.	P
Job_Satisfaction	<---	Autonomy_Supportive_HR_Practices	1.137	.108	.802	***	
ASHR5	<---	Autonomy_Supportive_HR_Practices	1.000		.697		
ASHR4	<---	Autonomy_Supportive_HR_Practices	1.106	.097	.768	***	
ASHR3	<---	Autonomy_Supportive_HR_Practices	1.138	.091	.742	12.452	***
ASHR2	<---	Autonomy_Supportive_HR_Practices	1.167	.102	.766	11.384	***
ASHR1	<---	Autonomy_Supportive_HR_Practices	1.136	.100	.764	11.358	***

Path			Unstandardized Estimate	S.E.	Standardized Estimates	C.R.	P
JS1	<---	Job_Satisfaction	1.000		.857		
JS2	<---	Job_Satisfaction	.766	.059	.754	12.952	***
JS3	<---	Job_Satisfaction	.685	.065	.657	10.486	***
JS4	<---	Job_Satisfaction	.686	.062	.704	11.009	***
JS5	<---	Job_Satisfaction	.728	.062	.695	11.711	***

Table 5 exhibits a theoretical equation model illustrating the connection between the dependent factor, autonomy-based job fulfilment, and HR Practices (independent variable). The findings reveal a noteworthy favourable relationship ($\beta = 0.802$, $p < 0.05$), with substantial correlation coefficients implying statistical relevance. Fit indices verify the model's well-matched fit, when p-values are higher than 0.05, reinforcing the favourable connection between the two variables.

Table 6 Model fit summary

Variable	Value
CFI	.988
Chi-square value(χ^2)	43.918
CMIN/DF	1.569
Degrees of freedom (df)	28
GFI	.969
IFI	.989
NFI	.969
P value	.028
RFI	.950
RMR	.031
RMSEA	.045

Table 6 describes the model fit indexes for each SEM analysis, illustrating a χ^2 value of 43.918 with 28 degrees of independence, resulting in a CMIN/DF ratio of 1.569. Although a noteworthy p-value of .028, highlighting some inconsistency, the GFI (.969), RFI (.950), NFI (.969), IFI (.989), and CFI (.988) all imply a strongly matched fit. The RMR (.031) and RMSEA (.045) reinforce the model's suitability, showing that, broadly, the model aligns well with the data and dependably portrays the variable relationships.

H2: Skill-focused HR Practices notably impact Job Satisfaction among migrant workers in the hotel industry.
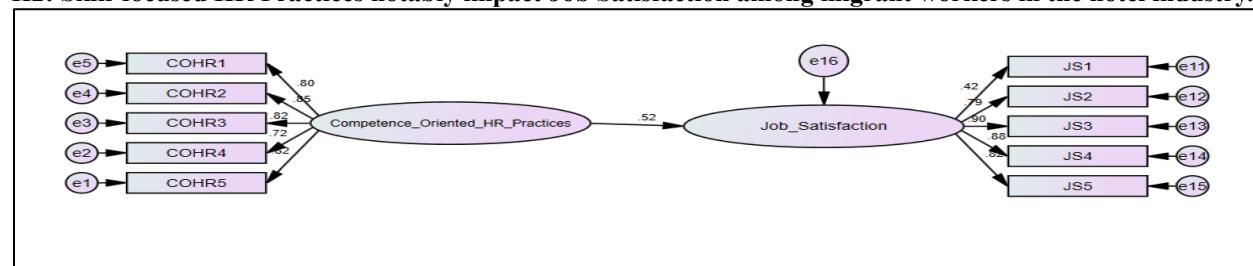
Table 7 Regression Weights: (Group number 1 - Default model)

		Path	Unstandardized Estimate	S.E.	Standardized Estimates	C.R.	P
Job_Satisfaction	<---	Competence_Oriented_HR_Practices	.280	.050	.521	5.566	***
COHR5	<---	Competence_Oriented_HR_Practices	1.000		.824		
COHR4	<---	Competence_Oriented_HR_Practices	.911	.069	.719	13.181	***
COHR3	<---	Competence_Oriented_HR_Practices	1.082	.069	.819	15.736	***

		Path	Unstandardized Estimate	S.E.	Standardized Estimates	C.R.	P
COHR2	<---	Competence_Oriented_HR_Practices	1.133	.068	.854	16.660	***
COHR1	<---	Competence_Oriented_HR_Practices	1.109	.072	.803	15.321	***
JS1	<---	Job_Satisfaction	1.000		.416		
JS2	<---	Job_Satisfaction	1.887	.274	.792	6.885	***
JS3	<---	Job_Satisfaction	1.930	.272	.895	7.105	***
JS4	<---	Job_Satisfaction	1.967	.278	.877	7.073	***
JS5	<---	Job_Satisfaction	2.014	.290	.819	6.950	***

Table 7 displays a framework-based equation model illustrating the mutual dependence between Skill-focused HR Practices (independent variable) and the dependent variable, satisfaction with work. The findings suggest a favourable and notably significant connection ($\beta = 0.521$, $P < 0.05$). The elevated correlation coefficient values imply a robust and meaningful linkage. The fit indices verify a well-matched model fit, establishing a trustworthy representation of the association between these variables.

Table 8 Model fit summary

Variable	Value
CFI	.977
Chi-square value(χ^2)	74.207
CMIN/DF	2.813
df	34
GFI	.947
IFI	.977
NFI	.958
P value	.000
RFI	.944
RMR	.031
RMSEA	.065

Table 8 outlines the model fit indices for the SEM, illustrating a χ^2 value of 74.207 with 34 levels of liberty, yielding a CMIN/DF ratio of 2.813 and a noteworthy p-value of 0.000, signalling some inconsistency. However, the remaining indices suggest a well-matched fit, with GFI at 0.947, RFI at 0.944, and high values for NFI (0.958), IFI (0.977), and CFI (0.977). The RMR (0.031) and RMSEA (0.065) reinforce the model sufficiently, indicating a dependable fit despite the substantial chi-square result.

**H3: Relatedness significantly influences Job Satisfaction among migrant workers in the hotel industry.**
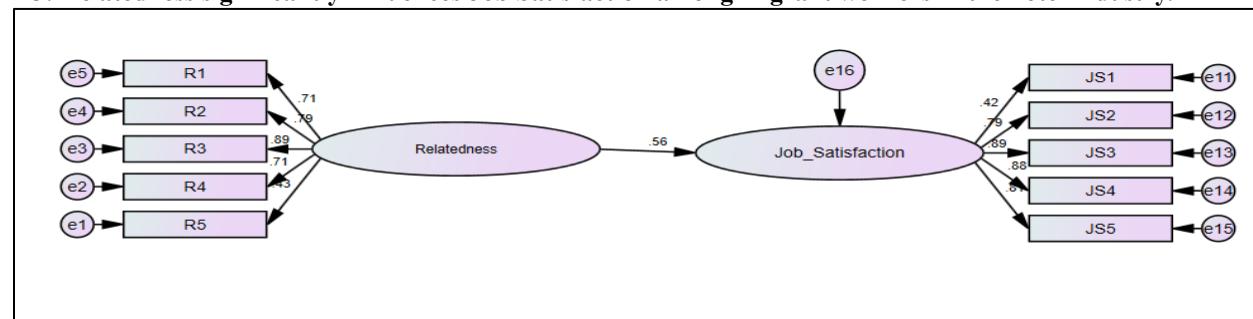
Table 9 Regression Weights: (Group number 1 - Default model)

Path			Unstandardized Estimate	S.E.	Standardized Estimates	C.R.	P
Job_Satisfaction	<---	Relatedness	.606	.130	.564	4.649	***
R5	<---	Relatedness	1.000		.426		
R4	<---	Relatedness	2.052	.306	.715	6.705	***
R3	<---	Relatedness	2.438	.342	.890	7.120	***
R2	<---	Relatedness	2.121	.306	.791	6.927	***
R1	<---	Relatedness	1.982	.296	.710	6.689	***
JS1	<---	Job_Satisfaction	1.000		.418		
JS2	<---	Job_Satisfaction	1.883	.272	.795	6.933	***
JS3	<---	Job_Satisfaction	1.919	.268	.895	7.149	***
JS4	<---	Job_Satisfaction	1.961	.275	.879	7.122	***
JS5	<---	Job_Satisfaction	1.992	.285	.814	6.981	***

Table 9 displays a framework-based equation model illustrating the mutual dependence between connection-based HR practices (primary variable) and Job Satisfaction (resulting variable). The findings uncover a favourable and significant correlation ($P < 0.05$, $\beta = 0.564$). The normalized coefficient demonstrates a favourable link, and the correlation values imply strong statistical relevance. Fit indices confirm a well-matched model fit, with all components exhibiting statistical relevance and p-values exceeding 0.05, establishing a trustworthy depiction of the connection between the variables.

Table 2 Model fit summary

Variable	Value
CFI	.958
Chi-square value(χ^2)	96.999
CMIN/DF	2.853
Degrees of freedom (df)	34
GFI	.939
IFI	.958
NFI	.937
P value	.000
RFI	.916
RMR	.046
RMSEA	.080

Table 10 displays the evaluation summary for the SEM analysis. The χ^2 value is 96.999 with 34 degrees of freedom, producing a CMIN/DF ratio of 2.853 and a notable p-value of 0.000, suggesting some variation in the data and the model. However, fit indices propose a strong fit, with GFI = 0.939, RFI = 0.916, NFI = 0.937, IFI and CFI at 0.958, and reasonable RMR (0.046) and RMSEA (0.080). These indices signify that despite the noteworthy chi-square, the model aligns with the data effectively and precisely depicts the relationships in the SEM.

H4: Job satisfaction adversely affects turnover intention among migrant workers in the hospitality industry.

Table 3 Regression Weights: (Group number 1 - Default model)

Path	Unstandardized Estimate	S.E.	Standardized Estimates	C.R.	P
Turnover_Intention<--- Job_Satisfaction	-1.011	.051	-.664	-19.668	***
JS5<--- Job_Satisfaction	1.000		.858		
JS4<--- Job_Satisfaction	.922	.048	.868	19.159	***
JS3<--- Job_Satisfaction	.890	.046	.871	19.335	***
JS2<--- Job_Satisfaction	.918	.061	.814	14.962	***
JS1<--- Job_Satisfaction	.529	.066	.465	7.966	***

T1<--- Turnover_Intention	1.000		1.326		
T2<--- Turnover_Intention	.555	.068	.715	8.195	***
T3<--- Turnover_Intention	.591	.059	.838	9.969	***
T4<--- Turnover_Intention	.560	.062	.771	9.051	***
T5<--- Turnover_Intention	.542	.062	.757	8.693	***

Table 11 displays a theoretical SEM depicting the association between the urge to quit & job satisfaction. The findings demonstrate a statistically meaningful and negatively relevant link ($\beta = -0.664$, $P < 0.05$), saying that greater work satisfaction lowers turnover intention.

Table 12: Model Fit Summary

Variable	Value
CFI	.986
Chi-square value (χ^2)	48.181
CMIN/DF	2.190
Degrees of freedom (df)	22
GFI	.967
IFI	.986
NFI	.975
P value	.001
RFI	.949
RMR	.027
RMSEA	.065

Table 12 outlines the SEM model fit indices. The χ^2 value stands at 48.181 with 22 degrees of freedom, leading to a CMIN/DF ratio of 2.190 and a p-value of 0.001, signalling some discrepancy. However, other indices demonstrate a strong fit: GFI = 0.967, RFI = 0.949, NFI = 0.975, IFI and CFI = 0.986, RMR = 0.027, and RMSEA = 0.065. These imply that, despite the notable chi-square result, the model fits the provided data sufficiently & consistently.

H5: Job satisfaction adversely bridges the relationship between autonomy-encouraging HR practices and turnover intention among migrant workers in the hotel industry

Table 13: Regression Weights (Group number 1 - Default model)

Path	Unstandardized Estimate	S.E.	Standardized Estimate	C.R.	P
Job_Satisfaction<--- Autonomy_Supportive_HR_Practices	0.187	0.030	0.351	6.258	***
Turnover_Intention<--- Autonomy_Supportive_HR_Practices	-0.290	0.035	-0.424	-8.236	***
Turnover_Intention<--- Job_Satisfaction	-0.377	0.066	-0.293	-5.696	***

The casual analysis results indicate that autonomy-enhancing HR Practices favourably affect adversely impact turnover intentions ($\beta = -0.424$, $p < 0.05$) and Job Satisfaction ($\beta = 0.351$, $p < 0.05$). Additionally, departure intention as well as work satisfaction are inversely correlated. ($\beta = -0.293$, $p < 0.05$). Reinforcing The idea implies greater job satisfaction results in reduced turnover intention (Table 13).

Table 14: Standardized Indirect Effects (Group number 1 - Default model)

Autonomy Supportive HR Practices	Job Satisfaction
Job_Satisfaction	0.000
Turnover_Intention	-0.103

The normalized secondary effects indicate no immediate influence of Autonomy Enhancing HR Practices on Job Satisfaction (0.000). However, there exists a minor but noteworthy adverse secondary effect of Autonomy Enhancing HR Practices on Turnover Intention through Job Satisfaction (-0.103) (Table 14). This implies that while autonomy-enhancing HR Practices directly affect Turnover Intention unfavourably, they also diminish increasing Job fulfilment to lower the need to depart.

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DISCUSSION

The outcome of this inquiry offers an essential review of the association among HR procedures, Migrant workers' plans to quit their jobs and how content people are with their jobs in the hospitality sector. The critical role of HR practices in shaping job satisfaction and reducing turnover intentions is evidenced, reinforcing the conclusions drawn from previous studies that highlight the importance of employee engagement, motivation, and retention in the hotel sector (Davidson, Timo, & Wang, 2010; Karatepe &Uludag, 2007). In particular, this current research emphasizes the function of autonomy-supportive, competence-enhancing, and relatedness-enhancing HR practices in eliciting migrant workers' job satisfaction, which is most significant in preventing turnover intentions

The relationship between job satisfaction and HR practices complements findings by Koutra and Edwards (2012) and Boxall and Purcell (2022), who proved that some HR interventions significantly enhance employees' morale and retention. Specifically, autonomy-supportive practices, or practices granting employees autonomy through exercising more control over work, were demonstrated to significantly affect employees' job happiness. This is complemented by the work of Kundu and Gahlawat (2015), who propose that empowering employees' autonomy can increase job satisfaction and job security, especially in industries with high employee turnover rates, such as the hospitality sector. Moreover, competency-based practices, reliant on skills acquisition and career progress, were found to respond to the special requirements of migrant workers, bridging skill shortages inherent in the sector (Baum, 2008). In addition to the above, such practices enhance workers' self-efficacy and organizational performance through enhanced service delivery and efficiency.

Relatedness-oriented practices, enhancing feelings of belongingness and integration into society, were perceived as a prerequisite to migrant workers' job satisfaction. This is especially vital for migrant workers exposed to social and cultural issues in adjusting to the work culture (Janta et al., 2011; Baum, 2012). The significance of relatedness in the formation of a healthy work environment among migrant workers presents evidence in support of Karatepe and Uludag's (2007) argument that social support from coworkers and management is necessary for the prevention of turnover intentions.

The present research demonstrates how job satisfaction bridges intentions to leave and HR procedures. This stresses the need for hotels to instigate HR practices capable of addressing the employees' immediate needs and supporting sustained job satisfaction, thus reducing turnover. These conclusions coincide with the recommendations of Mobley (1982) and those of Hom et al. (2017), wherein they identify job satisfaction as the quintessential driver for turnover intentions. This is evidenced clearly by HR practices that foster job satisfaction taking central stage in quelling turnover intentions, specifically within an industry such as the hospitality sector where turnover among employees translates into severely operable as well as financial burdens (Tracey &Hinkin, 2008).

The challenges of keeping migrant workers in the hospitality sector remain complex, as with this study. While migrant workers bring valuable skills and cultural diversity to the workplace, they also experience challenges in cultural assimilation, language segregation, and limited career prospects (Williams & Hall, 2000; Chalamwong et al., 2010). These challenges will likely create turnover intentions as migrant workers remain distanced from their work environment or have limited chances for career development. These challenges need to be addressed by certain HR practices, including cultural competency training, language assistance, and open career advancement opportunities, to reduce turnover and encourage work happiness. This is supported by the work of Jones et al. (2024), who contend that internal and external challenges, such as management support and mental health, can be the causes for keeping migrant workers in the post-pandemic.

In addition, the research also discovers the relative lack of attention on the effects of some HR practices, including autonomy-supportive, competence-building, and relatedness-fostering HR practices, on migrant hospitality workers. The research gap left by existing literature (e.g., Kundu &Gahlawat, 2015; Tsaur& Lin, 2004) is crucial in the design of HR practices that are not only inclusive but are also particularly customized to meet the requirements of migrant workers. The findings of this research demonstrate that using these customized HR practices can significantly enhance employment happiness, lower inclinations to leave, and improve overall employee retention in the field of tourism.

IMPLICATIONS:

The effects of supervision among these results are significant for hotel managers and HR practitioners. By adopting a whole-person approach that integrates autonomy, competence, and relatedness-motivated HR practices, hotels can create a more open and supportive organizational culture for migrant workers. This approach creates worker satisfaction and results in improved service quality, effective operation, and long-term organizational success. Additionally, the research findings show how important it is to solve the particular problems faced by migrant workers, i.e., cultural adaptation and career development, to minimize turnover and create a strong workforce.

LIMITATION:

The study is confined within the context of premium hotels of Bangalore and Chennai, which might not represent the whole hospitality industry. Because it is cross-sectional, it is not possible to make causal inferences from it. Further, there is a dependence on bias by using self reported responses.

CONCLUSION:
The results of this study support SDT because autonomy-supportive, competence-oriented, and relatedness-oriented HR practices are required to meet the fundamental psychological requirements of migrant workers, enhancing contentment at work and decreasing plans to leave. SDT theorizes that fulfilling these needs activates intrinsic motivation and commitment and amplifies the efficiency of HR procedures in retaining employees within the hotel industry.

This inquiry enhances the understanding of hospitality. HRM procedures. Industry for migrant workers by highlighting the function of autonomy-supportive, competence-oriented, and relatedness-based HR strategies in fostering work, reducing the need to go and increasing contentment. Moreover, the research calls for the health and incorporation of HRM procedures to handle the unique difficulties faced by migrant workers. The function of business culture may be further examined in future research. Leadership style and employees' well-being in workers' desire to leave, and research how certain HR efforts affect employee efficiency and customer satisfaction.

ABBREVIATIONS:
HRM - Human Resource Management
SDT - Self-Determination Theory
SEM - Structural Equation Modeling
CFA - Confirmatory Factor Analysis
$\chi 2$ - Chi-Square Statistic
CMIN/DF - Chi-Square/Degrees of Freedom Ratio
GFI - Goodness of Fit Index
RFI - Relative Fit Index
NFI - Normed Fit Index
IFI - Incremental Fit Index
CFI - Comparative Fit Index
RMR - Root Mean Square Residual
RMSEA - Root Mean Square Error of Approximation

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