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UNIVERSITAS SAM RATULANGI (JMBI UNSRAT)

INTEGRATING CHINESE METAPHYSICS INTO HUMAN RESOURCE
MANAGEMENT: A QUALITATIVE STUDY ON THE ROLE OF BAZI ELEMENTS
IN THE SUSTAINABILITY OF THE HOSPITALITY INDUSTRY

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Abstract. *This study explores the integration of Chinese metaphysics, particularly the BaZi (Four Pillars of Destiny) system, into human resource management strategies within the hospitality industry. Using a qualitative research approach, the study investigates how individuals' elemental compositions based on their birth date (Wood, Fire, Earth, Metal, Water) influence personality traits, work preferences, and job performance. Through interviews, case studies, and field observations, the research identifies patterns linking specific BaZi elements with job roles suited to hospitality, such as guest service, culinary, and event coordination. The findings highlight the potential of BaZi as a tool for aligning talent with organizational roles, fostering job satisfaction, reducing turnover, and contributing to long-term sustainability in the industry*

Abstrak. Penelitian ini mengeksplorasi integrasi metafisika Tiongkok, khususnya sistem BaZi (Empat Pilar Takdir), ke dalam strategi manajemen sumber daya manusia dalam industri perhotelan. Menggunakan pendekatan penelitian kualitatif, studi ini menyelidiki bagaimana komposisi elemen individu berdasarkan tanggal lahir mereka (Kayu, Api, Tanah, Logam, Air) memengaruhi karakteristik kepribadian, preferensi kerja, dan kinerja pekerjaan. Melalui wawancara, studi kasus, dan observasi lapangan, penelitian ini mengidentifikasi pola yang menghubungkan elemen BaZi tertentu dengan peran pekerjaan yang sesuai dalam bidang perhotelan, seperti layanan tamu, kuliner, dan koordinasi acara. Temuan penelitian menyoroti potensi BaZi sebagai alat untuk menyelaraskan bakat dengan peran organisasi, meningkatkan kepuasan kerja, mengurangi tingkat turnover, serta berkontribusi pada keberlanjutan jangka panjang dalam industri tersebut.

INTRODUCTION

Research Background

The hospitality industry is one of the service sectors that heavily relies on the quality of human resources. Unlike the manufacturing industry, which depends on machinery and automation, the hospitality industry is built upon direct interactions between employees and guests. Therefore, service quality is strongly influenced by employees' abilities, characteristics, and suitability for their roles. However, a common phenomenon observed is that many job applicants do not fully understand their career potential and job suitability. This condition leads to improper job placement, which ultimately results in low performance, increased job stress, and high employee turnover.(Salama et al., 2022). High turnover rates remain one of the biggest challenges in the hospitality industry. Research indicates that turnover has become a serious issue for hotel organizations because it directly affects service quality. A study states that "employee turnover has given rise to a challenge for hotel organizations," highlighting that employee replacement is a critical concern in maintaining service consistency. High turnover also increases operational costs. Previous research emphasizes that high turnover in the hospitality industry results in significant costs due to productivity loss and the need for continuous recruitment and retraining of new employees. These conditions require hotel organizations to repeatedly conduct hiring and training processes, which consume time and financial resources.(Dogru et al., 2023). The problem becomes more complex when improper job placement leads to job stress and burnout among employees. Studies on workplace stress in the hotel industry show a positive relationship between job stress, burnout, and turnover intention. This indicates that when employees are placed in roles that do not match their characteristics or competencies, stress levels increase and encourage them to resign. In addition, career mismatch is also a major contributor to turnover. Research in hospitality management demonstrates that career adaptability and perceived career opportunities are negatively associated with turnover intention.(Rasheeda et al., 2020). In other words, the lower the perceived career fit, the higher the intention to leave the organization High turnover not only affects individuals but also has organizational consequences. Previous studies mention that high turnover leads to labor shortages, increased recruitment and training costs, and reduced service quality. In hotel operations, frequent employee changes force management to restart training processes, disrupt operational stability, and reduce service consistency. Furthermore, mismatch between employees and job roles often results in reduced motivation and job satisfaction, which ultimately affects organizational performance.(Wen et al., 2020). In practice, employee selection processes in the hospitality industry generally rely on conventional methods such as interviews and psychological testing. However, these methods often require high costs, longer time, and may not always result in accurate placement. Therefore, alternative approaches are needed to identify individual characteristics more efficiently, quickly, and accurately.

One alternative approach that has gained attention is the use of Eastern wisdom, particularly Chinese metaphysics. The BaZi system (Four Pillars of Destiny) is a character analysis method based on birth date, which categorizes individuals into five primary elements: Wood, Fire, Earth, Metal, and Water. This approach suggests that each individual possesses certain tendencies influencing work style, task preferences, and suitable work environments.(Chandramulyana, 2008). In human resource management, the concept of person-job fit has long been recognized as a key factor in improving job satisfaction and reducing turnover. Research indicates that individual factors are more reliable predictors of turnover compared to organizational factors alone. Therefore, an approach capable of identifying individual characteristics early in the recruitment process has strong potential to improve

job placement effectiveness.(Saleem et al., 2021). The integration of Chinese metaphysics, particularly BaZi, into human resource management can serve as an alternative approach in employee recruitment. This system enables organizations to understand individual tendencies quickly based on their elemental composition. By understanding these tendencies, organizations can place employees in roles that match their characteristics, such as guest service, culinary, housekeeping, or event management.(Hendra, 2025). The use of BaZi as a selection support tool is not intended to replace conventional methods but to complement them in improving placement accuracy. This approach is also relatively cost-effective, as it only requires birth date data and can produce results faster compared to complex psychological assessments.

Based on the above considerations, this study aims to explore the integration of Chinese metaphysics into human resource management, particularly in employee placement within the hospitality industry. Using a qualitative approach, this research examines the relationship between BaZi elemental composition and job suitability, as well as its implications for organizational sustainability.

Research Objective

This study aims to explore the integration of Chinese metaphysics, particularly the BaZi (Four Pillars of Destiny) system, into human resource management practices within the hospitality industry. The research seeks to examine the challenges of employee misplacement and high turnover caused by mismatched career potential and job roles, and to analyze how individual BaZi elemental compositions (Wood, Fire, Earth, Metal, and Water) influence personality traits, work preferences, and job performance. Furthermore, this study aims to identify the relationship between BaZi elements and suitable job roles in the hospitality sector, such as guest service, culinary, housekeeping, and event coordination. In addition, the research evaluates the potential of BaZi as an alternative or complementary tool to conventional recruitment methods, including psychological testing and interviews. The study also explores how proper employee placement based on BaZi analysis can reduce job stress, increase job satisfaction, and minimize employee turnover. Ultimately, this research assesses the contribution of BaZi-based employee placement toward enhancing long-term organizational sustainability in the hospitality industry.

THEORETICAL REVIEW

The integration of Chinese metaphysics, particularly BaZi (Four Pillars of Destiny), into human resource management can be theoretically framed through the concept of person–job fit and the Five Elements (Wu Xing) theory. In traditional Chinese metaphysics, BaZi analyzes an individual's birth data to determine elemental composition, which is believed to influence personality tendencies, decision-making patterns, strengths, and suitable career environments. (Hendra, 2025)(Chandramulyana, 2008)(Yandono, 2017)(Chandramulyana, 1984). This perspective aligns with modern human resource theories emphasizing alignment between individual competencies and organizational roles to enhance productivity and reduce turnover.

Chinese Metaphysics and the Five Elements Framework

BaZi is grounded in the Five Elements—Wood, Fire, Earth, Metal, and Water—which represent dynamic interactions shaping individual characteristics. Each element is associated with specific behavioral tendencies and vocational inclinations. For example, individuals dominated by the Wood element are often associated with creativity, growth, education, and development-oriented

careers such as teaching, design, writing, and consulting. This conceptualization suggests that personality traits derived from elemental dominance may inform career placement strategies. Similarly, Water element individuals are commonly linked with industries involving mobility, service, and communication, including tourism, hospitality, logistics, and travel-related professions. The relevance of this mapping becomes particularly significant for the hospitality industry, which relies heavily on interpersonal communication, adaptability, and service orientation. From a theoretical standpoint, this supports the idea that employees with strong Water characteristics may exhibit better alignment with service-intensive roles. The Metal element is associated with structure, discipline, finance, engineering, and legal professions, reflecting analytical and procedural competencies. Such characteristics may align with administrative, financial, and operational control roles within hospitality organizations. Meanwhile, the Earth element emphasizes stability, planning, and management, making it suitable for property management, operations supervision, and infrastructure-related roles. The Fire element, associated with visibility, leadership, and communication, corresponds to careers in marketing, hospitality management, public relations, and entertainment sectors. (Hendra, 2025)

Elements	Main Characteristic	Career	Job in Hospitality Industry
Wood	Creative, growth-oriented, visionary, communicative	Teacher, designer, HR professional, consultant, writer, planner	Training & Development, Hotel HR, Event Planner, Guest Relations, Creative Marketing
Fire	Expressive, energetic, leadership-oriented, communicative	Marketing specialist, public relations officer, entertainer, chef, manager	Front Office Manager, Sales & Marketing, Hotel PR, Restaurant Manager, Event Coordinator
Earth	Stable, supportive, organized, patient	Property management, administration, logistics, operations management	Housekeeping Supervisor, Operations Manager, Inventory Control, Back Office Administrator
Metal	Disciplined, analytical, firm, detail-oriented	Finance, law, IT, engineering	Hotel Finance, Cost Control, Internal Auditor, Purchasing, Quality Control
Water	Flexible, communicative, service-oriented	Tourism, travel, communication, diplomacy	Front Desk, Concierge, Guest Service Agent, Tour Desk, Reservation Officer

Source : Source : Processed Data (Hendra, 2025)

These associations demonstrate how BaZi's elemental framework offers a structured theoretical lens for understanding vocational tendencies based on intrinsic characteristics.

Day Master Strength and Career Strategy

Beyond elemental dominance, BaZi theory also evaluates the strength of the Day Master (core self-element) to determine strategic career orientation. For individuals with weak Day Masters,

emphasis is placed on strengthening supportive elements (self and resource/input elements). Conversely, individuals with strong Day Masters are encouraged to focus on output, wealth, and authority-related elements.(Hendra, 2025). This strategic differentiation reflects a dynamic model of talent development that parallels competency-based HR frameworks. Such differentiation suggests that not only job placement but also career progression strategies can be guided by elemental balance. For example, individuals requiring supportive environments may benefit from structured mentoring roles, whereas those with strong elements may perform better in leadership or revenue-generating positions.

BaZi and Holistic Human Resource Management

Another theoretical dimension emerges from the holistic nature of Chinese metaphysics, which connects career suitability with emotional, psychological, and physiological balance. The Five Elements framework also links personality tendencies with emotional responses and behavioral patterns. For instance, excess Water energy may lead to fear and indecision, whereas balanced Water supports adaptability and strategic thinking. Such insights can inform HR practices related to stress management, team composition, and leadership development.(Hendra, 2025). This holistic perspective aligns with contemporary organizational psychology emphasizing employee well-being as a determinant of performance. By considering elemental balance, organizations may better anticipate behavioral tendencies and reduce workplace stress caused by role mismatch.

Integration with Modern HR Theories

The theoretical integration between BaZi and Human Resource Management (HRM) can be conceptually aligned with several established organizational behavior frameworks, particularly those emphasizing individual–job compatibility, competency identification, and organizational sustainability. Within this perspective, BaZi analysis may be viewed as an alternative approach to understanding individual characteristics, which can then be mapped onto HRM theories that emphasize person–job alignment and talent optimization. First, the integration aligns closely with Person–Job Fit Theory, which emphasizes the compatibility between an individual’s attributes and job requirements. Person–job fit is commonly defined as the match between an employee’s knowledge, skills, abilities, personality, and the demands of a specific job role. Research indicates that employees perform better and experience improved well-being when their personal attributes align with job characteristics. Moreover, person–job fit comprises two key components: demands–abilities fit and needs–supplies fit, both of which contribute to performance and job satisfaction outcomes.(Saleem et al., 2021)(Boon, 2016)

This theoretical perspective supports the idea that BaZi-based personality profiling could enhance job placement decisions by identifying natural tendencies and aligning them with job demands in the hospitality industry. Second, the BaZi approach can be linked to Competency-Based Human Resource Management, which focuses on identifying behavioral patterns and strengths to match employees with suitable roles. Competency-based systems emphasize assessing individual characteristics to ensure alignment with organizational needs, reinforcing the importance of structured evaluation in recruitment and placement decisions. Studies on employee fit highlight that compatibility between personal attributes and workplace environments leads to greater success, satisfaction, and performance. By interpreting elemental tendencies in BaZi as behavioral competencies, organizations may develop alternative competency-mapping tools for recruitment and workforce planning. Third, BaZi integration also corresponds with Talent Management Theory, which emphasizes strategic placement and development of employees. Talent management frameworks focus on identifying

individual strengths and deploying employees where they can contribute most effectively. The concept of “right talent for the right job” is central to recruitment strategies aimed at maximizing organizational performance and reducing mismatch-related inefficiencies.(Zhu et al., 2018). In this context, BaZi analysis could function as an early-stage talent identification method, enabling HR practitioners to assign roles aligned with inherent personal characteristics. Fourth, the conceptual model aligns with Employee Engagement Theory, particularly the foundational work of William Kahn. Employee engagement refers to the psychological connection employees develop with their work roles, involving physical, cognitive, and emotional investment. When employees experience meaningful alignment between their roles and personal attributes, engagement levels increase, which in turn improves performance and reduces turnover intentions.(Marangu & Wanyoike, 2026). Thus, accurate role compatibility derived from BaZi-based analysis may enhance employee engagement by ensuring that individuals work in roles suited to their natural tendencies. Finally, the integration supports Organizational Sustainability Theory, especially within the context of Sustainable HRM. Sustainable HR practices aim to balance economic and human outcomes by improving employee well-being and reducing operational inefficiencies such as high turnover and repeated training costs. Research indicates that higher engagement and better job fit contribute to lower turnover and stronger organizational stability, ultimately supporting long-term sustainability. Therefore, implementing BaZi-informed placement strategies may contribute to sustainability by minimizing mismatch-related stress, improving job satisfaction, and stabilizing workforce operations in hospitality organizations. In summary, the theoretical integration of BaZi within HRM is supported by established frameworks including Person–Job Fit Theory, Competency-Based HRM, Talent Management, Employee Engagement Theory, and Organizational Sustainability. These frameworks collectively emphasize that aligning individual characteristics with job roles enhances satisfaction, performance, and retention, which ultimately contributes to sustainable organizational outcomes. BaZi contributes an additional predictive layer by offering an intrinsic personality model derived from birth data. While psychometric assessments require time and financial resources, BaZi provides a rapid preliminary assessment that can complement existing HR tools.

RESEARCH METHODOLOGY

This study adopts a qualitative research design to explore the integration of Chinese metaphysics, particularly the BaZi (Four Pillars of Destiny) system, into human resource management practices within the hospitality industry. A qualitative approach is appropriate because the research aims to understand perceptions, experiences, and interpretations related to employee placement, job suitability, and organizational sustainability rather than to test causal relationships quantitatively. Qualitative research is widely used to explore complex social phenomena and gain in-depth insights into human behavior in organizational contexts. According to John W. Creswell, qualitative research enables researchers to examine meanings individuals or groups ascribe to social or human problems and is particularly suitable for exploratory studies involving new or emerging concepts. Similarly, Yvonna S. Lincoln and Egon G. Guba emphasize that qualitative inquiry is effective for understanding contextual and interpretive aspects of organizational practices.

Research Design

This research uses a qualitative exploratory design to investigate how BaZi analysis can be utilized as an alternative or complementary tool in employee placement within hotel organizations.

The exploratory design is appropriate because the integration of Chinese metaphysics into HRM remains relatively underexplored in academic literature, particularly in the hospitality sector. Qualitative exploratory studies allow researchers to identify themes, patterns, and conceptual relationships in new research domains.(Creswell & Poth, 2017)

Research Setting and Participants

The study focuses on the hospitality industry, particularly hotel organizations that rely heavily on service quality and employee interaction with guests. Participants are selected using purposive sampling, which allows researchers to identify individuals with relevant knowledge and experience. The participants in this study consist of individuals who possess relevant knowledge and practical experience related to human resource management and employee placement within the hospitality industry. The sample includes human resource managers in hotels who are directly involved in recruitment, selection, and employee placement decisions. Their perspectives are essential for understanding current HR practices and challenges related to turnover and job mismatch. In addition, hotel operational managers are included because they oversee daily service operations and evaluate employee performance, making them key informants regarding the impact of job placement on operational stability and service quality.

The study also involves hospitality employees from different departments, including front office, housekeeping, food and beverage, and event management. These employees provide firsthand insights into job suitability, work preferences, stress levels, and career satisfaction. Their experiences help identify whether role compatibility influences performance and turnover intentions. Furthermore, Chinese metaphysics practitioners who are familiar with BaZi analysis are included to provide expert interpretation of elemental compositions and their potential relationship with personality traits and career tendencies. By incorporating perspectives from HR professionals, operational leaders, employees, and BaZi practitioners, this study ensures a comprehensive understanding of how BaZi-based analysis may support employee placement and organizational sustainability in the hospitality industry.

Purposive sampling is commonly used in qualitative research to select participants who can provide rich and relevant information related to the research topic.(Palinkas LA, 2015)

Data Collection Methods

Data for this study are collected using three primary qualitative methods to ensure a comprehensive understanding of employee placement practices and the potential integration of BaZi analysis into human resource management. These methods include semi-structured interviews, document analysis, and BaZi element mapping analysis. First, semi-structured interviews are conducted with human resource managers and hospitality employees to explore their experiences related to job placement, career mismatch, job stress, and employee turnover. This method provides flexibility for participants to express their perspectives while allowing the researcher to focus on predetermined themes relevant to the study. Semi-structured interviews are particularly appropriate in qualitative HR research because they enable deeper exploration of perceptions, decision-making processes, and organizational practices. Previous studies emphasize that semi-structured interviews allow researchers to obtain rich and detailed data while maintaining consistency across participants (Kallio, H., Pietilä, A. M., Johnson, M., & Kangasniemi, 2016)

Second, document analysis is utilized to examine organizational records related to human resource practices. These documents include job descriptions, recruitment procedures, training materials, and employee turnover records. The purpose of this analysis is to understand existing employee placement

strategies and their outcomes within hospitality organizations. Document analysis also supports triangulation by comparing documentary evidence with interview findings, thereby enhancing the credibility and validity of the research. This method is widely recognized as an effective qualitative data source for verifying organizational processes and contextualizing interview data (Marjan, 2017). Third, BaZi element mapping analysis is conducted by analyzing participants' birth data, with their informed consent, using BaZi principles to identify dominant elements such as Wood, Fire, Earth, Metal, and Water. These elemental compositions are then compared with participants' current job roles, perceived job fit, and satisfaction levels (Bowen, 2009). This approach enables the researcher to explore potential relationships between BaZi-derived personality tendencies and job suitability within the hospitality sector. By integrating this mapping process with interview and document data, the study aims to identify patterns linking elemental characteristics with employee placement outcomes.

Data Analysis

The data collected in this study are analyzed using thematic analysis, which involves coding, categorizing, and identifying patterns across interview transcripts, organizational documents, and BaZi element mapping results. Thematic analysis is widely applied in qualitative research because it provides a systematic approach for interpreting textual data and uncovering meaningful patterns within participants' experiences. According to Virginia Braun and Victoria Clarke, thematic analysis is particularly effective for identifying recurring themes and interpreting qualitative data in organizational and social research contexts. The analysis process follows several structured steps. First, data familiarization is conducted by reviewing interview transcripts and documents repeatedly to gain a comprehensive understanding of the dataset. Second, initial coding is performed by identifying meaningful segments of data related to job placement, career mismatch, stress, turnover, and BaZi-based characteristics. Third, theme identification is carried out by grouping similar codes into broader categories that reflect emerging patterns. Fourth, theme review is undertaken to ensure that the identified themes accurately represent the data and maintain internal consistency. Fifth, theme definition involves refining and clearly describing each theme to capture its conceptual meaning. Finally, interpretation and reporting are conducted to explain the relationships between themes and their implications for BaZi-based employee placement and organizational sustainability in the hospitality industry.

Trustworthiness and Validity

To ensure research rigor, this study applies the criteria of credibility, transferability, dependability, and confirmability as proposed by Yvonna S. Lincoln and Egon G. Guba. Credibility is enhanced through triangulation by integrating findings from semi-structured interviews, document analysis, and BaZi element mapping. Member checking is also conducted by sharing selected findings with participants to verify the accuracy of interpretations. Transferability is supported by providing detailed descriptions of the research context and participants, allowing readers to assess the applicability of findings to similar settings. Dependability is achieved by documenting the research procedures and maintaining an audit trail throughout the study. Confirmability is ensured through transparent data analysis processes and careful documentation, which minimize researcher bias and support the objectivity of the findings.

Ethical Considerations

Ethical approval is considered in this study. Participants provide informed consent prior to interviews, and confidentiality is maintained. Birth data used for BaZi analysis are anonymized and

used solely for research purposes. Participants are also informed that BaZi analysis serves as a complementary assessment rather than a deterministic evaluation.

Research Framework Integration

This qualitative methodology enables the exploration of how BaZi elemental composition relates to personality traits, work preferences, job suitability, and organizational outcomes. Through in-depth analysis, the study examines whether BaZi-informed placement can reduce job stress, improve job satisfaction, and minimize turnover, ultimately contributing to organizational sustainability in the hospitality industry.

RESULTS

The qualitative analysis identified four major themes emerging from interviews, document analysis, and BaZi element mapping. These themes illustrate how BaZi elemental characteristics relate to job suitability, employee satisfaction, and organizational sustainability in the hospitality industry.

Alignment Between BaZi Elements and Job Roles

Findings indicate that participants whose dominant BaZi elements aligned with their job roles reported higher job comfort and performance. Employees with dominant Water and Fire elements working in guest-facing roles such as front office, guest relations, and event coordination demonstrated strong communication skills, adaptability, and service orientation. Meanwhile, participants with dominant Earth and Metal elements showed better performance in structured and operational roles such as housekeeping supervision, finance, and inventory control. Employees whose roles did not match their elemental tendencies expressed difficulty adapting to job demands. For instance, individuals with dominant Earth elements placed in fast-paced front-line service roles reported stress and fatigue due to continuous guest interaction. Similarly, participants with strong Fire elements assigned to administrative back-office tasks experienced boredom and lack of motivation.

BaZi-Based Placement and Job Satisfaction

The results reveal that employees whose roles matched their elemental composition expressed higher levels of job satisfaction. These participants reported feeling more confident, motivated, and engaged in their daily responsibilities. HR managers also observed that aligned employees required less supervision and demonstrated proactive behavior. Conversely, employees experiencing role mismatch reported lower satisfaction, increased emotional exhaustion, and reduced commitment. These findings suggest that elemental compatibility contributes to psychological comfort, which supports job satisfaction in hospitality environments characterized by emotional labor.

Impact on Employee Turnover and Retention

Interview data from HR managers indicate that departments experiencing higher job-role alignment showed lower turnover rates. Employees placed in roles consistent with their BaZi characteristics demonstrated stronger organizational attachment and longer tenure. In contrast, departments with frequent job-role mismatches reported higher turnover intentions. Employees often cited stress, lack of career fit, and difficulty adapting as reasons for leaving. These patterns suggest that BaZi-informed placement may function as an early predictive indicator for retention risk.

Contribution to Organizational Sustainability

The findings also demonstrate that improved job placement contributes to operational stability. Managers reported reduced training costs, improved teamwork, and more consistent service quality when employees were properly aligned with their roles. Furthermore, BaZi-based team

composition created balanced working environments. Teams combining different elemental strengths—communication, stability, precision, leadership, and creativity—were perceived as more collaborative and adaptable.

DISCUSSION

The findings support the theoretical assumption that alignment between individual characteristics and job roles enhances performance and well-being. The results demonstrate that BaZi elemental composition can function as an alternative framework for understanding personality tendencies relevant to hospitality work environments. First, the study reinforces the concept of person–job fit. Employees whose elemental traits matched job requirements reported higher engagement and satisfaction. This aligns with existing HRM literature emphasizing that compatibility between personal attributes and job demands improves performance and reduces stress. In the hospitality industry, where emotional interaction is central, personality alignment becomes particularly important. Second, the results highlight the potential of BaZi as a complementary recruitment tool. Unlike traditional psychological testing, BaZi analysis provides a rapid initial assessment of personality tendencies. HR managers in this study indicated that elemental mapping helped them better understand employee preferences and behavioral patterns. However, the findings also emphasize that BaZi should not replace conventional HR methods but should be integrated as a supportive tool. Third, the study demonstrates the relationship between job mismatch and turnover intention. Employees placed in unsuitable roles experienced emotional exhaustion and lower motivation. This supports previous research linking job stress and burnout with employee turnover in hospitality organizations. By improving placement accuracy, BaZi-based analysis may reduce these negative outcomes. Fourth, the findings contribute to sustainable human resource management. Proper employee placement reduces recruitment costs, improves service quality, and enhances organizational stability. The hospitality industry, characterized by high turnover, benefits significantly from strategies that improve retention. BaZi-informed placement provides a culturally grounded and holistic approach to workforce sustainability.

Finally, the study highlights the importance of team balance. The Five Elements framework suggests that diversity in personality tendencies creates complementary strengths. This finding aligns with team dynamics theory, which emphasizes the value of diverse competencies in achieving organizational goals.

CONCLUSION

This study explored the integration of BaZi, a Chinese metaphysical framework, into human resource management within the hospitality industry. The findings demonstrate that BaZi elemental composition is associated with personality tendencies, job preferences, and performance outcomes. Employees whose roles aligned with their elemental characteristics reported higher job satisfaction, lower stress, and stronger organizational commitment. The results also indicate that BaZi-informed placement may reduce employee turnover by improving person–job fit. Furthermore, accurate placement contributes to operational efficiency, service consistency, and reduced recruitment costs, supporting long-term organizational sustainability. This study concludes that BaZi can function as a complementary tool in recruitment and employee placement. While not intended to replace conventional HR methods, BaZi provides an additional layer of insight into individual tendencies that

can enhance decision-making. Overall, integrating Chinese metaphysics into human resource management offers a holistic and culturally informed approach to talent management in the hospitality industry. Future research is recommended to examine quantitative relationships between BaZi elements and performance outcomes, as well as to explore broader applications across different service sectors.

Recommendations

Based on the findings, this study recommends that hospitality organizations integrate BaZi analysis as a complementary tool in recruitment and employee placement to improve person–job fit. HR managers are encouraged to combine BaZi insights with conventional methods such as interviews and competency assessments to enhance placement accuracy and reduce employee turnover. Hospitality organizations should also apply BaZi-based team balancing strategies to create more effective and harmonious work environments. Proper alignment between employees' elemental characteristics and job roles may increase job satisfaction, improve service quality, and support organizational sustainability. Future research is recommended to conduct quantitative studies with larger samples to statistically examine the relationship between BaZi elements, job performance, and turnover intention. Additionally, further studies may explore the integration of BaZi with modern HR frameworks to develop a more comprehensive talent management approach.

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