

FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION AT JI HOTEL

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Abstract: Competition in the hotel industry is about the competition for talent and the quality of service. Employee turnover can significantly impact hotel operations; it can lead to a loss of experience and skills and even the leakage of trade secrets, gradually causing the hotel to lose its competitive edge in the market. Therefore, understanding the factors contributing to high employee turnover is crucial for hotel businesses to gain a competitive edge and maintain long-term stability and development. This study looks forward to exploring the research objectives: (1) To study whether customer bullying behavior affects employee turnover intention; (2) to study whether organizational identification affects employee turnover intention; 3) to study whether interpersonal relationships affect employee turnover intention and (4) to study whether working pressure affects employee turnover intention.

The study targeted employees working at JI Hotels. A total of 300 questionnaires were distributed online, and 284 valid responses were collected, resulting in a response rate of 94.6%. The results of the SPSS data analysis showed that (1) customer bullying behavior has a significantly positive impact on employee turnover intention; (2) organizational identification has a significantly negative impact on employee turnover intention; (3) interpersonal relationships have a significantly negative impact on employee turnover intention and (4) working pressure have a significantly positive impact on employee turnover intention. In the future, enhancing the scientific rigor and generalizability of this study's findings can be achieved through expanding the research sample size and conducting long-term follow-up surveys.

Keywords: Employee Turnover Intention, Customer Bullying Behavior, Organizational Identification, Interpersonal Relationships, Working Pressure

Introduction

With rapid social development and the increasing frequency of travel among residents, the tourism industry is experiencing robust growth. As a crucial component of the tourism sector, hotels play an indispensable role in the high-quality development of the tourism industry and in enhancing the quality of life for residents (Xu, 2019). Changes in consumer preferences have transformed the hotel

market. Hotels that primarily offer accommodation and dining can no longer meet the growing demand for personalized and high-quality services. Additionally, the rise of homestays and short-term rentals has further impacted the hotel industry. Consequently, accelerating the transformation and innovative development of hotel management and operation models has become a critical issue for many hotel managers .

However, in the hotel industry, employees' professional conduct and service quality play a critical role in determining the overall service excellence and reputation of a hotel (Li, 2009). Essentially, competition in the hotel industry is about the competition for talent and the quality of service. Employee turnover can significantly impact hotel operations; it can lead to a loss of experience and skills and even the leakage of trade secrets, gradually causing the hotel to lose its competitive edge in the market. As a result, both customers and employees may slowly lose their loyalty to the hotel, ultimately affecting its long-term stability and development.

According to surveys, the employee turnover rate in the hotel industry consistently ranks the highest across various sectors in the country, reaching 39%. This rate is significantly higher than the 28.1% turnover rate in the retail industry (Li et al., 2019). Excessively high turnover rates pose substantial risks and challenges to maintaining and improving service quality in hotels. High employee turnover disrupts service continuity, potentially leading to declines in customer satisfaction. Additionally, the constant need to recruit and train new employees increases operational costs. These increased costs and potential drops in service quality can weaken a hotel's competitiveness in a rapidly evolving market. Therefore, understanding the factors contributing to high employee turnover is crucial for hotel businesses to gain a competitive edge and maintain long-term stability and development.

Research Objective

- (1) To study whether customer bullying behavior affects employee turnover intention.
- (2) To study whether organizational identification affects employee turnover intention.
- (3) To study whether interpersonal relationships affect employee turnover intention.
- (4) To study whether working pressure affects employee turnover intention.

Literature Review

Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs was proposed by American psychologist Abraham Maslow. He posited that the motivation for individual growth and development arises from various types of needs, which differ in hierarchical levels. The satisfaction of each level of need reflects the individual's current state of personality. The theory encompasses five levels, which from the first to the fifth are physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Maslow, 1943).

The theory of hierarchy of needs proposes three fundamental points: First, all individuals have

needs that can be ranked in hierarchical order based on their importance. Second, individual behavior is influenced by these needs, with the current level of needs determining behavior. Third, human needs emerge in a hierarchical fashion from lower to higher levels, with each level corresponding to different behaviors (Lin, 2021).

Employee Turnover Intention

Employee turnover intention refers to an individual's inclination to leave an organization, despite remaining in their current position (Chen et al., 2017). It signifies a psychological inclination of employees to seek other job opportunities due to decreased organizational acceptance, influenced by personal, organizational, and environmental factors. Turnover intention is a critical predictor of actual employee turnover behavior. The higher an employee's turnover intention, the more they contemplate whether to stay or leave the current organization, potentially leading to eventual turnover. Helping organizational managers identify employee turnover intentions early allows for timely intervention before formal resignation, enabling proactive management of turnover issues and mitigating costs associated with high staff turnover (Prasetio et al., 2019).

Customer Bullying Behavior

Customer bullying refers to the "low-quality" interpersonal treatment of service providers by customers during service interactions (Tian et al., 2019). In contrast, employees may tolerate a certain level of customer complaints because they have the ability to perceive and reflect on the quality of the service they provide. However, unlike customer complaints, customer bullying is often not accepted by employees.

The hotel service industry, characterized by labor-intensive operations, emphasizes the importance of customer first and service quality (Xu et al., 2018) This places hotel employees in a vulnerable position during service interactions, making them more susceptible to experiencing customer bullying. Research indicated that hotel employees were more likely to develop emotional exhaustion and subsequent turnover intentions after experiencing bullying from customers during interactions (Wen et al., 2020).

Organizational Identification

Organizational identification essentially involves individuals describing their self-identity through organizational relationships (Li et al., 2018). It not only motivates employees to voluntarily adhere to organizational norms but also aligns personal successes and failures closely with those of the organization. Organizational identification can manifest as identification with the organization itself, with the team, with the culture, and with ethical standards.

The more employees value the work they are engaged in, the higher their job enthusiasm tends to be. Additionally, they are more likely to experience a sense of achievement in their work, resulting in a lower inclination to leave their job (Wei et al., 2008).

Interpersonal Relationships

Interpersonal relationships refer to the process through which individuals in an organization establish connections and interact with colleagues, superiors, or subordinates due to work or other reasons. The comfort level of this process also influences employees' enthusiasm and loyalty towards their work. If an employee experiences issues with interpersonal relationships within the organization, it may directly lead to their resignation (Li, 2020).

Working Pressure

Working pressure is an accumulated response that employees experience when facing various pressures at work (Li & Guo, 2021). The emergence of workplace burnout can reduce employees' organizational commitment, lead to absenteeism, physical discomfort, and emotional distress. Workplace can positively influence employee turnover intentions (Qiao & Yu, 2021). The long hours, high intensity, and irregular schedules characteristic of the service industry often contribute to significant job stress, which may consequently lead employees to resign.

Methodology

This study designed a survey questionnaire on employee turnover intention at JI Hotels, consisting of six sections: employee basic information, customer bullying behavior, organizational identification, interpersonal relationships, workplace burnout and turnover intention, a total of 32 questions were included. Section two to six used a Likert five-point scale for measurement. The questionnaire has been validated for reliability and validity.

The Cronbach's α values above 0.7 for the scales measuring customer bullying behavior, organizational identification, interpersonal relationships, workplace burnout, and turnover intention indicated high internal consistency among the respective indicators.

Moreover, the KMO values exceeding 0.8 further enhance the validity of these measurement tools. The study targeted employees working at JI Hotels. A total of 300 questionnaires were distributed online, and 284 valid responses were collected, resulting in a response rate of 94.6%.

Results

1) Descriptive Statistical Analysis

From Table 1, it can be seen that the majority of employees at JI Hotel are female, accounting for 64% of the participants. This phenomenon is closely related to the nature of the hotel industry. The hotel industry typically requires employees to possess strong communication skills and a high level of service awareness.

The overall education level of the employees is relatively low, with the majority holding qualifications below a bachelor's degree, accounting for 49.3%.

In addition, the workforce is predominantly young, with employees under the age of 40

accounting for 76.8%. This is likely due to the nature of the hotel industry, which demands high levels of physical stamina and energy, making younger employees better suited to the intense work environment. From the perspective of working experience, approximately 80% of respondents have been working at the hotel for less than three years. This indicates a high turnover rate among the staff,

Table 1: Descriptive Analysis

| Items | Category | Number of Employees | Percentage (%) |
|------------------------|---------------------------|---------------------|----------------|
| Gender | Male | 102 | 36.0 |
| | Female | 182 | 64.0 |
| Educational Background | Below Bachelor's Degree | 140 | 49.3 |
| | Bachelor's Degree | 98 | 34.5 |
| | Master's Degree and above | 46 | 16.2 |
| Age | 18-22 years old | 89 | 31.3 |
| | 23-30 years old | 74 | 26.1 |
| | 31-40 years old | 55 | 19.4 |
| | 41-50 years old | 45 | 15.8 |
| | Over 51 years old | 21 | 7.4 |
| Working experience | Under 1 years | 117 | 41.2 |
| | 1-3 years | 98 | 34.5 |
| | 4-6 years | 40 | 14.1 |
| | 7-10years | 23 | 8.1 |
| | Over 10 years | 6 | 2.1 |

2) Correlation Analysis

Customer bullying behavior and work pressure have a significant positive correlation with turnover intention, with correlation coefficients of 0.656 and 0.698, respectively. This indicates that when employees experience customer bullying and increased work pressure, they are more likely to consider leaving their job. Organizational identification and interpersonal relationships have a significant negative correlation with turnover intention, with correlation coefficients of -0.492 and -0.572, respectively. This means that when employees have a higher sense of organizational identification and better interpersonal relationships, their intention to leave the organization decreases.

Table 2: Correlation Analysis

| Dimension | Customer bullying behavior | Organizational identification | Interpersonal relationships | Working pressure | Turnover intention |
|-------------------------------|----------------------------|-------------------------------|-----------------------------|------------------|--------------------|
| Customer bullying behavior | 1 | | | | |
| Organizational identification | 0.597** | 1 | | | |
| Interpersonal relationships | 0.601** | 0.475** | 1 | | |
| Working pressure | 0.694** | 0.516** | 0.501** | 1 | |
| Turnover intention | 0.656** | -0.492** | -0.572** | .698** | 1 |

According to Table 3, the adjusted R² value is 0.531, indicating that the variables can explain 53.1% of the variance in turnover intention. The F value is 69.541, showing that the overall model is significant at the 0.01 level. The Durbin-Watson statistic is 1.796, which is close to 2, indicating that there is no autocorrelation problem among the residuals. The VIF values for all variables are below 2, suggesting that multicollinearity is not a concern in this model.

Customer bullying behavior has a significant positive impact on turnover intention ($t = 3.321, p < 0.05$). Organizational identification has a significant negative impact on turnover intention ($t = -2.178, p < 0.05$). Interpersonal relationships also have a significant negative impact on turnover intention ($t = -3.017, p < 0.05$). Work pressure has a significant positive impact on turnover intention ($t = 7.192, p < 0.05$).

Table 3: Regression Analysis

| | Non-Standardized Coefficient | | Standardized coefficient | t | Sig. | VIF | F | DW | |
|-------------------------------|------------------------------|----------------|--------------------------|--------|-------|-------|----------|-------|--|
| | B | Standard Error | Beta | | | | | | |
| (Constant) | 4.259 | 0.972 | - | 7.751 | 0.000 | | 69.541** | 1.796 | |
| Customer bullying behavior | 0.219 | 0.236 | 0.359 | 3.321 | 0.004 | 1.271 | | | |
| Organizational identification | -0.176 | -0.115 | -0.211 | -2.178 | 0.008 | 1.218 | | | |
| Interpersonal relationships | -0.085 | -0.046 | -0.108 | -3.017 | 0.022 | 1.192 | | | |
| Working pressure | 0.374 | 0.421 | 0.396 | 7.192 | 0.011 | 1.184 | | | |
| R ² | 0.514 | | | | | | | | |
| Adjusting R ² | 0.531 | | | | | | | | |

Discussion

1) Customer bullying behavior has a significantly positive impact on employee turnover intention

This means that when employees experience bullying from customers, their intention to leave the job increases substantially. The hostile interactions and stress resulting from customer bullying can lead to decreased job satisfaction, emotional exhaustion, and a higher likelihood of seeking employment elsewhere to escape the negative work environment. Consequently, addressing customer bullying is crucial for reducing turnover rates and maintaining a stable and satisfied workforce.

2) Organizational identification has a significantly negative impact on employee turnover intention

This means that as employees develop a stronger sense of organizational identification, their intention to leave the organization decreases. In other words, when employees emotionally connect and identify more closely with the organization, they are more likely to stay and less likely to consider leaving. Strengthening organizational identification can enhance employee loyalty and job satisfaction, thereby helping to reduce turnover rates.

3) Interpersonal relationships have a significantly negative impact on employee turnover intention

Positive interpersonal relationships significantly reduce employee turnover intention. This indicates that when employees cultivate strong interpersonal connections at work, they are less likely to consider leaving. These relationships not only enhance employees' sense of happiness and belonging in their jobs but also foster a supportive and friendly work environment. As a result, employees are more willing to stay, contribute, and develop within the organization.

4) Working pressure have a significantly positive impact on employee turnover intention

Working pressure correlates with higher employee turnover intention. This suggests that intense work pressure can lead to emotional exhaustion, job dissatisfaction, and burnout among employees, thereby increasing their likelihood of seeking alternative employment opportunities.

Conclusions

This study systematically reviewed relevant literature on factors influencing turnover intention and identified customer bullying behavior, organizational identification, interpersonal relationships, and work pressure as the main influencing factors. A questionnaire survey was conducted with 284 current employees of JI Hotel. The survey revealed that customer bullying behavior and working pressure significantly positively impact employee turnover intention, while organizational identification and interpersonal relationships significantly negatively impact turnover intention.

Therefore, targeted recommendations can be proposed for the development of JI Hotel across four main areas: Firstly, establish effective mechanisms to address customer bullying behavior. Secondly, enhance employee loyalty through incentives and developmental opportunities to strengthen organizational identification. Thirdly, foster a positive and harmonious work environment to improve interpersonal relationships. Lastly, optimize workflow processes and resource allocation to enhance employee job satisfaction.

These measures will help reduce employee turnover intention, enhance service quality, and bolster organizational stability and will position JI Hotel advantageously in a competitive market, boosting employee motivation and overall hotel performance.

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