

Factors Influencing (Push Factor) Employees Turnover in The Hospitality Industry in Kedah: A Case Study of – Urban Inn Hotel, Kedah

Sarina Mohamad Nor, Dalmie Shahrul Suryati Azmee, Shin Yi.
Khew, Choon Kim. Yap

Faculty of Business, UNITAR International University, Malaysia

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i9/17984> DOI:10.6007/IJARBSS/v13-i9/17984

Published Date: 17 September 2023

Abstract

The issue of high employee turnover has long been a cause of concern for many organizations' human resource managers and employers, particularly those working in the hospitality industry. The management, HR department, and HR management (Managers and supervisors) would be interested in this research to modify and enhance the turnover method based on the employee's perception and motivation. This is since the research identifies the causes of high employee turnover in the hospitality sector through the Urban Inn case study. The problem statement of this study will investigate the relationship between various push factors and staff turnover at the Urban Inn Hotel in Kedah to better understand the problem. The hypothesis is to investigate and define that there is a significant relationship between career and development growth, job satisfaction, salary, workplace environment, communication and relationship with superiors as well as subordinates, and employee turnover. The research utilized a quantitative approach as its methodology. The data in this study are assessed automatically using the SPSS version 28.0.1.1. The probability sampling technique was used for this study, which means that all competent people in the population have an equal probability of being chosen. A survey questionnaire that respondents were able to administer to themselves was used to acquire the data for this study. A sample method known as simple random sampling was utilized. The non-managerial staff who work in the Urban Inn Hotel in Kedah make up the target population for this campaign and a total of 62 samples from the staff of Urban Inn Hotel responded to the questions. The findings show the alpha value for employee turnover was 0.83. Hence, the results of alpha shown in the seven instruments in this research study were described as very good (0.80 to 0.90). The Urban Inn Hotel survey revealed that employee turnover is linked to a variety of factors, including growth in career and development, satisfaction with the job, salary, quality of the work environment, and communications and relationships with superiors and subordinates. The survey results supported the hypotheses of the study, indicating a strong correlation between the criteria outlined above and turnover. Furthermore, the survey results revealed that over half of

respondents are satisfied with the work objectives and direction provided by the organization. The information has been laid up in the form of tables, figures, and charts. It is recommended that future research should employ a combination of quantitative and qualitative methods, provided that sufficient time and improved tools are available. Qualitative research methods should be employed in lieu of quantitative research approaches, and a plan should be developed to combine the two approaches. Furthermore, it is suggested that the scope of the research be extended to cover additional states, including those in Malaysia, Malaysia, and Penang, Malaysia. Mediation should be included in the research, including promotion, job satisfaction, salary, communication, and employee engagement activities.

Keywords: Employees Turnover, Push Factors, Career & Development Growth, Job Satisfaction, Salary, Working Environment

Introduction

The tourism sector is one of the industries making a comeback in Malaysia now that the country has emerged from the pandemic that lasted for two years. As soon as the gate is opened, there will be a flood of visitors entering Malaysia, and the government of Malaysia is also pushing its citizens to travel within the country by providing tax relief. People stay in hotels when traveling; this is an ideal opportunity for Urban Inn to regain the business performance it had lost; The hotel's prices are reasonable, and it is located in a prime position. As a result, it is essential for the Urban Inn Hotel to maintain its internal organization by achieving the highest possible level of operational performance and by welcoming an increased number of guests.

This research would be of interest to the management, HR department, and human resource management (managers and supervisors) to revise and improve the turnover method according to the perception and motivation of the employees. This is because the research identifies the reasons for high turnover in the hospitality industry through a case study of Urban Inn. Because of this, the company will determine the areas in which it has to concentrate more of its efforts in order to keep turnover rates stable and conserve money for other applications. Because of this research, management teams will focus more on the proposed plan for employee retention, which will be beneficial to employees as well. The findings or results will help to improve the literature that is currently available on the topic of staff turnover at the Urban Inn Hotel.

It is possible that future research will include re-examination and extension of the construct that is currently being investigated, the application of other pertinent theories, the inclusion of participants from other locations, and different organizations, or the use of a different sampling method that can focus on organizational level results to provide a more comprehensive study of turnover intention. There are several important factors that either promote or prevent employee turnover, and future research should take these factors into mind to improve its ability to explain the phenomenon.

Problem Statement

The relevance of staffing challenges in the hotel business is caused by the fact that it is service-oriented and highly dependent on personnel (Ahmad & Scott, 2018). Working in the hotel sector has several problems, including tight deadlines, long work hours, unexpected interactions with clients, and high emotional demands, all of which are accompanied by poor working conditions and low wages (Sampson & Akyeampong, 2014). More research on staff turnover in the hotel sector is required to advance the literature and advise hotel practitioners

of viable and feasible practices to achieve staff retention. According to Devis (2018), staff retention is critical to an organization's economic growth. Replacing personnel in the hotel sector may be costly and time-consuming.

Replacing staff in the hotel sector can be an expensive and ineffective expense because it can result in lost production, especially because companies must train new personnel (O'Connell & Kung, 2007). Managers must consequently strive to gain a better understanding of personnel retention in the hotel business (Devis, 2018). Managers and executives can also reinforce and improve the aspects that encourage staff to stay at the hotel. Knowing these organizational and personal factors, as well as implementing appropriate strategies to appreciate and stimulate employees, has the potential to retain their engagement with the workplace (Kyndt et al., 2009) and increase their abilities to improve productivity (Devis, 2018). The objective of this chapter is to examine the factors that contribute to employee turnover in the hotel business, as well as the effects of staff turnover on productivity.

Research Objective

Employee turnover can have a detrimental impact on an organization's productivity, competitiveness, and profitability. Therefore, having a grasp of the elements that contribute to employee turnover can assist organizations in gaining a better understanding of the behavior of their staff members within the hotel, which can lead to a reduction in employment issues, absenteeism, and employee turnover. This study will provide the management of Urban Inn with a clear image of the well-being of their employees in terms of what genuinely satisfied their employees in doing their job well and motivated them to work hard for the achievement of the aims and objectives of the company. Below are our research objectives:

RO1: To examine the relationship between career & development growth and employees' turnover.

RO2: To examine the relationship between job satisfaction and employees' turnover.

RO3: To examine the relationship between salaries and employees' turnover.

RO4: To examine the relationship of the workplace environment and employees' turnover.

RO5: To examine the relationship of communication & relationship with superiors and subordinates with employees' turnover.

Literature Review

Retention is described as the ability to keep an employee's relationship with a company intact (Kadiresan et al., 2019) and is critical for success in today's business world (Baharin and Hanafi, 2018). Employee retention is critical because it allows businesses to acquire a competitive edge while also serving as a visible representation of goals achieved (Bakar et al., 2018). Retention is particularly important since it affects the company's efficiency in terms of both monetary and non-monetary aspects (Kadiresan et al., 2019). Employee retention policies and practices relate to the policies and practices that organizations use to keep important people from leaving, including actions to encourage employees to stay with the firm for as long as possible (Baharin and Hanafi, 2018).

Many firms nowadays are looking at employee retention strategies, such as reaching out to employees to ensure job satisfaction and keeping them at the company for as long as possible (Mahadi et al., 2020). This is related to the company's efforts to assist its employees, as indicated by the number of people who quit or joined the organization (Tian et al., 2020). Retaining aids human resource planning by anticipating the gap between future worker demand and supply based on the organization's goals (Kamalaveni et al., 2019). Employees

are more likely to stay when they have some say and influence over their job decisions (Khalid and Nawab, 2018). Compensation, supervisor support, and work-life balance are the primary elements that influence turnover intention and employee considerations.

The purpose of this study is to gain an understanding of the elements that contribute to employee turnover at Urban Inn. The most important findings from this research show that workers leave their jobs for a variety of reasons, including career and development growth, job satisfaction, compensation, working environment, and the connection between superiors and subordinates. However, employee turnover has a significant influence on an organization because of the costs involved with employee turnover.

Research Framework

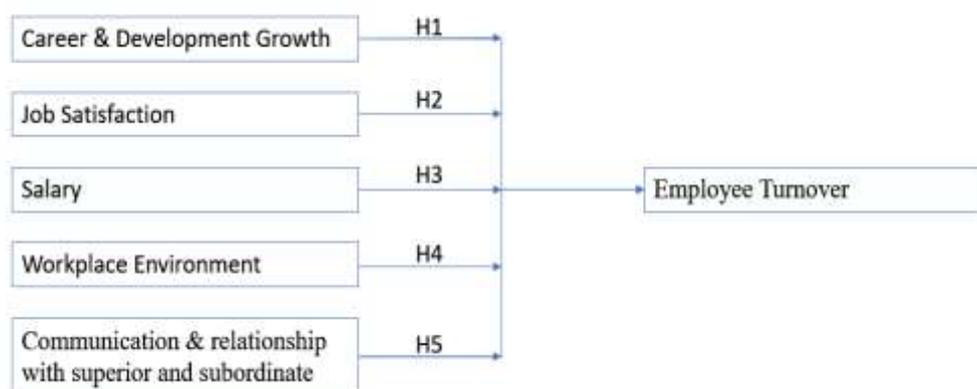
A happy and engaging work environment, as well as healthy relationships between superiors and subordinates, should be a primary emphasis of efforts to reduce employee turnover. As a result, a more in-depth study is being carried out to determine the elements that influence workers' decisions regarding whether to continue working in the hotel sector. As a result, there is a conceptual resemblance between the push factors found in migration research, such as low earnings, long hours, overloaded work, and unhappiness with current employment. On the other hand, there are things that individuals find appealing, such as higher salaries, better chances, job stability, and company culture. These are referred to as pull factors. Because of that, this study will focus on the underlying theory which is Push-Pull-Mooring Theory (PPM). This theory refers to the framework that is a popular paradigm in the literature on human migration that explains why individuals migrate from one location to another. Essentially, the PPM model suggests that migrants' decisions to move from one geographic area to another are influenced by push, pull, and anchoring factors. Push factors. Motivators, often referred to as stressors, can be identified as negative factors that motivate people to leave their original workplace.

The PPM model is used to determine the factors that influence people's decisions regarding whether or not they would work in the hotel sector. To this day, the PPM framework is commonly employed to gain an understanding of the reasons behind human migration (Alfer et al., 2021). In the context of migration theory, the term "mooring factor" refers to the personal, societal, or cultural component that influences a person's decision to migrate. According to Helios (2021), a push factor is a series of occurrences that cause a person to withdraw from a given circumstance. In the context of retaining employees, it refers to the process through which an organization works to drive away variables that are not part of themselves. The terms "compensation," "career progress and development," and "work happiness" are examples of common push variables that can be managed. On the other hand, an example of a pull factor is when an employee is content in their current role, but external factors beyond their control lead them to believe that it is time for them to look for other employment (Anna, 2018). The term "pull factors" refers to any circumstances that cause personnel to leave an organization. Some examples include things like compensation, lines of communication, and the nature of the relationship between superiors and subordinates. Anchoring factors are components that can either be good or detrimental and that lessen the effects of pull and push factors. The PPM theory is a conceptual framework that is utilized for the purpose of gaining an understanding of the primary elements that influence the turnover rate in the hotel sector. There is also a discussion regarding the relationship between the many different factors and the turnover rate, and this is being done to discover how each variable is related to the others.

If an organization can effectively connect with its workers and understand what it is that they are saying, then the organization will have a better understanding of the problems that exist inside the backbone structure of the company (Agovino, 2019). The PPM notion is connected to the interaction that occurs between the push and pull effects that occur from a starting place to a position that is its very last destination. There are many different considerations that go into the decision to switch jobs. Greater pay, for instance, would be an example of a "pull" element, whereas disliking one's coworkers would be an example of a "push" factor. The push-pull factor is not presented as a defined framework that all workers try to apply in a similar way; some of them may go beyond the specific. This is because the framework is not supplied. Therefore, there is a need for a comprehensive investigation into the various elements that contribute to the retention of employees and reduce turnover rates.

On the other side, indicators of a high turnover intention include pushing factors such as poor salaries, long hours, overloaded work, career growth, work-life conflict, a lack of communication, and their relationship. The combination of variables that push and pull can pile up over time. For example, an employee might be joyful today but unhappy tomorrow. Jung et al (2022) asserts that another name for the push factor is managed internally by organizations. Even when presented with a higher compensation offer elsewhere, people who are content in their current positions are not likely to voluntarily leave their businesses. On the other hand, employees are occasionally forced to look for jobs elsewhere because they are unhappy in their current position and feel pressured to do so. The following step is an investigation of the relationship between employee turnover and each of the push factors, also known as independent variables, including career development and growth, working environment, job satisfaction, salary, and communication with superiors and subordinates (dependent variable). A graphical representation of the PPM may be seen which can be found below.

Illustration of Push-Pull-Mooring Theory (Milka et al., 2017)



To address the research question posited, the present study employs mixed methodologies research, as delineated by George (2021), combines aspects of quantitative research and qualitative research. Researchers can obtain a better picture by using mixed methods as opposed to a standalone quantitative or qualitative study. This is because mixed methods fuse and merge the advantages that are found in both quantitative and qualitative studies. According to Bodnar (2022), research conducted using a mixture of methods will be

thorough and comprehensive, and a great deal more information and value will be generated. The researchers were provided with multiple views, which may have contributed to the study being more accurate and consistent.

Pull factors are always uncontrollable variables, and this is something that can be discussed with employees to further understand it, as well as to reduce and improve staff retention (Anna, 2018). The factors that are push factors in migration research are the same factors that are factors that sell the intention to leave. These factors include poor earnings, lengthy hours, overloaded work, process discontent, and other similar factors. On the other hand, the good aspects of a location, such as its high income, improved working environment, higher levels of job satisfaction, and prestige, are referred to as pull factors (Helios, 2021). Therefore, each of these pushes and pull forces is characteristic of the place, and the migrants themselves have nothing to do with them.

Methodology

For this research, the population of this research is the employees of Urban Inn which consists of (50-60 employees) in 3 major departments: front-office operation, housekeeping, and back-office support. As mentioned before, the front office operation is made up of Receptionist and Hotel supervisor, housekeeping is made up of a cleaner and housekeeping supervisor, while back-office support holds positions such as HR, Finance, Sales, Purchasing, and Marketing. The target employees are majorly from the front office operation and housekeeping team. The reason for choosing this group of people is they are the frontline and direct people dealing with hotel guests.

The data in this study are assessed automatically using the SPSS version 28.0.1.1. The probability sampling technique was used for this study. Probability sampling is used as a simple random strategy, which means that all competent people in the population have an equal probability of being chosen. The questionnaire was chosen as the study instrument. The questionnaire helps to collect data into systematized spreadsheets for data analysis, reducing data entry errors and expediting hypothesis testing. Google Forms was the mechanism that was utilized to provide the questionnaire to the responders. A cover letter was included with every one of the questionnaires. On the cover letter, it was stated that responders would be given a one-week window to complete the survey and that the responses would be kept anonymous. If the response rate is slow and low, many follow-ups to the respondents will be conducted in order to guarantee that the analysis can be finished within the allotted amount of time.

Hypothesis Generation

The findings of the research indicate that there is a large positive and strong association between all the push variables (career and development growth, job satisfaction, remuneration, working environment, and relationship between superior and subordinate), and employee turnover. The Urban Inn Hotel will benefit from this study in several ways, including improved employee productivity, enhanced ability to compete successfully in the sector, and prevention of any operational disruptions. The findings of Following by our research questions:

RQ1: Is there a significant relationship between career & development growth towards employees' turnover?

RQ2: Is there a significant relationship between job satisfaction towards employees' turnover?

RQ3: Is there a significant relationship between salary towards employees' turnover?

RQ4: Is there a significant relationship between workplace environment towards employees' turnover?

RQ5: Is there a significant relationship between communication & relationship with superiors and subordinates towards employees' turnover?

Research Hypotheses as below

H1: There is a significant relationship between career & development growth and employees' turnover.

H2: There is a significant relationship between job satisfaction and employees' turnover.

H3: There is a significant relationship between salary and employees' turnover.

H4: There is a significant relationship between the workplace environment and employees' turnover.

H5: There is a significant relationship between communication & relationship with superiors and subordinates and employees' turnover.

The scope of the investigation encompasses the entire board because doing so makes it easier to gather information about employee turnover at the Urban Inn Hotel. Hospitality workers who work on a routine basis miss out on their time with friends and family, which limits opportunities for them to recharge their emotional batteries. This is one of the many reasons why employees decide to take time off from their jobs, and one of those reasons may be that the working hours are difficult. Hospitality workers often have to work nights, weekends, and holidays, and they frequently have to be on call 24 hours a day, seven days a week (Mistry, 2022). If employee turnover is high and employee retention is poor, it can be difficult to meet the expectations of customers in an industry that is so customer-facing. This is especially true if new employees are continuously being hired and fired. However, this also has an impact on the profitability of the company because it requires ongoing recruitment, hiring, and training of new staff members (Alexandra, 2022). The scope of the study is limited to considering only factors that cannot be changed, such as the structure of hotels and the services that they provide. The investigation is going to zero in exclusively on the human and management factors that allow for the prospect of improvement.

Data Analysis

To respond to the research questions and hypotheses posed by this study, two distinct methods of assessment were discussed. A nominal scale was used to identify the categories that were discussed in the section that was just above this one. These categories included gender, race, age, education level, years of experience working in the hotel industry, years of service in urban inn hotels, monthly gross income, and department. In the meantime, the following sections measure the responses of the respondents with regard to the dependent variable and the independent variable in accordance with the Push factor from the PPM (Push & Pull Mooring theory), which includes career growth and development, job satisfaction, salary, work environment, and communication and relationship with superior and subordinate.

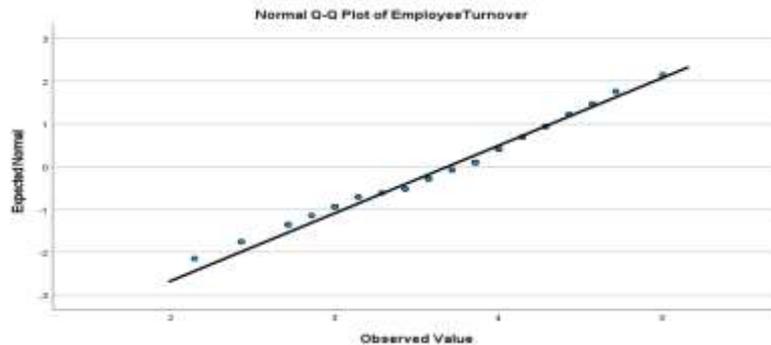
This study's population consists of (50-60 personnel) from three primary departments of Urban Inn: front-office operation, housekeeping, and back-office support. As previously stated, the front office operation consists of a receptionist and a hotel supervisor, cleaning consists of a cleaner and a housekeeping supervisor, and back-office assistance consists of HR, Finance, Sales, Purchasing, and Marketing. Most of the target staff are from the front office

operations and housekeeping teams. The reason for selecting this set of people is that they are the people who deal with hotel customers daily. Of a total of 62 sets of questionnaires sent out to the targeted respondents, 62 completed questionnaires were received. This represents a response rate of 100 percent.

Demographic Profile of the Respondents: n=62

Variables		n=62	Percentage (%)
Gender	Female	35	56.5
	Male	27	43.5
Race	Malay	29	46.8
	Chinese	20	32.3
	Indian	13	21.0
Age	18 - 29 years old	25	40.3
	30 - 49 years old	29	46.8
	50 and above	8	12.9
Education Level	PMR / SPM / STPM	29	46.8
	Diploma	11	17.7
	Bachelor's degree	10	16.1
	PHD	2	3.2
	Professional Certificate	10	16.1
Working Experience In Hotel Industry	Less than 2 years	11	17.7
	2 - 5 years	24	38.7
	5 - 10 years	17	27.4
	above 10 years	10	16.1
Service Length In Urbar Inn Hotel	Less than 1 year	13	21.0
	1 - 2 years	23	37.1
	2 - 5 years	24	38.7
	above 10 years	2	3.2
Monthly Gross Income	below RM 2000	12	19.4
	RM 2000 - RM 3999	38	61.3
	RM 4000 - RM 5999	7	11.3
	above RM 6000	5	8.1
Department	Back Office Support	9	14.5
	Front Office Operation	29	46.8
	Housekeeping Team	24	38.7
	Back Office Support	9	14.5

Both the dependent variable (Employee Turnover) and the independent variables (Push factor) were subjected to tests to determine their central tendencies (Career & Development Growth, Job Satisfaction, Salary, Workplace Environment, and Communication and Relationship with Superiors and Subordinates).



The Q-Q plot was used as evidence for normality tests to determine whether there were extreme outliers for the push factors (career and development growth, job satisfaction, salary, workplace environment, and Communication and Relationship with Superiors and Subordinates) that contribute to employee turnover. These factors include career & development growth, job satisfaction, salary, workplace environment, and Communication and Relationship with Superiors and subordinates.

The coefficient of Push Factors and Employee Turnover for Actual Data Collection are as below

Coefficient of Push Factors and Employee Turnover for Actual Data Collection

Variables	Case Processing Summary	n	%	Cronbach's Alpha	No. of Statements
Dependent Variables					
Employee Turnover	Valid	62	100.0	0.894	7
	Excluded	0	.0		
	Total	62	100.0		
Independent Variables – Push Factor					
Career & Development Growth	Valid	62	100.0	0.927	7
	Excluded	0	.0		
	Total	62	100.0		
Job Satisfaction	Valid	62	100.0	0.924	7
	Excluded	0	.0		
	Total	62	100.0		
Salary	Valid	62	100.0	0.931	7
	Excluded	0	.0		
	Total	62	100.0		
Workplace Environment	Valid	62	100.0	0.931	7
	Excluded	0	.0		
	Total	62	100.0		
Communication and Relationship with Superior and Subordinate	Valid	62	100.0	0.924	7
	Excluded	0	.0		
	Total	62	100.0		

The correlation study investigates the degree to which independent variables (such as career and development growth, job satisfaction, compensation, workplace environment and communication, and the relationship between superior and subordinate) are related to push factors (such as employee turnover). The correlation coefficient was calculated based on the values between -1 and +1 that were found between the two variables. According to Shaun (2022), the interpretation of the r value can be broken down as follows: a weak negative correlation ($r < -0.20$), a moderate negative correlation ($-0.30 < r < -0.50$), a strong negative correlation ($-0.60 < r < -0.80$), and a very strong negative correlation ($-0.90 < r < -1.00$). These categories are displayed in the table above. A weak positive correlation (r-value less than 0.20), moderate positive correlation (r-value between 0.30 and 0.50), strong positive correlation (r-value between 0.60 and 0.80), and very strong positive correlation (r-value between 0.90 and 1.00).

Summary of Findings

Number	Research Questions	Findings
RQ1	Is there a significant relationship between career & development growth toward employee turnover?	There is a significant strong positive relationship between career & development growth and employee turnover where $r = 0.824$, $p < 0.01$.
RQ2	Is there a significant relationship between job satisfaction towards employee turnover?	There is a significant strong positive relationship between job satisfaction and employee turnover where $r = 0.783$, $p < 0.01$.
RQ3	Is there a significant relationship between salary towards employee turnover?	There is a significant strong positive relationship between salary and employee turnover where $r = 0.685$, $p < 0.01$.
RQ4	Is there a significant relationship of workplace environment towards employee turnover?	There is a significant strong positive relationship between workplace environment and employee turnover where $r = 0.706$, $p < 0.01$.
RQ5	Is there a significant relationship between communication & relationship with superiors and subordinates towards employee's turnover?	There is a significant strong positive relationship between communication & relationship with superior and subordinate and employee turnover where $r = 0.729$, $p < 0.01$.

Summary Findings for Hypotheses

Hypotheses of Study	Alternate Hypotheses
H1: There is a significant relationship between career & development growth and employees' turnover.	Accepted
H2: There is a significant relationship between job satisfaction and employees' turnover.	Accepted
H3: There is a significant relationship between salary and employees' turnover.	Accepted
H4: There is a significant relationship between workplace environment and employees' turnover.	Accepted
H5: There is a significant relationship between communication & relationship with superiors and subordinates and employees' turnover.	Accepted

Discussion & Recommendations

According to the findings of the research, there is a connection between employee turnover and factors such as career and development growth, job satisfaction, salary, the quality of the working environment, and communication and relationships with both superiors and subordinates at the Urban Inn Hotel. The findings of the survey provided evidence that supported the research hypotheses, which suggested that there is a substantial association between the criteria listed above and employee turnover. According to the survey results, more than half of the respondents are pleased with the work goals and direction they are receiving from the organization. These individuals are also willing to suggest the business to others and to remain employed by the organization for longer. The survey also revealed that respondents were most split on the topic of the opportunities provided to them to enhance their level of productivity, which is an essential component for the management to investigate and enhance. When it comes to their salaries, more than half of the respondents are content with what they are now making and believe that the amount they are receiving meets their expectations.

The research was done successfully and documented in the report. In the future, we suggest research should also make use of mixed methodologies, including both quantitative and qualitative approaches, provided sufficient time and the availability of better-developed tools. Because the results show that there is a considerable positive correlation between the two, keeping all those aspects that contribute to job happiness under check has the potential to increase overall job satisfaction. Utilize qualitative research methods rather than quantitative research approaches and adopt a plan that combines the two. This is because the qualitative findings would serve to bolster and corroborate the quantitative conclusions.

Extend the scope of the research to include additional states, such as Perak, Penang, Kelantan, and Pahang.

Include mediation for career and development growth (Promotion), job satisfaction (Recognition), job satisfaction (Recognition), salary (Increment and bonus), workplace environment (facilities & tools), communication & relationship with superiors and subordinates, and workplace environment (facilities & tools) (employee engagement activities).

References

- Abuseif, S., & Ayaad, O. (2018). The relationship between organizational commitment and nurses' turnover intention behavior at tertiary private hospitals in Najran, KSA. *International Journal of Academic Research in Business and Social Sciences*, 8(6), 764-772.
- Abuhashesh, R., Al-Dmour & Masa'deh, R. (2019). Factors That Affect Employees' Job Satisfaction and Performance to Increase Customers' Satisfactions. <https://doi.org/10.5171/2019.354277>
- Agolla, J., & Ongori, H. (2018). Occupational Stress and Its Effects on Organizational Performance. *Journal of Management Research*, Vol 8, NO. 3, pp. 123-135.
- Agovino, T. (2019), "To have and to hold [Online]", *The Society for Human Resource Management (SHRM)*. <https://www.shrm.org/hr-today/news/all-things-work/pages/to-have-and-to-hold.aspx> (accessed 18 November 2020).
- Afsar, B., Shahjehan, A., and Shah, S. I. (2018), "Frontline employees' high-performance work practices, trust in supervisor, job-embeddedness and turnover intentions in the hospitality industry". *International Journal of Contemporary Hospitality Management*, Vol. 30 No. 3, pp. 1436-1452. doi: 10.1108/IJCHM-11-2016-0633.
- Ahmad, R., Scott, N. V. (2014). Managing the front office department: Staffing issues in Malaysian hotels. *Anatolia. An International Journal of Tourism and Hospitality Research*. Vol. 25. No 1, pp. 24-38.
- An, Seung-Ho. (2019). Employee Voluntary and Involuntary Turnover and Organizational Performance: Revisiting the Hypothesis from Classical Public Administration. *International Public Management Journal*. 22. 1-26. 10.1080/10967494.2018.1549629.
- Ardestani, M. M., Kinnaird, C. R., Henderson, C. E., Hornby, T. G. (2019). Compensation or Recovery? Altered Kinetics and Neuromuscular Synergies Following High-Intensity Stepping Training Poststroke. *Neurorehabilitation and Neural Repair*. 2019;33(1):47-58. doi:10.1177/1545968318817825.
- Aliyu, O. A., & Nyadzayo, M. W. (2018). Reducing employee turnover intention: A customer relationship management perspective. *Journal of Strategic Marketing*, 26(3), pp. 241-257.
- Brenda, L. B., & Anne, K. (2020). Transformational Leadership Style and Employee Job Satisfaction in County Government of Kakamega, Kenya. *International Journal of Research in Business and Social Science*. Vol 9. No. 5. ISSN: 2147-4478 <https://doi.org/10.20525/ijrbs.v9i5.821>
- Brown, E., Sherwood, Jayme, P., Sabrina, V., Helm, & Alexandra, K. (2020). "The relative importance of reputation and pride as predictors of employee turnover in an academic medical center." *Health Care Management Review* 47, no. 1 (2022): 66-77.
- Bhatt, R., & Sharma, M. (2019). Employee Engagement: A Tool for Talent Management, Retention, and Employee Satisfaction in The It/Its Companies in India. *International Journal of Research in Commerce & Management*. Vol. 10, No. 8.
- Cheah, Wan, T. L., Pei, R. L., Shi, K. T., Xiao, F.,Y, & Yan, Y. (2019). A study on the factors of job turnover intention in Malaysia retail industry. *Final Year Project*, UTAR.

- Conner, C. (2018). *How Better Communication Prevents Painful Turnover*. Forbes. <https://www.forbes.com/sites/cherylsnappconner/2018/06/24/how-better-communication-prevents-painful-turnover/>
- Chron, C. (2020). The Effect of Job Descriptions on Employee Performance. (n.d.). Work - *Chron.com*. <https://work.chron.com/effect-job-descriptions-employee-performance-23428.html>
- Chiradeep. (2021). What Is Employee Retention? Definition, Strategies, and Ideas, With Examples - *Spiceworks*. (n.d.). Spiceworks. <https://www.spiceworks.com/hr/engagement-retention/articles/what-is-employee-retention/>
- Davis, O. A. (2018). Strategies for Low Employee Turnover in the Hotel Industry - ProQuest. (n.d.). Strategies for Low Employee Turnover in the Hotel Industry - *ProQuest*. <https://www.proquest.com/dissertations-theses/strategies-low-employee-turnover-hotel-industry/docview/2033582016/se-2>
- Ferreira, R. P., Ruben, S., B., Isaias, M. S., & Miguel. (2021). Decision Factors for Remote Work Adoption: Advantages, Disadvantages, Driving Forces and Challenges. *Journal of Open Innovation: Technology, Market, and Complexity*. Vol.7.
- Garcia-Rodriguez, F. J., Dorta-Afonso, D., & Gonzalez-de-la-Rosa, M. (2020). Hospitality diversity management and job satisfaction: the mediating role of organizational commitment across individual differences. *International Journal of Hospitality Management*, 91, 102698.
- Grawitch & Ballard. (2019). Chapter 2: Pseudoscience won't create a psychologically healthy workplace <https://doi.org/10.4337/9781788113427.00009>
- Han, J. W. (2022), "A review of antecedents of employee turnover in the hospitality industry on individual, team and organizational levels". *International Hospitality Review*, Vol. 36 No. 1, pp. 156-173. <https://doi.org/10.1108/IHR-09-2020-0050>
- Hansen, M. (2018). Cultivating change: The relationship between organizational culture, leadership style, and communication style with organizational change. (*Doctoral dissertation, Marquette University*).
- Hasan, Z. U., Khan, M. I., Butt, T. H., Abid, G., & Rehman, S. (2020). The balance between work and life for subjective well-being: A moderated mediation model. *Journal of Open Innovation: Technology, Market, and Complexity*, Vol. 6, No. 4. Pp. 127.
- Hakanen, J. J., Peeters, M. C., Schaufeli, W. B. (2018). Different types of employee well-being across time and their relationships with job crafting. *J. Occup. Health Psychol.* Vol. 23. Pp. 289–301.
- Helious. (2021). How to Create Team Culture in a New Environment. *Helious Hr*. Retrieved August 5, 2023, from <https://www.helioshr.com/blog/how-to-create-a-new-team-culture-from-scratch>
- Holliday. (2021). 10 Benefits of Employee Retention for Businesses. *ORACLE NETSUITE*. Retrieved August 5, 2023, from <https://www.netsuite.com/portal/resource/articles/human-resources/employee-retention-benefits.shtml>
- Sirgy, J. M. (2019). Promoting quality-of-life and well-being research in hospitality and tourism. *Journal of Travel & Tourism Marketing*, Vol. 36. Pp. 1 - 13.

- Kaur, Raminderpreet & Randhawa, Gurpreet. (2021). Supportive supervisor to curtail turnover intentions: do employee engagement and work–life balance play any role?. *Evidence-based HRM a Global Forum for Empirical Scholarship*. 9. 241-257. 10.1108/EBHRM-12-2019-0118.
- Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2020). Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 21(4), 371-401.
- Kanapathipillai, K., & Azam, S. M. (2020). The Impact of Employee Training Programs on Job Performance and Job Satisfaction in The Telecommunication Companies In Malaysia. *European Journal of Human Resource Management Studies*. Vol. 4, No.3. Pp. 1-17.
- Kurschner. (2012). No End in Sight: Majority of Professionals Believe Employee Turnover will Increase in 2022, According to Korn Ferry Survey Nearly Half Say Company Operations Are Being Negatively Impacted Due to Shortage. <https://www.kornferry.com/>. Retrieved August 5, 2023, from <https://www.kornferry.com/about-us/press/no-end-in-sight>
- Li, J., Bonn, M. A., & Ye, B. H. (2019). Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organizational support and competitive psychological climate. *Tourism Management*.
- Masri, N., & Suliman, A.(3919).Talent Management, Employee Recognition and Performance in the Research Institutions. *Studies in Business and Economics*. Vol. 14, No. 1. Pp. 127-140. <https://doi.org/10.2478/sbe-2019-0010>
- McAdam. (2019). High staff turnover? 5 steps to reduce employee drain. (2019, January 24). *McAdamsiemon*. Retrieved August 5, 2023, from <https://mcadamsiemon.com.au/staff-retention-ideas-and-strategies/>
- Memon, S. B., Soomro, S. B., & Kumar, S. (2018). Assessing the work engagement, work practices, and work performance in banks. *Journal of Administrative and Business Studies*. Vol. 4, No. 3. Pp. 165-184.
- Milka, Kerubo, & Eunicares. (2017). Factors affecting employee turnover in hospitality establishments in Kisii Town, Kenya. *Merit Research Journal of Business and Management*, Vol. 5, No. 1. Pp. 30–40. <http://www.meritresearchjournals.org/bm/index.htm>
- Mistry, S., Kirkman, B. L., Moore, O. A., Hanna, A. A., & Rapp, T. L. (2022). Too many teams? Examining the impact of multiple team memberships and permanent team identification on employees' identity strain, cognitive depletion, and turnover. *Personnel Psychology*.
- Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent Management and Employee Retention: An Integrative Research Framework. *Human Resource Development Review*, 18(2), 228–247. <https://doi.org/10.1177/1534484318812159>
- Hosen, M. E. (2022). Factors Affecting Employee Turnover in Multinational Companies in Malaysia. *Malaysian Management Journal*, Vol. 26. Pp. 31–54. <https://doi.org/10.32890/mmj2022.26.2>
- Omanwar, S. P., & Rakesh, K. K. (2021). Servant leadership, organizational identification, and turnover intention: an empirical study in hospitals. *International Journal of Organizational Analysis*. Vol. 30, No. 2. Pp. 239-258.
- Park, J., and Min, H. K. (2020), "Turnover intention in the hospitality industry: ameta-analysis", *International Journal of Hospitality Management*, Vol. 90, p. 102599.

- Peltokorpi, Vesa & Allen, David & Shipp, Abbie. (2022). Time to leave? The interaction of temporal focus and turnover intentions in explaining voluntary turnover behavior. *Applied Psychology*. 10.1111/apps.12378.
- Puhakka, I. J., Nokelainen, P., & Pylvas, L. (2021). Learning or leaving? Individual and environmental factors related to job satisfaction and turnover intention. *Vocations and Learning*, 14(3), 481-510.
- Ran, L., Chen, X., Peng, S., Zheng, F., Tan, X., & Duan, R. (2020). Job burnout and turnover intention among Chinese primary healthcare staff: the mediating effect of satisfaction. *BMJ open*, 10(10), e036702.
- Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of Hospitality and Tourism Management*, 44, 98-107.
- Ratnasari, F., Nazir, L. O. H. Z., Toresano, S. A., Pawiro, and Soejoko, D. S. (2016). The correlation between effective renal plasma flow (ERPF) and glomerular filtration rate (GFR) with renal scintigraphy 99mTc-DTPA study. <http://iopscience.iop.org/1742-6596/694/1/012062>
- Sampson, W., Akyeampong, O. (2014). Work-related stress in hotel: An analysis of the causes and effects among frontline hotel employees in the Kumasi Metropolis, Ghana. *Journal of Tourism and Hospitality*. Vol. 3, No. (2). Pp. 127-135.
- Sanyal, & Hisam. (2018). Impact of Training and Development on the Performance of Employees - A Comparative Study on Select Banks in Sultanate Of Oman. *International Journal of Scientific Research and Management*, 6(3), 191–198. <https://doi.org/10.18535/ijstrm/v6i3.em02>
- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146.
- Skidmore, S. (2022). study.com. Retrieved August 5, 2023, from <https://study.com/learn/lesson/employee-turnover-rate-concept-examples.html>
- Turney, S. (2022). Pearson Correlation Coefficient (r) | Guide & Examples. Scribbr. <https://www.scribbr.com/statistics/pearson-correlation-coefficient/>
- Hamid, S. (2020). Impact of Reward and Recognition on Employee Engagement: A Case Study Of Taj Group Of Hotels, New Delhi. *International Journal of Academic Research & Development*.
- Sungu, L. J., Weng, Q., & Xu, X. (2019). Organizational commitment and job performance: Examining the moderating roles of occupational commitment and transformational leadership. *International Journal of Selection and Assessment*, 27(3), 280-290.
- Sull, D., Sull, C., & Zweig, B. (2022). Toxic culture is driving the great resignation. *MIT Sloan Management Review*, 63(2), 1-9.
- Symitsi, E., Stamolampros, P., Daskalakis, G., & Korfiatis, N. (2018). Employee satisfaction and corporate performance in the UK. *Socially Responsible Investment eJournal*.
- Tan, K.-L., Sim, P.-L., Goh, F.-Q., Leong, C.-M., and Ting, H. (2020), "Overwork and overtime on turnover intention in non-luxury hotels: Do incentives matter?", *Journal of Hospitality and Tourism Insights*, Vol. 3 No. 4, pp. 397-414. <https://doi.org/10.1108/JHTI-09-2019-0104>
- Tepayakul, R., & Rinthaisong, I. (2018). Job Satisfaction and Employee Engagement among Human Resources Staff of Thai Private Higher Education Institutions. *International Journal of Behavioral Science*, 13(2).

Zainal, N. S. B., Wider, W., Lajuma, S., Ahmad Khadri, M. W. A. B., Taib, N. M., & Joseph, A. (2022). Employee Retention in the Service Industry in Malaysia. *Frontiers in sociology*, 7, 928951. <https://doi.org/10.3389/fsoc.2022.928951>