THE INFLUENCING FACTORS OF EMPLOYEE TURNOVER INTENTION AT JI HOTEL

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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ABSTRACT

Competition in the hotel industry is the competition for talent and 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 aimed to explore the effects of customer bullying behavior, organizational identification, workplace ostracism and work pressure on employee turnover intention.

The study targeted employees working at JI Hotel. 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) workplace ostracism has a significantly positive impact on employee turnover intention and (4) work pressure has a significantly positive impact on employee turnover intention.

Based on the above research findings, JI Hotel can implement various improvement measures to reduce employee turnover intentions. Firstly, they can establish a more comprehensive employee support system, including offering career development opportunities, mental health support, and flexible work arrangements. Secondly, they can develop a more effective recruitment system to select candidates who align with the company culture. Additionally, enhancing management leadership skills by improving managers' communication and motivational abilities can help create a more harmonious and positive work environment. These measures will contribute to enhance employee loyalty and reducing the turnover rate at the hotel.

ACKNOWLEDGEMENT

Declaration

I, Shen Bowen, hereby certify that the work embodied in this independent study entitled "The Influencing Factors of Employee Turnover Intention at JI Hotel" is result of original research and has not been submitted for a higher degree to any other university or institution.

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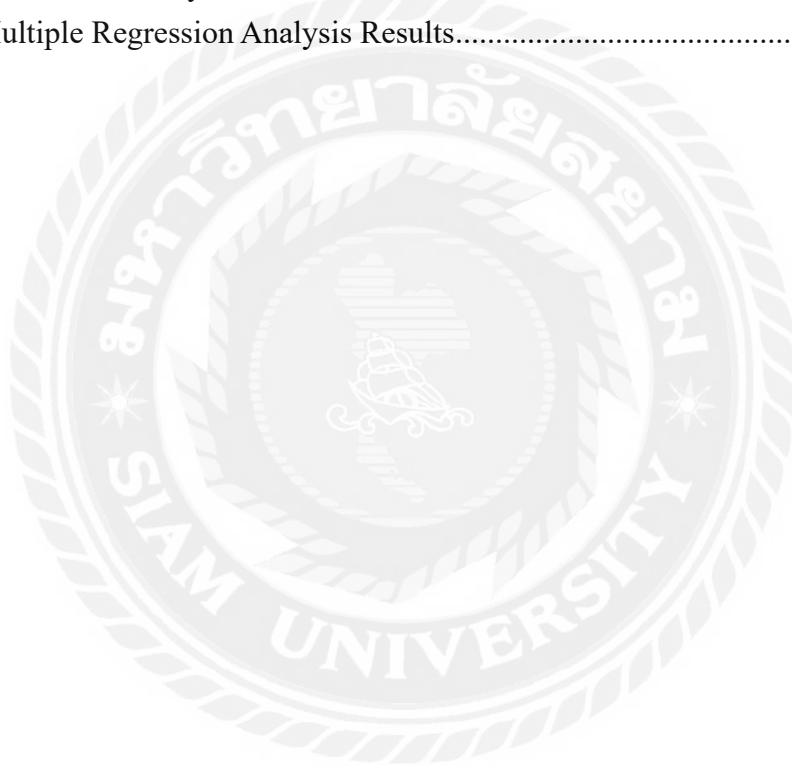
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Chapter 1 Introduction

1.1 Background of the Study

With rapid social development and the increasing frequency of travel among residents, the tourism industry is experiencing robust growth. The national development plan clearly states that the tourism industry has become a popular and well-supported happiness and sunrise industry among the people. Nowadays, China is entering an era of mass tourism. 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). Domestic high-end hotel chains such as Wanda and Huazhu are experiencing steady growth, while internationally renowned hotel management brands like Marriott, InterContinental, and Hyatt are rapidly expanding in the country. The high-quality development of the hotel industry not only promotes the growth of China's national economy but also lays a solid foundation for the shift in people's tourism consumption from low-level to high-quality and diversified demands following the comprehensive establishment of a moderately prosperous society.

Changes in consumer preferences have transformed the hotel market. However, 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. According to the results of the "2023 Resignation and Salary Adjustment Survey Report" released by the human resources service provider "51job," the average employee turnover rate across various industries in China was 17.9% in 2022. The top three industries with the highest turnover rates were the catering/hotel/tourism industry, the culture/education/media industry, and the real estate industry, with turnover rates of 22.7%, 21.1%, and 19.4%, respectively.

Scientific practice in socio-economic development has proven that the sustainable development of the hotel industry relies heavily on talent. High employee turnover rates and the loss of exceptional talent can lead to a series of negative effects, such as instability in service quality and customer attrition. These issues subsequently result in a decline in the hotel's reputation and overall economic returns, posing significant obstacles to the industry's growth. Effectively reducing the loss of outstanding employees has thus become a pressing issue of great concern for the current hotel industry.

1.2 Questions of the Study

High employee turnover rates pose risks and challenges to maintaining and enhancing service quality in hotels, while also increasing operational costs associated with recruiting and training new staff. Therefore, mitigating the high turnover rate of hotel employees and maintaining a stable workforce is of paramount importance. Ensuring that employee turnover remains within a reasonable range, preventing large-scale talent departures, and retaining key personnel are crucial for hotels to efficiently allocate human resources. This focus is essential for hotel enterprises to gain a competitive edge in the market and sustain long-term, stable development.

As a renowned mid-range hotel brand under the Huazhu Group, JI Hotel is an integrated international brand hotel that combines tourism, business, and conference services. It enjoys a high reputation in the domestic market and is highly favored and praised by domestic and international business travelers. However, due to competition for talent from other industries and newly opened hotels, as well as the impact of the COVID-19 pandemic, the hotel's average employee turnover rate has reached 30% in recent years. The loss of well-trained and experienced employees has led to instability in service quality, significantly affecting guest loyalty and business performance, resulting in a downward trend in the hotel's overall competitiveness. This study primarily addresses the issue of employee turnover at JI Hotel and proposes the following research questions:

(1) Does customer bullying behavior affect employee turnover intention?

(2) Does organizational identification affect employee turnover intention?

(3) Does workplace ostracism affects employee turnover intention?

(4) Does work pressure affect employee turnover intention?

1.3 Objectives of the Study

Customers generally have higher expectations for the appearance, service attitude, responsiveness, and overall service capabilities of hotel staff. They particularly emphasize the service environment and atmosphere created within various departments of the hotel (Yang & Yan, 2021). As a labor-intensive service industry, hotels shape their product models, brand models, and innovative development models through "people." This focus on human-centric development is the most critical aspect of the hotel industry's future growth.

(1) To investigate the effect of customer bullying behavior on employee turnover intention.

(2) To investigate the effect of organizational identification on employee turnover intention.

(3) To investigate the effect of workplace ostracism on employee turnover intention.

(4) To investigate the effect of work pressure on employee turnover intention.

1.4 Scope of the Study

Based on extensive research on employee turnover intention, this study proposes related research hypotheses by focusing on the factors influencing employee turnover intention.

A survey was conducted with 300 employees of JI Hotel to explore the factors affecting their turnover intention. Specifically, the study examined the impact of deceitful behavior, organizational identification, workplace ostracism, and job stress on turnover intention. The aim is to provide insights for the management of JI Hotel and offer strategic recommendations for employee retention.

1.5 Significance of the Study

1.5.1 Theoretical Significance

Employee turnover poses a significant threat to the long-term stability and high-quality development of hotels. Currently, there is a lack of research on employee turnover in the hotel industry, particularly within the context of Chinese culture. Therefore, this study took JI Hotel as a case study, drawing on Maslow's Hierarchy of Needs Theory to further enrich the theoretical understanding of factors influencing employee turnover intention in a Chinese cultural context. Based on this, corresponding management measures are proposed. This research contributes to the existing body of knowledge on employee turnover, enhancing the current understanding of employee departure and retention issues.

1.5.2 Practical Significance

As a crucial avenue for fulfilling people's aspirations for a better life, the tourism industry has experienced rapid growth. The hotel industry, being an integral part of tourism, faces both significant development opportunities and challenges. Employees are the cornerstone of a hotel's survival and development, making their contribution vital for the hotel's long-term stability.

Therefore, this study took JI Hotel as a case to explore the main factors influencing employee turnover. This investigation aids hotels in understanding the key reasons behind employee turnover by analyzing factors from the perspectives of the employees themselves, hotel management, and external environment. It facilitates a comprehensive understanding of the factors affecting employee turnover and assists hotels in developing appropriate human resource management strategies to enhance employee job satisfaction. This, in turn, promotes long-term stability and quality improvement of human resources in hotels. Furthermore, this research provides practical guidance for JI Hotel and other hotels in addressing employee turnover issues, offering solutions to reduce turnover rates and enhance market competitiveness.

Chapter 2 Literature Review

2.1 Introduction

This chapter involves a review of related literature and theoretical foundations, elaborates on Maslow's Hierarchy of Needs and summarizes studies on employee turnover tendencies to provide theoretical support for the entire study.

Scholars studied the antecedent variables of turnover intention to identify its influencing factors. The research findings indicated that this tendency was not influenced by a single factor but by multiple factors. A few variables alone could not fully explain the reasons behind an individual's intention to leave. According to a survey conducted by Lin (2021), the factors that influenced employee turnover intention mainly included customer bullying behavior, organizational identification, workplace ostracism, and work pressure.

2.2 Theoretical Foundation

2.2.1 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 first level is physiological needs, which are the most basic human needs. Food and water fall under personal physiological needs, while infrastructure and basic salary fall under organizational physiological needs.

The second level is safety needs, including personal safety needs like security and a safe environment, and organizational safety needs like salary adjustments and job security.

The third level refers to social needs, which differ from the first two levels as they shift from physical to psychological aspects. Friendship and love are personal social needs, while mutual acceptance among colleagues is an organizational social need.

The fourth level is esteem needs, including personal esteem needs such as self-esteem, confidence, and respect, and organizational esteem needs such as successfully completing tasks.

The fifth level is self-actualization, the highest level of needs, encompassing personal self-actualization needs like talent utilization and value realization, and organizational self-actualization needs like innovation and development.

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).

In summary, employee turnover is influenced by five hierarchical needs. According to Maslow's Hierarchy of Needs, which provides significant guidance for this study, employee needs progress from the most basic physiological needs to safety needs, followed by social belonging, esteem, and ultimately self-actualization, which involves achieving one's life goals. Throughout this entire process, it is crucial for company managers to consistently prioritize and address these employee needs. If managers can gather and analyze employee data from these perspectives and make effective improvements, they can proactively prevent employee turnover, providing continuous support for the stable and rapid development of the company.

2.3 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). Porter and Steers (1973) suggested that turnover intention is a subconscious feeling of escape that arises when an individual experiences negative emotions or unmet needs at work. This can lead to withdrawal behaviors and a desire to leave the company. If employees' needs are not adequately met in their work, leading to withdrawal behaviors, providing them with other job opportunities may result in turnover. 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).

Zeffane (1994) categorized the factors influencing employee turnover intention into four categories:

(1) Individual characteristics, such as gender, age, experience, interests, intelligence, ability, and years of service.

(2) Employees' reactions to their work, including job satisfaction, job involvement, and job expectations.

(3) Institutional factors, encompassing compensation and benefits, working conditions, participation in organizational decisions, and supervision.

(4) External opportunity factors, such as the labor market.

Lu (2018) concluded that the main factors influencing employee turnover intention are compensation, work stress, and family factors. Different researchers vary in their selection of variables and specific analytical methods when studying the factors influencing turnover intention (Zhang et al., 2021).

2.3.1 Customer Bullying Behavior

The emphasis on the "customer first" service philosophy in the service industry leads to an unequal power dynamic between employees and customers. "In the process of providing service to customers, employees are always in a disadvantaged position because their primary task is to meet the customer's needs." Consequently, there is an imbalance in the exchange of resources during the service process, with the powerful customers acquiring more resources while the disadvantaged employees are continuously expending resources (Zhan, 2020).

Customer bullying refers to the "low-quality" interpersonal treatment of service providers by customers during service interactions (Tian et al., 2019). Hotel employees directly face customers, and in the service industry, customer bullying is relatively common. This behavior has an inherent impact mechanism, leading to emotional exhaustion and turnover intention.

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. Researchers have extensively studied the specific manifestations of customer bullying, including sexual harassment, incivility, and verbal aggression (Doe & Essiaw, 2021) . In knowledge-intensive industries such as healthcare and consulting, professionals like engineers and doctors generally hold a relatively strong position. Out of consideration for their own health and respect for knowledge, customers or patients tend to be more "humble" when receiving medical or technical services (Xu et al., 2018). However, the hotel industry is characterized by its labor-intensive nature, emphasizing the importance of "customer first" and "service quality." This places hotel employees in a "weaker" position during service interactions, making them more susceptible to customer bullying behaviors.

Research indicated that hotel employees were more likely to experience emotional exhaustion, reduced job satisfaction, and increased turnover intention when the intensity of customer complaints increased (Wen et al., 2020).

2.3.2 Organizational Identification

The essence of management is not only to inspire employees' dedication but also to foster their identification with the organization's mission. Employees who are committed to the organization perceive it as a great place to work, exhibit a positive influence on the organization, and believe that no other organization could better meet their current needs (Li et al., 2018). The essence of organizational identification is the individual's self-description derived from their relationship with the organization . Identifying with the organization not only makes employees spontaneously follow organizational norms but also closely ties their personal honor and disgrace to the organization's success or failure.

Organizational identification can manifest as identification with the organization itself, the team, the culture, and the values. Existing research has found that organizational identification is negatively correlated with turnover intention and is influenced by factors such as internal teamwork, information communication, organizational image, involvement, ethical standards, supervision, and personal factors. 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).

2.3.3 Workplace Ostracism

As a negative behavior in organizational life, workplace ostracism is a significant factor affecting team atmosphere and overall corporate performance. Hitlan et al. (2006) were among the first to suggest that workplace ostracism disrupts good interpersonal relationships in the workplace, where individuals or groups reject or ignore others in the work environment. Williams (2007) defined workplace ostracism from a psychological perspective as the extent to which employees perceive themselves as being ignored by others, asserting that such exclusionary behavior severely damages employees' self-esteem and mental health, making it a highly unpleasant negative behavior. Li (2020) reviewed studies on workplace ostracism and summarized the definitions proposed by Ferris and others, suggesting that workplace ostracism is a common phenomenon where employees perceive exclusionary behaviors from others in the workplace. These behaviors include avoiding contact, being ignored, and having their needs overlooked. Workplace ostracism often comes from colleagues, leaders, or subordinates and is primarily determined by the subjective feelings of the ostracized individuals.

In organizational contexts, individuals actively align their behavior with that of group members, exhibit emotional dependence on the group, and display favoritism toward in-group members while showing exclusionary attitudes toward out-group members. Experiencing ostracism in the workplace leads employees to consider leaving their jobs to avoid the exclusion they face. Ye et al. (2015) studied the relationship and mechanisms between workplace ostracism and employees' turnover intentions, confirming that workplace ostracism positively influences employees' turnover intentions. Zhao (2020) conducted an empirical study on the impact of workplace ostracism on the turnover intentions of the new generation of employees, clarifying that workplace ostracism positively affects turnover intentions.

The hotel industry is a labor-intensive sector, and cooperation and communication between colleagues are crucial aspects of hotel service work. The educational levels of hotel employees vary greatly, and their individual characteristics differ significantly. When dealing with customer complaints or harassment, the resulting negative emotions are easily transferred and projected onto colleagues, which further exacerbates workplace exclusion.

2.3.4 Work Pressure

Lazarus (2014) defined   as the psychological and physiological changes that occur in response to alterations in social environments, cultural factors, and other

influences, which typically result in negative emotions. Shi (2021) described   as a collection of adverse psychological and physiological responses triggered by various stimuli related to work content and the work environment.

Studies have found that work-related characteristics such as demands on working hours, workload, and shift rotations positively influence turnover intentions (Li & Guo, 2021). Employees in the service industry experience high work intensity and low wages, which can easily lead to physical and mental exhaustion and burnout, ultimately resulting in strong turnover intentions. Huang et al. (2017) conducted a survey of 340 preschool teachers from various locations and found that the sources of their stress stemmed from multiple aspects, including career development, workload, interpersonal relationships, status advancement, and the children themselves. Occupational stress was identified as a risk factor that positively influences turnover intentions. Qiao and Yu (2021) studied employees in internet companies and classified work pressure as a work characteristic variable. They suggested that work stress is positively correlated with salary levels; when employees experience high work stress, it indicates that they are valued by the company, and their turnover intentions are lower.

2.4 JI Hotel

Established in 2010, JI Hotel is a mid-range hotel brand under the Huazhu Group. As one of the largest hotel management companies globally, Huazhu Group leverages its significant market influence and management expertise to operate a diverse portfolio of hotel brands catering to various consumer needs. JI Hotel has earned widespread recognition and acclaim for its comfortable and convenient accommodations. As of January 2024, JI Hotel has significantly expanded its operations, with over 2,100 locations across China. These hotels are spread across more than 260 cities, showcasing the brand's rapid growth and extensive network. The success of JI Hotel not only reflects JI Group's strategic vision and management capabilities but also highlights the brand's strong competitive edge and ongoing potential for growth in the mid-range hotel market.

The concept of JI Hotel is deeply influenced by the Eastern philosophy of hospitality, blending ancient cultural thought and humanistic ideas, and reflecting traces of Eastern classical spirit. By providing gentle and standardized services, JI Hotel aims to enhance the quality of life for 400 million middle-class individuals. Given China's demographic structure and economic level, the middle class is JI Hotel's primary target market and represents the largest consumer group.

Currently, JI Hotel's average annual occupancy rate exceeds 80%, with an overall trend of increasing occupancy. The brand has rapidly become one of the fastest-recovering hotel brands in the post-pandemic market by continuously improving and enhancing its products and services. With the rise of younger consumers, who value quality and experience more than price, new opportunities for expansion in the mid-range hotel sector have emerged.

However, these market changes also bring new challenges and pressures. In this environment, employee turnover tendencies may be affected. Therefore, JI Hotel needs to understand the factors influencing employee turnover and improve the work experience and career needs of its employees. By doing so, JI Hotel can maintain its competitive edge in a highly competitive market and ensure the continuous enhancement of service quality.

2.5 Conceptual Framework

Based on Maslow's Hierarchy of Needs Theory, the factors influencing employee turnover tendencies at JI Hotel can be summarized into four main modules: customer bullying behavior, organizational identification, workplace ostracism, and work pressure. Therefore, this study develops the following conceptual framework:
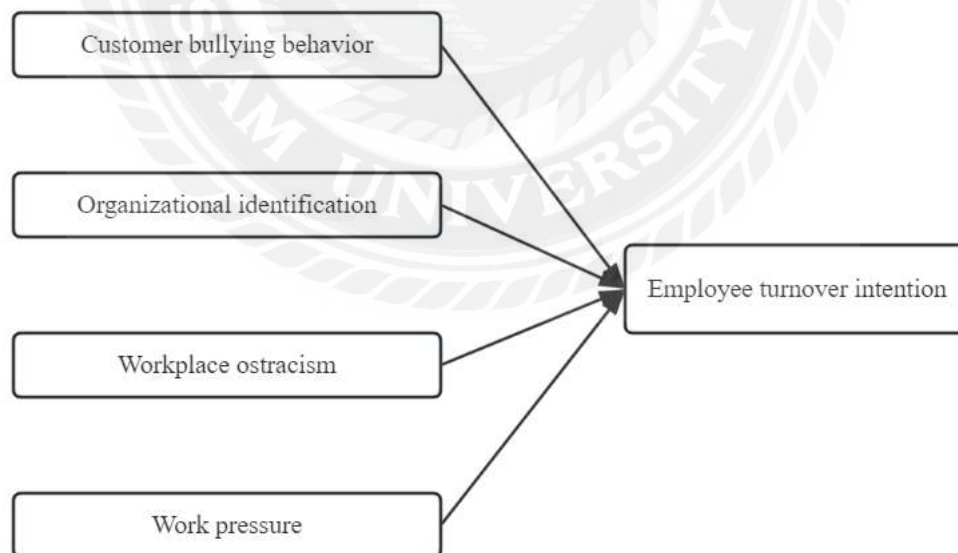
Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Introduction

This chapter describes the research methodology used to investigate the factors influencing employee turnover tendencies at JI Hotel. The aim is to analyze these factors based on the data collected from the survey.

3.2 Research Design

This study adopted the questionnaire research method and designed a survey questionnaire on employee turnover intention at JI Hotel, consisting of six sections: employee basic information, customer bullying behavior, organizational identification, workplace ostracism, work pressure and turnover intention, a total of 32 questions.

3.2.1 Customer Bullying Behavior Scale

The hotel industry is the most typical service industry, with hotel employees being the frontline workers who interact most closely and frequently with customers. In reality, the continuous deterioration of news reports and online reviews has led a significant number of customers to develop skeptical and even hostile attitudes and behaviors toward hotel employees. This has directly increased instances of customer bullying, which in turn negatively impacts the work mood and performance of hotel staff (Xu et al., 2018).

This section utilizes Daniel's (2021) questionnaire on customer bullying in East Asia and North America, aiming to investigate the bullying behavior hotel employees encounter when interacting with customers. The questionnaire comprises five items, based on employees actual interactions with customers at work. To ensure the questionnaire accurately reflects the true feelings and experiences of hotel employees, a Likert 5-point scale is used for scoring. The scale ranges from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to rate each item based on their personal experiences.

Table 3.1 Customer Bullying Behavior Scale

Customer Bullying Behavior Scale

Q1: I encounter customers who speak to me rudely at work.

Q2: I experience customers yelling at me while at work.

Q3: I sometimes face situations where customers refuse to provide identification when requested.

Q4: I encounter customers using inappropriate body language towards me at work.

Q5: I experience customers criticizing me in front of my colleagues or supervisors.

3.2.2 Organizational Identification Scale

Organizational identification theory involves mutual selection, where both the organization and employees adapt to each other's values. When employees receive and internalize the characteristics conveyed by the organization, they develop a willingness to accept these values. Through this process, a sense of identification gradually takes effect (Liu, 2018). Organizational identification fosters organizational commitment, meaning employees recognize and adapt well to the corporate culture and, as a result, wish to work long-term for the organization, aiming for mutual development. As employees' sense of organizational identification increases, their turnover intention decreases.

This section contains a total of eight items, adapted from Mael's (1992) questionnaire. Respondents are required to answer based on their actual work experiences and reflect their true feelings and perspectives. To comprehensively assess employees' sentiments, this section uses a Likert 5-point scale for scoring. The scale ranges from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to respond to each item.

Table 3.2 Organizational Identification Scale

Organizational Identification Scale

Q6: I enjoy my current job because it helps me realize my personal value.

Q7: I believe the future of my industry is very promising, and I plan to continue working in this field.

Q8: I take great pride in my work.

Q9: My family feels proud of my job.

Q10: I would proudly introduce my job to others.

Q11: I believe this is a very valuable job.

Q12: When someone praises the company, I work for, I feel like I am being praised as well.

Q13: If there is an article in the media criticizing the company I work for, I would feel very embarrassed.

3.2.3 Workplace Ostracism Scale

Workplace ostracism, as a negative workplace event, significantly impacts individuals' negative behavior. It often leads to the emergence of adverse actions among employees. When individuals are caught in the predicament caused by workplace ostracism, they tend to adopt negative behavior as a coping mechanism. Numerous studies have shown that workplace exclusion positively influences turnover intention.

This section is adapted from Xie's (2016) questionnaire on workplace exclusion, aiming to investigate the exclusion behavior experienced by employees in their work environment. The questionnaire consists of eight items, requiring employees to respond based on their actual feelings and experiences at work. This section uses a Likert 5-point scale for scoring. The scale ranges from 1 (strongly disagree) to 5 (strongly agree), for respondents needing to respond to each item based on their real-life experiences.

Table 3.3 Workplace Ostracism Scale

Workplace Ostracism Scale
Q14: My colleagues often ignore me at work.
Q15: When I approach my colleagues, they immediately walk away.
Q16: My questions at work are often left unanswered.
Q17: I find myself working alone without realizing it.
Q18: Colleagues avoid me at work.
Q19: My colleagues do not pay attention to me at work.
Q20: During conversations at work, colleagues exclude me.
Q21: When colleagues go out for coffee, they don't invite me or ask if I need anything.

3.2.4 Work Pressure Scale

When employees' work pressure is influenced by stressors and the environment, it can lead to various outcomes. If an organization does not pay attention to employee work pressure, it is very likely that employees will leave the organization under pressure. Therefore, companies should actively monitor and manage employee work pressure by providing support and resources to help employees better cope with pressure, maintain their work motivation, and enhance their loyalty.

The work pressure section references the scale design by Li et al. (2021) and aims to assess the level of stress employees experience in their work. This scale consists of five items. This section uses a Likert 5-point scale for scoring. The scale ranges from 1 (strongly disagree) to 5 (strongly agree).

Table 3.4 Work Pressure Scale

Work Pressure Scale
Q22: I frequently need to work overtime, and the long working hours each day cause me a lot of stress.
Q23: I feel extremely tired when I have to face the day's work in the morning.
Q24: The complexity of work processes makes me feel physically and mentally exhausted.
Q25: I frequently experience feelings of burnout at work.
Q26: The heavy responsibilities I have at work cause me substantial stress.

3.2.5 Employee Turnover Intention Scale

Turnover intention refers to the degree to which an employee desires to leave an organization within a specific time frame. It reflects the employee's attitude toward the organization. Turnover intention often signals subsequent turnover behavior, predicting the likelihood of an employee leaving their position in the near future. There is a positive relationship between turnover intention and actual turnover behavior; turnover intention is the best predictor of an employee's actual departure from the organization (Xing, 2018).

This section consists of six items adapted from Singh et al's (1996) questionnaire on turnover intention. Employees are required to respond based on their actual experiences and feelings at work. This section uses a Likert 5-point scale for scoring. The scale ranges from 1 (strongly disagree) to 5 (strongly agree).

Table 3.5 Employee Turnover Intention Scale

Employee Turnover Intention Scale
Q27: I frequently check job postings and look for other job opportunities.
Q28: If a suitable job opportunity arises now, I would immediately leave my current position.
Q29: I do not plan to leave my current hotel in the short term.
Q30: If possible, I would like to continue working at my current hotel indefinitely.
Q31: I believe that my current job is not what I want.
Q32: I feel that the company has restricted my personal development, and I want to find a new platform.

3.3 Hypothesis

Based on the theoretical review and previous studies, this study selected four variables to investigate the factors influencing turnover intention among JI hotel employees. These variables include customer bullying behavior, organizational identification, workplace ostracism, and work pressure. The following hypotheses are proposed:

H_1: Customer bullying behavior has a significantly positive impact on employee turnover intention.

H_2: Organizational identification has a significantly negative impact on employee turnover intention.

H_3: Workplace ostracism has a significantly negative impact on employee turnover intention .

H_4: Work pressure has a significantly positive impact on employee turnover intention.

3.4 Population and Sampling Method

To validate the research hypotheses, this study employed a quantitative approach using an online questionnaire. The subjects of this study were the employees of JI Hotel in Chongqing, with a total of 300 hotel employees participating in the survey.

Hotel employees are generally categorized into senior management staff, middle

management staff, junior management staff and staff based on their job responsibilities and levels. Senior management employees include the hotel general manager and department directors, who are responsible for the strategic management of hotel departments and ensuring that all staff meet the hotel's work objectives with quality and efficiency. Middle management employees are typically the managers of various departments who develop specific work plans based on the decisions and requirements of senior management, delegate tasks to junior management employees, and monitor their progress. Junior management employees, are mainly responsible for implementing the work plans arranged by middle management and overseeing, training, and managing the daily work of staff. All employees who directly provide services to guests and staff are referred to as staff, who make up the largest proportion of the hotel's total workforce.

3.5 Data Collection

Before distributing the questionnaire, the purpose of the survey was communicated to the management of JI Hotels, and their consent was obtained.

A total of 300 questionnaires were distributed online, and after excluding invalid responses, 284 valid questionnaires were collected, resulting in a response rate of 94.6%.

3.6 Data Analysis

After data collection, this study used SPSS to perform hypothesis testing and analysis on the collected data. SPSS software was utilized for reliability and validity analysis, descriptive statistical analysis, correlation analysis, and multiple regression analysis. These procedures were conducted to assess the validity and accuracy of the data, providing a reliable data foundation for the subsequent summary and recommendations.

3.6.1 Questionnaire Reliability Analysis

To test the reliability of the measurement scales, this study employed Cronbach's α coefficient as the standard for assessing the reliability of the related data. According to Cronbach's (1951) research, a Cronbach's α coefficient exceeding 0.8 indicates high reliability of the data. When the coefficient is between 0.7 and 0.8, the reliability of the scale is considered acceptable. If the coefficient is below 0.6, it necessitates a redesign of the measurement scales and a re-conduct of the data collection process.

The results presented in Table 3.6 indicate that all the measurement variables in

the questionnaire exhibit high reliability, with Cronbach's α coefficients for all variables exceeding 0.7. This suggests that the scales used during this study are relatively mature and reliable.

Table 3.6 Reliability Analysis Results

Scale	N	Cronbach's α
Customer bullying behavior scale	5	0.821
Organizational identification scale	8	0.877
Workplace ostracism scale	10	0.763
Work pressure scale	7	0.801
Employee turnover tendency scale	6	0.781

3.6.2 Questionnaire Validity Analysis

This study employed Bartlett's test of sphericity and the KMO test to reasonably confirm the validity of the measurement items. Generally, a KMO value exceeding 0.9 indicates excellent suitability, a value of 0.8 indicates good suitability, a value of 0.7 indicates average suitability, a value of 0.6 indicates poor suitability, and a value below 0.5 indicates very poor suitability.

The results in Table 3.7 show that the KMO values for all scales exceed 0.8, indicating good suitability. Additionally, the significance level is 0.000, demonstrating significance at the 1% level. This further indicates that there are significant correlations among the data. Therefore, these scales passed Bartlett's test of sphericity at the 1% level, confirming the validity of the measurement items.

Table 3.7 Validity Analysis Results

Scale	Number of KMO Sampling Suitability Quantities	The Sphericity Test of the Bartlett		
		Approximate chi-square	df	Sig.
Customer bullying behavior scale	0.862	1752.418	106	0.000
Organizational identification scale	0.874	2671.922	174	0.000
Workplace ostracism scale	0.857	1470.548	114	0.000
Work pressure scale	0.902	2776.156	246	0.000
Employee turnover tendency scale	0.843	792.0848	87	0.000

Chapter 4 Findings

4.1 Introduction

This chapter presents a detailed analysis of the data collected from JI hotel employees using SPSS data analysis software. The analysis explores how various factors interact and influence employee turnover intention, providing valuable insights for improving employee retention and enhancing the work environment.

4.2 Demographic Analysis of Sample

Table 4.1 Demographic Analysis Results

Items	Category	Number of Employees	Percentage (%)
Gender	Male	102	36.0
	Female	182	64.0
Educational	Below Bachelor's Degree	140	49.3
Background	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	**Lobby department**	38	13.4
Department	**Guest room department**	103	36.3
	Restaurant department	79	27.8
	Sales department	30	10.6
	Security departments	34	11.9
Position	Senior management staff	10	3.5
	Middle management staff	40	14
	Junior management Staff	60	21
	Staff	174	61.5

In this study, the gender composition of hotel employees shows that there are 102 male employees, accounting for 36% of the total, and 182 female employees, accounting for 64% of the total. This gender ratio is closely related to the characteristics of the hotel industry. Certain positions within the hotel industry, such as front desk reception and housekeeping, are more suited to the work characteristics typically associated with female employees.

Educational composition: Employees with lower than a bachelor's degree account for 47.3%, nearly half of the total, which aligns with the educational characteristics of hotel industry personnel. Employees with a bachelor's degree make up 34.5% of the surveyed employees. This can be attributed to the increasing prevalence of undergraduate education in China, allowing more people to obtain bachelor's degrees. Additionally, this survey includes many employees from secondary departments such as the Human Resources and Marketing Sales departments, which tend to have a higher proportion of bachelor's degree holders. Employees with a master's degree or higher account for 50.7%, as this survey includes managers and directors. The hotel industry has gradually shifted from solely valuing work experience to giving equal importance to educational background when recruiting senior management. Consequently, the demand for higher education among mid-to-senior level managers in hotels is gradually increasing.

Age composition: The majority of employees are aged between 18-30 years, accounting for 57.4%. Employees aged 31-40 and 41-50 represent 19.4% and 15.8%, respectively, while those over 51 make up only 7.4%. This distribution aligns with the current age structure of the hotel industry and reflects the age characteristics of the new generation of employees.

Department composition: 89.4% of the employees work in frontline operational departments (l**obby**, g**uest room**, **restaurant**, security), while 10.6% of the employees are in the hotel's sales department.

Position composition: Entry-level employees make up 61.5% of the workforce; junior management employees account for 21%; middle management positions represent 14%; and senior management positions constitute 3.5%. The data on years of service and position indicate that, to some extent, the longer employees work in the industry, the more likely they are to advance in positions, which aligns with the characteristics of the hotel industry.

4.3 Correlation Analysis

Table 4.2 Correlation Analysis Results

Dimension	Customer bullying behavior	Organizational identification	Workplace ostracism	Work pressure	Turnover intention
Customer bullying behavior	1				
Organizational identification	0.597**	1			
Workplace ostracism	0.601**	0.475**	1		
Work pressure	0.694**	0.516**	0.501**	1	
Turnover intention	0.656**	-0.492**	0.572**	.698**	1

In conducting multiple regression analysis, correlation analysis is essential. It not only examines whether there is a relationship between two variables but also analyzes the association between each pair of variables. Correlation analysis is shown in Table 4.2. Customer bullying behavior, workplace ostracism and work pressure have a significant positive correlation with turnover intention, with correlation coefficients of 0.656, 0.572 and 0.698, respectively. This indicates that as customer bullying behavior, workplace ostracism, and work pressure increase, the turnover intention of employees also increases. Organizational identification has a significant negative correlation with turnover intention, with a correlation coefficient of -0.492. This means that when employees have a higher sense of organizational identification, their intention to leave the organization decreases. This establishes the preliminary foundational conclusions for the regression analysis.

4.4 Multiple Regression Analysis

Table 4.3 Multiple Regression Analysis Results

	Non-Standardized Coefficient		Standardized coefficient	t	Sig.	VIF
	B	Standard Error	Beta			
(Constant)	4.259	0.972	-	7.751	0.000	
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
Workplace ostracism	0.285	0.247	0.208	3.017	0.022	1.192
Work pressure	0.374	0.421	0.396	7.192	0.011	1.184
R^2	0.522					
Adjusting R^2	0.517					
F	72.6312**					
DW	1.815					

Regression analysis allows for a quantitative examination of the intrinsic relationships between different variables. According to Table 4.3, the adjusted R^2 value is 0.517, indicating that the variables can explain 51.7% of the variance in turnover intention. The F value is 72.631, showing that the overall model is significant at the 0.01 level. The Durbin-Watson statistic is 1.815, 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), H_1 is supported. Organizational identification has a significant negative impact on turnover intention (t = -2.178, p < 0.05), H_2 is supported. Workplace ostracism also has a significant positive impact on turnover intention (t = 3.017, p < 0.05), H_3 is supported. Work pressure has a significant positive impact on turnover intention (t = 7.192, p < 0.05), H_4 is supported.

Chapter 5 Conclusion and Recommendation

5.1 Introduction

Based on the analysis results of the data, this chapter proposes a series of targeted recommendations to address employee turnover issues at JI Hotel and strengthen human resource management. By implementing these comprehensive measures, JI Hotel can effectively prevent employee turnover, enhance organizational commitment, and improve overall job satisfaction, thereby promoting the hotel's long-term stable development.

5.2 Conclusion

5.2.1 Customer Bullying Behavior has a Significantly Positive Impact on Employee Turnover Intention

This study finds that when employees face customer bullying, they often experience significant emotional distress, which can trigger their intention to leave the job. Unfriendly behavior, rude remarks, or excessive demands from customers can negatively impact employees' psychological well-being. Over time, these negative emotions may accumulate, intensifying their inclination to leave the company.

JI Hotel can provide training for employees to teach them how to stay calm, handle conflicts effectively, and develop appropriate strategies, such as active listening, effective communication, and remaining composed. Additionally, the hotel should establish clear customer behavior guidelines that outline unacceptable behaviors and communicate these guidelines to customers. When necessary, measures should be taken to protect employees' rights and address any issues that arise.

5.2.2 Organizational Identification has a Significantly Negative Impact on Employee Turnover Intention

This study finds that organizational identification is another important factor influencing employee turnover intention, with higher levels of organizational identification being associated with lower turnover intention. Employees are more likely to commit their efforts to the organization's development if the organization provides a positive work environment, fosters a pleasant work atmosphere, and offers competitive salary rewards and appropriate human care. Additionally, when employees identify with the organizational culture, their intention to leave the company decreases.

JI Hotel can enhance employees' personal and job identification. Positive personal identification has a beneficial impact on team contribution, and employees who recognize and value their own roles will be more engaged. First, the hotel should actively promote the spirit of the hospitality industry during daily work meetings and training sessions, establishing a positive public image. By improving external perceptions and evaluations of hotel positions, the hotel can indirectly boost employees' confidence and motivation. As the hotel's reputation grows, employees will feel prouder of their association with the hotel, which in turn enhances their enthusiasm and commitment to their work. Second, the hotel should strengthen training for managers, requiring them to encourage and praise frontline employees, affirming their self-worth and boosting their confidence, thereby increasing employees' personal identification with their roles.

5.2.3 Workplace Ostracism has a Significantly Negative Impact on Employee Turnover Intention

This study finds that when employees experience workplace ostracism, it often triggers their intention to leave the job. Workplace ostracism can lead to feelings of disrespect or lack of recognition. Employees who are in such an environment for an extended period may develop negative emotions and stress, which in turn affect their job satisfaction and loyalty to the organization.

JI Hotel could implement a one-on-one mentoring system, assigning experienced employees as mentors to guide new hires. This system would provide hands-on support, helping new employees quickly adapt to their roles and resolve any issues they encounter until they can perform their tasks independently. The advantages of this system include allowing new employees to rapidly build interpersonal relationships, gain a thorough understanding of the organizational structure and personnel environment in a short time, and receive timely assistance when facing challenges.

5.2.4 Work Pressure has a Significantly Positive Impact on Employee Turnover Intention

The study finds that higher work pressure is associated with a greater tendency to leave the job. According to Maslow's hierarchy of needs theory, individuals have various needs that influence their behavior. Beyond basic needs such as food and water, the second level of needs includes safety and job security. Employees' needs are better met with an appropriate workload. Typically, the impact of work pressure on turnover intention is greater for frontline employees than for managers. This is because frontline

employees often face diverse and challenging interactions with customers, especially during peak periods such as holidays. The increased intensity of work for these employees contributes to a higher tendency to leave their jobs.

JI Hotel could implement a four-shift or even a five-shift rotation system to reduce employee work intensity. As a service-oriented industry, JI Hotel employees face high work demands and intensity. Therefore, the hotel management could decrease current working hours while diversifying employees' job roles and providing opportunities for them to gain experience in different positions. This approach would prevent employees from performing repetitive tasks in the same role for extended periods. Additionally, the hotel should grant employees more autonomy and control over their work, encouraging frontline staff to offer targeted suggestions and feedback on management issues, with corresponding material and monetary rewards. This would enhance the intrinsic appeal of the job and increase employee loyalty to the company.

Additionally, JI Hotel could broaden employees' problem-solving approaches and enhance their stress resilience. For instance, the hotel management could invite professional counselors to provide training, encourage peer experience sharing, and foster mutual support among employees to build their stress resilience.

5.3 Recommendation

5.3.1 Establish a More Comprehensive Support System

Strengthen protection of work rights by reducing overtime and lowering work intensity. Since the hotel industry is busiest during holidays, it is also important to ensure that employees receive statutory holiday pay and other benefits in accordance with national regulations. Additionally, focus on employees' growth by addressing age-related anxiety, helping younger employees with career planning, and providing clear paths for promotion and development. Implement clear promotion guidelines to give young employees well-defined goals upon joining the company. For experienced employees, offer career counseling, provide opportunities for career advancement, and introduce job rotation plans.

At the same time, it is important to strengthen the protection of the work environment. The hotel should ensure that employees' basic rights and personal dignity are upheld. Provide equal respect to all employees, encourage innovative behavior, and foster employees' confidence and self-esteem in their roles.

5.3.2 Establish a More Effective Recruitment System

Increase the use of career planning questionnaires for applicants to determine whether their personal plans align with the hotel's development goals. Additionally, assess applicants' alignment with the hotel's culture. The hotel should proactively introduce relevant information about itself to applicants, communicate its business philosophy, and showcase images and videos of employees at work. Understanding applicants' attitudes, their professional alignment with the hotel industry, and their work values is essential.

5.3.3 Focus on Human Care and Enhance Managerial Leadership

Human care, beyond relying on sound company policies, fundamentally depends on leaders or managers. The emergence of turnover intention is not typically a sudden process but rather a subtle and gradual shift. Leadership encompasses the ability of managers to positively influence interactions with employees. Human care is a crucial aspect of effective leadership. Managers' care for employees can translate into increased job satisfaction and loyalty, serving as a foundation for enhancing team cohesion and cooperation. Leaders at JI Hotel should be proactive in showing genuine concern for employees, listening to their concerns, and understanding their personal and life challenges. Within the limits of company policies and individual capabilities, managers should actively address employees' problems, allocate and utilize internal and external resources effectively, and stimulate employees' intrinsic potential to prevent and mitigate turnover intention.

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Appendix

Dear Sir/Madam,

This survey is designed to explore the reasons behind hotel employee turnover and aims to understand employees' voices and feelings in order to improve job satisfaction and reduce turnover rates. The questionnaire is anonymous, and the information provided will be kept strictly confidential. Please answer the questions based on your genuine experiences and opinions. The results will be used solely for academic research purposes. We appreciate your time and effort in completing this questionnaire.

Thank you!

Part I: Basic information

1. Your gender:
   ☐ Male ☐ Female
2. Your age:
   ☐ 18-22 years old ☐ **23-30 years old** ☐ **31-40 years old**
   ☐ 41-50 years old ☐ Over 51 years old
3. Your e**ducational** b**ackground**:
   ☐ **Below Bachelor's Degree** ☐ **Bachelor's Degree**
   ☐ **Master's Degree and above**
4. Your working department:
   ☐ **Lobby department** ☐ **Guest room department** ☐ **Restaurant department** ☐ Sales department ☐ Security departments
5. Your position:
   ☐ Senior Management Staff ☐ Middle Management Staff
   ☐ Junior management Staff ☐ Staff

Part II: Please indicate your true feelings about your work by marking a "√" on the corresponding number. The scale ranges from 1 to 5, where 1 represents the lowest level of agreement and 5 represents the highest level of agreement.

Questions	1	2	3	4	5
Customer bullying behavior					
1. I encounter customers who speak to me rudely at work.					
2. I experience customers yelling at me while at work.					
3. I sometimes face situations where customers refuse to provide identification when requested.					

4. I encounter customers using inappropriate body language towards me at work.					
5. I experience customers criticizing me in front of my colleagues or supervisors.					
Organizational identification					
6. I enjoy my current job because it helps me realize my personal value.					
7. I believe the future of my industry is very promising, and I plan to continue working in this field.					
8. I take great pride in my work.					
9. My family feels proud of my job.					
10. I would proudly introduce my job to others.					
11. I believe this is a very valuable job.					
12. When someone praises the company I work for, I feel like I am being praised as well.					
13. If there is an article in the media criticizing the company I work for, I would feel very embarrassed.					
Workplace ostracism					
14. My colleagues often ignore me at work.					
15. When I approach my colleagues, they immediately walk away.					
16. My questions at work are often left unanswered.					
17. I find myself working alone without realizing it.					
18. Colleagues avoid me at work.					
19. My colleagues do not pay attention to me at work.					
20. During conversations at work, colleagues exclude me.					
21. When colleagues go out for coffee, they don't invite me or ask if I need anything.					
Work pressure					
22. I frequently need to work overtime, and the long working hours each day cause me a lot of stress.					
23. I feel extremely tired when I have to face the day's work in the morning.					
24. The complexity of work processes makes me feel physically and mentally exhausted.					
25. I frequently experience feelings of burnout at work.					
26. The heavy responsibilities I have at work cause me substantial stress.					

Employee turnover tendency					
27. I frequently check job postings and look for other job opportunities.					
28. If a suitable job opportunity arises now, I would immediately leave my current position.					
29. I do not plan to leave my current hotel in the short term.					
30. If possible, I would like to continue working at my current hotel indefinitely.					
31. I believe that my current job is not what I want.					
32. I feel that the company has restricted my personal development, and I want to find a new platform.					