



**A STUDY OF THE INFLUENCING FACTORS OF STAFF  
TURNOVER IN CHANGSHA HONG TONG HOTEL**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL  
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This Independent Study has been Approved as a Partial Fulfillment of the  
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### ABSTRACT

With the rapid development of Changsha's economy, the hotel industry in Changsha is also experiencing a boom. The rapid development of Changsha's hotel industry has made the issue of employee departures a nuisance for the industry. This study aims to examine on the influencing factors of staff turnover in Changsha Hong Tong Hotel.

This study presents a comprehensive and in-depth review of hotel employee turnover phenomena, drawing upon an extensive array of pertinent literature. It delves into multiple pivotal factors influencing hotel employee turnover, encompassing performance management, personal development, work environment, system and communication, compensation and benefits, and personal achievement. Furthermore, it meticulously examines the intricate relationships between these factors and hotel employees' turnover behavior. Utilizing the Equity Theory as a theoretical framework, this study scrutinizes and elucidates employees' perceptions of the balance between their investments and rewards, and how such perceptions shape their decisions to leave their employment.

This study adopted a quantitative research method, 379 questionnaires were distributed and 366 valid questionnaires were obtained, with a validity rate of 96.57%. This study found that performance management, personal development, work environment, system and communication, compensation and benefits, and personal achievement have a significant positive effect on staff turnover in Changsha Hong Tong Hotel. Recommendations of development strategies focus as the following aspects: 1) Improving performance management; 2) Paying attention to personal development; 3) Improving working environment; 4) Strengthening system and communication; 5) Improving compensation and benefits; 6) Increasing personal achievement.

**Keywords:** influencing factors, staff turnover, hotel industry

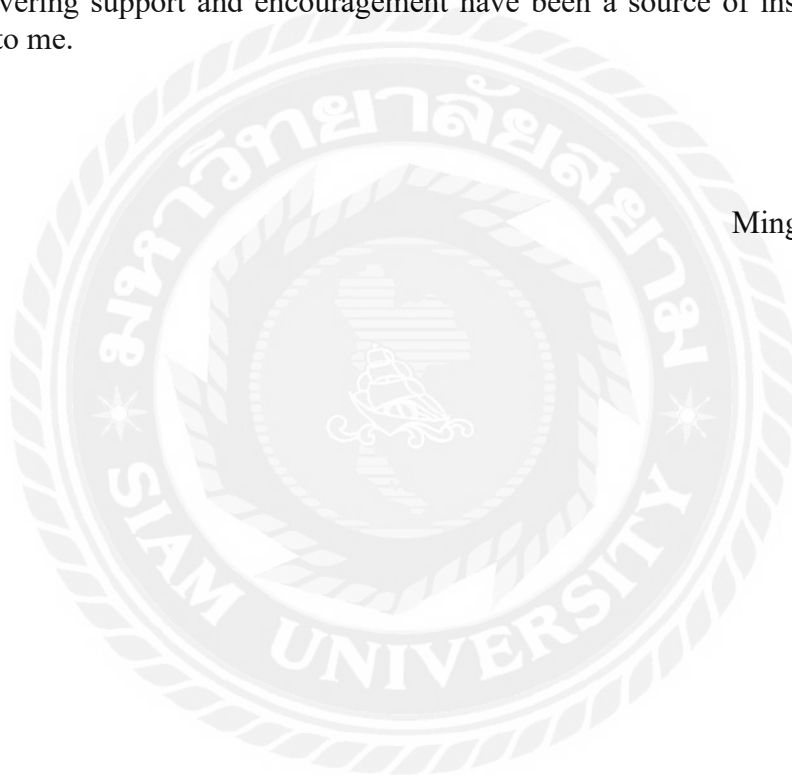
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Ming Yongsheng



## DECLARATION

I, Ming Yongsheng, hereby certify that the work embodied in this independent study entitled “*A Study of the Influencing Factors of Staff Turnover in Changsha Hong Tong Hotel*” is a result of original research and has not been submitted for a higher degree to any other university or institution.

MingYongsheng  
February 1, 2024



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# Chapter 1 Introduction

## 1.1 Background of the Study

Changsha, the capital of Hunan Province, is located in the eastern part of the province, with the Xiangjiang River running through the city, and is the political, financial, commercial, cultural, educational, medical, and health center of Hunan Province. It is one of the largest high-speed railway hubs in Central China, as well as the largest highway hub in Central China and the largest aviation hub. In 2020, Changsha's GDP reached RMB 715.3 billion, with a total of RMB 1.3 billion of GDP. The GDP per capita was RMB 9.09 million. Changsha's GDP per capita ranked first in Central China, eighth in the country, and in provincial capitals, making it one of the most active cities in the Central region in terms of business and industry (Liu et al., 2019). With the rapid development of Changsha's economy, the hotel industry in Changsha is also experiencing a boom. According to the National Tourism Administration's "Statistical Bulletin of National Star Hotels in 2020 for the whole country 12,000 According to the statistics of more than 12,000 star-rated hotels nationwide, the average occupancy rate of star-rated hotels in Changsha was as high as 84.5 percent. The average occupancy rate of star-rated hotels in Changsha was as high as 84.53%, 7.1% higher than the second place. 1 percent, ranking first in the country The average occupancy rate in Changsha is 84.53%, 7.1% higher than the second place, ranking first in China. The average occupancy rate in Changsha is 84.53%, 7.1% higher than the second place, ranking first in China (Yu et al., 2019).

By the end of 2020, there were 14 five-star hotels in Changsha, with a total of 35 luxury hotels (including five-star hotels). There were 35 hotels with an average occupancy rate of nearly 80%. The hotel industry is of the view that if the average occupancy rate of five-star hotels in a city reaches 70%, then the average occupancy rate is close to 80%. The hotel industry is of the view that if the average occupancy rate of five-star hotels in a city reaches 70%, then the demand for five-star hotels in that city is still at an unsaturated stage. In recent years, more than a dozen high-star hotel brands from China and overseas, such as Wanda, Marriott, W, Westin, Hyatt, Hilton, Regency, Hawthorne, Kempinski, and Days Inn, have entered or will enter the Changsha market, and a new round of hotel competition is about to begin (Paauwe, 2020).

Changsha Hong Tong Hotel is a five-star hotel with Chinese capital and is managed by a renowned American hotel management group, integrating accommodation, Chinese and Western food, leisure and entertainment, conference and fitness. The hotel is ideally located in one of Changsha's CBD areas and is adjacent to the Changsha Jianzhu Museum and Tianxin Pavilion. The hotel is 30 minutes from Changsha Huanghua International Airport, 10 minutes from Changsha Railway Station and 15 minutes from Changsha South High Speed Railway Station (Yu et al., 2019).

Changsha Hong Tong Hotel has a high employee turnover rate. According to statistics, the average turnover rate of hotels is as high as 24.19%, and in areas where

the hotel industry is well developed, the percentage of hotel staff turnover is even higher than the average level of staff turnover in the industry. Employee turnover has a group. Hotel is composed of multiple departments of a modular and holistic organizational system. Because of this organizational relationship, the hotel staff turnover has certain characteristics of the group. The higher the education level, the higher the turnover rate (Paauwe, 2020). Young employees have a higher turnover rate. Higher hotel staff turnover rate in Hong Tong Hotel has brought greater resistance, on the surface only the loss of personnel, in fact, the hotel skilled technical operators and team loss. What's more, the higher staff turnover affects the service quality and social reputation of the hotel. Therefore, Changsha Hong Tong Hotel urgently needs to solve the problem of high staff turnover.

## **1.2 Questions of the Study**

The rapid development of the hotel industry has not been matched by a general shortage of human resources, difficulties in recruiting talent, and a high turnover rate. Among them, the shortage of human resources and the high turnover rate are the most prominent problems. According to a survey conducted by some scholars, the average turnover rate of the industry in China is as high as 20%, and in developed areas of the hotel industry such as North, Shanghai, and Guangzhou, the indicator reaches 30%, and the turnover rate of some hotels is even as high as 45% (Paauwe, 2020). The shortage of human resources and the high turnover rate have become important factors limiting the healthy and rapid development of the hotel industry, and Changsha, the most developed hotel industry in the central region, is no exception.

As a typical labor-intensive industry, the hotel industry offers products that are produced and consumed at almost the same time. The hotel industry is typically a labor-intensive industry. More importantly, it will seriously affect the service standard and quality of service of the hotels, thus affecting the economic efficiency of the hotels and, more dangerously, the social reputation of the hotels.

In human resource management, employee satisfaction is important in measuring the relationship between companies and their employees. Numerous empirical studies by scholars and experts have found that there is a strong correlation between employee job satisfaction and employee motivation, productivity, employee absenteeism, employee turnover, and employee satisfaction with work outcomes. In particular, staff satisfaction is negatively correlated with staff turnover and absenteeism, while staff satisfaction is positively correlated with employees' productivity and personal fulfillment. As one of the key strategic resources for the survival and development of the hospitality industry, the high turnover rate is a constraint to the development of the industry as a whole. How to effectively improve staff satisfaction and reduce staff turnover has become a major issue in the hotel industry, and Changsha, the most developed city in the central hotel industry, is no exception. This study analyses the

problem of staff turnover in an attempt to find out the factors that influence staff turnover in hotels. Therefore, the following questions are raised:

(1) Does performance management affect the staff turnover in Changsha Hong Tong Hotel?

(2) Does personal development affect the staff turnover in Changsha Hong Tong Hotel?

(3) Does work environment affect the staff turnover in Changsha Hong Tong Hotel?

(4) Does system and communication affect the staff turnover in Changsha Hong Tong Hotel?

(5) Does compensation and benefits affect the staff turnover in Changsha Hong Tong Hotel?

(6) Does personal achievement affect the staff turnover in Changsha Hong Tong Hotel?

### **1.3 Objectives of the Study**

Through research and analysis, the causes of employee turnover problems in Changsha Hong Tong Hotel, as well as the impact of unnecessary factors on employee turnover, were identified in order to improve employee satisfaction with the hotel, provide support for the enterprise's development, and help leaders manage employees.

Therefore, the purpose of this study is:

(1) To explore the effect of performance management on the staff turnover at Changsha Hong Tong Hotel.

(2) To explore the effect of personal development on the staff turnover at Changsha Hong Tong Hotel.

(3) To explore the effect of work environment on the staff turnover at Changsha Hong Tong Hotel.

(4) To explore the effect of system and communication on the staff turnover at Changsha Hong Tong Hotel.

(5) To explore the effect of compensation and benefits on the staff turnover at Changsha Hong Tong Hotel.

(6) To explore the effect of personal achievement on the staff turnover at Changsha Hong Tong Hotel.

## **1.4 Scope of the Study**

The survey targeted employees of Changsha Hong Tong Hotel for a questionnaire survey. The study investigated the respondents' gender, education, position, tenure, and age. The research encompasses a comprehensive evaluation of various aspects, including performance management, personal development, work environment, system and communication, compensation and benefits, and personal achievement. Considering the unique characteristics of Changsha Hong Tong Hotel, the study analyzed the reasons behind employee turnover and proposed corresponding control measures and improvement suggestions. To ensure broad coverage of the target population and effective questionnaire recovery, this study selected "Wenjuanxing," a highly-rated online survey tool renowned for its user-friendliness, ease of operation, and robust data analysis capabilities.

## **1.5 Significance of the Study**

Employee turnover has always been one of the most important research issues in HRM. To date, there have been many studies on the issue of staff turnover: studies on the factors of staff turnover, studies on knowledge workers, and specific types of companies' staff turnover. However, few studies have been conducted on the attrition of specific levels of staff in specific industries in specific regions. This study provides theoretical and practical implications for the study of the staff turnover problem in Changsha Hong Tong Hotel.

This study innovatively introduces the Equity Theory, treating organizational institutional competitiveness, environmental adaptability, and individual career agency as the three-dimensional driving elements of turnover decisions. This cross-theoretical integration breaks the unilateral linearity of traditional turnover models by constructing a three-dimensional interactive model of "institution-environment-individual". The research introduces the variable of "personal achievement" into the theoretical framework of career identity, discovering that its explanatory power for employee retention intention in service industry contexts is enhanced compared to traditional variables.

This study quantitatively analyzes core factors including performance management, personal development, work environment, system and communication, compensation and benefits, and personal achievement, which can assist hotels in making targeted adjustments to their human resource strategies and reducing turnover

rates. Simultaneously, this study can also help enterprises build employer brand competitiveness and enhance employees' sense of belonging. This study is significant for promoting sustainable development within the industry. The research results can provide data support for industry associations, promoting the formulation of regional minimum wage adjustment recommendations, employee rights protection policies, and other measures.

## **1.6 Definition of Key Terms**

**Staff Turnover:** Refers to the proportion of voluntary resignations within a specific period (typically annual) relative to the total workforce, serving as an indicator of human resource stability.

**Performance Management:** A systematic organizational process encompassing goal setting, continuous communication, feedback coaching, and results utilization, designed to enhance individual and team effectiveness.

**Personal Development:** A dynamic organizational initiative that facilitates career advancement and professional growth through career planning, skills training, job rotation, and other means to support employees' vocational aspirations.

**Work Environment:** Comprises both physical dimensions (office facilities, safety conditions) and psychological dimensions (organizational culture, leadership style, collaborative atmosphere), collectively shaping workplace experience.

**System and Communication:** Evaluates the effectiveness of internal information dissemination mechanisms, including transparency of promotion criteria, quality of communication channels (e.g., two-way feedback platforms), and employee participation in decision-making processes.

**Compensation and Benefits:** Encompasses both direct financial rewards (base salary, performance bonuses) and indirect benefits (health insurance, retirement plans, flexible leave policies) provided to employees.

**Personal Achievement:** Psychological fulfillment derived from work accomplishments, including skill mastery, innovative contributions, and societal recognition, reflecting employees' sense of self-worth and purpose realization.

## **Chapter 2 Literature Review**

### **2.1 Introduction**

This section focuses on reviewing and analyzing previous research findings concerning employee turnover in corporate settings, delving deeply into the notable achievements and identified deficiencies of these studies to establish a solid theoretical and practical foundation for the smooth progression of this research.

### **2.2 Literature Review**

#### **2.2.1 Employee Turnover**

##### **(1) Definition of Employee Turnover**

There is no more standard definition of employee turnover in academia. Experts and scholars have defined the concepts related to employee turnover within the scope of their own research. Scholars have elaborated the definition of employee turnover from the perspective of employees claiming returns. Employee turnover refers to "the process of termination of membership in an organization by a subject who receives material benefits from the organization". Employee turnover is defined in terms of the relationship between the individual and the organization; it is the interruption of the relationship between an individual member of a formal organization and the organization (Junare & Patel, 2021).

Employee turnover is often defined as the phenomenon or rate of employee departures within an organization. Causes of attrition include investigating the reasons why employees leave, which may include factors such as salary and benefits, work environment, career development opportunities, and management systems (Junare & Patel, 2021; Mohr et al., 2019). Cost of turnover mainly includes assessing the economic loss to the organization caused by employee turnover, including recruitment replacement costs, training costs, and productivity loss. The impact of employee turnover mainly includes organizational performance, employee morale, and customer satisfaction.

##### **(2) Influencing Factors of Employee Turnover**

Employee turnover is a complex phenomenon influenced by a multifaceted interplay of organizational, environmental, and individual factors. The problem involves internal management of the organization, employee career development, working environment and other aspects, which may include salary, career development

opportunities, working environment, management style and other factors (Pereira et al., 2015).

Work environment issues affects the staff turnover. This includes work atmosphere, coworker relations, and working conditions (Pereira et al., 2015). Poor working environment may lead to employees not wanting to stay in the organization for a long period of time (Sverke, 2009). Inadequate career development opportunities affects the staff turnover. Lack of promotion opportunities and training opportunities for employees may make them feel limited in their career development, thus increasing turnover (Mohr et al., 2019). Unreasonable salary levels and benefits packages may lead to employee turnover as employees may seek better compensation packages (Pereira et al., 2015).

Long hours and intense workloads may lead to excessive stress, affecting employee job satisfaction and retention (Brandt et al., 2016). Fierce competition in the industry may lead to employees being more attracted to other organizations and leaving. Economic factors such as the economic situation may affect the organization's salary levels and benefit packages, which in turn may affect employee retention. Technological developments and market changes may lead to structural changes in the industry, affecting career opportunities and retention rates of employees (Pereira et al., 2015). Geographic location of the organization and accessibility can also affect the employee's decision to leave the organization.

These factors usually intertwine with each other and affect employee loyalty to the organization and retention rates. Therefore, organizations need to consider these factors together and take appropriate management measures to reduce employee turnover (Mohr et al., 2019).

### **2.2.2 Equity Theory**

Equity Theory is one of the important theories in the field of social sciences that explain human behavioral motivation, particularly exerting a profound influence on organizational behavior, psychology, and management. The core of this theory lies in individuals' judgments of fairness by comparing their input-to-reward ratios with those of others and adjusting their behaviors accordingly to maintain psychological balance (Folger & Cropanzano, 2001).

Initially proposed by American psychologist John Stacey Adams in 1963, Equity Theory is grounded in Social Exchange Theory and Cognitive Dissonance Theory (Pereira et al., 2015). During the 1970s and 1980s, scholars discovered that fairness was not limited to distribution outcomes but also encompassed procedural justice in decision-making processes. The key to procedural justice lies in individuals' sense of



control over the decision-making process. There are individual differences in tolerance for unfairness. Equity Theory has been widely applied to explain employees' reactions to compensation systems. Leaders can enhance employee trust and subsequently boost organizational commitment through equitable behaviors such as transparent decision-making and respectful communication. Perceptions of fairness are influenced by cultural values. For instance, collectivist cultures place greater emphasis on procedural fairness, while individualist cultures focus more on distributive fairness (Folger & Cropanzano, 2001; Sayers, 2015).

According to Equity Theory, employees' perception of fair treatment affects their attitudes and behaviors towards the organization, which in turn affects employee turnover. Two factors, work environment and system and communication can affect employee turnover by influencing employees' perception of fair treatment.

### **2.2.3 Performance Management**

Performance management satisfies the need for respect. Performance management involves goal setting, feedback, recognition and rewards for employees. When employees feel that their work results are recognized and respected, their respect needs are satisfied, which reduces the motivation to leave the company. Performance management stimulates the need for self-actualization. Through a performance management system, employees can set challenging goals and achieve self-actualization by working hard to meet those goals. If performance management can effectively motivate employees to pursue personal achievement and development, then employees may be more willing to stay in the organization (Behn, 2019).

### **2.2.4 Personal Development**

Personal development satisfies the need for self-actualization. Personal development involves the provision of training, learning opportunities and career paths. When employees have the opportunity to continuously improve their skills, knowledge and abilities, and achieve their personal career development goals, their self-actualization needs are satisfied, which reduces the motivation to leave the company. Self-acquisition enhances the need for respect. Personal development also enhances the employee's need for respect. When the organization attaches importance to the personal development of employees and provides them with development opportunities, employees feel respected and valued, which leads to a greater sense of belonging and reduces the turnover rate. To sum up, by satisfying employees' respect needs and self-actualization needs, performance management and personal development can reduce the turnover rate of employees. These two factors not only increase employee job satisfaction, but also enhance employee loyalty to the organization and reduce turnover (Sayers, 2015).

### **2.2.5 Work Environment**

Work environment includes working conditions, organizational culture, and co-worker relationships. When employees perceive fairness in the work environment, including fairness in task allocation, fairness in resource allocation, and fairness in promotion opportunities, they are more inclined to stay in the organization. On the contrary, if there is unfairness in the work environment, such as abuse of power and favoritism to certain employees, it will reduce employees' job satisfaction and increase the turnover rate (Sverke, 2009). A fair work environment enhances employees' perception of fair treatment. If employees perceive that fair treatment exists in the work environment, they are more likely to believe that the organization treats its employees fairly, thus reducing turnover. To summarize, by shaping a fair work environment and establishing effective systems and communication, employees' perceptions of fair treatment can be enhanced, thereby reducing turnover rates. These two factors can not only increase employees' job satisfaction, but also enhance their sense of identity and loyalty to the organization and reduce turnover.

### **2.2.6 System and Communication**

System and communication involves the information flow, decision-making process, and communication efficiency within an organization. When an organization's decision-making process is fair and transparent, information flow is smooth, and employees can participate in decision-making, employees are more likely to feel the fairness of the organization, thus reducing the turnover rate. On the contrary, if the decision-making is not transparent and the information is asymmetric, it will increase employees' dissatisfaction and tendency to leave the organization. Effective systems and communication can increase employees' perceptions of fair treatment (Lin et al., 2012). When employees perceive that decisions and communication within the organization are fair, they are more likely to believe that they are being treated fairly, thus reducing turnover (Behn, 2019).

### **2.2.7 Compensation and Benefits**

Compensation and benefits are usually categorized as hygiene factors, which play a role in maintaining employees' job satisfaction, but do not directly lead to motivation or fulfillment. If employees feel that their pay level is below expectations or that the benefits package is insufficient to meet basic needs, they may become dissatisfied and consider leaving the organization. Unreasonable compensation packages may lead to lower employee loyalty to the organization and increase their motivation to seek better compensation packages, thus increasing the turnover rate (Nielsen, 1978).

### **2.2.8 Personal Achievement**

Personal achievement refers to the sense of accomplishment that employees achieve through their own efforts and abilities. When employees have the opportunity to take on challenging tasks, achieve personal goals and demonstrate their abilities, they will gain a sense of satisfaction and accomplishment, which is a motivational factor. If the organization provides job opportunities that do not meet employees' personal achievement needs, or if employees feel that they are unable to realize their potential at work, they may become frustrated and dissatisfied, increasing the likelihood of leaving their jobs (Chapman & Ottemann, 1976). Conversely, if employees have the opportunity to achieve personal fulfillment and development, they are more likely to remain loyal and stay with the organization. In summary, compensation and benefits as a hygiene factor affect employees' satisfaction with the organization and turnover rate, while personal achievement as a motivational factor affects employees' commitment to their jobs and willingness to stay. Organizations can reduce employee turnover rate by rationally setting compensation and benefits and providing opportunities for personal achievement (Murayama & Elliot, 2009).

### **2.3 Research Relevant**

Research on employee turnover originated earlier in developed countries such as Europe and the United States. Starting from the mid-20th century, researchers have conducted multidimensional studies on employee attrition. Brandt et al. (2016) proposed the rational model of employee turnover, which encompasses factors such as compensation, work environment, interpersonal relationships, leadership style, company policies, promotions, and personal achievements in practical applications. Garner & Hunter (2014) argued that a crucial factor influencing employee turnover is the perception of a company's ease in retaining employees, including the number of job opportunities visible to employees, their willingness to accept jobs, and their desirability as candidates for hire.

Tenpas (2018) pointed out that a strong desire to quit is a key factor in employee turnover. Dissatisfaction with the job itself may lead employees to lose interest in their current role, develop a wish to resign, seek other job opportunities, and compare the pros and cons of new jobs with their current ones. If the new job appears more advantageous, employees may decide to resign, resulting in turnover.

Chi et al. (2012) viewed employee turnover as a result of the combined effects of the work environment, personal factors, macroeconomic conditions, and labor supply and demand factors. They identified four factors influencing employee turnover: (1) employee satisfaction with the current job, referring to the overall satisfaction with work; (2) employee expectations of return on current job investment, which can also be categorized under satisfaction with labor compensation; (3) employee expectations of return on job-switching investment; and (4) other non-work-related and accidental

factors. These four factors collectively influence employees' decisions to leave their current companies.

An increasing number of researchers have incorporated employee turnover into their studies, yielding several research findings. Extensive empirical research has been conducted, revealing that job expectations, employee rewards, communication between employees and leaders, and the company's culture are all significant factors influencing turnover among hotel employees (Alessandri et al., 2016). Through empirical research in the catering industry, researchers identified the main factors affecting employee turnover in this sector, including salary levels, corporate management, work environment, and interpersonal relationships (Ziegler et al., 2012). Wnuk's (2017) study pointed out factors leading to turnover intentions, including rewards derived from work, comfort of the work environment, training provided, and perceptions of the consequences of turnover failure.

Murayama & Elliot (2009) posited that employee turnover is a complex and multidimensional phenomenon influenced not only by individual factors such as job satisfaction, work-life balance, and career development prospects but also by organizational factors such as corporate culture, management style, compensation, and benefits, and team atmosphere. They emphasized that understanding the root causes of employee turnover requires consideration of these internal and external factors and suggested that effective employee retention strategies should be based on in-depth analysis and addressing these turnover drivers.

## **2.4 Conceptual Framework**

This study provides a comprehensive and in-depth review of employee turnover among hotel staff, drawing heavily from a vast array of related literature. It examines multiple key factors influencing hotel employee turnover, including performance management, personal development, work environment, systems and communication, compensation and benefits, and personal achievement. Ultimately, an integrated analytical framework for the factors affecting hotel employee turnover is developed, as shown in Figure 2.1.

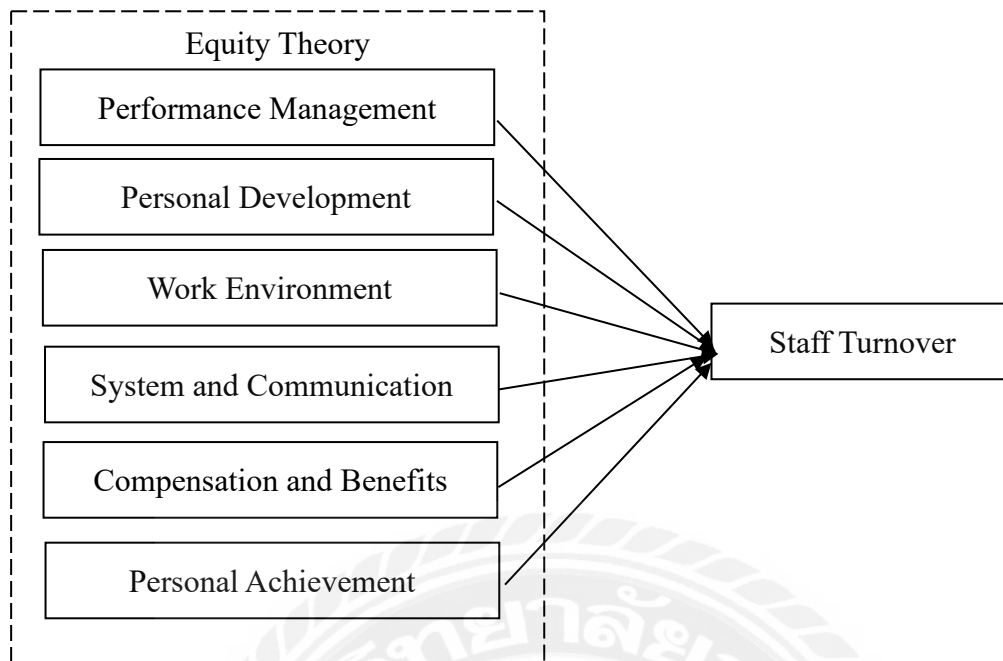


Figure 2.1 Conceptual Framework

## Chapter 3 Research Methodology

### 3.1 Research Design

This study focuses on the influencing factors of staff turnover in Changsha Hong Tong Hotel, selected from Equity Theory. The independent variables in the research model are compensation and benefits, performance management, work environment, personal achievement, personal development, system and communication, and the dependent variable is staff turnover. The study utilized the quantitative research method, conducting a questionnaire survey. A questionnaire was set based on classical scales and hypotheses were formulated based on the relationship between the variables. The research population and sample size were determined according to the objective of the study, and data collection was conducted by mail. The reliability and validity of the collected data were analyzed before the analysis of the relationship between the variables and hypothesis testing.

### 3.2 Questionnaire Design

The questionnaire scale design was based on related research and theories. Measurement items for each variable were designed. Each item was measured using a five-point Likert scale. Performance management, personal development, work environment, system and communication, compensation and benefits, personal achievement, and staff turnover all comprise a total of 35 items, 5 items in each, as shown in Table 3.1.

Table 3.1 Measurement Items

Variable	Measurement Item	NO.
Performance Management	Do you have a clear understanding of the performance appraisal system of Changsha Hong Tong Hotel?	Q1
	Do you think the performance appraisal system of Changsha Hong Tong Hotel is fair?	Q2
	Do you think Changsha Hong Tong Hotel provides enough support and guidance in performance evaluation?	Q3
	Do you think the performance appraisal system of Changsha Hong Tong Hotel can promote the personal development and growth of employees?	Q4
	Do you agree with the performance incentives of Changsha Hong Tong Hotel?	Q5
Personal Development	Do you feel that Changsha Hong Tong Hotel provides employees with opportunities for personal development?	Q6
	Do you feel that Changsha Hong Tong Hotel provides you with support for your career development?	Q7

	Do you think Changsha Hong Tong Hotel pays attention to and supports employees' personal development?	Q8
	Do you feel that Changsha Hong Tong Hotel's training and development programs meet your expectations?	Q9
	Do you agree with the promotion mechanism of Changsha Hong Tong Hotel?	Q10
Work Environment	Are you satisfied with the working environment of Changsha Hong Tong Hotel?	Q11
	Do you think that the working environment of Changsha Hong Tong Hotel is conducive to teamwork and communication?	Q12
	Do you feel that Changsha Hong Tong Hotel provides good working conditions for employees?	Q13
	Do you think Changsha Hong Tong Hotel has room for improvement in solving the working environment problems?	Q14
	Are you satisfied with the working facilities and resources provided by Changsha Hong Tong Hotel?	Q15
System and Communication	Do you know the internal system of Changsha Hong Tong Hotel well?	Q16
	Do you think the system of Changsha Hong Tong Hotel has an important influence on the smoothness of workflow?	Q17
	Do you have good communication with the management?	Q18
	Do you think Changsha Hong Tong Hotel provides enough communication channels for employees to express their opinions and feedback?	Q19
	Do you agree with the system and communication style of Changsha Hong Tong Hotel?	Q20
Compensation and Benefits	Are you happy with the compensation level offered by Changsha Hong Tong Hotel?	Q21
	Do you think Changsha Hong Tong Hotel's benefits program meets your expectations?	Q22
	Do you think the salary and benefits of Changsha Hong Tong Hotel compare favorably with those in the same industry?	Q23
	Do you think the welfare program offered by Changsha Hong Tong Hotel is enough to meet your living needs?	Q24
	Do you think the salary and benefit policy of Changsha Hong Tong Hotel is fair?	Q25
Personal Achievement	Have you achieved a lot of personal accomplishments while working at Changsha Hong Tong Hotel?	Q26
	Do you feel that Changsha Hong Tong Hotel has provided you with opportunities to develop your personal abilities?	Q27
	Do you think Changsha Hong Tong Hotel is concerned and supportive of employees' personal achievements?	Q28

	Do you think that the working environment of Changsha Hong Tong Hotel helps you to realize your personal achievements?	Q29
	Do you think Changsha Hong Tong Hotel is commendable for recognizing and rewarding employees' personal achievements?	Q30
Staff Turnover	Do you notice that Changsha Hong Tong Hotel has had more staff leaving recently?	Q31
	Do you think Changsha Hong Tong Hotel has done a good job in staff retention?	Q32
	Do you think the staff turnover rate of Changsha Hong Tong Hotel has affected the working atmosphere and efficiency?	Q33
	Do you think Changsha Hong Tong Hotel should take measures to minimize employee turnover?	Q34
	Are you willing to serve Changsha Hong Tong Hotel for a long time?	Q35

### 3.3 Population and Sample

The research population for this study was Changsha Hong Tong Hotel staff. The staff must have worked at Changsha Hong Tong Hotel for at least one year and have a better understanding of the basic landscape of Changsha Hong Tong Hotel. The sample ensured sufficiently representative of the whole Changsha Hong Tong Hotel so that a more representative and reliable survey result could be obtained. According to the statistics of Changsha Hong Tong Hotel, there were 2,366 staff in 2023. The random sampling method was used for sample selection, and the sample size was calculated according to the formula.

$$N = \frac{r^2 * \rho(1 - \rho)}{\beta^2}$$

The calculation gives the sample size of 378.33, so the number of staff to be drawn is 379.

### 3.4 Hypothesis

The independent variables in this study are compensation and benefits, performance management, work environment, personal achievement, personal development, system and communication. The dependent variable is staff turnover and the model is constructed based on the analysis and the relationship between the variables. The relationship between variables is set through hypothesis. Therefore,



hypotheses are formulated:

H1: Performance management has a significant positive effect on staff turnover in Changsha Hong Tong Hotel.

H2: Personal development has a significant positive effect on staff turnover in Changsha Hong Tong Hotel.

H3: Work environment has a significant positive effect on staff turnover in Changsha Hong Tong Hotel.

H4: System and communication have a significant positive effect on staff turnover in Changsha Hong Tong Hotel.

H5: Compensation and benefits have a significant positive effect on staff turnover in Changsha Hong Tong Hotel.

H6: Personal achievement has a significant positive effect on staff turnover in Changsha Hong Tong Hotel.

The hypothetical model is constructed and the interrelationships between the variables are proposed, as shown in Figure 3.1.

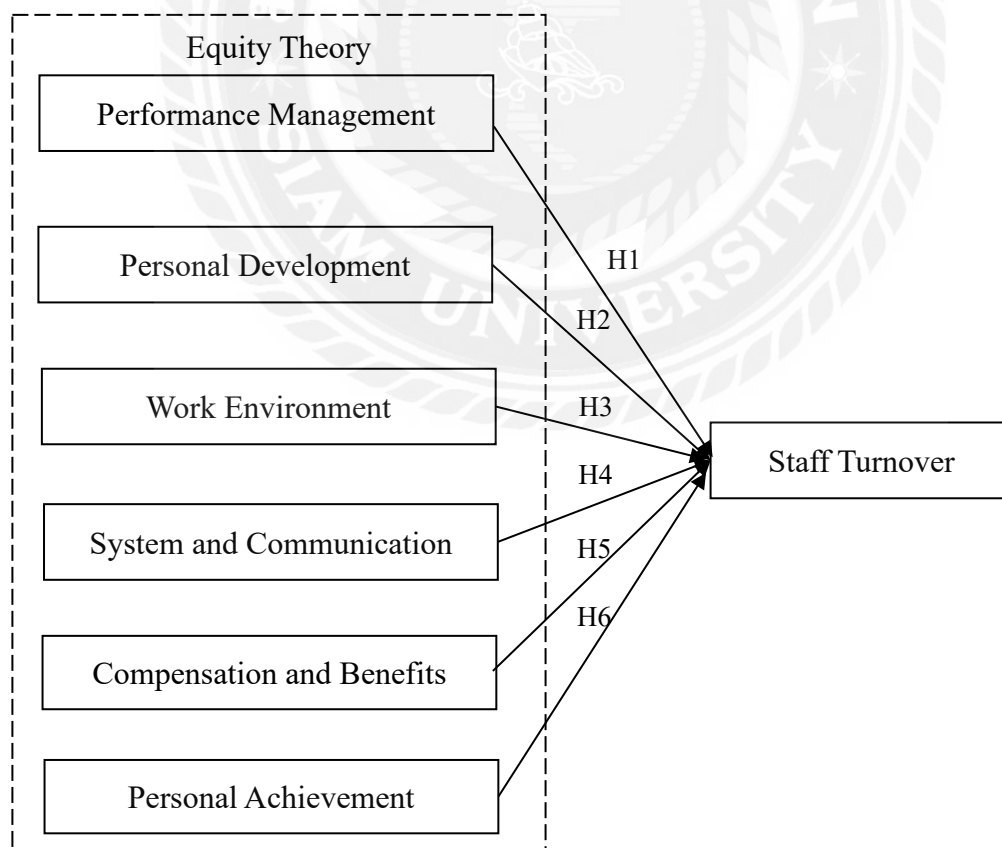


Figure 3.1 Hypotheses

### 3.5 Data Collection

The data collection for this survey was conducted mainly through the personnel office of Changsha Hong Tong Hotel, where a list of Changsha Hong Tong Hotel employees was obtained. A list and number of each employee were made to ensure that everyone had an equal chance of being selected. Using a random number generator, a certain number of staff were randomly selected from this list to form the sample for the study. The sample size was determined as 379. Based on the sample drawn, the selected staffs were contacted through e-mail. The staff was informed of the purpose and importance of the study and the contribution of participation to the study. Clear survey instructions and a confidentiality statement were given to ensure that the privacy of the participants was protected. To increase participation rates, incentives were used, such as offering a commitment to participate in feedback on the results of the study. 379 electronic questionnaires were distributed from October 1, 2023 to January 20, 2024 and 366 were recovered. After screening the questionnaires, 13 questionnaires that were not received were treated as null and void, resulting in 366 valid questionnaires.

### 3.6 Reliability and Validity Analysis of the Scale

#### 3.6.1 Questionnaire Reliability Analysis

The data collected were organized and filtered. The missing values in the research data were eliminated, while the variables assigned to the research were loaded into the SPSS software for analysis. Cronbach's alpha coefficients were used to analyze the reliability and validity of the data of this research, and then determine whether the intention and purpose of the survey were carried out through the items in the questionnaire as well as whether the information and content are reliable. The questionnaire reliability analysis is mainly used to test whether the questionnaire questions used in this research are stable, reliable. The size of Cronbach's alpha coefficient can reflect the reliability. When the obtained coefficient is greater than 0.8, it indicates that the reliability of the questionnaire is better; if the obtained coefficient is in the range of 0.6-0.8, it indicates that the reliability of the questionnaire is generally acceptable; if the obtained coefficient is less than 0.6, it indicates that the reliability of the questionnaire is not able to meet the standard. At the same time to ensure the high reliability of the questionnaire, the study used Corrected Item-Total Correlation and Cronbach's Alpha if Item Deleted to test the reliability of each item in the questionnaire.

Based on the data analysis it is concluded that the Cronbach's Alpha of compensation and benefits is 0.898, which indicates that the reliability of compensation and benefits is good, see Table 3.2. Therefore, it can be concluded through the results

that the reliability of compensation and benefits is good The Cronbach's Alpha of performance management is 0.872, which indicates that the reliability of compensation and benefits is better. The Cronbach's Alpha of work environment is 0.871, which indicates that the reliability of Cronbach's Alpha for work environment is 0.871, indicating that the reliability of compensation and benefits is better. The Cronbach's Alpha for personal achievement is 0.867, which means that the reliability of compensation and benefits is better. The Cronbach's Alpha for personal development is 0.878, which means that the reliability of compensation and benefits is better. The Cronbach's Alpha for work environment is 0.871, which means that the reliability of compensation and benefits is better. The Cronbach's Alpha of system and communication is 0.884, which indicates that the reliability of compensation and benefits is better. The Cronbach's Alpha of staff turnover is 0.875, which indicates that the reliability of compensation and benefits is better. The Cronbach's Alpha of staff turnover is 0.875, which indicates that the reliability of compensation and benefits is better. indicates that the reliability of compensation and benefits is better.

Table 3.2 Reliability Test

Variables	Items	Cronbach's Alpha
Performance Management	5	0.872
Personal Development	5	0.878
Work Environment	5	0.871
System and Communication	5	0.884
Compensation and Benefits	5	0.898
Personal Achievement	5	0.867
Staff Turnover	5	0.875

### 3.6.2 Questionnaire Validity Analysis

Reliability analysis is an analysis done from the perspective of stability of the scale. In order to test whether the items of the scale can accurately respond to the actual situation of the variable being measured, the scale needs to be examined by validity analysis. Validity analysis generally includes methods such as exploratory factor analysis and validation factor analysis. The validity analysis of the study was conducted of the scale. Generally, two indicators are used to test the validity of the questionnaire: KMO and Barlrrt's ball test, KMO is a value between 0 and 1. The larger the KMO value is, the stronger the correlation between the variables, the more suitable the original variables are to be analyzed in factor analysis, and vice versa. According to the KMO criterion, the KMO should be greater than 0.7 for factor analysis.

The validity of the questionnaire was analyzed, and according to the results of the analysis, the validity of the questionnaire is good. The index of validity analysis is Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO), the KMO value is 0.938,

which is greater than 0.7, and the Sig. value of Bartlett's Test of Sphericity is less than 0.000, which indicates that it is significant.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.940
Bartlett's Test of Sphericity	Approx. Chi-Square	7737.052
	df	300
	Sig.	0.000

Based on the Maximum Variance Method, the results showed that a total of five common factors were extracted, which is in line with the six variables designed in the questionnaire. Meanwhile, according to the calculation results, it can be concluded that the explanation of the dependent variable by the six factors is 68.450%, which is more than 50% and meets the requirements, as shown in Table 3.4. The calculation results by Rotated Component Matrixa show that the question-item differentiation validity of each factor is good.

Table 3.4 Rotated Component Matrixa

Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	
	Total	Variance %	Cumulative %	Variance %	Cumulative %	Variance %	Cumulative %
1	12.59	35.979	35.979	35.97	35.979	3.545	10.128
2	4.060	11.601	47.580	11.60	47.580	3.510	10.029
3	1.719	4.911	52.492	4.911	52.492	3.437	9.821
4	1.569	4.483	56.974	4.483	56.974	3.392	9.693
5	1.452	4.148	61.122	4.148	61.122	3.386	9.673
6	1.345	3.844	64.966	4.453	57.245	3.346	9.245
7	1.219	3.484	68.450	4.234	61.753	3.432	9.864
8	0.686	1.959	70.409				
9	0.654	1.867	72.276				
10	0.600	1.715	73.991				
11	0.580	1.658	75.650				
12	0.554	1.583	77.233				
13	0.532	1.520	78.752				
14	0.489	1.398	80.151				
15	0.456	1.303	81.453				
16	0.445	1.271	82.724				
17	0.436	1.246	83.970				
18	0.422	1.206	85.177				
19	0.399	1.139	86.316				
20	0.389	1.111	87.427				

21	0.383	1.095	88.522				
22	0.375	1.072	89.593				
23	0.371	1.060	90.654				
24	0.349	1.564	91.652				
25	0.342	1.653	92.630				
26	0.432	1.543	81.346				
27	0.465	1.265	82.724				
28	0.342	1.146	82.986				
29	0.376	1.257	83.177				
30	0.467	1.151	87.234				
31	0.432	1.111	87.427				
32	0.498	1.193	86.522				
33	0.412	1.032	82.443				
34	0.418	1.134	82.765				
35	0.436	1.277	83.932				

The results of the factor analysis need to be practically meaningful for each factor. Rotating the factor loading matrix makes the relationship between the original variables and the factors more salient, i.e., each variable has a larger loading on only one common factor and a smaller loading on the other common factors. Also, the factors were rotated to be able to better categorize each of the original variables. The rotated formation matrix was performed by the maximum variance method to verify that there is no covariance in the question items measured by each variable and analyzed according to the maximum eigenvalue. Through the results, it can be seen that a total of six factors were extracted, and each variable has a large loading on only one common factor and a smaller loading on the other common factors, which indicates a better but differentiated validity for each variable.

### 3.7 Data Analysis

#### 3.7.1 Descriptive Statistics

The software used for descriptive statistics included Excel and SPSS, which provided statistical analysis of the demographic characteristics of the sample, including mean, standard deviation, percentage, normal distribution, kurtosis, and skewness values. Descriptive statistics provided basic support for further data analysis.

#### 3.7.2 Factor Analysis

Exploratory factor analysis was conducted on the survey data using SPSS to extract common factors and determine the common dimensions of the influencing

factors of staff turnover in Changsha Hong Tong Hotel, to confirm the reliability and validity of the constructed model.

### **3.7.3 Multiple Regression**

In this study, the multiple regression method was a comprehensive and in-depth exploration method, greatly enriching the dimensions and accuracy of the research. By adopting the multiple regression method, this study overcame the limitations of univariate model analysis, not only enriching the content and hierarchy of the research but also improving its accuracy and practicality. Through multiple regression analysis, this study can quantify the impact of various factors on staff turnover, identify key influencing factors, and provide decision-making basis for hotel human resource management.



## **Chapter 4 Findings and Discussion**

### **4.1 Introduction**

In this study, data were collected through a questionnaire and 366 valid questionnaires were collected. The data were analyzed for reliability and validity. It was found that the collected data had good reliability and validity and could be analyzed by correlation analysis and descriptive statistics. In this study, descriptive statistical analysis and correlation analysis were performed on the collected data. The analysis was done to examine the relationship between the variables.

### **4.2 Demographic Characteristics of Participants**

The study of factors influencing staff turnover at Changsha Hong Tong Hotel reveals a diverse workforce in terms of gender, education, position, tenure, and age. The majority of employees are male (52.5%), with a nearly balanced distribution of females (47.5%). Most employees hold a Bachelor's degree (63.7%), followed by those with a Master's degree (32.5%), indicating a highly educated workforce. Frontline staff make up the largest group (44.8%), while middle and top management positions are held by a smaller but significant portion of employees.

In terms of tenure, the majority of employees have been with the hotel for 6-15 years (35.2% and 45.6%, respectively), suggesting a relatively stable workforce. However, a smaller percentage of employees have been with the hotel for less than five years (15.8%), indicating some turnover in newer hires. The age distribution is relatively even across all age groups, with no single group representing a significant majority. This diversity in age can bring different perspectives and experiences to the workplace.

Overall, the hotel should consider these findings to identify potential areas for improvement in employee retention. By addressing the needs and expectations of employees across different demographics and job characteristics, the hotel can foster a more inclusive and diverse work environment, which may help reduce turnover rates and enhance overall employee satisfaction.

Table 4.1 Descriptive Statistical Analysis of Participants

Item	Options	Frequency	Percent%
Gender	Male	192	52.5
	Female	174	47.5
Age	18-25	61	16.7
	26-30	44	12.0
	31-35	65	17.8
	36-40	68	18.6
	41-45	63	17.2
	Over46	65	17.8
Education	Bachelor's Degree	233	63.7
	Master Degree	119	32.5
	Higher than the Master's Degree	14	3.8
Position	Frontline Staff	164	44.8
	Middle Management	70	19.1
	Top Management	41	11.2
	Other	91	24.9
Tenure	Less than/or Equal to 5	58	15.8
	Between 6-10	129	35.2
	Between 11–15	167	45.6
	16 and Over	12	3.3
Total		366	100.0

### 4.3 Descriptive Statistics of Variables

Descriptive statistics can provide a more intuitive measure of the sample as a whole. The mean and standard deviation are generally two important indicators of descriptive statistics for an overall sample. The standard deviation can reflect the relative dispersion of the overall sample data, while the mean can reflect the concentration of the sample on a particular concept or underlying situation. The small difference in each question item indicates that each question item was measured relatively evenly. According to the analysis, the mean values of compensation and benefits, performance management, work environment, personal achievement, personal development, system and communication, and staff turnover ranged from 3.36 to 3.96. This indicates that each of the items was measured relatively evenly. The descriptive statistics result is shown in Table 4.2. The data of the study conforms to the normal distribution and is suitable for correlation analysis.



Table 4.2 Descriptive Statistics of Variables

Items	Minimum	Maximum	Mean	Std. Deviation
Q1	1	5	3.47	1.206
Q2	1	5	3.48	1.197
Q3	1	5	3.51	1.146
Q4	1	5	3.36	1.068
Q5	1	5	3.46	1.094
Q6	1	5	3.49	1.122
Q7	1	5	3.58	1.054
Q8	1	5	3.58	1.162
Q9	1	5	3.67	1.192
Q10	1	5	3.49	1.163
Q11	1	5	3.59	1.369
Q12	1	5	3.55	1.215
Q13	1	5	3.39	1.084
Q14	1	5	3.54	1.059
Q15	1	5	3.61	1.136
Q16	1	5	3.58	1.249
Q17	1	5	3.49	1.158
Q18	1	5	3.66	1.300
Q19	1	5	3.47	1.122
Q20	1	5	3.56	1.187
Q21	1	5	3.63	0.953
Q22	1	5	3.65	1.022
Q23	1	5	3.78	1.329
Q24	2	5	3.66	0.855
Q25	1	5	3.96	1.199
Q26	1	5	3.66	1.080
Q27	1	5	3.28	1.169
Q28	1	5	3.67	1.172
Q29	1	5	3.58	1.240
Q30	1	5	3.57	1.209
Q31	1	5	3.61	1.195
Q32	1	5	3.65	1.014
Q33	1	5	3.64	1.241
Q34	1	5	3.70	1.045
Q35	1	5	3.77	1.068

#### 4.4 Results of the Study

Pearson's coefficient is generally used to test the correlation between the variables, the coefficient of the range between -1 and 1 greater than 0 means positive correlation, less than 0 means negative correlation, the absolute value of the closer to 1, that is, the greater the correlation. In the study, the correlation coefficient is usually expressed as  $r$ . When the correlation coefficient is less than  $r \leq 0.3$ , it means that there is no linear correlation between the two variables; when the correlation coefficient is  $0.3 < r \leq 0.5$ , it means that the linear correlation between the variables is low; when  $0.5 < r \leq 0.8$ , it means that the correlation between the two variables is significant; when  $0.8 < r$ , it means that the two variables have high linear correlation.

Table 4.3 Correlation Value Standard

Correlation Value ( $r$ )	Value	Correlation
	$r \leq 0.3$	No linear correlation
	$0.3 < r \leq 0.5$	Low linear correlation
	$0.5 < r \leq 0.8$	Significant correlation
	$r > 0.8$	Highly linear correlation

According to the correlation analysis it can be seen that Changsha Hong Tong Hotel staff turnover is related to compensation and benefits, performance management, work environment, personal achievement, personal development, system and communication with a correlation coefficient between 0.283 and 0.628, as shown in Table 4.4.

Table 4.4 Correlation between Variables (Pearson correlation matrix)

	CB	PM	WE	PA	PD	SC	ST
CB	1	.588**	.540**	.585**	.283**	.386**	.338**
		0.000	0.000	0.000	0.000	0.000	0.000
PM	.588**	1	.580**	.544**	.316**	.385**	.405**
	0.000		0.000	0.000	0.000	0.000	0.000
WE	.540**	.580**	1	.537**	.325**	.348**	.376**
	0.000	0.000		0.000	0.000	0.000	0.000
PA	.585**	.544**	.537**	1	.364**	.406**	.386**
	0.000	0.000	0.000		0.000	0.000	0.000
PD	.283**	.316**	.325**	.364**	1	.628**	.576**
	0.000	0.000	0.000	0.000		0.000	0.000
SC	.386**	.385**	.348**	.406**	.628**	1	.606**
	0.000	0.000	0.000	0.000	0.000		0.000
ST	.338**	.405**	.376**	.386**	.576**	.606**	1
	0.000	0.000	0.000	0.000	0.000	0.000	

The Pearson correlation coefficient between compensation and benefits and staff turnover is 0.338, and  $P < 0.01$ , indicating that there is a correlation between compensation and benefits and staff turnover, and it is a general correlation.

The Pearson correlation coefficient between performance management and staff turnover is 0.405, and  $P < 0.01$ , indicating that there is a correlation between performance management and staff turnover, and it is a general correlation.

The Pearson correlation coefficient between work environment and staff turnover is 0.376, and  $P < 0.01$ , indicating that there is a correlation between work environment and staff turnover, and it is a general correlation.

The Pearson correlation coefficient between personal achievement and staff turnover is 0.386, and  $P < 0.01$ , indicating that there is a correlation between personal achievement and staff turnover, and it is a general correlation.

The Pearson correlation coefficient between personal development and staff turnover is 0.576, and  $P < 0.01$ , indicating that there is a correlation between personal development and staff turnover, and it is a general correlation.

The Pearson correlation coefficient between system and communication and staff turnover is 0.606, and  $P < 0.01$ , indicating that there is a correlation between system and communication and staff turnover, and it is a general correlation.

Therefore, according to the results of data analysis, performance management has a significant positive effect on staff turnover in Changsha Hong Tong Hotel. Hypothesis H1 holds. Personal development has a significant positive effect on staff turnover in Changsha Hong Tong Hotel. Hypothesis H2 holds. Work environment has a significant positive effect on staff turnover in Changsha Hong Tong Hotel. Hypothesis H3 holds. System and communication have a significant positive effect on staff turnover in Changsha Hong Tong Hotel. Hypothesis H4 holds. Compensation and benefits have a significant positive effect on staff turnover in Changsha Hong Tong Hotel. Hypothesis H5 holds. Personal achievement has a significant positive effect on staff turnover in Changsha Hong Tong Hotel. Hypothesis H6 holds.

## **4.5 Discussion**

### **4.5.1 Performance Management Has a Significant Positive Effect on Staff Turnover in Changsha Hong Tong Hotel**

The effect of performance management on staff turnover was obtained through the Pearson correlation coefficient study. The Pearson correlation coefficient between performance management and staff turnover is 0.405, and  $P < 0.01$ , indicating that there

is a statistically significant correlation between the two variables and it is a general correlation. It can be concluded that performance management has a positive impact on staff turnover at Changsha Hong Tong Hotel. This implies that effective performance management practices, such as setting clear goals, providing constructive feedback, and rewarding high performance, contribute to employee satisfaction and retention. To further strengthen this relationship, the hotel should ensure that performance evaluations are fair, transparent, and regularly conducted. By doing so, the hotel can create a work environment that encourages employee engagement and loyalty, ultimately reducing turnover rates.

#### **4.5.2 Personal Development Has a Significant Positive Effect on Staff Turnover in Changsha Hong Tong Hotel**

By analyzing the results of the study, it can be found that personal development positively influences staff turnover in Changsha Hong Tong Hotel. The Pearson correlation coefficient between personal development and staff turnover is 0.576, and  $P < 0.01$ , indicating that there is a statistically significant correlation between the two variables and it is a general correlation. This suggests that employees who feel they have opportunities for personal growth and development are less likely to leave the hotel.

To further reduce turnover, the hotel management may consider implementing programs and initiatives aimed at enhancing personal development opportunities for its staff. Regular feedback and assessments can help employees see their progress and remain motivated to stay with the hotel. By offering professional development training, such as leadership workshops or skill-building courses, the hotel can demonstrate its commitment to helping employees grow both personally and professionally. Furthermore, promoting from within and recognizing employee achievements can also boost morale and retention rates, as it shows that the hotel values its employees' contributions and is willing to invest in their future.

#### **4.5.3 Work Environment Has a Significant Positive Effect on Staff Turnover in Changsha Hong Tong Hotel**

By analyzing the results of the study, it can be found that work environment positively influences staff turnover in Changsha Hong Tong Hotel. The Pearson correlation coefficient between work environment and staff turnover is 0.376, and  $P < 0.01$ , indicating that there is a statistically significant correlation between the two variables and it is a general correlation. A positive work environment fosters employee satisfaction and engagement, which can lead to reduced turnover rates. Elements such as a supportive management team, adequate resources, and opportunities for growth and development contribute to a positive work environment. Furthermore, maintaining

a safe and comfortable workspace can also improve employee morale and reduce turnover. By addressing any issues that may negatively impact the work environment, the hotel can create a more appealing place to work, which can help attract and retain talented staff. Ultimately, a positive work environment is crucial for the long-term success and stability of the hotel.

#### **4.5.4 System and Communication Have a Significant Positive Effect on Staff Turnover in Changsha Hong Tong Hotel**

By analyzing the results of the study, it can be found that system and communication positively influences staff turnover in Changsha Hong Tong Hotel. The Pearson correlation coefficient between system and communication and staff turnover is 0.606, and  $P < 0.01$ , indicating a strong and statistically significant correlation between these variables. Effective systems and communication practices play a crucial role in employee satisfaction and retention. Clear, concise, and transparent communication ensures that employees are well-informed about company policies, expectations, and growth opportunities. This fosters a sense of trust and belonging among employees, which can lead to reduced turnover rates.

An efficient and user-friendly system can streamline tasks and processes, making it easier for employees to perform their duties. This can improve job satisfaction and reduce stress, which are both key factors in employee retention. In Changsha Hong Tong Hotel, effective systems and communication can also help to create a collaborative and inclusive work environment. By encouraging open dialogue and active participation, the hotel can foster a culture of teamwork and mutual respect. This can enhance employee morale and loyalty, further reducing turnover rates.

Good communication practices can help to identify and address any issues or concerns that employees may have. By listening to employee feedback and taking action to address their needs, the hotel can demonstrate its commitment to employee well-being and satisfaction. The hotel should ensure that its systems and communication practices are accessible to all employees, regardless of their role or level within the organization. This can help to create a sense of equality and fairness, which is essential for maintaining a positive work environment.

The hotel should regularly review and update its systems and communication practices to ensure that they remain effective and relevant. By staying ahead of industry trends and incorporating new technologies, the hotel can create a more efficient and engaging work experience for its employees. Effective systems and communication can also help to improve employee engagement and motivation. By setting clear goals and providing regular feedback, the hotel can help employees see the value of their work and understand how they contribute to the organization's success. This can lead to increased job satisfaction and a stronger sense of purpose among employees. Good

communication practices can help to build relationships between employees and management. By fostering open and honest dialogue, the hotel can create a more supportive and collaborative work environment, which can improve employee morale and reduce turnover rates.

#### **4.5.5 Compensation and Benefits Have a Significant Positive Effect on Staff Turnover in Changsha Hong Tong Hotel**

By analyzing the results of the study, it can be found that Compensation and benefits positively influence staff turnover in Changsha Hong Tong Hotel. The Pearson correlation coefficient between compensation and benefits and staff turnover is 0.338, and  $P < 0.01$ , indicating that there is a correlation between compensation and benefits and staff turnover.

This finding underscores the importance of offering competitive compensation packages to employees to retain them. When employees feel that they are being fairly compensated for their work, they are more likely to stay with the hotel and continue contributing to its success. In addition to base salary, benefits such as health insurance, retirement plans, and paid time off can also play a significant role in employee retention.

The hotel management should recognize this correlation and adjust its compensation and benefits strategy accordingly. By offering a comprehensive benefits package, the hotel can attract and retain top talent, which is crucial for maintaining a high level of service quality. Moreover, regular reviews of compensation and benefits can ensure that the hotel remains competitive in the job market and continues to meet the needs and expectations of its employees.

Furthermore, the hotel can also consider implementing performance-based bonuses and incentives to motivate employees to perform better. By recognizing and rewarding employees for their hard work and dedication, the hotel can foster a culture of excellence and loyalty among its staff. Ultimately, this will lead to improved employee satisfaction, reduced turnover, and enhanced overall performance for the hotel.

#### **4.5.6 Personal Achievement Has a Significant Positive Effect on Staff Turnover in Changsha Hong Tong Hotel**

By analyzing the results of the study, it can be found that personal achievement positively influences staff turnover in Changsha Hong Tong Hotel. The Pearson correlation coefficient between personal achievement and staff turnover is 0.386, and  $P < 0.01$ , indicating that there is a correlation between personal achievement and staff turnover.

This correlation suggests that employees who feel they are achieving their personal goals and aspirations are more likely to stay with the hotel. It highlights the importance of providing opportunities for employees to grow and develop within their roles, which can lead to increased job satisfaction and a stronger sense of belonging. The hotel management should recognize the value of personal achievement in retaining staff and work to create an environment that fosters personal growth and success. This could involve offering training and development programs, providing clear career paths, and encouraging employees to set and pursue their own goals.

Recognizing and rewarding employees for their achievements can also play a significant role in retaining staff. This could include offering bonuses, promotions, or other forms of recognition for outstanding performance. By acknowledging employees' efforts and successes, the hotel can demonstrate its commitment to their personal and professional development. Providing feedback and constructive criticism can help employees understand how they are performing and what they need to do to achieve their goals. This can lead to increased motivation and engagement, which can further reduce turnover rates. The correlation between personal achievement and staff turnover underscores the importance of creating a supportive and nurturing work environment that encourages employees to grow and succeed. By doing so, the hotel can retain its top talent, improve employee satisfaction, and ultimately enhance its overall performance.

Table 4.5 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Performance management has a significant positive effect on staff turnover in Changsha Hong Tong Hotel.	Supported
H2	Personal development has a significant positive effect on staff turnover in Changsha Hong Tong Hotel.	Supported
H3	Work environment has a significant positive effect on staff turnover in Changsha Hong Tong Hotel.	Supported
H4	System and communication have a significant positive effect on staff turnover in Changsha Hong Tong Hotel.	Supported
H5	Compensation and benefits have a significant positive effect on staff turnover in Changsha Hong Tong Hotel	Supported
H6	Personal achievement has a significant positive effect on staff turnover in Changsha Hong Tong Hotel	Supported

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

This study grounded in Equity Theory, the research identified six key factors exerting a significant positive impact on staff turnover at Changsha Hong Tong Hotel: performance management, personal development, work environment, system and communication, compensation and benefits, and personal achievement. The study provided critical insights and actionable strategies for reducing staff turnover and enhancing organizational stability. By addressing these six dimensions holistically, Changsha Hong Tong Hotel can effectively mitigate staff turnover risks, enhance employee satisfaction, and strengthen its competitive advantage in the hospitality industry. This study underscores the importance of aligning management practices with employees' intrinsic and extrinsic needs to foster a sustainable and motivated workforce.

### **5.2 Recommendations**

#### **5.2.1 Improving Performance Management**

To address the issue of staff turnover in Changsha Hong Tong Hotel, one crucial measure is to improve performance management. This approach not only enhances the overall efficiency and productivity of the hotel but also plays a pivotal role in retaining talented staff.

The first step in improving performance management is to establish clear and achievable performance standards for all staff members. These standards should be specific, measurable, attainable, relevant, and time-bound (SMART). By setting clear expectations, employees are more likely to understand what is required of them and how they can meet or exceed these expectations. This clarity reduces ambiguity and confusion, which can often lead to dissatisfaction and turnover.

Regular performance reviews and feedback are essential for maintaining high levels of employee engagement and satisfaction. Managers should conduct formal performance reviews at least once a year, with informal feedback sessions occurring more frequently. During these reviews, managers should provide constructive feedback on both strengths and areas for improvement. This feedback should be specific, actionable, and focused on helping employees grow and develop within their roles. By receiving regular feedback, employees feel valued and appreciated, which can reduce turnover rates.

To further motivate employees and reduce turnover, Changsha Hong Tong Hotel



should implement incentive programs and rewards that are tied to performance. These incentives can include bonuses, raises, promotions, or other forms of recognition. By linking rewards to performance, employees are more likely to work harder and strive for excellence. Additionally, recognizing and rewarding top performers can create a sense of competition and motivation among other employees, leading to a more engaged and productive workforce.

Another key aspect of improving performance management is to provide performance-based training and development opportunities for employees. This means offering training programs that are tailored to the specific needs and goals of each employee, based on their performance reviews and feedback. By providing opportunities for growth and development, employees are more likely to feel satisfied and engaged in their work. Furthermore, training and development can help employees acquire new skills and knowledge, which can make them more valuable to the hotel and less likely to seek opportunities elsewhere.

Finally, improving performance management is not a one-time event but a continuous process. Managers should regularly assess the effectiveness of their performance management systems and make adjustments as needed. This may involve refining performance standards, updating incentive programs, or incorporating new technologies and tools to streamline the process. By continuously improving and adapting, Changsha Hong Tong Hotel can ensure that its performance management system remains effective and relevant in the face of changing market conditions and employee needs.

### **5.2.2 Attention to Personal Development**

In the context of Changsha Hong Tong Hotel, addressing staff turnover necessitates a comprehensive approach that emphasizes personal development. This focus not only aligns with the evolving expectations of the modern workforce but also contributes to a more loyal and dedicated team. Below are several strategies to enhance personal development within the hotel, thereby reducing turnover rates.

Employees at Changsha Hong Tong Hotel should be provided with clear career paths and advancement opportunities. This involves outlining potential growth trajectories within the hotel, including promotions, lateral moves, and specialized roles. By making career advancement visible and attainable, employees are more likely to see long-term value in their current positions and remain committed to the hotel's success.

Tailored training and development programs are essential for fostering personal growth. These programs should be designed to meet the unique needs and aspirations of each employee. For instance, some may benefit from leadership training, while others may seek to enhance their technical skills. By investing in personalized

development, the hotel demonstrates its commitment to employee growth, which can lead to higher job satisfaction and reduced turnover.

Mentor ship and coaching programs can provide employees with valuable insights and guidance from experienced professionals within the hotel industry. These relationships can help employees navigate challenges, develop critical skills, and gain a deeper understanding of the hotel's operations and culture. By fostering mentor-mentee relationships, the hotel creates a supportive environment that encourages personal and professional growth. Recognizing and rewarding personal achievements is a powerful motivator for employees. This can include formal awards, public acknowledgment, or other forms of recognition that highlight an employee's contributions and progress. By celebrating personal milestones, the hotel reinforces the importance of personal development and encourages employees to continue striving for excellence.

Finally, continuous feedback and support are crucial for sustaining personal development efforts. Employees should have regular access to their managers and mentors for constructive feedback on their performance and progress. Additionally, the hotel should provide resources and support for employees seeking to further their education or obtain professional certifications. By maintaining open lines of communication and offering ongoing support, the hotel can ensure that its personal development initiatives are effective and sustainable.

### **5.2.3 Improving Working Environment**

To address staff turnover at Changsha Hong Tong Hotel, it is essential to consider the influence of work environment. A positive and conducive workplace can significantly enhance employee satisfaction, leading to reduced turnover rates. The following measures aim to improve the working environment at the hotel, fostering a more engaging and rewarding experience for staff.

Employees spend a significant portion of their day at work, and their physical comfort is crucial for maintaining productivity and job satisfaction. Changsha Hong Tong Hotel should focus on creating a comfortable work environment. This includes providing ergonomic furniture, ensuring proper lighting and ventilation, and maintaining cleanliness and organization throughout the workspace. By attending to these basic needs, the hotel can create a more inviting and enjoyable atmosphere for its staff.

A positive work culture is characterized by mutual respect, teamwork, and a sense of belonging. To foster such a culture at Changsha Hong Tong Hotel, management should lead by example, demonstrating integrity, empathy, and inclusivity. Regular team-building activities and social events can also strengthen camaraderie and build

stronger relationships among staff members. A culture that values and respects its employees is more likely to retain them, as they feel valued and connected to the organization.

In today's fast-paced world, the importance of work-life balance cannot be overstated. Employees who feel overwhelmed by their workload or who struggle to balance their professional and personal lives are more likely to seek employment elsewhere. Therefore, Changsha Hong Tong Hotel should strive to create a flexible work environment that accommodates employees' personal needs. This may involve offering flexible working hours, providing opportunities for remote work, or encouraging the use of paid time off. By supporting a healthy work-life balance, the hotel can reduce stress and burnout, leading to higher job satisfaction and lower turnover rates.

Job security and stability are fundamental to employee retention. Employees who feel their positions are at risk or who worry about the hotel's financial stability are more likely to seek new opportunities. Therefore, Changsha Hong Tong Hotel should take steps to ensure job security for its staff. This may involve offering competitive compensation packages, providing benefits such as health insurance and retirement plans, and communicating clearly about the hotel's financial health and plans. By creating a sense of stability and security, the hotel can reassure its employees and reduce turnover.

Finally, to continuously improve the working environment, Changsha Hong Tong Hotel should actively solicit and respond to employee feedback. Regular surveys, one-on-one meetings, and open forums can provide valuable insights into what employees value and where improvements are needed. By listening to employees' concerns and taking action to address them, the hotel can demonstrate its commitment to creating a positive and fulfilling workplace.

#### **5.2.4 Strengthening System and Communication**

To effectively tackle the issue of staff turnover at Changsha Hong Tong Hotel, it is crucial to enhance both internal systems and communication channels. These measures aim to enhance organizational efficiency, employee engagement, and overall job satisfaction, thereby reducing turnover rates.

Changsha Hong Tong Hotel should establish clear and concise policies and procedures that guide daily operations and employee behavior. These policies should cover a wide range of topics, including performance expectations, benefits and compensation, and behavioral norms. By having a well-defined set of guidelines, employees can better understand their roles and responsibilities, reducing confusion and frustration. Additionally, clear policies can help create a sense of fairness and

consistency in decision-making, which is crucial for maintaining employee trust and loyalty.

An effective performance management system is key to driving employee engagement and reducing turnover. At Changsha Hong Tong Hotel, this system should include regular performance evaluations, goal-setting sessions, and feedback mechanisms. By setting clear expectations and providing ongoing feedback, managers can help employees understand their strengths and areas for improvement, fostering a culture of continuous learning and growth. Furthermore, linking performance evaluations to rewards and recognition can motivate employees to strive for excellence and remain committed to their roles.

Effective communication is essential for maintaining a cohesive and motivated workforce. Changsha Hong Tong Hotel should invest in establishing robust internal communication channels, such as regular staff meetings, email newsletters, and employee intranet platforms. These channels should be used to share important updates, celebrate achievements, and solicit feedback from employees. By keeping employees informed and engaged, the hotel can foster a sense of transparency and inclusivity, reducing the likelihood of misunderstandings and dissatisfaction.

In addition to formal communication channels, Changsha Hong Tong Hotel should encourage open dialogue and collaboration among employees at all levels. This can be achieved through informal gatherings, team-building activities, and cross-functional projects. By fostering a culture of open communication and teamwork, the hotel can create a more dynamic and innovative work environment, where employees feel valued and heard. Such an environment is more likely to retain talent, as employees are more likely to feel connected to their colleagues and the organization as a whole.

Finally, Changsha Hong Tong Hotel should prioritize addressing employee concerns and grievances promptly and effectively. This involves establishing clear procedures for reporting issues, assigning responsibility for resolving them, and following up to ensure satisfaction. By demonstrating a commitment to addressing employee needs and concerns, the hotel can build trust and loyalty, reducing the likelihood of turnover due to dissatisfaction or frustration.

### **5.2.5 Improving Compensation and Benefits**

In the competitive hotel industry, attracting and retaining talented staff is crucial for the success of any hotel, including Changsha Hong Tong Hotel. One key factor influencing staff turnover is the compensation and benefits package offered to employees. To address this, Changsha Hong Tong Hotel must take proactive measures to improve its compensation and benefits structure, ensuring it remains competitive and attractive to potential and current employees. 1. Conduct Market Research to

**Benchmark Compensation** To ensure that its compensation packages are competitive, Changsha Hong Tong Hotel should conduct regular market research to benchmark its salaries and wages against those offered by similar hotels in the region. This will help the hotel identify any gaps in its compensation structure and make necessary adjustments to ensure it remains attractive to job seekers and current employees. By staying informed about industry standards, the hotel can avoid losing talent to competitors offering more competitive pay.

Beyond base salaries, employees are increasingly looking for comprehensive benefits packages that cater to their personal and professional needs. Changsha Hong Tong Hotel should consider expanding its benefits offerings to include items such as health insurance, retirement plans, paid time off, and employee wellness programs. These benefits not only provide financial security and peace of mind for employees but also demonstrate the hotel's commitment to their well-being and future. By offering a robust benefits package, the hotel can differentiate itself from competitors and attract top talent.

To further motivate employees and reduce turnover, Changsha Hong Tong Hotel should implement performance-based bonuses and incentives. These can include quarterly or annual bonuses tied to individual or team performance, as well as recognition programs that reward employees for their contributions and achievements. By linking compensation to performance, the hotel can create a culture of accountability and excellence, where employees are rewarded for their hard work and dedication.

In addition to financial incentives, employees are also looking for opportunities for career growth and development. Changsha Hong Tong Hotel should invest in training and development programs that help employees acquire new skills and knowledge, enabling them to advance within the organization. By providing clear career paths and opportunities for advancement, the hotel can retain talent by showing employees that there is a future for them within the company.

Finally, Changsha Hong Tong Hotel should regularly review and update its compensation and benefits packages to ensure they remain competitive and relevant. This includes conducting periodic assessments of employee satisfaction with their compensation and benefits, as well as staying informed about industry trends and changes in employee expectations. By being proactive and responsive to employee needs, the hotel can create a compensation and benefits structure that not only attracts top talent but also retains it over the long term.

### **5.2.6 Increasing Personal Achievement**

In the hospitality industry, personal achievement is a significant motivator for employees, influencing their job satisfaction and, ultimately, their decision to stay or leave an organization. At Changsha Hong Tong Hotel, increasing personal achievement among staff is a strategic measure to reduce turnover and enhance overall employee engagement. This can be achieved through a multifaceted approach that focuses on professional development, recognition, and empowerment.

Employees at Changsha Hong Tong Hotel are more likely to remain loyal and motivated when they see opportunities for professional growth within the organization. To foster this, the hotel should invest in comprehensive training programs that cater to various roles and career paths. This includes offering workshops, seminars, and online courses that cover technical skills, leadership development, and soft skills such as communication and problem-solving. By providing access to these resources, employees feel valued and supported, which can significantly reduce turnover rates.

Recognition is a powerful tool in increasing personal achievement and job satisfaction. Changsha Hong Tong Hotel should establish a system of recognition that acknowledges employees' contributions, efforts, and successes. This can be achieved through regular performance reviews, employee awards, and public acknowledgment in team meetings or company newsletters. By recognizing employees' achievements, the hotel fosters a culture of appreciation and encouragement, making staff feel more engaged and motivated to continue performing well.

Empowerment is another key factor in increasing personal achievement. At Changsha Hong Tong Hotel, employees should be encouraged to take ownership of their work and contribute ideas for process improvements, cost savings, or service enhancements. This not only boosts their sense of accomplishment but also aligns their efforts with the hotel's strategic goals. By creating an environment where employees feel empowered to make decisions and take initiative, the hotel can harness the full potential of its workforce, leading to improved performance and reduced turnover. Increasing personal achievement among staff at Changsha Hong Tong Hotel involves providing clear pathways for career advancement. This means developing a well-structured career ladder that outlines potential growth opportunities within the organization. By communicating these pathways to employees and offering guidance on how to achieve them, the hotel can create a sense of purpose and direction, making staff more likely to stay and pursue their career aspirations within the company.

### **5.3 Further Study**

This research is an analysis and study of the factors of staff turnover in the hotel industry, with the objectives and motives of improving human resources management, improving staff satisfaction management, and reducing staff turnover. Due to the limitations of the researcher's ability, and the difficulty of the survey, the analysis of

the case study in this research only focuses on the grassroots staff of one five-star hotel and does not include the grassroots staff of other five-star hotels in Changsha in the study. It is hoped that in future studies, the sample size and scope of the survey will be expanded, more detailed indicators and factors will be added, and deeper reasons will be explored to further refine and supplement the findings of this thesis.



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## Appendix

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

### Part I ☐

1. Gender ☐ A. Male ☐ B. Female
2. Age A. 18-25 B. 26-30 C. 31-35 D. 36-40 E. 41-45 F. Over46
3. Education ☐ A. Bachelor's degree ☐ B. Master degree  
☐ C. Higher than the Master's degree ☐ D. Other
4. Position ☐ A. Frontline Staff ☐ B. Middle Management  
☐ C. Top Management ☐ D. Other.....
5. Tenure in current position (year)  
☐ A. Less than/or equal to 5 ☐ B. Between 6-10  
☐ C. Between 11-15 ☐ D. 16 and over

Part II: Please judge to what extent you agree with the following statement, please choose the most appropriate option, and mark the corresponding number "√". The questionnaire used Likert scale, ranging from 1 to 5 in which 1 indicates strongly disagree, 2 indicates relatively disagree, 3 indicates neutral, 4 indicates relatively agree, and 5 indicates strongly agree.

Measuring Item	Strongly Disagree	Relatively Disagree	Neutral	Relatively Agree	Strongly Agree
Are you happy with the compensation level offered by Changsha Hong Tong Hotel?					

Do you think Changsha Hong Tong Hotel's benefits program meets your expectations?					
Do you think the salary and benefits of Changsha Hong Tong Hotel compare favorably with those in the same industry?					
Do you think the welfare program offered by Changsha Hong Tong Hotel is enough to meet your living needs?					
Do you think the salary and benefit policy of Changsha Hong Tong Hotel is fair?					
Do you have a clear understanding of the performance appraisal system of Changsha Hong Tong Hotel?					
Do you think the performance appraisal system of Changsha Hong Tong Hotel is fair?					
Do you think Changsha Hong Tong Hotel provides enough support and guidance in performance evaluation?					
Do you think the performance appraisal system of Changsha Hong Tong Hotel can promote the personal development and growth of employees?					
Do you agree with the performance incentives of Changsha Hong Tong Hotel?					
Are you satisfied with the working environment of					

Changsha Hong Tong Hotel?					
Do you think that the working environment of Changsha Hong Tong Hotel is conducive to teamwork and communication?					
Do you feel that Changsha Hong Tong Hotel provides good working conditions for employees?					
Do you think Changsha Hong Tong Hotel has room for improvement in solving the working environment problems?					
Are you satisfied with the working facilities and resources provided by Changsha Hong Tong Hotel?					
Have you achieved a lot of personal accomplishments while working at Changsha Hong Tong Hotel?					
Do you feel that Changsha Hong Tong Hotel has provided you with opportunities to develop your personal abilities?					
Do you think Changsha Hong Tong Hotel is concerned and supportive of employees' personal achievements?					
Do you think that the working environment of Changsha Hong Tong Hotel helps you to realize your personal achievements?					
Do you think Changsha Hong Tong Hotel is commendable for recognizing and rewarding					

employees' personal achievements?					
Do you feel that Changsha Hong Tong Hotel provides employees with opportunities for personal development?					
Do you feel that Changsha Hong Tong Hotel provides you with support for your career development?					
Do you think Changsha Hong Tong Hotel pays attention to and supports employees' personal development?					
Do you feel that Changsha Hong Tong Hotel's training and development programs meet your expectations?					
Do you agree with the promotion mechanism of Changsha Hong Tong Hotel?					
Do you know the internal system of Changsha Hong Tong Hotel well?					
Do you think the system of Changsha Hong Tong Hotel has an important influence on the smoothness of workflow?					
Do you have good communication with the management?					
Do you think Changsha Hong Tong Hotel provides enough communication channels for employees to express their opinions and feedback?					
Do you agree with the system and communication					

style of Changsha Hong Tong Hotel?					
Do you notice that Changsha Hong Tong Hotel has had more staff leaving recently?					
Do you think Changsha Hong Tong Hotel has done a good job in staff retention?					
Do you think the staff turnover rate of Changsha Hong Tong Hotel has affected the working atmosphere and efficiency?					
Do you think Changsha Hong Tong Hotel should take measures to minimize employee turnover?					
Are you willing to serve Changsha Hong Tong Hotel for a long time?					