The Influencing Factors of Employee Turnover Intention in Nanjing Wanhai Hotel

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ABSTRACT

Turnover intention refers to an employee's conscious and deliberate willingness to leave their current job. In recent years, the high turnover rate of hotel employees in China-Mainland has received continuous attention from the public and scholars. Like other hotels, Wanhai Hotel is also facing the problem of employees' high turnover rate. Moreover, in recent years, with increasing economic downturn pressures, the employee turnover rate in Wanhai Hotel has shown a worsening trend, posing a serious threat to the healthy development of the hotel.

Given the above considerations, based on the propositions of Social Exchange Theory and Career Anchor Theory, this study examined the influencing factors of employees' turnover intention in Nanjing Wanhai Hotel. Specifically, this study focused on the following three factors: 1) social support, 2) job satisfaction, and career commitment.

A questionnaire survey was conducted to examine the influencing factors of employees' turnover intention in Nanjing Wanhai Hotel. Participants of this study were 45 employees in Wanhai Hotel (32 females, 13 males). Validated scales were used to measure participants' social support, job satisfaction, and career commitment. Three linear regression equations were conducted to examine the effects of the three factors on employees' turnover intention. The results showed that: 1) social support had a significantly negative influence on turnover intention; 2) career commitment had a significantly negative influence on turnover intention; and 3) job satisfaction had a significantly negative influence on turnover intention.

Three key conclusions can be drawn from this study: social support can mitigate employees' turnover intention; career commitment can mitigate employees' turnover intention; and job satisfaction is helpful for alleviate employees' turnover intention.

By systematically exploring the influencing factors of employees' turnover intention, this study enriches the research in the field of employees' turnover intention.

ACKNOWLEDGEMENT

DECLARATION

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

(Zhang Jiayu)

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Chapter 1 Introduction

1.1 Background of the Study

In China-Mainland, the hotel industry faces significant challenges with employee turnover intention, driven by factors such as the demanding schedules, high stress, and limited career advancement opportunities. The research by Gu et al. (2022) highlights those front-line employees, particularly in luxury hotels, exhibit higher turnover rates due to emotional exhaustion and job satisfaction. Some unexpected environmental factors can also pose challenges to the development of the hotel industry. For example, researchers have found that the COVID-19 pandemic significantly exacerbated the survival difficulties of hotels, as reduced occupancy rates led to layoffs and pay cuts, increasing job insecurity. In addition to such factors, generational differences also play a role for the survival difficulties of hotels. For example, younger employees emphasize the work-life balance, however, traditional hotel hierarchies often fail to provide it. Taken together, these factors collectively contribute to a growing trend of turnover intention among hotel employees.

Social Exchange Theory and Career Anchor Theory can provide novel insights for investigating the affecting factors of employees in the hotel industry. According to the Social Exchange Theory, employees are willing to stay and work hard when they perceive mutual benefits—strong social support (from supervisors and peers) and high job satisfaction (fair treatment, recognition), which will reducing employees' turnover intention. Conversely, a lack of support or satisfaction will disrupt this exchange, resulting in increasing employees' turnover intention. Career Anchor Theory contends that employees remain committed when their job aligns with their intrinsic career motivations (e.g., stability, autonomy, or service). When a hotel fails to meet these anchors (e.g., no growth for "Managerial Competence" seekers or poor work-life balance for "Lifestyle"-oriented staff), employees will have high probabilities to generate turnover intention. In simple words, when explaining the affecting factors of employees' turnover intention, Social Exchange Theory emphasizes relational and job-related incentives, and Career Anchor Theory highlights the role of personal career fit. According to such two theories, the hotel industry should foster supportive work conditions to promote the long-term career development of employees.

In this study, based on Social Exchange Theory and Career Anchor Theory, this study examined the influencing factors of employees' turnover intention in Wanhai

Hotel. The Hotel is a well-established mid-range hotel located in Nanjing city, which can generate an annual revenue of approximately 5 million with an average occupancy rate of 65%. The hotel consists of five departments and 45 employees; however, it is facing a high employee turnover rate of 45%. Especially in the front-line positions, this is due to the demanding schedules and competitive labor markets. Given that, this study systematically investigated the influencing factors of employees' turnover intention in Wanhai Hotel, including social support, job satisfaction, and career commitment. By doing so, this study helped hotel managers adopt feasible response strategies to mitigate the high turnover rate among hotel employees.

1.2 Problems of the Study

In recent years, the high turnover rate of hotel employees in China-Mainland has received continuous attention from the public and scholars. According to the propositions of Social Exchange Theory and Career Anchor Theory, social support, job satisfaction, and career commitment can be identified as key influencing factors of employees' turnover intention. Social support, encompassing organizational, supervisory, and peer support, plays a critical role in mitigating stress and enhancing retention (Karatepe & Olugbade, 2016). Job satisfaction refers to the negative emotional state or attitude an employee holds toward their job due to unmet expectations, unfavorable work conditions, lack of growth opportunities, or poor relationships with colleagues or supervisors. Job satisfaction is one of the most significant predictors of employees' turnover. When employees feel unhappy or unfulfilled in their roles for an extended period, they are far more likely to leave their organization, either voluntarily (quitting) or involuntarily (performance-related dismissal). And career commitment reflects an employee's long-term engagement with the hotel, however, many hotel employees perceive limited growth opportunities, leading to an increase in turnover intention. Understanding how these factors affect employees' turnover intention will provide insights into for the healthy development of the hotel industry in China-Mainland.

Like other hotels, Wanhai Hotel is also facing the problem of employees' high turnover rate. Moreover, the post-pandemic recovery phase has intensified this difficulty, as the hotel often encounters problems such as a shortage of funds and a lack of labor force (Hall et al., 2021). By examining the impact of social support, job satisfaction, and career commitment on hotel employees' turnover intention, this study can help hotel managers in Wanhai hotel to take feasible measures to enhance

employees' mental health and work efficiency. And such measures will finally mitigate the turnover rate of employees in Wanhai hotel.

1.3 Questions of the Study

Specific research questions of this study are listed in the following.

(1) Does social support mitigate employees' turnover intention in Wanhai Hotel?

(2) Does job satisfaction affect employees' turnover intention in Wanhai Hotel?

(3) Does career commitment affect employees' turnover intention in Wanhai Hotel?

1.4 Objectives of the Study

This study has the following three objectives.

(1) To examine the impact of social support on employees' turnover intention in Nanjing Wanhai Hotel.

(2) To examine the impact of job satisfaction on employees' turnover intention in Nanjing Wanhai Hotel.

(3) To examine the impact of career commitment on employees' turnover intention in Nanjing Wanhai Hotel.

1.5 Scope of the Study

By using a questionnaire survey, this study examined the influences of job satisfaction, social support and career commitment on employees' turnover intention in Nanjing Wanhai Hotel. To ensure the validity of the responses, only employees with more than one year of working experience were allowed to participate in the survey. Both male and female employees from multiple departments of the hotel participated in this survey. In order to increase the response rate of the questionnaire, the survey was conducted both online and offline simultaneously.

This study is a quantitative study, which focused on three influence factors of employees' turnover intention in Nanjing Wanhai Hotel — job satisfaction, social support and career commitment. When collecting data, several validated scales were employed to ensure the quality of data collection. In addition to the key variables, necessary demographic information was also measured, including gender, age, nationality, educational background, and working department. When analyzing the collected data, bivariate correlations among variables were examined. Then, three linear regression equations were conducted separately to examine whether job satisfaction, social support and career commitment will had a significant influence on employees' turnover intention. By systematically exploring the influencing factors of employees' turnover intention, this study aimed to provide a detailed analysis of the challenges and rewards specific to employees' professional environment in the hotel industry.

1.6 Significance of the Study

1.6.1 Theoretical Significance

Firstly, this study examined the impact of social support on hotel employees' turnover intentions, which can benefit for workforce stability and organizational performance in the hotel industry. Previous studies suggest that social support from supervisors, colleagues, and the organization acts as a buffer against stress and emotional exhaustion, reducing employees' turnover intention (Kim et al., 2020). As an example, the study by Karatepe and Karadas (2015) showed that employees who perceived strong workplace support exhibited higher job involvement and lower turnover intentions, as they felt valued and psychologically secure. This is particularly relevant in high-stress hotel environments, where high-intensity work, customer demands, and irregular schedules contribute to burnout and turnover intention (Han et al., 2021). Karatepe and Olugbade (2016) also point out that managers who foster supportive climates through mentorship, teamwork, and open communication can enhance retention, especially among front-line staff who face direct customer pressures. Furthermore, social support can complement other retention strategies, thus reinforcing job satisfaction and career commitment (Lee & Ok, 2015). For hotel managers, by prioritizing social support mechanisms, they can mitigate employees' turnover intention, improve service consistency, and strengthen employer branding in the competitive labor market.

Secondly, this study examined the effect of job satisfaction on the turnover

intention of hotel employees, which has significantly theoretical and practical implications in the hotel industry. Recent studies indicate that job satisfaction, encompassing factors such as fair wages, workload, recognition, and workplace relationships, serves as a key predictor of retention. Those employees with low job satisfaction are more likely to generate turnover intention (Rubenstein et al., 2018). Thus, improving job satisfaction can reduce burnout and enhance career commitment, thereby lowering turnover intentions. This relationship is particularly critical in China-Mainland's hotel sector, where high turnover intention rates pose a threat to service quality and operational stability (Zhao et al., 2016). Prior literature indicates that, by examining the effect of job satisfaction on employees' turnover, managers can implement targeted interventions to increase the retention rate of employees (e.g., better wages, clearer career pathways, or improved supervisor support; Karatepe & Olugbade, 2016). Additionally, examining the relationship between job satisfaction and turnover intention helps refine human resources policies, which is helpful for fostering long-term employee engagement and organizational resilience.

1.6.2 Practical Significance

In order to address the issue of high turnover rate among hotel employees, this study also examines the impact of career commitment on hotel employees' turnover intentions. This can offer valuable insights into workforce retention strategies within the hotel industry. Career commitment, defined as an individual's dedication to their profession, has been found to play a crucial role in reducing turnover intentions (Blau, 1989). Recent research by Lee and Ok (2015) showed that career-committed hotel employees exhibit greater job satisfaction and organizational loyalty in daily work, which can mitigate the desire to turnover despite industry challenges such as long hours and high stress. In other words, for hotel managers, promoting employees' career development through training, mentorship, and clear advancement pathways can strengthen employees' career commitment, thereby reducing employees' turnover intention (Ng & Feldman, 2010). This is particularly critical in an industry known for high turnover intention rates, where retaining skilled workers directly impacts service quality and operational efficiency (Zopiatis et al., 2022). By prioritizing career commitment, hotels can cultivate a more stable workforce, enhance employee engagement, and improve long-term organizational performance.

Chapter 2 Literature Review

2.1 Theory Relevant to Employees' Turnover Intention

2.1.1 Social Exchange Theory

Social Exchange Theory explains employees' turnover intention through the perceived balance (or imbalance) of reciprocal exchanges between employees and employers, where employees weigh their contributions (e.g., effort, loyalty) against the inducements received (e.g., pay, support, recognition) (Blau, 1989). When employees perceive an unfair exchange (e.g., inadequate rewards or poor supervisor support), they experience reduced organizational commitment and increased turnover intentions (Hom et al., 2017). This explanation for employees' turnover intention has received empirical support. For example, a meta-analysis by Griffeth et al. (2000) found that low perceived organizational support and poor leader-member exchange relationships can significantly and positively predict employees' turnover intention. Similarly, employees who feel under-rewarded (e.g., inequitable pay or recognition) are more likely to quit, as shown in studies linking procedural justice to turnover intention (Colquitt et al., 2013). According to the the propositions of social exchange theory, fostering trust, reciprocity, and fair exchanges — such as equitable compensation, career growth opportunities, and supportive leadership一can reduce turnover intention (Cropanzano & Mitchell, 2005).

2.1.2 Career Anchor Theory

Career Anchor Theory is initially developed by Edgar Schein (1978), which proposes that stable self-concepts, values, and motivations can guide individuals' career decisions and satisfaction. Schein (1978) proposes eight career anchors (later expanded): technical/functional competence, managerial competence, autonomy/independence, security/stability, entrepreneurial creativity, service/dedication to a cause, pure challenge, and lifestyle integration (Schein, 1990; Schein & Van Maanen, 2013). These anchors emerge over time through work experiences and reflect intrinsic priorities that individuals are reluctant to forfeit (e.g., a preference for autonomy over promotions). Empirical studies demonstrate the applicability in explaining employees' decision-making: individuals mismatched with their anchor (e.g., a "lifestyle"-anchored employee in a high-demand job) tend to report lower job satisfaction and higher turnover intentions (Igbaria & Baroudi, 1993; Danziger et al., 2008), and vice versa. The theory encourages organizations to use anchors for talent retention by aligning roles with employees'

core values (Feldman & Bolino, 2000).

Career Anchor Theory explains employees' turnover intention by positing that employees leave jobs when their work environment conflicts with their core career anchors (Schein, 1990). Supporting this proposition, empirical studies reveal that mismatches between an individual's anchor (e.g., autonomy, stability, or creativity) and organizational demands (e.g., rigid hierarchies or unpredictable roles) will lead to employees' low satisfaction and higher turnover intentions (Danziger et al., 2008). For instance, employees anchored in autonomy/independence often exhibit higher turnover intentions in micromanaged settings, while those valuing security/stability are more likely to quit in volatile industries (Feldman & Bolino, 2000). The work by Igbaria & Baroudi (1993) found that IT professionals with strong technical anchors left managerial roles, preferring expert roles instead. Conversely, alignment with anchors reduces employees' turnover intention. For instance, the longitudinal study by De Vos and Soens (2008) showed that employees in anchor-congruent roles reported 32% lower attrition over five years. These findings demonstrate the theory's feasibility in explaining employees' turnover intention.

2.2 Employees' Turnover Intention and Influencing Factors

2.2.1 Employees' Turnover Intention

Turnover intention refers to an employee's conscious and deliberate willingness to leave their current job, which can be influenced by satisfaction with workplace conditions, perceived lack of career growth, or inadequate social support (Tett & Meyer, 1993). In the hotel industry, turnover intention remains a pressing issue due to demanding work environments, emotional labor, and irregular schedules (Karatepe & Uludag, 2008). Prior literature suggests that social support, job satisfaction, and career commitment are identified as key influencing factors of employees' turnover intention. Social support, both from supervisors and peers, mitigates stress and enhances job retention (Karatepe & Karadas, 2015); Job satisfaction, where unmet expectations regarding pay, workload, and recognition drive disengagement (Lambert et al., 2012), also has an influence on employees' turnover intention. And career commitment, as a protective factor of career development, those employees with strong professional identity exhibit lower turnover intentions (Blau, 1989). Past research suggests that high turnover intention has a negative impact on employees' mental health, such as greater anxiety and burnout due to job insecurity and emotional exhaustion. Thus, clarifying the influence factors of employees' turnover intention is essential to fostering long-term employees' well-being and organizational stability.

2.2.2 Social Support and Employees' Turnover Intention

Social support refers to the perceived or actual assistance individuals receive from their interpersonal networks, including emotional, instrumental, informational, and appraisal support (Cohen & Wills, 1985). In the workplace, social support encompasses collegial relationships, supervisory backing, and organizational policies that foster a sense of belonging, reduce stress, and enhance coping mechanisms (Karasek & Theorell, 1990). For hotel employees, social support is particularly vital given the industry's demanding service environment. In the hotel industry, high customer expectations, emotional labor, and irregular hours contribute to occupational strain (Chiang & Hsieh, 2012). When employees perceive strong support from peers and supervisors, they will experience greater psychological safety and job embeddedness, which can buffer against burnout and withdrawal behaviors (Deery & Jago, 2015).

The impact of social support on turnover intention in the hotel industry has been extensively examined. For example, by conducting questionnaire survey, Joung et al. (2022) found that there was a significant and negative correlation between social support and employees' turnover intention. Similarly, Lee and Ok (2015) revealed that employees who receive consistent managerial support and team cohesion report lower turnover intentions, because these factors mitigate job stress and enhance job satisfaction. On the contrary, a lack of supportive workplace relationships exacerbates feelings of isolation, resulting in higher turnover intention rates. Such findings can be explained by organizational support theory (Eisenberger et al., 1986), which contends that social support reduces employees' turnover intentions by fostering affective commitment. Given the above considerations, cultivating robust social support mechanisms is essential for talent retention and operational stability in the hotel industry (Guchait et al., 2016).

2.2.3 Job Satisfaction and Employees' Turnover Intention

Job satisfaction is one of the most significant predictors of employee turnover. When employees feel unhappy or unfulfilled in their roles for an extended period, they are far more likely to leave the organization－either voluntarily (quitting) or involuntarily (performance-related dismissal) (Spector, 1997). Job satisfaction is a multidimensional conception influenced by intrinsic factors (e.g., autonomy, skill utilization) and extrinsic factors (e.g., salary, job security) (Judge et al., 2001). In the hotel industry, job satisfaction is particularly critical due to the high-stress,

service-oriented nature of hotel operations, where emotional labor and irregular shifts exacerbate job-related strain (Karatepe & Uludag, 2008). This is reflected in the fact that when employees perceive discrepancies between their expectations and workplace realities, dissatisfaction arises, increasing their propensity to seek alternative employment (Lambert et al., 2012).

The impact of job satisfaction on turnover intention in the hotel has been well-documented, with studies consistently demonstrating a significant relationship between them (Ghosh et al., 2013). The study by Zopiatis et al. (2014) reveals that, some unexpected issues regarding fair wages, workload equity, and recognition, can significantly predict employees' turnover intention. This is especially true among front-line employees who face disproportionate emotional and physical demands. As a result, dissatisfied employees exhibit higher absenteeism rate and reduced career commitment, thus further destabilizing workforce retention. On the contrary, high job satisfaction can foster loyalty and reduce turnover intention by reinforcing employees' psychological attachment to their roles (Kim et al., 2020). Given the hotel industry's reliance on human capital, addressing job satisfaction through equitable compensation, supportive leadership, and career development opportunities is imperative for mitigating employees' turnover rate and sustaining operational efficiency.

2.2.4 Career Commitment and Employees' Turnover Intention

Career commitment refers to an individual's psychological attachment to and long-term engagement with their profession, reflecting their motivation to pursue career goals, invest in skill development, and maintain occupational identity (Blau, 1989; Carson & Bedeian, 1994). Different from organizational commitment, which focuses on loyalty to a specific employer, career commitment emphasizes dedication to the profession itself, often influencing career persistence and adaptability. In the hospitality industry, career commitment is particularly salient due to this industry's dynamic nature, demanding work conditions, and high turnover rates. Employees with strong career commitment exhibit higher resilience, intrinsic motivation, and willingness to endure short-term challenges for long-term career growth. However, in daily work, factors such as limited career advancement opportunities, inconsistent industry perceptions, and work-life imbalance can erode this commitment, particularly in hotel settings (Kong et al., 2018).

The relationship between career commitment and turnover intention has been widely explored, with studies suggesting a significantly negative correlation between them (Lee et al., 2020). In other words, hotel employees with high career commitment

are less likely to leave the industry, as their professional identity and aspirations reduce susceptibility to job dissatisfaction and external job offers (Tsai et al., 2022). Conversely, low career commitment — often stemming from stagnant career progression, inadequate social recognition, or misalignment between personal goals and industry realities — predicts higher turnover intentions of employees. Social cognitive career theory further confirms this viewpoint, proposing that career commitment buffers turnover intention by reinforcing self-efficacy and outcome expectations. Regarding the possible mechanism between career commitment and turnover intention, prior literature highlights the mediating role of job embeddedness (Kim et al., 2020). Given the hotel industry's perennial labor instability, fostering career commitment through structured career development programs, mentorship, and skill enhancement initiatives is necessary for the healthy development of the hotel industry.

2.3 Conceptual Framework

Drawing on Social Exchange Theory and Career Anchor Theory, this study systematically examines how job satisfaction, social support and career commitment influence employees' turnover intention in Nanjing Wanhai Hotel.

Social Exchange Theory explains employees' turnover intention through the perceived balance (or imbalance) of reciprocal exchanges between employees and employers, where employees weigh their contributions (e.g., effort, loyalty) against the inducements received (e.g., pay, support, recognition) (Blau, 1989). Based on this theory, social support can decrease employees' turnover intention in Nanjing Wanhai Hotel.

Career Anchor Theory explains employees' turnover intention by positing that employees leave jobs when their work environment conflicts with their core career anchors (Schein, 1990). Based on this theory, low job satisfaction can increase employees' turnover intention in Nanjing Wanhai Hotel, and career commitment can decrease employees' turnover intention in Nanjing Wanhai Hotel.

The hypothesized model of the study is presented in Figure 2.1.
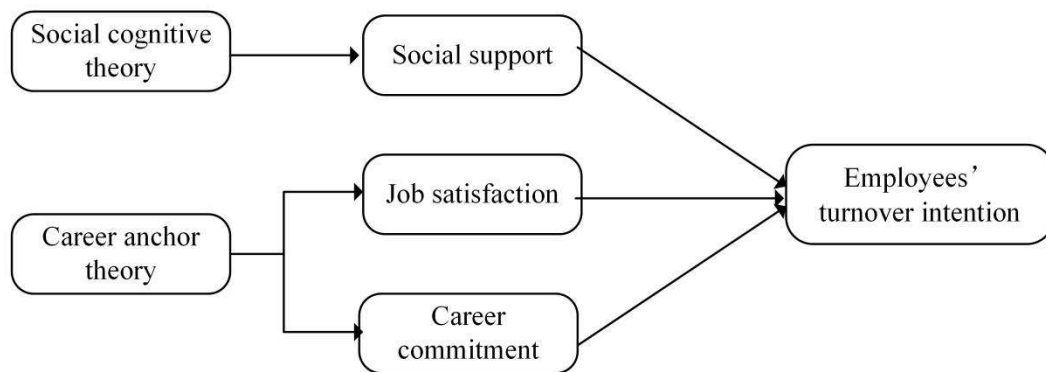
Figure 2.1 Conceptual Framework

This study proposed the following hypotheses:

H1: Social support has a significant and negative influence on employees' turnover intention in Nanjing Wanhai Hotel.

H2: Job satisfaction has a significant and negative influence on employees' turnover intention in Nanjing Wanhai Hotel.

H3: Career commitment has a significant and negative influence on employees' turnover intention in Nanjing Wanhai Hotel.

Chapter 3 Research Methodology

3.1 Research Design

In China-Mainland, the hotel industry faces significant challenges with employee turnover intention, driven by factors such as the demanding schedules, high stress, and limited career advancement opportunities. Like other chain hotels, Nanjing Wanhai Hotel also faces the issue of high employee turnover, which has a negative influence on its long-term development. To investigate the factors behind this high turnover rate, this study conducted a questionnaire survey. Specifically, this study was a quantitative study, whose goal was to examine how job satisfaction, social support and career commitment influence employees' turnover intention in Nanjing Wanhai Hotel. To achieve this goal, a questionnaire survey was conducted, and 45 employees participated in the survey on a voluntary basis. In data analysis, three linear regression equations were separately conducted to examine the effect of the influencing factors of employee turnover intention.

3.2 Population and Sampling

This survey followed the convenience sampling principle. Participants of this study were 45 employees who have worked at Wanhai Hotel for more than one year. To ensure the representativeness of the study, the 45 employees participating in the survey were selected from different departments across the hotel. All participants voluntarily took part in this research. Prior to the survey, each participant was required to sign an informed consent form.

3.3 Research Instrument

3.3.1 Turnover Intention Scale

The Turnover Intention Scale developed by Mobley (1977) was used to measure employees' turnover intention. The scale is a foundational measure assessing employees' likelihood of quitting based on cognitive withdrawal processes. The scale captures progressive stages of turnover intention, from initial satisfaction to active job search. The scale includes six items, which assess employees' turnover intention from four dimensions. For each item, participants need to provide their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree). The turnover intention of employees is assessed by averaging the scores on all items, with higher values

indicating higher turnover intention.

Table 3.1 Items in Turnover Intention Scale

	Item
1	I frequently think of leaving my job.
2	I often consider changing companies.
3	I will actively look for a new job in the next year.
4	I plan to explore job opportunities outside this organization.
5	I feel dissatisfied with my current role. (Reverse-scored)
6	It is likely that I will quit this job soon.

3.3.2 Social Support Scale

The Multidimensional Scale of Perceived Social Support (MSPSS) was used to measure employees' social support perception (Zimet et al., 1988). This scale consists of 12 items, which assesses social support perception from three dimensions — family support, friends support and others' support. For each item, participants need to provide their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree). Perceived social support is assessed by averaging the scores on all items, with higher values indicating greater social support perception.

Table 3.2 Items in Social Support Scale

	Item
1	My family really tries to help me.
2	I get the emotional help and support I need from my family.
3	I can talk about my problems with my family.
4	My family is willing to help me make decisions.
5	My friends really try to help me.
6	I can count on my friends when things go wrong.
7	I have friends with whom I can share my joys and sorrows.
8	I can talk about my problems with my friends.

9	There is a special person who is around when I am in need.
10	There is a special person with whom I can share my joys and sorrows.
11	I have a special person who is a real source of comfort to me.
12	There is a special person in my life who cares about my feelings.

3.3.3 Job Satisfaction Scale

The Job satisfaction Scale developed by Smith et al. (1969) was used to measure employees job satisfaction. The scale consists of 15 items, which assess employee job satisfaction from five dimensions. For each item, participants need to give their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree), with higher values indicating greater job satisfaction.

Table 3.3 Items in Job Satisfaction Scale

	Item
1	I am satisfied with the nature of my work.
2	I am satisfied with my salary.
3	My working conditions are comfortable.
4	I have good relationships with my coworkers.
5	My supervisor provides me with adequate support.
6	I am satisfied with the opportunities for career advancement.
7	My opinions are valued in my work environment.
8	I resonate with the company's culture and values.
9	I am able to effectively balance work with my personal life.
10	My job gives me a sense of accomplishment.
11	The company provides good training and development opportunities for employees.
12	I believe that the recognition and rewards I receive are fair.
13	I am satisfied with the level of job security I have.
14	I enjoy working within this team.

15	I am satisfied with the tasks and challenges I face in my job.

3.3.4 Career Commitment Scale

The Career Commitment Scale developed by Blau (1989) was used to measure employees' career commitment in this study. The scale consists of 7 items and such items assess employees' career commitment from four dimensions. For each item, participants need to provide their agreement on the 5-point scale (1 = strongly disagree, 5 = strongly agree), with higher values indicating greater commitment. The score of employees' career commitment is calculated by averaging the score of all the items.

Table 3.4 Items in Career Commitment Scale

	Item
1	I like this vocation too well to give it up.
2	If I could do it all over again, I would choose the same career.
3	This is the ideal vocation for a life's work.
4	I am disappointed that I ever entered this profession. (Reverse-scored)
5	If I had all the money I needed without working, I would probably still continue in this profession.
6	I definitely want a career for myself in this profession.
7	I will stay in this career as long as I can.

3.5 Data Collection

In order to increase the response rate of this questionnaire survey, this study adopted a simultaneous online and offline approach to collect the data. The offline data collection was conducted in a designated meeting room. The online data collection was conducted via the Credamo (www.credamo.com) platform, which is a popular professional online data collection platform in China-Mainland. When some participants were unable to attend the offline survey, they could choose to participate in the online questionnaire survey instead. All participants participated in the survey on a voluntary basis. If a participant was willing to participate in the study, he/she needed to sign the informed consent. As an eligible participant, he/she must meet the

following qualifications: 1) he/she should be at least 18 years old and below 65 years old; 2) he/she must be an employee in Nanjing Wanhai Hotel and have worked for the hotel at least one year; and 3) his/her native language must be Chinese. By applying these criterias, a total of 45 employees participated in the questionnaire survey. No participant was excluded from data analysis.

3.6 Data Analysis

The data analysis of the study included three steps. All statistical analyses were conducted in SPSS. In the first step, the demographic characteristics of the sample were analyzed and presented. In the second step, the correlation analyses of variables were conducted and presented. In the third step, three linear regression equations were separately conducted to examine the effect of social support, job satisfaction and career commitment on employees turnover intention.

3.7 Reliability and Validity Analysis of the Scale

3.7.1 Reliability Analysis

This study used SPSS to assess the reliability of all scales in the study. In general, a Cronbach's α value of 0.70 or higher is generally considered acceptable, with values above 0.80 indicating good reliability and above 0.90 indicating excellent reliability. As shown in Table 3.5, the Cronbach's α coefficient of the Employee Turnover Intention Scale was 0.88. The Cronbach's α coefficient of the Social Support Scale was 0.82. The Cronbach's α coefficient of the Job Satisfaction Scale was 0.80. The Cronbach's α coefficient of the Career Commitment Scale was 0.90. Overall, all reliability coefficients of the scales were larger than 0.80, demonstrating good reliability.

Table 3.5 Reliability Analysis Results

Scale	Items	Cronbach's α
Employee Turnover Intention	6	0.88
Social Support	12	0.82
Job Satisfaction	15	0.80
Career Commitment	7	0.90

3.7.2 Validity Analysis

This study employed Bartlett's test of sphericity and the KMO test to reasonably confirm the validity of the measurement items. Generally, a KMO value exceeding 0.9 indicates excellent suitability, a value of 0.8 indicates good suitability, a value of 0.7 indicates average suitability, a value of 0.6 indicates poor suitability, and a value below 0.5 indicates very poor suitability. The results showed that the KMO values for all scales exceed 0.8, indicating good suitability. Additionally, the significance level is 0.000, demonstrating significance at the 0.01 level. This further indicates that there are significant correlations among the data. Therefore, these scales passed Bartlett's test of sphericity at the 0.01 level, confirming the validity of the measurement items.

Table 3.6 Validity Analysis Results

Scale	KMO value	The Sphericity Test of the Bartlett	
		χ^2	Significance
Employee Turnover Intention	0.85	1499.82	<0.001
Social Support	0.87	2671.92	<0.001
Job Satisfaction	0.83	1388.67	<0.001
Career Commitment	0.90	2796.16	<0.001

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

In the study, no participant was dropped from the data analysis. As a result, a total of 45 participants were included in the final data analysis. Among them, 19 were females and 26 were males, which separately accounted for 41.67%, 58.33% of the total participants.

Educational background: 33 participants participating in the study had a bachelor's degree, accounting for 72.92%. And 9 participants hold master's degrees, which accounts for 120.83%. The remaining 3 participants had education below bachelor's degree level, accounting for 6.25%. From the educational background perspective, the majority of employees at Nanjing Wanhai Hotel held a bachelor's degree or lower. This educational composition suggests a relatively low entry barrier in the hotel industry, with most staff having limited academic qualifications. However, it is worth noting that management-level employees predominantly held master's degrees or higher. This trend aligns with existing research findings, which showed managerial staff generally have higher educational attainment than frontline employees.

Age composition: Among employees participating in this survey, there were 19 employees aging from 19 to 30 years old. Similarly, there were 19 employees whose age was from 31 to 40 years old. Additionally, there were 5 employees whose age was from 41 to 50 years old, and the remaining 2 employees were over 51 years old. Overall, the participants in this survey were in their prime of life and constituted the backbone of the Nanjing Wanhai Hotel. From the age distribution perspective, the majority of employees participating in this survey were between 18 and 40 years old. Previous studies indicated that this age range was also the predominant demographic for most hotel staff. Notably, in many hotels, housekeeping cleaners tend to be older. This may be due to the physically demanding nature of the job and relatively low wages, making it less attractive to younger workers.

Working department: The housekeeping department is the core department of the hotel. Therefore, among the participants in this survey, the number of people from the housekeeping department was the largest (25 employees). There were 9 employees from the sales and marketing department participating in this survey. The remaining

11 participants came from the food and beverage department and the human resources department. An analysis of departmental participation shows that housekeeping accounts for the highest proportion of surveyed employees , a pattern consistent with the hotel industry's operational demands. In most hotels, staffing needs for housekeeping substantially exceed those of other departments due to its labor-intensive nature.

Table 4.1 Demographic Analysis Results

Items	Category	Number of participants	Percentage (%)
Gender	Male	26	58.33
	Female	19	41.67
Educational Background	Below Bachelor's Degree	3	6.25
	Bachelor's Degree	33	72.92
	Master's Degree and above	9	20.83
Age	19-30 years old	19	42.22
	31-40 years old	19	42.22
	41-50 years old	5	11.11
	Over 51 years old	2	4.46
Working department	Housekeeping department	25	55.56
	Food and beverage department	5	11.11
	Sales and marketing department	9	20.00
	Human resource department	6	13.33

4.1.2 Correlation Analysis Results

The correlation analysis results are present in Table 4.2. As shown in Table 4.2, the correlation results among key variables were significant. Social support was significantly and positively correlated with career commitment, $r = 0.35$. Social support was significantly and positively correlated with job satisfaction, $r = 0.38$, but negatively correlated with employees' turnover intention, $r = 0.24$, $p < 0.01$. Job satisfaction was found to be significantly and positively correlated with career

commitment, $r = 0.41$, $p < 0.001$, but negatively correlated with turnover intention, $r = -0.31$, $p < 0.001$. Finally, career commitment was significantly and negatively correlated with turnover intention, $r = -0.33$, $p < 0.001$.

Table 4.2 Correlation Analysis Results

	Social support	Job satisfaction	Career commitment	Turnover intention
Social support	1			
Job satisfaction	0.38***	1		
Career commitment	0.35***	0.41***	1	
Turnover intention	-0.24**	-0.31***	-0.33***	1

Note. **$p < 0.01$, **$p < 0.001$.

4.1.3 Regression Analysis Results

To test whether perceived social support had a significant influence on employee turnover intention, a hierarchical regression equation was conducted in which turnover intention was regressed onto perceived social support. The results showed that, consistent with Hypothesis 1, perceived social support had a significant and negative influence on employee turnover intention, $\beta = -0.24$, $p < 0.01$. That is to say, those employees with lower social support perception were more likely to generate turnover intention.

To test whether job satisfaction had a significant influence on employees' turnover intention, this study conducted a hierarchical regression equation, in which employees turnover intention was regressed onto job satisfaction. The results showed that, consistent with Hypothesis 2, job satisfaction had a significant and negative influence on employees' turnover intention, $\beta = -0.31$, $p < 0.001$. That means employees with low job satisfaction were more likely to quit their job.

To test whether career commitment had a significant influence on employee turnover intention, a hierarchical regression equation was conducted in which turnover intention was regressed onto career commitment. The results showed that, consistent with Hypothesis 3, career commitment had a significant and negative

influence on employee turnover intention, β = -0.33, $p < 0.001$. That is to say, employees with lower career commitment tended to leaver their job.

Table 4.3 Regression Analysis Results

Independent variable	β	R^2	95%CI	p
Social support	-0.24	0.23	[-0.24, -0.09]	< 0.01
Job satisfaction	-0.31	0.33	[-0.12, -0.29]	< 0.01
Career commitment	-0.33	0.42	[-0.30, -0.09]	< 0.001

4.2 Discussion

4.2.1 The Influence of Social Support on Turnover Intention

This study extends previous research on employee turnover intention by examining the role of perceived social support in inducing employees' turnover intention. Perceived social support has been considered to be a factor that has been under-explored compared to job-related stressors like workload or organizational justice. While prior studies have shown that low job satisfaction and burnout significantly predict turnover intentions (Tett & Meyer, 1993; Podsakoff et al., 2007), this study shifts focus to the buffering effects of social support from supervisors, colleagues, and family. Consistent with the research approach of this study, prior empirical research suggests that employees with strong social support networks tend to report lower turnover intentions because they feel valued and emotionally sustained in the organization. For example, a meta-analysis by Ng & Sorensen (2008) found that supervisor support was negatively associated with turnover intentions, particularly in high-stress occupations. Similarly, Maertz et al. (2007) also demonstrated that perceived organizational support can reduce employees' turnover intention by strengthening employees' emotional attachment to the workplace. On a broad level, this study offers a more holistic understanding of how relational factors can mitigate withdrawal behaviors, thus complementing traditional stress-based explanations.

Additionally, this study contributes to the existing research by investigating the differential impacts of various sources of social support (e.g., supervisory vs. peer

support) on employees' turnover intentions. Previous studies often treated social support as a monolithic construct, but this research explores how different support systems uniquely influence employees' decisions to stay or leave. Past empirical evidence suggests that supervisor support may be more critical in reducing turnover intentions than peer support, particularly in hierarchical organizations (Kurtessis et al., 2017). For instance, in the longitudinal study by Eisenberger et al. (2002), researchers found that perceived supervisor support significantly reduced turnover intentions over time, whereas coworker support primarily enhanced employees' job satisfaction without directly affecting their turnover intention. It is worth mentioning that, the work by Halbesleben (2006) highlighted that family support can buffer work-related stress, thus indirectly reducing employees' turnover intention. By clarifying specific kinds of social support, this study provides practical insights for organizations seeking to refine retention strategies—such as leadership training to enhance supervisor support or team-building initiatives to strengthen peer networks.

4.2.2 The Influence of Job Satisfaction on Turnover Intention

This study found that employees with low job satisfaction were more likely to generate turnover intention. Actually, prior literature has demonstrated the role of job satisfaction in inducing employees' turnover. This study extends previous research on employees' turnover intention by refining the understanding of job satisfaction as a multidimensional construct rather than a global measure. Specifically, while prior studies have consistently demonstrated that job satisfaction negatively predicts turnover intentions (Griffeth et al., 2000; Mobley, 1982), this study examines how specific facets of job satisfaction — such as satisfaction with pay, supervision, and work conditions — differentially influence employees' turnover intention. Past empirical findings reveal that not all dimensions of job satisfaction equally affect turnover intentions. For instance, by conducting a questionnaire survey, Judge et al. (2001) found that satisfaction with supervision and work itself had stronger negative correlations with turnover intentions than satisfaction with pay. Similarly, the study by Lambert et al. (2001) revealed that correctional officers' satisfaction with coworkers and supervisors was more predictive of turnover intentions than extrinsic rewards.

It should be pointed out that, this study did not further explore the mechanisms underlying the relationship between job satisfaction and turnover intention. However, prior literature have indicates possible mechanisms underlying the relationship, such as organizational commitment and job embeddedness. For example, with a large sample, the work by Meyer et al. (2002) found that affective commitment mediated

the relationship between job satisfaction and employees' turnover intentions, and this is especially true when employees identified strongly with their organization. Additionally, the study by Jiang et al. (2012) demonstrated that job embeddedness—comprising links, fit, and sacrifice—partially explained why satisfied employees were less likely to quit their job. These findings suggest that job satisfaction reduces turnover intentions not merely by improving mood but by fostering deeper organizational ties (Holtom et al., 2008). By incorporating these mediators, the study offers a more comprehensive framework for understanding why some employees generate higher turnover intention in Nanjing Wanhai Hotel.

4.2.3 The Influence of Career Commitment on Turnover Intention

This study also found that career commitment had a significant and negative influence on employees' turnover intention. This finding extends prior research on employees' turnover intention by highlighting career commitment as a distinct psychological construct that influences withdrawal behaviors. While previous studies have revealed that job satisfaction and organizational commitment negatively affect turnover intentions (Meyer et al., 2002; Tett & Meyer, 1993), this study highlights how career-focused motivations independently shape employees' decisions to stay or leave. Past research suggest that this conceptual distinction may be necessary. For example, the study by Lee et al. (2000) found that career commitment had a unique negative effect on turnover intentions, even after controlling for organizational commitment. A similar result pattern was observed in the study by Carson and Bedeian (1994), which found that employees with high career commitment were less likely to consider leaving their profession, though they might still change organizations if career growth opportunities were lacking. By isolating career commitment as a predictor, this study provides a more granular understanding of turnover drivers, suggesting that retention strategies should consider employees' long-term career aspirations rather than just immediate job attitudes.

Based on the existing findings, this study may can further discuss the boundary conditions under which career commitment's influence on turnover intentions varies. Although prior work has treated career commitment as a stable trait, recent empirical evidence suggests its impact depends on contextual factors such as perceived career opportunities and employability. For instance, De Vos and Soens (2008) found that career commitment reduced turnover intentions only when employees perceived internal career advancement possibilities. In contrast, when external labor market

opportunities were abundant, even highly career-committed employees showed higher turnover intentions (Ng & Feldman, 2007). Additionally, the study by Weng and McElroy (2012) revealed that career commitment interacted with person-job fit to produce an influence on employees' turnover intention. By incorporating such possible moderators, future work can offer insights into when and why career commitment fails to retain employees.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

In recent years, the hotel industry faces significant challenges with employee turnover intention, driven by factors such as the demanding schedules, high stress, and limited career advancement opportunities. Social Exchange Theory and Career Anchor Theory can provide novel insights for investigating the affecting factors of employees in the hotel industry. Drawing on the two theories, three linear regression equations were employed. The results showed that: 1) social support had a significant and negative influence on employees' turnover intention; 2) job satisfaction had significant and negative influence on employees' turnover intention; and 3) career commitment had a significant and negative influence on employees' turnover intention.

Firstly, the regression analysis equation showed that social support had a significant and negative influence on employee turnover intention. This study significantly contributes to the existing literature on employee turnover intention by empirically validating the buffering role of social support in reducing turnover intentions, thereby reinforcing and extending prior theoretical frameworks such as the Job Demands-Resources (JD-R) model and Social Exchange Theory. While previous research has established various antecedents of turnover intention, this study highlights social support as a critical relational resource that mitigates employees' desire to leave, thus offering a more nuanced understanding of how workplace relationships influence employees' retention. According to this finding, to reduce employees' turnover rate, administrators in the hotel should take various measures to make employees perceive more social support.

Secondly, the regression analysis equation showed that job satisfaction had significant and negative influence on employee turnover intention. By revealing the negative relationship between job satisfaction and turnover intention, this study reinforces and extends prior research on employee turnover intention. We notice that, several studies have indicated the negative relationship between perceived social support and employees' turnover intention, this study strengthens the evidence by demonstrating the predictive power of job satisfaction in a contemporary work context, thus addressing potential moderating factors such as organizational culture or remote work dynamics.

Finally, this study found that career commitment had a significant and negative influence on employee turnover intention. This finding advances the literature on employee turnover intention by empirically demonstrating the negative predictive role of career commitment. In this sense, this finding to some extent integrates career theory with turnover models, thus addressing a gap in previous research that often focused primarily on organizational commitment. Although previous studies have established organizational commitment as a key deterrent to turnover, this study highlights the distinct influence of career commitment—employees' dedication to their profession or vocation—on reducing employees' turnover intentions. The finding suggests that career-oriented employees may prioritize long-term professional growth over immediate job dissatisfaction, which provides a more nuanced perspective beyond traditional job attitudes.

5.2 Recommendation

According to the findings of this study, to reduce hotel employees' turnover intention, fostering social support, both from supervisors and colleagues, is critical, as it can mitigate stress and strengthens job attachment. Moreover, supervisor support (e.g., constructive feedback and recognition) is consistent with the propositions of the Leader-Member Exchange theory (Graen & Uhl-Bien, 1995). Meanwhile, peer support from teamwork and mentorship can fulfill their belongingness needs and buffers against emotional exhaustion (Karatepe & Olugbade, 2016). Based on this viewpoint, structured programs like buddy systems, open-door policies, and team-building activities will reinforce social ties. Thus, organizational culture in the hotel industry should encourage empathy and collaboration between employees and administrators (Deery & Jago, 2015).

This study shows that job satisfaction can serve as a risk factor to increase hotel employees' turnover intention. Based on this, organizations should prioritize enhancing job satisfaction through comprehensive strategies, including fair wages, career development opportunities, and a supportive work environment. Prior literature suggests that structured training programs and clear promotion pathways can foster professional growth, thus reinforcing career commitment (Blau, 1989). Additionally, cultivating a positive workplace culture through recognition programs, work-life balance initiatives, and participative leadership, can mitigate job dissatisfaction. Several empirical studies reveal that job autonomy, supervisor support, and team cohesion can significantly lower turnover intentions by increasing emotional

attachment to the workplace (Karatepe & Uludag, 2008). Thus, implementing regular employee feedback mechanisms, such as engagement surveys, allows management to address concerns proactively, thus further stabilizing retention. Finally, a holistic approach that addresses both intrinsic and extrinsic motivators can sustainably reduce turnover by aligning organizational practices with employees' psychological and professional needs.

According to the finding of this study, employees' career commitment had a negative correlation with their turnover intention. Based on this finding, to reduce hotel employees' turnover intention, fostering career commitment is essential. The study by Blau (1989) showed that employees deeply invested in their careers had a lower turnover intention. Therefore, organizations should implement career development programs, such as training, mentorship, and clear advancement pathways, to align employees' long-term goals with company objectives (Lee & Bruvold, 2003). Supporting this proposition, empirical research shows that perceived career growth opportunities enhance job embeddedness and reduce employees' turnover intentions. At the same time, hotels can further strengthen career commitment by offering continuing education stipends, cross-departmental rotations, and leadership development programs. The study by Dobrow and Tosti-Kharas (2011) found that employees with high career commitment viewed their jobs as a calling, leading to greater retention. Given the above considerations, hotel managers can enhance employees' professional loyalty through skill training and promotion opportunities, thereby effectively reducing the employee turnover intention rate.

5.3 Future Study

There is an obvious limitation existing in the study. That is, this study relies on self-reported questionnaire data, which may introduce common method bias and social desirability effects (Podsakoff et al., 2003). Since all variables (perceived social support, job satisfaction, career commitment, and turnover intention) were measured through the same survey, respondents might have provided artificially consistent answers, thus inflating or distorting the observed relationships. Future research could mitigate this limitation by incorporating multi-source data (e.g., supervisor ratings of employee commitment) or longitudinal designs that track actual turnover intention over time.

In this study, another limitation is the cross-sectional design, which restricts causal inferences. While the study hypothesizes that perceived social support, job

satisfaction, and career commitment influence employees' turnover intention, reverse causality or third-variable effects cannot be ruled out. For instance, employees with high turnover intentions may retrospectively report lower job satisfaction or weaker social support (Spector, 2019). To solve this problem, a longitudinal or experimental design (e.g., assessing changes in turnover intentions following an organizational intervention) may be needed. Additionally, the study may overlook possible contextual moderators, such as industry-specific norms or economic conditions, that could alter the strength of the existing relationships.

Given the above considerations, future research should adopt multi-method approaches, combining surveys with qualitative interviews or archival turnover data to enhance research validity. For example, exit interviews could help clarify why employees leave, distinguishing between those driven by job dissatisfaction versus those pursuing career growth (Griffeth et al., 2000). Additionally, examining mediating mechanisms (e.g., emotional exhaustion as a pathway between low job satisfaction and turnover intention) could provide deeper theoretical insights. Another promising direction is investigating interactive effects—such as whether strong social support buffers the impact of low job satisfaction on turnover intention, or whether career commitment weakens when job satisfaction is low.

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Appendix

The questionnaire used in this survey is presented below.

General instruction: Welcome to participate in this survey. This survey aims to assess the career development and mental health status of employees in Nanjing Wanhai Hotel. And the data obtained from this assessment will be entirely used for academic purposes. So, please feel free to answer all questions. Thank you for your participation.

Part 1 (turnover intention)

Instruction: There are 6 descriptions about employee turnover intention in the following section. Please read each description and indicate to what extent you agree with such descriptions on the 5-point scale (1 = strongly disagree, 5 = strongly agree).

	Items	Strongly disagree				Strongly agree
1	I frequently think of leaving my job.	1	2	3	4	5
2	I often consider changing companies.	1	2	3	4	5
3	I will actively look for a new job in the next year.	1	2	3	4	5
4	I plan to explore job opportunities outside this organization.	1	2	3	4	5
5	I feel dissatisfied with my current role. (Reverse-scored)	1	2	3	4	5
6	It is likely that I will quit this job soon.	1	2	3	4	5

Part 2 (social support)

Instruction: There are 12 descriptions about perceived social support in daily work and life. Please read each description and indicate to what extent you agree with such descriptions on the 5-point scale (1 = strongly disagree, 5 = strongly agree).

7	My family really tries to help me.	1	2	3	4	5
8	I get the emotional help and support I need from my family.	1	2	3	4	5
9	I can talk about my problems with my family.	1	2	3	4	5
10	My family is willing to help me make decisions.	1	2	3	4	5
11	My friends really try to help me.	1	2	3	4	5
12	I can count on my friends when things go wrong.	1	2	3	4	5
13	I have friends with whom I can share my joys and sorrows.	1	2	3	4	5
14	I can talk about my problems with my friends.	1	2	3	4	5

15	There is a special person who is around when I am in need.	1	2	3	4	5
16	There is a special person with whom I can share my joys and sorrows.	1	2	3	4	5
17	I have a special person who is a real source of comfort to me.	1	2	3	4	5
18	There is a special person in my life who cares about my feelings.	1	2	3	4	5

Part 3 (job satisfaction)

Instruction: There are 15 descriptions about job satisfaction in the following section. Please read each description and indicate to what extent you agree with such descriptions on the 5-point scale (1 = strongly disagree, 5 = strongly agree).

19	My work is monotonous and boring.	1	2	3	4	5
20	The tasks I do feel meaningless.	1	2	3	4	5
21	I find my job unfulfilling.	1	2	3	4	5
22	My work does not challenge me.	1	2	3	4	5
23	I dislike the kind of work I do.	1	2	3	4	5
24	My salary is unfair for my effort.	1	2	3	4	5
25	I am underpaid compared to others in my role.	1	2	3	4	5
26	My pay does not meet my financial needs.	1	2	3	4	5
27	Raises and bonuses are rare here.	1	2	3	4	5
28	The benefits (healthcare, retirement) are poor.	1	2	3	4	5
29	There is no real chance for promotion here.	1	2	3	4	5
30	Promotions are based on favoritism, not merit.	1	2	3	4	5
31	I am stuck in my current position.	1	2	3	4	5
32	Management does not support career growth.	1	2	3	4	5
33	Higher positions are unattainable for me.	1	2	3	4	5

Part 4 (job commitment)

Instruction: There are 7 descriptions about career commitment in the following section. Please read each description and indicate to what extent you agree with such descriptions on the 5-point scale (1 = strongly disagree, 5 = strongly agree). .

34	I like this vocation too well to give it up.	1	2	3	4	5
35	If I could do it all over again, I would	1	2	3	4	5

	choose the same career.					
36	This is the ideal vocation for a life's work.	1	2	3	4	5
37	I am disappointed that I ever entered this profession. (Reverse-scored)	1	2	3	4	5
38	If I had all the money I needed without working, I would probably still continue in this profession.	1	2	3	4	5
39	I definitely want a career for myself in this profession.	1	2	3	4	5
40	I will stay in this career as long as I can.	1	2	3	4	5
Part 5 (demographic information)						
Instruction: The following are some necessary demographic information for this survey. Please answer truthfully.						
41	Your birth year_____, your birth month_____.					
42	Your gender: A.male B.female					
43	Your nationality_____.					
44	Your working department:_____.					
45	Your working year is _____.					
46	Your educational degree is_____. A.primary school B.Junior high school C.Senior high school D.Junior college E.Bachelor F.Master G.Doctor					