

**THE INFLUENCING FACTORS OF EMPLOYEE TURNOVER
INTENTION IN HOTEL INDUSTRY IN CHINA**

YANG HUAI

Master of Science (Management)

University Utara Malaysia

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TURNOVER INTENTION IN HOTEL INDUSTRY IN
CHINA**

**By
YANG HUAI**

**Thesis Submitted to the
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of
Master of Sciences (Management)**

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ABSTRACT

This research study about the most reason for quitting the job by exiting employees, work factors and its influence to employee turnover, the relationship between reasons for quitting the job and work factors and the relationship between demographic factors and reasons for quitting the job. In this study used 500 respondent of exiting employees. The tool of analyses used is correlation concept by Chi - Square test for testing of hypotheses. The results of this study are: the most reason for quitting the job is dissatisfaction with supervisor treatment (49.2%), it means in their company have poor relationship between the employees and managers. The second most frequent reason was salary (12%). This research found also that in term work factors, work environment are the highest level of agreement in all respondents. After that, supervision and communication are lower rated and similar in agreement. Job satisfaction was the lowest rated work factor. Thus, overall most of the employee who left tends to agree on the goodness of the work environment aspects. Most agreed that the work conditions are good and that adequate equipment was available. This study found that Chi - Square Test for all items of work factors are 0.001 (Assymp.Sig.2-sided) where it's smaller than 0.05. It means there is relationship between the most frequent reason for quitting and work factors. This study found also that there is relationship between demographic factors and reasons for quitting the job. It seen from the result of Chi - Square Test for all items of demographic factors are 0.001 (Assymp.Sig.2-sided) where it's smaller than 0.05. It means there is relationship significantly between demographic factors and reasons for quitting the job in hotel industry in China.

Key words: Employee Turnover, Work Factor, Hotel Industry, Demographic factor.

ABSTRAK

Kajian penyelidikan ini mengkaji faktor utama mengapa ramai pekerja sedia ada berhenti kerja, faktor-faktor kerja serta pengaruhnya terhadap pusing ganti pekerja, hubungan antara sebab-sebab untuk berhenti kerja serta hubungan antara faktor demografi dan sebab-sebab untuk berhenti kerja. Dalam kajian ini, seramai 500 orang responden telah ditemu bual. Alat kajian yang digunakan dalam penyelidikan ini adalah konsep kolerasi oleh Ujian Square – Chi untuk menguji hipotesis. Hasil daripada kajian ini ialah: sebab yang paling utama untuk berhenti kerja adalah kerana rasa tidak puas hati terhadap tindakan penyelia (49.2%), ini bermakna hubungan antara pekerja dan pengurus dalam syarikat mereka lemah. Alasan kedua pekerja berhenti kerja adalah kerana gaji (12%). Kajian ini mendapati juga bahawa dalam jangka faktor kerja, persekitaran kerja adalah tahap tertinggi dalam perjanjian semua responden. Namun penyeliaan dan komunikasi yang diberikan adalah rendah dan tidak sama seperti yang dijanjikan di dalam perjanjian. Oleh itu, sebahagian besar daripada keseluruhan pekerja yang berhenti kerja cenderung untuk bersetuju bahawa aspek persekitaran kerja yang baik sangat diperlukan. Kebanyakan pekerja bersetuju terhadap suasana persekitaran kerja yang selesa serta semua peralatan yang lengkap dan mencukupi. Kajian ini mendapati bahawa Ujian Square – Chi untuk semua item faktor kerja adalah 0.001 (Asymp.Sig.2 berat sebelah) di mana ia adalah lebih kecil daripada 0.05. Ini bermakna terdapat hubungan di antara sebab utama untuk berhenti kerja dengan faktor kerja. Kajian ini juga mendapati bahawa terdapat hubungan di antara faktor demografi dan sebab-sebab untuk berhenti kerja. Ia dapat dilihat daripada hasil Ujian Square – Chi untuk semua item faktor demografi adalah 0.001 (Asymp.Sig.2 berat sebelah) di mana ia adalah lebih kecil daripada 0.05. Ini bermakna terdapat hubungan signifikan di antara faktor demografi dan sebab-sebab untuk berhenti kerja dalam industri perhotelan di China.

Kata Kunci : Pusing Ganti Pekerja, Faktor Kerja, Industri Perhotelan, Faktor Demografi.

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LIST OF ABBREVIATIONS

FE	Front of Employee
FBE	Food and Beverage Employee
HKE	Housekeeping Employee
AE	Accounting Employee

CHAPTER ONE

INTRODUCTION

1.1. Background of Study

In recent years, China's hotel has experienced meteoric growth, resulting in a \$44 billion business with 2.5 million hotel rooms. The traditional view of employee turnover has been influenced by the increased growth in the hotel industry. The amount of hotel increase in China was associated with efforts to increase the China's tourism industry.

According to industry size study, there are over 2.57 million hotel rooms and other lodging facilities in China. Additionally, hotel industry had exceeded hundred billion in sales also with a satisfied profit in each year. In 2014, the CEO of the intercontinental hotels and resorts estimated that the China's hotel industry market will over U.S. hotel industry market in 2025 and the hotel rooms will increase to 6.10 million. The following table 1.1 show that the amount of hotel in 2010 to 2014.

Table 1.1: the amount of hotel in China (2010-2014)

Years	The amount of hotel (units)
2014	13667
2013	13537
2012	12322
2011	12221
2010	11109

Note. Retrieved from China National Tourism Administration. More details available www.ctha.com/statistic (2014)

In the Table 1.1 seen that the greatest amount of hotel in China is 13667 units in 2014, it results from many travelers come to China so inspiring many people to establishing hotels for providing need of accommodation, for travelers themselves; the smallest amount of hotel in China occur in 2010 about 11109 units, it results from little bit travelers come to China so not drive people to provide many hotels for the accommodation (CTHA, 2014).

Employee turnover is a long concern issue in hotel industry in China. It is a significant issue in many organizations world-wide about the high rate of turnover of hotel employees (Tziner & Birati, 1996). In China, the hotel industry has a problem about high employee turnover and result in business situation has fluctuated. In this, Griffeth & Horn (2001) state that the employee turnover produces high cost in hotel industry generally. Ongoing high rates of turnover can threaten the sustainability of

individual operations and makes it more difficult for the industry to make a positive overall contribution to the development of social and human capital.

There are many potential causes of employee turnover. The company cannot control some factors, such as desire for new challenges and position, career development. According to Griffeth's & Horn's (2001), good career opportunities and higher salary and benefit packages are the first reasons for employee wants to leave current job to find another one. It is very difficult to manage the factors that affect normal employee turnover rates, such as economic conditions and labor market conditions. However, some factors influenced employee turnover in any specific job position or organization can be managed and controlled. In Bluedom (1982) paper noted that these include such reasons as lower competitive salary, strong stressful, working environment, non-challenge, poor fit between the labor and the position, less training and poor communications.

Usually, employees' stated the reasons for quitting jobs and find a new one. The work environment may be one of potential factors related to employee leave their current job. Detecting of signal of significance workers' environment on reasons for quitting is important, because it provides indirect evidence of changes in the work setting. In addition, it gives important information to the employers that how to solve employees' issues and how to make strategies to prevent turnover.

According to Mercer (1979), the job-related factors which are employer can direct control also may causes of employee turnover. For examples, the factors are

conflicts between supervisors and employees, poor work environment and bad scheduling, poor communication, low salary and benefits. It is significant for the organization to find the issues and might be controlled by employer that understanding the reasons of employee turnover.

1.2. Problem Statement

Employee turnover has long been a concern and critical human resource issue in all industries. Employee turnover has many negative influences in term of productivity, product and service quality, and profit (Kraut, 1975). The cost of hiring and replacing employees is very high, searching skillful worker can be difficult, and also need investments more money in training program (Maslow, 1956).

It is one of measures of employee turnover is that the reason of an employee quitting their current jobs. The company in some extent can change factors which related to work, such as compensation, reward system, and work schedule; on the other hand, some factors beyond the company's control, such as desire for high challenges and career development. The trends are important that same value of employees places on reasons for quitting, because they provide indirect evidence of changes in the work environment. In addition, employees provide the information to their employers how to know the employees' problems and how to make strategies to control and stop employee turnover.

The employee turnover rate is very high in each economic sector, in recent years, it has reached crisis proportions that the organization needs to fight to keep proper

staffing levels in a completely labor market. Employee turnover is very high cost in terms of financial and operational effectiveness (Wilson, 2000).

Bill Marvin (1994) stated that high employee turnover has been the curse of the hotel industry. Employee turnover is a terrible problem in many service industries, especially those who are low-income positions, for example, hotel industry and travel agent. High employee turnover rate can influence operations in hotel businesses, for example the employees quit their current job that has many contacts with their customers, which will be creating a very negative relationship about the business among their customers. In this research, problem statement studied namely there is no clear about the reason for quitting the job by exiting employees, there is no clear relationship between reasons for quitting the job and work factors and last, there is no clear the relationship between demographic factors and reasons for quitting the job. All the problems are very interesting to be studied to know their resolution for decreasing employee turnover in the hotel industry in China.

1.3. Research Questions

In this study, the research questions are as follows:

1. What's the most reason for quitting the job by exiting employees?
2. Which work factors do exiting employees most frequently identify?
3. What is the relationship between reasons for quitting the job and work factors?
4. What is the relationship between demographic factors and reasons for quitting the

job?

1.4. Research Objective

The main purpose of this study is to identify factors that influenced employee turnover in the hotel sector in China. This paper is important for the hotel industry, because it suggests measures to improve the employee practices and to reduce turnover rate among all labors in the hotel sector. Finding turnover reasons and minimizing turnover of skillful employee is significant in controlling and decreasing the costs of hiring and replacing worker. Furthermore, this research also study the most reason for quitting the job by exiting employees, work factors do exiting employees most frequently identify, the relationship between reasons for quitting the job and work factors and relationship between demographic factors and reasons for quitting the job. The finding research hopefully being beneficial for reducing turnover rate among all labors in the hotel sector in China.

1.5. Significance of Study

The study results cause employer's attention, because of in this study noted that some special factors influence employee turnover in the company. The data show that over 50 percentage employees who leave the company work less than half year in their work place and important different information is the reasons given for quitting by exit employees based on employment status. After analyzing the data, can be supposed that the most significant reason for quitting the job is management style, meaning a bad relationship between employees and leaders. The second important

reason is dissatisfaction with salary and benefits. Based on these results, company can make the strategy to control employee turnover.

1.6. Scope and Limitation of Study

It was assumed that the questionnaire from the company human resource offices is a reliable measure of employee turnover during the period. It was also assumed that the responses made by exiting employees accurately reflected their reason or reasons for quitting the organization.

The participants in the study are limited to exiting employees who completed an exit questionnaire during the period of January 1, 2014 through December 30, 2014 in the hotel sector in China.

1.7. Organization of Thesis

This chapter describes the background of this study, problem statement, research questions, and research objectives, significance of the study and scope and limitation of the study. This chapter stated the importance of hotel industry and current problems happened in China hotel industry. Based on this problem statement to create research question and objective. Meanwhile, the significance of this study provided an empirical study for the hotel industry to use.

The study organized as follows: chapter one: introducing the background of this study, problem statement, research questions, and research objectives, significance of study and scope and limitation of the study. Chapter two: providing the relate

literature review in employee turnover. Chapter three: introducing the research method of this study. Chapter four: analyzing data and state the finding of data information. Chapter five: base on data analysis results to give recommendation and conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter will first explain employee turnover concept. Later it will discuss how to calculating employee turnover rate; types of employee turnover, causes of employee turnover, reason of employees quitting the job and factors affecting employee turnover. Finally, the discussion will talk about the controllable and uncontrollable factors of employee turnover, and the factors affecting retention.

2.2. Definitions of Employee Turnover

According to previous studies (Abelson,1987; Dennis, 1998; Drizin, 2002 and Boxall & Macky,2003), there are several different conceptions of employee turnover, so any companies need to think carefully and make clear that the best one to use in their situation. If possible, it is normally better to keep to using of more than one definition in the research. It is one of ways to measure turnover ratio is that the number of employees that left their jobs and had to be replaced in a special time period to the average number of employees in one company (Abelson,1987). In the normal, the employees voluntarily leave their current jobs because they have obtained a better position already. In Mobley's (1982) research given the employee turnover definition is "the cessation of membership in an organization by an individual who received monetary compensation from the organization".

2.3. Calculating Employee Turnover Rate

Monthly turnover is equal to the number of labor leave during one month over by the average number of stay labors during the same time. Annual turnover is calculated by adding up the monthly turnover for a 12-month period.

Monthly Turnover Rate =

(Number of leave labor during the month) / (Average number of labors during the month) X100%

2.4. Types of Employee Turnover

There are a few generally accepted models of employee turnover (Dennis, 1998; Drizin, 2002 and Boxall & Macky,2003). The first employee turnover model suggested that an employee has decided to leave the company or they fired by the company, this model of turnover is either voluntary or involuntary. However, according to Jackofsky's (1984), employee turnover in this manner can vary importantly from an employee opinion to that of their employer. In this model, employee may be forced to leave their current position with threats of hiring if the employee below average performers. However, if the employee leaves their company as a manner of voluntary, they do not need forced quit their job by the company. Also, Jackofsky (1984) stated that these types of labor quit their job positions are not truly a function of the employees desire to leave and, therefore, the organization should be recognized separately.

Ulschak & Snowantle (1992) indicated that the voluntary or involuntary model, there is a second model that has been explained as job-related, non-job-related, and lack of fit within the company.

Job-related turnover generally means that the reasons of employee quit their current job can be controlled by the company (Dennis, 1998; Drizin, 2002 and Boxall & Macky,2003; Gerhart, 1990 and Mitchell & Lee, 2001) Such as, job dissatisfaction, poor work environment, conflict between employee and supervisor and lower salary, etc. Non-job related turnover means that an employee leaves their current job because of their personal reasons that influenced their work performance in the workplace, such as family problems, marital issues, body health, addictions, and so on. The third type of turnover model is due to the employee's not suitable in the company. For example, the employees cannot continue the employment cause of they are so uncomfortable with their work environment. The uncomfortable feeling may be due to many factors. Examples of they don't have fully qualified certificate and it is difficult for them to do well this position, or despite the employee is qualified, but they also cannot do work best in the workplace he or she is being worked in.

2.5. Causes of Employee Turnover

Employee turnover is not a new topic for any industry and it is a much studied phenomenon. Since in the 1950s, there are many literatures (Ford, 1983; Lee & Mowday, 1987; Gerhart, 1990 and Mitchell & Lee, 2001) on the reasons of voluntary employee turnover. As developing multivariate models that find many factors causing

to turnover and empirically testing the models, researchers have sought to predict why employee quits their job and leave their company. Sum previous studies (Dennis, 1998; Drizin, 2002 and Boxall & Macky,2003; Gerhart, 1990 and Mitchell & Lee, 2001), these studies show that most of them are based on only a few numbers of variables which explain a small amount of variability in employee turnover. In addition, some researchers cannot adequately compute the complicated psychological factors involved in employee turnover are another criticism.

Salary, tenure, job satisfaction and content, training and working environment are all negatively related to employee turnover (Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Brown & Yoshika, 2003; Firth, Mellor & Loquet, 2004). Their analysis confirmed some generally accepted findings on the causes of employee turnover, such as job satisfaction, organizational commitment, promotion opportunities and intention to leave. These variables are examined in more detail below, as many other factors where the evidence relates to turnover are less conclusive (Liou,1998).

In fact, there is also has a wide agreement in the human resource literature about the features of any human resource program that better for company good retention(Mellor & Loquet, 2004). All of these potential factors are related to build a good workplace for worker and thus, in turn, it is also better for organization retention (Maertz, Stevens & Campion, 2003).

In most research cases (Steers & Mowday, 1980; Agho, Mueller & Price, 1993;

Brown & Yoshika, 2003; Firth, Mellor & Loquet, 2004), much of the empirical research on employee turnover is based on one company's real employee turnover, even though some researchers are based on intentions to leave. According to early studies (Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Brown & Yoshika, 2003; Dennis, 1998; Drizin, 2002 and Boxall & Macky, 2003), despite it is difficult in managing employee turnover study among employee who has left the company; some research indicated that there is a strong relationship between intentions to leave job position and real employee turnover.

In Mobley et al. (1979) researches show that although the relationship between intention to quit and real employee turnover is still less than a quarter of the variability in employee turnover, it is generally accepted stronger than the job satisfaction-turnover relationship. In most research papers (Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Brown & Yoshika, 2003; Firth, Mellor & Loquet, 2004), noting that there is a relationship between the opportunity and employee intentions to quit the job but not the real employee turnover. That's because the intention to quit do not include the impulsive behavior and also this employee turnover intention is not necessarily lead to real turnover. When use this way to manage and summarized exit interviews across a broad range of companies and types of job, the main reasons for quitting current job can be categorized into five primary reasons as follow:

1. Promotion opportunities, including:

- a. Perceived career opportunity
 - b. Clarity knows their development plan
2. Happiness with the work, including:
- a. Show their capacity use kills
 - b. Suitable with job
 - c. Balance of work and personal life
3. Organization leadership, including:
- a. Clarity knows organization's vision and mission
 - b. Management approach
 - c. Overall perception of leadership
4. Training content, including:
- a. Chance to learn new work skills
 - b. Company training system and development
 - c. Using the latest technology
5. Compensation/rewards, including:
- a. Basic/variable salary
 - b. Employee benefits
 - c. Recognition of contributions

d. Communication

According to the analysis above, the employee turnover, which voluntarily to quit their job was caused by the organization which at least some influence over the employee's decision. Actually, when all reasons for quitting their job are categorized in terms of (1) the employer's behaviors influence an employee's decision to stay or leave and (2) the employees' their own level of control over the decision, the reasons for quitting that can be controlled by both employee and employer are more than 50%. These all reasons for quitting the job can remind the employees who satisfied their job before to rethink their commitment to the company and, finally, quit and leave their current jobs.

Based on the analysis, it is important that companies need to seriously consider the strategies and policies in the workplace in order to reduce employee turnover and retain skillful employees (Boxall & Macky,2003). It is necessary for the company to make a decision how best to intervene and decrease at least some degree of employee turnover.

2.6. Reason Employees Quitting the Jobs

The reason of employees quitting their jobs is very important to be resolved by organization. Different factor plays a different role in the employee turnover rate of any company, and both the employer and the employees can cause these factors (Dennis, 1998; Drizin, 2002 and Boxall & Macky,2003). Salary, company training, worker attendance, and employee's job performance are some of the factors that play

an important role in employee turnover (Steers & Mowday, 1980; 2002 and Boxall & Macky, 2003). But it is more important to know the most important factors, which influenced employee turnover.

Mostly, the high employee turnover rate exists in lower paying job positions, and it is a costly expense in term of hiring and replacing workers (Agho, Mueller & Price, 1993; Brown & Yoshika, 2003). Companies spend lots of money and time to research their employee turnover rate because it is a costly part of one company. When an employee leaves their job and company must replace a worker for this position, the company will spend direct and indirect expenses. These expenses include many aspects, for example the cost of advertising, hiring and replacing fees, human resource training costs, lower of productivity, poor service, and customer retention, etc (Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Brown & Yoshika, 2003; Dennis, 1998; Drizin, 2002 and Boxall & Macky, 2003).

Higher employee turnover, mostly occurs on lower salary of job positions. Low paying job position employee turnover causes the cost more often (Dennis, 1998). For these reasons, most firms, research and make employee retention strategies regardless of pay levels.

2.7. Factors Affecting Employee Turnover

According to traditional face to face interview of quitting and quitting the job in a company, the higher salary and good promotion opportunity have been often the two main reasons cause the employee stay or go (Agho, Mueller & Price, 1993). However,

depending on this information collected in this way can be misunderstood, because during this interview situation, employees are often not willing to tell the real reasons that they quit and leave their job, in turn, they give some more “socially acceptable” reasons for their quitting (Brown & Yoshika, 2003).

This is not meant that salary has no influence to a worker’s decision to leave (Brown & Yoshika, 2003). Rather, this problem suggests that organization need focus on sensitive aspects to both "push" and "pull" reasons that may affect the employee's real turnover.

In order to make sure the company collect the information from employees who want to quit are more effective, employers need to provide a meeting that involves them and makes them have comfortable feeling and telling the full real factors that cause to their leave and encourages them to give an honest opinion in term of the expectations, conditions and requirements of their jobs (Brown & Yoshika, 2003). Using an exit interview that effectively research the quitting employees’ reasons and real attitudes, in addition the variables that operational, organizational and personal influencing the employees’ decision to stay or go are likely to be found. This information that is useful to one company that has some deficiencies in the working place and can be used to make effective retention measurements and actions (Brown & Yoshika, 2003).

2.8. Controllable Factors of Employee Turnover

In our framework have the controllable factors included job satisfaction (salary, work

content, manager behaviors), organizational commitment, and organizational justice (work and benefit distributive). They regard as controllable factors where the organizations have control over them (Mobley, 1982). Based on early studies (Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Brown & Yoshika, 2003; Firth, Mellor & Loquet, 2004), the relationship between job satisfaction and employee turnover is one of the most important research topics in the literature of turnover.

Actually, despite the relationship between job satisfaction and employee turnover is not stronger, it doesn't mean that job satisfaction should not be surveyed (Firth, Mellor & Loquet, 2004). In turn, it does suggest that if want to take measures of job satisfaction, it is better for to be combined with other ways to effectively predict and understand employee turnover (Mobley, 1982). Many previous research studies (Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Brown & Yoshika, 2003; Firth, Mellor & Loquet, 2004), on job satisfaction found the influencing of overall satisfaction on employee turnover, but only a few surveys the relationship between employee turnover and the special aspects of job satisfaction such as salary, supervision, and work content.

It is necessary to point out that some of these motivators can be occurred at the good companies or their result of providing that originate beyond the company itself (Agho, Mueller & Price, 1993; Firth, Mellor & Loquet, 2004). Sometimes, the special job explanation involves many repeats and boring work content is not must the result of unconcerned on the part of the organization, but it is the nature of this type of work. Employees that are often taken out to other companies or industries by more generous

offers are, in part, a consequence of the broad features of an industry or the segment of the market in which the society works (Steers & Mowday, 1980)..

2.9. Uncontrollable Factors of Employee Turnover

The factors of better employment opportunity and job-hopping are two uncontrollable factors in our framework. Better employment opportunity means that a personal opinion on the availability of alternative works in the company environment and it is also influenced the labor market conditions(Steers & Mowday, 1980 Brown & Yoshika, 2003). Employees think that there are more alternative job positions when the job market is not enough and few alternative job opportunities when there is unemployment existing. However, should note that the perceived alternative employment opportunities are different thing compare with real labor market conditions.

In Singapore, despite labor shortage is regarded as an important factor for employee turnover, no studies have yet surveyed the factor of PAEO on employee turnover intention quitting their job (job-hopping) is the second uncontrollable factor in the turnover framework. Based on the famous belief in both theory and practical, job-hopping is regarded as an important factor for causing employee quit their job (Firth, Mellor & Loquet, 2004),.

2.10. Factors Affecting Retention

The organization has a high rate of employee turnover means that it loses technology,

skill, experience and core competitiveness (Steers & Mowday, 1980). The employee quit their job in degree reflect the management issue; this issue will affect work productivity, profit, and quality of goods and services (Agho, Mueller & Price, 1993). In terms of employees, high employee turnover rate can negative effect relationship between employee and employer, employee's behavior (Steers & Mowday, 1980; Agho, Mueller & Price, 1993). According to early studies (Honking et al., 2000; Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Mellor & Loquet, 2004), the cost of replacing employees is very high, because of hiring and training new workers need long time also difficult for the company, particularly the special position which needs specific skills and knowledge to replace.

Often, manager can use many strategies to solve employee turnover issue, such as increase worker loyalty via create work environment policies (Honking et al., 2000). On the other hand, knowledge transfer measures mean that employees who work in the same company can share and learn the good skill from the company, and company need provide training system and the platform for employee learn and talk each other (Mellor & Loquet, 2004). They can in degree avoid the negative influence of employee turnover, but also can reduce the employee turnover rate by the company providing the opportunities in term of learning and development career (Agho, Mueller & Price, 1993).

Skills management has two components: employee retention and knowledge transfer, in other word, in order to achieve company and business objectives, taking any measures that have to do hiring, maintaining, training and developing the

employee's skill (Mellor & Loquet, 2004). Now, understand that different approaches to reduce employee turnover. All the turnover issue cannot use the same way to solve, because each company has a different culture and different management style. So, the important for the company is to find out why employees stay or go, what are the reasons make them stay at first step. The employee is always important for a company, if employees feel that they are significant only during a limited period in their company, this is often a potential factor to cause employee turnover and need to identify and make the best strategies to solve it (Honking et al., 2000).

In this study, using exit interviews, but there are two limitations. The first one is they come too late in the process, and the second is mentioned before that they may be not reliable if conducted too soon after the resignation, especially when led by a direct manager of the departing employee it is thus urged to ensure confidentiality and conduct the interview some time after resignation.

More significantly, the company should survey employee at regular times in term of employee's attitude and collect this information in order to make better retention strategy. Retention strategy is a long process that needs to keep on updating, so the company needs to build a relationship and need understand that the connections among hire, motivation, management style, communication with the manager and retention when solve the intention issue. Any approach which provides by company needs to balance and follow the different aspects of retention rules depending on different situations. Additionally, it should provide different reward according to the each employee and the stage of its professional and private life.

In most situations, the factor of high and fair salary is important for the organization, and it is a fundamental idea that makes strategies to attract and retain workers (Steers & Mowday, 1980). However, it doesn't mean that payment levels are guaranteed to employee retention (Steers & Mowday, 1980). The industry researches to benchmark and fair and competitive position compensation structures are the commonly best practice programs in any organization.

Better and adequate benefits can show to their employees that the company is fair, and based on previous study, there are some cases suggested that benefit is the first important factor that why employee stay in one company (Mellor & Loquet, 2004). With the increase diverse needs of employees, many companies providing a lot of opportunities and choices on benefits which their employee can choose (Honking et al., 2000). Flexibility benefits meet the employee's specific needs, so they can improve employee retention.

Innovative and complete salary systems and practices have a positive influence on reducing employee turnover by motivating employee behavior (Mueller & Price, 1993; Mellor & Loquet, 2004). Salary systems also affect employees sharing skill and knowledge, teamwork performance, reward program and recognized process, etc. Mature innovation pay systems include many aspects, such as sharing profit, payment level according to personal skill, bonus plan as well.

In terms of recognition and reward systems, there are different types to incentive their individual employees, groups of members, such as formal and informal, financial

and non-financial (Honking et al., 2000; Agho, Mueller & Price, 1993; Mellor & Loquet, 2004). These all types include such benefits as a worker of the month, quarter and year awards, events, money, clothing and so on. This system (recognition and rewards) can lead employees to respect and appreciation the company culture and hard work, and hence increase employee loyalty to the company.

Competitive training, skill development, promotion opportunities are effective approaches to improve employee retention (Mellor & Loquet, 2004). Training as an important factor for company to investment new programs by providing new skills to their employee and increasing employee's confidence (Mellor & Loquet, 2004). Good training system always can bring more benefits return to the organization. In addition, in order to make sure employee more challenging and useful in the company, it is better to worker that innovates and create effective communications on how employees can best to develop their skills and knowledge. Training programs encourage employees increase loyalty and commitment to their company, because this measure means that employees can see the future of the company (Mueller & Price, 1993). The company is examined in this study all very focus on the knowledge and skill training and career development. Many companies continue to innovate their career development training programs, and that allow more basic level employees to move towards higher positions and participate the profit sharing.

Hiring new employee and training them new skill and knowledge has been most important to retain employees over a long time in the same workplace (Honking et al., 2000; Agho, Mueller & Price, 1993). Decreasing employee turnover rate can by

making sure a good relationship between a company's culture (the ways of doing business and supporting the valuable quality) and employees' interests, character and expectation of employees. Hiring new employee programs that stress not only employee has related work ability and experience or good qualifications, but also more general types of qualifications and this measure useful to the company take effective retention strategies.

Employees who work in some small companies or sectors not only for doing work, they often share some things like interests and have a very good interpersonal relationship, and these all in turn can help employees together to build a strong group (Honking et al., 2000). In the practices, the high quality of interpersonal relations maybe helps company reduce employee turnover and increase worker retention. The company provides good initial training in term of career development to the new employee can not only help them easier to join in the work environment, but also make them feel welcome and give them right guidance and information in term of how to handle the requires of the workplace, and any issue they face possible (Honking et al., 2000).

Good work environment, including many different types of forms, such as those straight on the physical workplace (safety, amicable, comfortable and cleanliness, etc.); health programs (healthy lifestyles, good meals, etc.); and social circumstance and resources (company culture, training programs, employee promotion development, etc.) (Mellor & Loquet, 2004). Competitive work environment not only provide the best place to employee for doing work but also help employees improve work

effectively and performance and it is useful for a company taking retention measures (Mellor & Loquet, 2004).

Work-life balance is a strict issue for any company, because employees have important family and obligation to their relatives compare with their commitments of their promise to their company (Steers & Mowday, 1980; Mellor & Loquet, 2004). Different practice forms such as a child care allowance, elder care programs, counseling and regard, flexible working time allow people to avoid more meaningful and underlying less pressure balance between family and company. Sometimes, employees are very difficult to follow the company's work shift in order to balance the obligation from family and company (Steers & Mowday, 1980; Mellor & Loquet, 2004). If a company can provide the considerate and flexible work hours for their employees, the employee will avoid many troubles which from family and have good attitude work for company, in turn can improve company business performance. It is proved that helping employee solve the working shift problem can make employee to best handle the relationship between company and family, ensure they are concentrating on their work. Also, it is better if the company can ask the employee about their expectations work-life demands while planning work shifts (Agho, Mueller & Price, 1993).

Through job design and work teams can not only improve the internal job's rewards, but also make work more interesting and challenging. Different forms of programs like autonomous or semi-autonomous work teams, self-working time and job shift are better for employee retention and can improve other significant factors

such as performance, service and product quality.

It is important for the company provides an open, harmonious, double ways communications environment for their employees, and company should be regarded these as the basis of measures to take any best effective employee retention programs (Honking et al., 2000; Steers & Mowday, 1980; Agho, Mueller & Price, 1993; Mellor & Loquet, 2004). Most of employee strategies and practice programs basically depend on the communication with employees. If the company wants to effective to implement the strategies, they need to build good communication systems. There are many forms of communication with their workers, such as employee researches, daily or weekly meetings, formal letters and individual discussions. Some firm keep their workers update their financial outcomes during regular time and keep an open communication rule with their employees (Honking et al., 2000Agho, Mueller & Price, 1993; Mellor & Loquet, 2004).

Performance evaluation programs are better way to feedback to workers and provide them some information that guide them make progress with the company in long time, especially of training and promotion opportunities which are important approaches of improve employee's loyalty and commitment.

CHAPTER THREE

METHODOLOGY

3.1. Introuction

The research methodology is the process used to collect information and data for the purpose of making business decisions, which include interviews, surveys, published research and other research techniques, and could include present and historical information. Dictionary definition of research methodology is a careful investigation or inquiry, especially through the search for new facts in any branch of knowledge. Also, some people consider research as a movement from the known to the unknown. The main objective of this study is to contribute the knowledge of turnover intentions to the hotel industry and to identify any significant and relevant relationships among supervision, work environment, coummunication, job satisfaction and employee turnover intentions. In this chapter, it includes how the research is carried out in terms of research design, data collection methods, sampling design, research instrumentation and data analysis procedures.

3.2. Research Framework

Finding research shows that there is a relationship between employees quit their job and supervision by their direct leader (Buckingham and Coffman, 1999). The direct leader is the main reason of employee stay and expands in one organization. In

addition, the leader is training their skill, experience and making contracts with them. And the employee who leaves will become the direct the competition in the organization. In the other word, employee leaves managers not companies (Buckingham and Coffman, 2008).

Furthermore, the factor of good quality of work environment is also important for the company to retention their workers. In negative work environment, the employee who has a close relationship with their colleagues, and may be they leave together; work groups with a lot of friends have 8 percent higher than the groups have few friends. With the high participation work environment, employees work together like friends, and have less 18 percent turnover rate per year for groups with many close friends compare with those who have few close friends in this group (Morrel and Wilkinsonl, 2004) However, in high-participation work environment, it has much effect on employee turnover (Morrel and Wilkinsonl, 2004)

The work group as a signal always with a high potential rate for causing employee turnover, so need to know and find them. According to Gallup (2006), if the manager provides not better equipment and resources, the manager does not give a clear expectation; and that has less career development and promotion opportunity. In this, communication is very important in retention potential in the company (Gallup, 2006)

Job satisfaction of employee can be emerged by giving good salary to employees. Nonetheless, salary cannot use the money buy loyalty from the employee. In this, the

company will cost much money in term of keeping good employees - better pay, better benefits and better training, at last, employee turnover exist is mostly a leader's issue. Here, the important one is an employee's basic need compare with money, more important is how the company treats him and how he can come true the personal value. If the companies want to solve this problem, many of them need depend on the direct leader (manager). Also, in everywhere that bad leader happen to good employee. Some years ago, a fortune magazine research pointed out that about 75 per cent of employees have a difficult leader to deal with. The employees always think that they leave a job and there is a better job waiting them in next company. In this, the bad leader, maybe is the worst of workplace stress, and the leader behaviors straight influencing the employee's emotional health and work performance (Premji,2006)

In terms of employee turnover issues, Gallup (2006) shows that 82.8 percent of employees who left the position also left the company; while 17.2 percent just change a new job position not leaves the company. And, the result noted that the employee's who quit voluntarily reasons are salary and benefit, but only 22.4 percent show that two reasons during the exit interview. The factor of salary not only can seem enough to hire employees and a hurt to active employees, despite the payment rate is same. Also, the result found that the all participates' salary (non-manager level) in this survey was between \$25,000 and \$35,000. From an objective opinion, asking their pay situation if it fits into the work they do, 42.9 percent of engaging employees said it was, but, only 15.2 percent of not works on company and 13 percent of actively leave employees said it was. Additionally, most of the respondents (31.5 percent) give

the same answer that they quitting and quitting their job because they want to find a work in term of career development and promotion opportunities, and there is 20.2 percent said they are not suitable this job. Also, giving the reason of management style and workplace conditions has 16.5 percent; a few employees (7.7 percent) quit their job because of the work content and work time or not safe of related work (1.7 percent).

The studies show that in most conditions the management behaviors can be influenced the employee turnover, so manager plays an important role in turnover issue. And managers can make a better strategy, according to the above analysis for future hire the new workers.

Theoretical Framework of Turnover Intentions

Employee turnover models normally have different theoretical frameworks. Most of current turnover models are drawn from many theoretical views which stress on the theory of social exchange and interdependence perspectives (Iverson, 1999). Based on Hokes, Janssen, De Jorge and Baker (2003), they pointed out that employee turnover intention be regarded as a psychological result possible. Others, intention to leave a job means an attitude of work or a behavior of the decision to quit (Elangovan, 2001)

According to Aryee, Budhwar & Chen (2002) study noted that social exchange between employer and employee maybe the fair treatment in any company at the beginning. Often, the company concerns the happiness of employee in a social exchange relationship through the company practice program development. These

practice programs cause socially constructed and perceptions of history determined to build a company culture that mold the employee's behavior and thought. Therefore, the employee's opinion of company justice in degree depends on the company culture (Erdogan, 2002).

The social exchange theory explained that the worker's commitment to the company often based on the views of company's commitment and support of them, in other words, the company's commitment has significant influence to their employee's commitment. (Eisenberger, Huntington, Hutchison & Sowa, 1986; Whitener, 2001). In Hall (2003) study indicated that knowledge sharing must be researched from a premise of social exchange theory. Despite don't have much evidence, it is very clearly that if one employee want share their knowledge must under the exchange step. Usually, knowledge and skill will share if the employee has some expectations and company will meet employee's expectations. In order to encourage employee to share their knowledge and skill, they often will be persuaded there are some resources which they need in this transaction.

Worker's thoughts are built by personal experience development provided to the job conditions (Erdogan, 2002). The employee will engage in company citizenship behavior for appreciating to their company in term of their satisfied feeling if they are satisfied with their job environment and content (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001; Stamper & Van Dyne, 2001; Yoon & Suh, 2003).

Many early studies indicated that employee turnover is a psychological response

phenomenon and they believe that turnover is a personal behavior (Lum et al., 1998). Intention to quit job has an implication as it need one attachment to the company (Iverson & Roy, 1994). Currivan (1999) noted that intention to quit job can regarded as one employee likely to leave one group and lost membership in a company. Also, intention to leave their job is the point of an employee opinion to stay or quit their current company (Boshoff, Van Wyk, Hoole & Son, 2002). Turnover as a decision influence between the employee's work attitude and the decision to stay or go (Sager et al., 1998). Based on Houkes et al. (2003), a turnover intention is a psychological result and Elangovan (2001) pointed out that intention to leave stand for a career development attitude orientation.

Normally, there are two different types of employee turnover models exist, including micro-level models-focusing on employee's behavior and results, and macro-sociological models- describing workforce market conditions and processes. The first model stress the behavior processes resulting to find new job position and the intention to quit and go, however, the second model are describing the reasons between the existing turnover rate and the opportunities of search for another job (Mano-Negrin & Tzafrir, 2004). The factors of job satisfaction are one example of micro-level models, whereas the amount of job chances fit into second model. General employee turnover models don't include the directly or indirectly stressed the relationship that job opportunities as a reason cause between job search, turnover intention and real employee's turnover behavior (Arnold & Feldman, 1982; Lee, Mitchell, Holton, McDaniel & Hill, 1999). Mobley (1977) pointed out that it is an

argument that the job search will influence real turnover in practice, real employee turnover will and maybe happened when an employee has the skills, knowledge and ability to match available positions (Mano-Negrin & Tzafrir, 2004).

According to Yin and Yang (2002) study, they noted that there are twelve factors which impact employee's turnover, such as compensation (salary, benefits and rewards), pressure, admissive, working time (inflexible or not), career development opportunity (promotion or go to study), interpersonal factors (management style and the relationship between leader and individual), organization culture, sense of honor, work conditions, company policy and work content (interesting and job satisfaction, challenge), company's location...etc.

Job satisfaction as one of the reasons is a most significant research factor in the organizational behavior study, and it is a factor both research and organizational theory phenomena. The early job satisfaction models are stressed on the employee's feeling in term of their work, including work content and work environment. However, both the nature of work and employee's expectation which want to gain from company provides are causing the feeling of a job satisfies and dissatisfy (Lu et al., 2004).

Rothman & Coetzer (2002) pointed that many workers found out company best functioning is depend on the employee's level of job satisfaction. The company need try to meet the employee's needs at all levels in their firm, especially the important needs of their employees. The theories of motivation and job satisfaction are

significant to understand employee's behavior in the company. Maslow (1943; 1954) and Herzberg and Mausner (1957) stressed the significance of meeting different employee's needs that will influence their behavior and attitude in one company.

Organization's management style is the degree stand for the manager provide better and clear communication, support and help to their employees. It is important that the employee feels the helpful and support from their manager. They need to trust their leader and have confidence about their work. Communication needs fluency and accuracy, timely in the organization. Vander Post et al. (1997) noted that employee should know and understand clearly in order to do their work well. Open communication system among employee, employer and each department will provide better organization culture to help and encourage worker to create and innovate (Martins & Martins, 2002). Mester et al. (2003) indicated that there are many researches show that different factors impact employee behavior and attitude, but from now on theses all factors are influenced by the degree by management style.

Generally, researcher study the influencing factors of employee turnover in goods industries, but in this research will be studied the influencing factors of employee turnover in services industries like hotel industries in China. So, the research framework used are as follows:

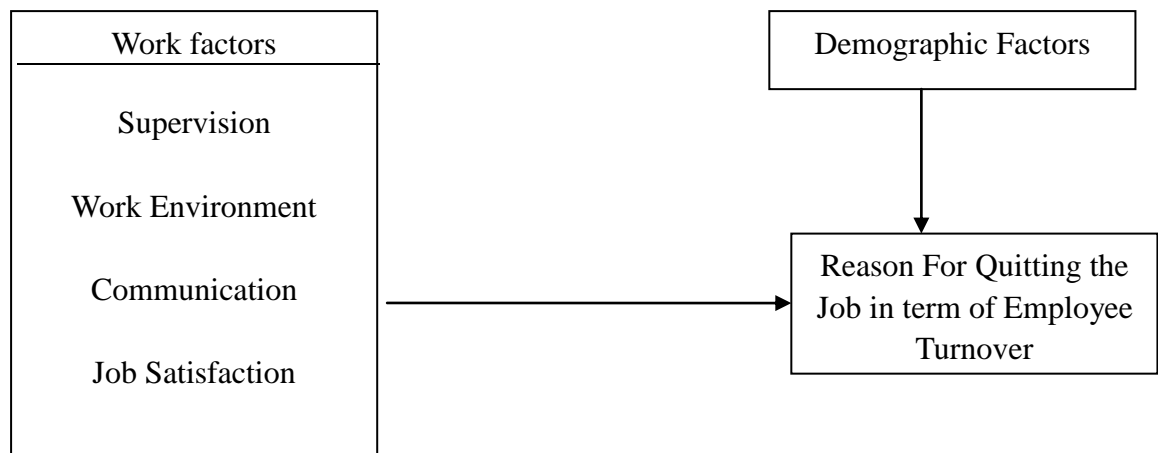


Figure 3.1: Research Framework

3.3. Hypotheses

Based on those frameworks above, this study use hypotheses are as follows:

Hypotheses 1:

H0: There is no relationship between work factors and reason for quitting the job
in term employee turnover in the hotel industry in China.

Ha: There is a relationship between work factors and Reason for Quitting the Job
in term employee turnover in the hotel industry in China.

Hypotheses 2:

H0: There is no relationship between demographic factors and reason for quitting
the job in term employee turnover in the hotel industry in China.

Ha: There is no relationship between demographic factors and reason for quitting
the job in term employee turnover in the hotel industry in China.

3.4. Research Design

Research design is a method and structure of an investigation which is decided by the researcher himself, though met the standard to conduct collection of data as well as analysis (Neil, 2009). Generally speaking, two major types of research approaches are often mentioned by various researchers. They include qualitative and quantitative approaches. The qualitative approach concerns with face-to-face interview and direct involvement of the researcher in the research context. This kind of research uses data that form of words originating from documents, observations and transcripts. Therefore, qualitative research method involves analysis of data or information which is descriptive in nature and not in a quantitative form. In this study, the population of employee comprising all employees who have quitted their job in the hotel industry in China. In this, simple random sampling techniques are applied for determining of quitted employee used in this study. With regard to data and data collection procedure, it is going to be the primary data in most cases where data are to be collected directly from respondents. There are also secondary data to be collected from hotels database to support the analysis. The primary data are in the form of quantitative data of 5 point Likert scale.

3.5. Operational Definition

In making easier for the reader to understand this paper, there are some explanations of terminology used. It is very important that working or contextual definitions be listed for all key terms so that readers can have a clear and uniform point of reference

when testing this paper. This is because different words mean different things to different people in different situations. The following several definitions are offered.

Employee turnover can be defined as, "the stop of the relationship between the individual and an organization, the individual who received monetary compensation from the organization" (Mobley, 1982). Another definition for Employee turnover: Turnover is wanted to leave from the current job and closely related to absenteeism (Lewis, 1983). In this study, employee turnover measured by quitting the job of employee. Quitting the job is stop the contract of employee by fired and voluntary (Parasuraman, 1982). Thus, in this study, quitting the job used in analyzing the problem of employee turnover.

Supervision: a developmental process designed to support and enhances an individual's acquisition of the motivation, autonomy, self-awareness, and skills necessary to effectively accomplish the job at hand (Lehman, 2005). This definition used in this study.

Work environment: is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies (Ingram & Demand, 2009). This definition used in this study.

Communication: an international environment within an organization which the information flows and information exchange among people through formal and informal network (Krackhardt & Porter, 1986). The level of satisfaction in communication in the organizations which motivates and stimulates workers to meet

organizational goals and make employees feel they are being identified (Krackhardt & Porter, 1986). This definition used in this study.

Job Satisfaction: can be defined as the extent of the positive emotions an employee has toward a work role (Currihan, 1999). This definition used in this study.

3.6. Measurement of Variables/Instrumentation

This study used 4 major survey instruments comprising of supervision, work environment, communication and job satisfaction.

The supervision was conceptualized as a compliance of a supervisor toward procedure and policy of employee turnover, job recognition, employee treatment and it was measured based on a five point Likert-scale. Similarly, the work environment was also conceptualized as the equipment to do the job, working condition and was measured on a five point Likert-scale

Another instrument used in this study is communication. This instrument was conceptualized as cooperation and communication within the department and the compatibility of the work group. The instrument was measured on a five point Likert-scale. .

Furthermore, job satisfaction was also conceptualized as satisfaction on salary and benefit, value and kind of work. The instrument was measured on a five point Likert-scale.

In this study, Likert - scale used is 5 point Likert scales ranging from 5-strongly disagree to 1- strongly agree was empowered.

In this study used also data or information from Exit Interview Questionnaire was developed by the Human Resource Department of Yue Hai hotel in Ning Xia China. The department manager uses the questionnaire to collect the information from employees who voluntarily or involuntarily terminated their contract. This questionnaire required the answers to give the special reasons for quitting their job. Current questionnaire was developed based on an earlier analysis of collecting data. The primary revision was to gather more specific factors for voluntary termination.

The first section includes demographic information such as participator's gender, how long worked in company and current positions. The second section explains the what the most reason for for quitting the job by exiting employees.. The last section was asked the question between employee and company in terms of supervision, work environment, communication and job satisfaction. Also, they need to write down the comments which they think companies should be improved in the workplace. All the information collected from the respondents was used by an employee in the Human Resource Department.

3.7. Data Collection

The all questionnaires were answered during the worker's last day contract in a hotel. All the participators are voluntarily to answer the questionnaire. And there participators will be told that their answer would be kept confidential. Employees who quit their job and cancel the relationship with the hotel without answering the questionnaires are needed include an item as "leave without notice". In all

questionnaires, Human Resource Manager need clearly gives the employee information like gender, which department, employment status, and how long work in this position. This question paper about the reasons cause employee leaves are not complete, so all information about employees need identified

3.8. Sampling

According to Yamane (1967:886) provides a simplified formula to calculate sample sizes. Also, in this study use this formula as below to identify our sample:

$$n = \frac{N}{1+N(e)^2}$$

Where n is the sample size, N is the population, and e is the level of precision. According to the manager of Yue Hai hotel, he said there are 1250 employees left their job during the period of January 1, 2014, through December 30, 2014. Based on the formula, in this study identify our sample is 500 employees who voluntarily or involuntarily stop their contract with employers in all five star hotels' positions in Ning Xia China. The questionnaires re safely stored in each Human Resources Department file, where they are allowed to take by researchers.

3.9. Data Collection Procedure

In this study, data collected by some procedure, namely: The first is determining of the population about 1250 employees quit their job, from this population choosen 500 quitting employees sample according to the formula below :

$$n = \frac{N}{1+N(e)^2}$$

In determining sample used random sampling method. Furthermore, the questionnaire distributed to the sample (field research). The questionnaire used for primary data collection, meanwhile, for collecting the secondary data used the direct interview and library research.

3.10. Techniques of Data Analysis

In this study, data from 500 employees are analyzed by Statistical Package of the Social Sciences (SPSS) to find frequency counts, percent distribution and determining of means and medians.

Furthermore, analyzing of correlation done for finding relationship among supervision, work environment, communication, job satisfaction to reason of quitting the job. In this used Chi-Square Test for testing the hypotheses.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

In this study, analyzed five-hundred employees who left their job between January 1, 2014 and December 30, 2014. There are 1250 employees left their company at all positions in five-star hotels during this period and 750 employees filled this exit questionnaire. This study collects 500 records from HR department to support this study. Data collected also by questioner that have already tested by Reliability and Validity Test.

4.2. Reliability Test

Reliability test is needed for establishing the items of question in questioner are understood by respondent so they answer the questioner correctly. In this, used Cronbach's Alpha values as the base for determining reliable or unreliable of them. Reliability tests indicate internal consistency, based on the average inter-item correlation. The closer the coefficient to 1, the higher is the internal consistency of the scale. Hinton suggested four cut-off points for reliability, which include excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.50 and below) (Hinton et al, 2004). In this study, the result of reliability test shown in Table 4.1 below:

Table 4.1: Reliability Analysis

Cronbach's Alpha	N of Items
0.824	10

As shown in Table4.1, Cronbach's Alpha coefficient for the survey section over 0.8. This scale over than 0.7. It means all items of question in questioner are reliable. Thus, all items of question in questioner are understood by respondent, so the collected data by the questioner can be used in furthermore analysis.

4.3. Validity analysis

The result of the validity test of this study seems in Table 4.2 below:

Table 4.2: Validity Analysis

Factors	Questions	Corrected Item-Total Correlation
Supervision	My supervisor followed company procedures and policies.	0.446
	My supervisor provided appropriate job recognition.	0.621
	My supervisor gave fair and equal treatment	0.414
Work Environment	had adequate equipment to do the job ll.	0.567
	Working conditions re good.	0.507
Communication	There was cooperation and communication within my department.	0.439
	Work group is compatible.	0.522
Job satisfaction	I am satisfied with the Salary and benefits offered to me.	0.564
	I feel that I am valued by this company.	0.428
	I am generally satisfied with the kind of work.	0.567

Based on Table 4.2 above seem that validity scale of the all questions is greater than 0.2, it means all the questions are valid so can be used for all populations studied in this research.

4.4. Respondent Characteristic

4.4.1 Demographic Characteristics

In the section one and section two, the questionnaire asked demographic information about the employee as the respondent. The employee who left provided information include gender, age, education level, length of employment, employment classification, and the reason for quitting. The following part is the

discussion of demographic questions' results. The demographic characteristic of respondent of this study seems on In Table 4.3 below:

Table 4.3: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	233	46.6	46.6	46.6
	Female	267	53.4	53.4	100.0
	Total	500	100.0	100.0	

Based on Table 4.3 above seen that respondent was 46.6% is male and 53.4% are female. Meanwhile, for distribution by age seen in Table 4.4 below:

Table 4.4: Age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	267	53.4	53.4	26.6
	26-30	169	33.8	33.8	87.2
	More than	64	12.8	12.8	100.0
	Total	500	100.0	100.0	

Based on Table 4.4 seen that the sample distribution by age groups: 53.4 % are in the age group 18-25; 33.8% are aged 26-30 years; and 12.8 % in the age group above 30 years. Furthermore, distribution of educational seem in Table 4.5 below:

Table 4.5: Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary school	77	15.4	15.4	15.4
	Hotel school	103	20.6	20.6	36.0
	Technical school	177	35.4	35.4	71.4
	University	143	28.6	28.6	100.0
	Total	500	100.0	100.0	

Based on Table 4.5 above seen that respondents' distribution by educational level, Secondary school had 15.4%, and 20.6% are Hotel school, the most is Technical diploma (35.4%) and 28.6% of the respondents had a University degree. Meanwhile, information about length of employment in five-star hotels in China seems in Table 4.6 below:

Table 4.6: Length of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 3 months	54	10.8	10.8	10.8
	4 - 6 months	239	47.8	47.8	58.6
	7 - 9 months	177	35.4	35.4	94.0
	More than 1 years	30	6.0	6.0	100.0
	Total	500	100.0	100.0	

Table 4.6 above indicates the results for length of employment in five-star hotels in China: 47.8% of respondents had worked 4-6 months; 35.4% of respondents had worked 7-9 months; 10.8% of respondents had worked 0-3 months; 6.0% of respondents had worked for more than 1 year. The employment status of the exiting employee was classified as Front office employees, Food and

Beverage employees, Housekeeping employees, accounting employees and others seem in. Table 4.7 below:

Table 4.7: Employment classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Front office employees	67	13.4	13.4	13.4
	Food and Beverage employees	133	26.6	26.6	40.0
	Housekeeping employees	135	27.0	27.0	67.0
	Accounting employees	68	13.6	13.6	80.6
	Others	97	19.4	19.4	100.0
	Total	500	100.0	100.0	

Based on Table 4.7 above seem that the employment classification of the respondents. In Table 4.7 Front Office employees had 67 (13.4%), Food and Beverage employees are 133 (26.6%), Housekeeping employees had 135 (27%), Accounting employees are 48 (13.6) and others had 97 (19.4).

4.5. The Most Reasons for Quitting the Job in Hotel Industry in China

In this study questioner distributed to 500 respondents and data are collected, Based on that data, found that 10 different reasons for quitting job by the employee. In this, the individual category results are summarized in Table 4.8 below:

Table 4.8: Reasons for termination

	Frequency	Percent	Valid percent	Cum percent
Dissatisfaction with Supervisor Treatment	246	49.2	49.2	49.2
Dissatisfaction with Salary	60	12.0	12.0	61.2
Dissatisfied with Work Conditions	34	6.8	6.8	68.0
Dissatisfaction with Benefits	30	6.0	6.0	74.0
Dissatisfaction with Policy	20	4.0	4.0	78.0
Scheduling Problems	10	2.0	2.0	80.0
Better Employment	44	8.8	8.8	88.8
Job Abandonment	12	2.4	2.4	91.2
Personal Reasons	26	5.2	5.2	96.4
Other	18	3.6	3.6	100
Total	500	100.0	100.0	

Based on the Table 4.8 above seem that nearly half of the respondents left because of dissatisfaction with supervisor treatment (49.2%). The second reason was dissatisfaction with salary (12.0%), and dissatisfied with work conditions (6.8%), dissatisfaction with benefits (6.0%), dissatisfaction with policy (4.0%), scheduling problems (2.0%), better employment (8.8%), job abandonment (2.4%), personal reasons (5.2%), and other (3.6%).

Based on the data above, concluded that the most reason for quitting the job is dissatisfaction with supervisor treatment (49.2%), it means in their company have poor relationship between the employees and managers. The second most frequent reason was salary.

4.6. The Most Work Factor for Quitting the Job in Hotel Industry in China

The work factors include supervision, work environment, communication, and job satisfaction. The work environment is the highest level of agreement in all respondents. After that, supervision and communication are lower rated and similar in agreement. Job satisfaction was the lost rated work factor. The summary of work factors seems in Table 4.9 below:

Table 4.9: Summary of work factors

	N	Min	Max	Mean	SD
Work environment	500	1	5	4.034	0.752
Supervision	500	1	5	3.591	0.876
Communication	500	1	5	3.645	1.256
Job satisfaction	500	1	5	3.184	1.193

In Table 4.9 above, summarized the overall results for work factors, the highest value was for "Work Environment" (mean = 4.034, SD = 0.752), then "Supervision" (mean = 3.591, SD = 0.876), then "Communication" (mean = 3.645, SD = 1.256), and "Job Satisfaction" was lost (mean = 3.184, SD = 1.193). Thus the most frequency factor of exiting employees is Work Environment factor. Furthermore, the detailing of work factors analysis seems in the below explanation.

4.6.1. Work Environment

The Means, Standard Deviations, Minimum and Maximum values for questions related to Work Environment are show in Table 4.10.

Table 4.10: Results for Work Environment Questions

	N	Min	Max	Mean	SD
had adequate equipment to do the job well.	500	1	5	4.146	0.623
Working conditions re good.	500	1	5	4.082	0.728

The highest mean was the question "had adequate equipment to do the job well" indicating a high level of agreement (mean = 4.146, SD = 0.623). The detailing data of the question seem in Table 4.11 below:

Table 4.11: Had Adequate Equipment to Do the Job well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	7	1.4	1.4	1.4
	2.00	19	3.8	3.8	5.2
	3.00	28	5.6	5.6	10.8
	4.00	340	68.0	68.0	78.8
	5.00	106	21.2	21.2	100.0
Total		500	100.0	100.0	

Based on Table 4.11 seen that 89.2 % agree (68.0% agree, 21.2 % strongly agree) that available equipment was adequate to do the job well, while only 5.2 % disagree, and 5.6 % are neutral.

Furthermore, the data for Working Condition seem in Table 4.12 below:

Table 4.12: Working Conditions are good

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	8	1.6	1.6	1.6
	2.00	20	4.0	4.0	5.6
	3.00	38	7.6	7.6	13.2
	4.00	280	56.0	56.0	69.2
	5.00	154	30.8	30.8	100.0
	Total	500	100.0	100.0	

Based on Table 4.12 seem that "Working conditions are good" (mean = 4.082, SD =0.728) and show also that 86.8% agree (56.0% agree, 30.8 strongly agree) that working conditions are good, while 5.6% disagree, and 7.6% are neutral.

Thus, overall, the Work Environment mean is 4.034 (SD = 0.752), indicating that most of the employee who left tend to agree on the goodness of the work environment aspects. Most agreed that the work conditions are good and that adequate equipment was available.

4.6.2 Supervision

The Means, Standard Deviations, Minimum and Maximum values for questions related to Supervision are noted in Table 4.13.

Table 4.13: Results for Supervision Question

	N	Min	Max	Mean	SD
My supervisor followed company procedures and policies	500	1	5	4.231	0.713
My supervisor provided appropriate job recognition	500	1	5	3.582	1.138
My supervisor gave fair and equal treatment	500	1	5	3.145	1.210

Based on Table 4.13 above seem that the mostly of respondents agreed that "My supervisor followed company procedures and policies" (Mean = 4.231, SD = 0.713). Table 14 shows that 90.8% of exit employee agree (58.0% agree, 32.8% strongly agree) that the supervisor followed company procedures and policies, while 4.4% disagree (4.0% disagree, 0.4% strongly disagree), and 4.8% re neutral.

The detailing answers of supervision question seen in Table 4.14, Table 4.15 and Table 4.16 below:

Table 4.14: My Supervisor Followed Company Procedures and Policies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	0.4	0.4	0.4
	2.00	20	4.0	4.0	4.4
	3.00	24	4.8	4.8	9.2
	4.00	290	58.0	58.0	67.2
	5.00	164	32.8	32.8	100.0
	Total	500	100.0	100.0	

Based on Table 4.14 seem that many of the respondents agreed that "My supervisor provided appropriate job recognition" (mean = 3.582, SD = 1.138). Table 4.15 shows the 49.0% of respondents agree (31.2% agree, 17.8% strongly agree) that the supervisor provided appropriate job recognition, while 43.8% disagree (39.6% disagree, 4.2% strongly disagree), and 7.2 are neutral.

Table 4.15: My Supervisor Provided Appropriate Job Recognition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	21	4.2	4.2	4.2
	2.00	198	39.6	39.6	43.8
	3.00	36	7.2	7.2	51.0
	4.00	156	31.2	31.2	82.2
	5.00	89	17.8	17.8	100.0
	Total	500	100.0	100.0	

Based on Table 4.15 seen that the respondents are more evenly divided about "My supervisor gave fair and equal treatment" with mean=3.145, and SD=1.210 indicating a neutral attitude.

Table 4.16: My Supervisor Gave Fair and Equal Treatment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	23	4.6	4.6	4.6
	2.00	214	42.8	42.8	47.4
	3.00	38	7.6	7.6	55.0
	4.00	136	27.2	27.2	82.2
	5.00	89	17.8	17.8	100.0
	Total	500	100.0	100.0	

Based on Table 4.16 seen that 47.4% respondents disagree that the supervisor gave fair and equal treatment, while 45% agree (27.2% agree, 17.8% strongly agree), and 7.6% re neutral.

Thus, overall, the mean for Supervision was 3.591 (SD = 0.876), indicating that respondents tend to agree on the overall dimension. Summarizing the supervision results show that supervisor are mostly followed company policies and procedures, are offering better job recognition to their employee, but lower of giving the fair and equal treatment.

These findings noted that most employees know well their company procedures and policies, and also their will obtain the recognized when they have good work performance; however, they think the company needs to improve the fair and equal treatment. Supervisors' positive feedback helps to increase employee confidence and motivation. Encouragement is important to all employees, it's even more important for new employees. Mobley et al (1979) concluded that a number of studies offered moderate support for a negative relationship between satisfaction

with supervision and turnover (i.e. The higher the satisfaction with supervision, the lower the turnover).

4.6.3 Communication

In the Communication Question, the Means, Standard Deviations, and Minimum and Maximum values for questions related to Communication are indicated in Table 4.17 below .:

Table 4.17: Results for Communication Questions

	N	Min	Max	Mean	SD
Work group is compatible	500	1	5	3.846	1.103
There was cooperation and communication within my department	500	1	5	3.507	1.116

Based on Table 4.17 above, seen that the highest mean was for "Work group is compatible" (Mean = 3.846, SD = 1.103), then was for "There was cooperation and communication within my department" (mean = 3.507, SD= 1.116). As to the detailing answer of Communication items seen in Table 4.18 below:

Table 4.18: There was Cooperation and Communication within Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	20	4.0	4.0	4.0
	2.00	107	21.4	21.4	25.4
	3.00	39	7.8	7.8	33.2
	4.00	188	37.6	37.6	70.8
	5.00	146	29.2	29.2	100.0
	Total	500	100.0	100.0	

Based on Table 4.18 seen that 66.8% agree (37.6% agree, 29.2% strongly agree) that there was cooperation and communication within the department, while 25.4% disagree (21.4% disagree, 4.0% strongly disagree), and 7.8% are neutral.

Thus, overall the means for Communication was 3.645 (S.D. =1.256), the findings support the need for more communication. Maybe this is related to manager behavior, when they didn't give positive and constructive feedback on a regular basis. It may include both formal job performance reviews and informal channels of communication with employees, as well as ensuring that variable reward and recognition programs are used to motivate all employees.

4.6.4 Job Satisfaction

In this, the Means, Standard Deviations, Minimum and Maximum values for questions related to Satisfaction are reported in Table 4.19.

Table 4.19: Results for Job Satisfaction Questions

	N	Min	Max	Mean	SD
I am satisfied with the salary and benefits offered to me	500	1	5	3.257	1.342
I am generally satisfied with my work	500	1	5	3.007	1.316
I feel that I am valued by this company	500	1	5	2.985	1.592

Based on the Table 4.19, seen that the highest mean=3.257 (SD = 1.342), indicating the highest level of satisfaction, was for "I am satisfied with the salary and benefits offered to me", then was for "I am generally satisfied with my work", Mean = 3.007 (SD = 1.316), then "I feel that I am valued by this company" (mean = 2.985, SD = 1.592). The total mean for job satisfaction was 3.184 (SD= 1.193),

indicating on average a neutral attitude towards different satisfaction aspects. Table 20 shows that 52.8% agree (34.2% agree, 18.6% strongly agree) about satisfaction with the salary and benefits, while 37.8% disagree (23.0 % disagree, 14.8 strongly disagree), and 9.4% are neutral. Furthermore, detailing answer for each item of Job Satisfaction question seen in Table 4.20, Table 4.21 and Table 4.22 below:

Table 4.20: I am Satisfied with the Salary and Benefits Offered

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	74	14.8	14.8	14.8
	2.00	115	23.0	23.0	37.8
	3.00	47	9.4	9.4	47.2
	4.00	171	34.2	34.2	81.4
	5.00	93	18.6	18.6	100.0
	Total	500	100.0	100.0	

Based on the Table 4.20 above seen that 53.0% respondent agree (33.4% agree, 19.6% strongly agree) about satisfaction with the work, while 42.4% disagree (32.4% disagree, 10.0% strongly disagree), and 4.6% are neutral.

Table 4.21: I am Generally Satisfied with my Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	50	10.0	10.0	10.0
	2.00	162	32.4	32.4	42.4
	3.00	23	4.6	4.6	47.0
	4.00	167	33.4	33.4	80.4
	5.00	98	19.6	19.6	100.0
	Total	500	100.0	100.0	

Based on Table 4.21 seen that 51.4% disagree (26.0% disagree, 25.4% strongly disagree) about feeling valued by the company, while 40.6% agree (13.8% agree, 26.8% strongly agree), and 8.0 % neutral.

Table 4.22: I Feel that I am Valued by this Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	127	25.4	25.4	25.4
	2.00	130	26.0	26.0	51.4
	3.00	40	8.0	8.0	59.4
	4.00	69	13.8	13.8	73.2
	5.00	134	26.8	26.8	100.0
	Total	500	100.0	100.0	

Based on Table 4.22 seen that that 40.6% respondent agree (13.8% agree, 26.8% strongly agree) about satisfaction with valued in the workplace, while 51.4% disagree (26.0% disagree, 25.4% strongly disagree), and 8.0 % are neutral.

In all variables in this paper, it found that the factor of work environment, supervision, lack of organization committed towards and job dissatisfaction related to employee's intention to quit the job. The results of this study stress on the significance of factor such as, supervision, dissatisfaction with salary, and the characteristics of the work environment contribute to job satisfaction and employee turnover.

4.7. Relationship between the Most Frequent Reasons for Quitting and Work Factors.

To analyze the relationship between the most frequent reasons for quitting and work factors in this study used Chi-Square approach. In this, the Work Factor are Supervision, Work Environment, Communication and Job Satisfaction

4.7.1. Relationship between Supervision and Reason for Termination

The analysis result of the relationship between supervision and reason for termination seen in Table 4.23 and Table 4.24 below:

Table 4.23: Association of Supervision with Reasons for Termination

Reasons for termination		Strong disagree	Disagree	Nature	Agree	Strong agree	Total
Dissatisfaction with Supervisor Treatment	Count	0	0	2	156	88	246
	% within Reasons for Termination	0.0%	0.0%	0.8%	64.4%	35.8%	100.0%
Dissatisfaction with Salary	Count	0	2	58	0	0	60
	% within Reasons for Termination	0.0%	3.3%	96.7%	0.0%	0.0%	100.0%
Dissatisfied with Work Conditions	Count	0	0	34	0	0	34
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Dissatisfaction with Benefits	Count	0	0	30	0	0	30
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Dissatisfaction with Policy	Count	0	0	20	0	0	20
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Scheduling Problems	Count	0	0	10	0	0	10
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Better Employment	Count	8	14	22	0	0	44
	% within Reasons for Termination	18.2%	31.8%	50.0%	0.0%	0.0%	100.0%
Job Abandonment	Count	0	0	12	0	0	12
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Personal Reasons	Count	8	0	18	0	0	26
	% within Reasons for Termination	30.8%	0.0%	69.2%	0.0%	0.0%	100.0%
Other	Count	2	0	16	0	0	18
	% within Reasons for Termination	11.1%	0.0%	88.9%	0.0%	0.0%	100.0%
Total	Count	18	16	222	156	88	500
	% within Reasons for Termination	3.6%	3.2%	44.4%	31.2%	17.6%	100%

Table 4.24: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	824.765	25	0.001

Table 4.23 indicates that employees who left to seek better employment tended to strongly disagree on all supervision aspects (My supervisor followed company procedures and policies; My supervisor provided appropriate job recognition; My supervisor gave fair and equal treatment), while employees who reported dissatisfaction with Supervisor Treatment as a main reason for quitting tended to agree on the supervision aspects, indicating a contradiction between both responses. On the overall level, 48.8% of employees who actually left their jobs agreed on supervision fair treatment and appropriate recognition; and another 44.4% are neutral. Among exiting employees, only 6.8% reported unfair treatment and inappropriate recognition. Table 4.23 indicates the cross tabulation of reasons for termination and supervision. Chi-square is selected to calculate the Pearson chi-square and test significance of the relationship. If the significance level was <0.05 means there are relationship between the Most Frequent Reasons for Quitting and Work Factors. Meanwhile, if the significance level was >0.05 , means there are no relationship between the Most Frequent Reasons for Quitting and Work Factors. Results of Chi-square test by work factor are presented in Table 4.24. In table 4.24, since the significance <0.05 means the variables are significantly associated.

4.7.2. Relationship between Work Environment and Reason for Termination

The result of relationship analysis between Work Environment and Reason for Termination seen in Table 4.25 and Table 4.26 below:

Table 4.25: Association of Work Environment with Reasons for Termination

Reasons for termination		Strong disagree	Disagree	Nature	Agree	Strong agree	Total
Dissatisfaction with Supervisor Treatment	Count	0	0	0	86	160	246
	% within Reasons for Termination	0.0%	0.0%	0.0%	35.0%	65.0%	100.0 %
Dissatisfaction with Salary	Count	0	0	0	60	0	60
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Dissatisfied with Work Conditions	Count	0	0	0	34	0	34
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Dissatisfaction with Benefits	Count	0	0	0	30	0	30
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Dissatisfaction with Policy	Count	0	0	0	20	0	20
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Scheduling Problems	Count	0	0	0	10	0	10
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Better Employment	Count	0	12	24	8	0	44
	% within Reasons for Termination	0.0%	27.3%	54.5%	18.2%	0.0%	100.0 %
Job Abandonment	Count	0	0	0	12	0	12
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Personal Reasons	Count	4	2	20	0	0	26
	% within Reasons for Termination	15.4%	7.7%	76.9%	0.0%	0.0%	100.0 %
Other	Count	0	3	0	15	0	18
	% within Reasons for Termination	0.0%	16.7%	0.0%	83.3%	0.0%	100.0 %
Total	Count	4	17	44	275	160	500
	% within Reasons for Termination	0.8%	3.4%	8.8%	55.0%	32.0%	100%

Table 4.25 indicates that employees who left to seek better employment tended

to strongly disagree that the work environment is good (had adequate equipment to do the job well; Working conditions are good), while exiting employees who reported dissatisfaction with the work environment as the reason for quitting, indicating a contradiction between both responses. Overall, 87.0% of employees who actually left their jobs agreed that the work environment is appropriate; and another 8.8%re neutral. Among exiting employees, only 4.2% reported inappropriate work environment.

Table 4.26: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	853.362	25	0.001

Table 4.26 results for Chi-Square indicate that variables are significantly associated. It means there is a relationship between Work Environment and Reason for Termination.

4.7.3. Relationship between Communication and Reason for Termination

Meanwhile, the relationship between Communication and Reasons for Termination seen in Table 4.27 and Table 4.28 below:

Table 4.27: Association of Communication with Reasons for Termination

Reasons for termination		Strong disagree	Disagree	Nature	Agree	Strong agree	Total
Dissatisfaction with Supervisor Treatment	Count	0	3	0	105	138	246
	% within Reasons for Termination	0.0%	1.2%	0.0%	42.7%	56.1%	100.0 %
Dissatisfaction with Salary	Count	0	0	40	20	0	60
	% within Reasons for Termination	0.0%	0.0%	66.7%	33.3%	0.0%	100.0 %
Dissatisfied with Work Conditions	Count	0	32	2	0	0	34
	% within Reasons for Termination	0.0%	94.1%	5.9%	0.0%	0.0%	100.0 %
Dissatisfaction with Benefits	Count	0	30	0	0	0	30
	% within Reasons for Termination	0.0%	100.0%	0.0%	0.0%	0.0%	100.0 %
Dissatisfaction with Policy	Count	0	20	0	0	0	20
	% within Reasons for Termination	0.0%	100.0%	0.0%	0.0%	0.0%	100.0 %
Scheduling Problems	Count	0	10	0	0	0	10
	% within Reasons for Termination	0.0%	100.0%	0.0%	0.0%	0.0%	100.0 %
Better Employment	Count	19	25	0	0	0	44
	% within Reasons for Termination	43.2%	56.8%	0.0%	0.0%	0.0%	100.0 %
Job Abandonment	Count	0	5	2	5	0	12
	% within Reasons for Termination	0.0%	41.7%	16.6%	41.7%	0.0%	100.0 %
Personal Reasons	Count	8	0	0	18	0	26
	% within Reasons for Termination	30.8%	0.0%	0.0%	69.2%	0.0%	100.0 %
Other	Count	3	0	0	15	0	18
	% within Reasons for Termination	16.7%	0.0%	0.0%	83.3%	0.0%	100.0 %
Total	Count	30	125	44	163	138	500
	% within Reasons for Termination	6.0%	25.0%	8.8%	32.6%	27.6%	100%

Table 4.27 indicates that employees who left to seek better employment tended to strongly disagree with communication (There was cooperation and communication within my store; work group is compatible). Also, employees reported dissatisfaction

with work conditions and scheduling problems. This indicates there was miscommunication between employees and managers. Overall, 60.2% of employees who actually left their jobs agreed that communication was appropriate; and another 8.8%re neutral. Among exiting employees, only 31.0% reported inappropriate communication. This finding supported by the result of Chi Square Test in table 4.28 below:

Table 4.28: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	978.892	25	0.001

Table 4.28 results for Chi-Square indicate that the variables are significantly associated. It means, there is a relationship between Communications with Reasons for Termination.

4.7.4. Relationship between Job Satisfaction and Reason for Termination

Furthermore, the relationship between Job Satisfaction and Reasons for Termination seen in Table 4.29 below:

Table 4.29: Association Job Satisfaction with Reasons for Termination

Reasons for termination		Strong disagree	Disagree	Nature	Agree	Strong agree	Total
Dissatisfaction with Supervisor Treatment	Count	0	92	34	120	0	246
	% within Reasons for Termination	0.0%	37.4%	13.8%	48.8%	0.0%	100.0 %
Dissatisfaction with Salary	Count	45	15	0	0	0	60
	% within Reasons for Termination	75.0%	25.0%	0.0%	0.0%	0.0%	100.0 %
Dissatisfied with Work Conditions	Count	0	0	4	18	12	34
	% within Reasons for Termination	0.0%	0.0%	11.8%	52.9%	35.3%	100.0 %
Dissatisfaction with Benefits	Count	0	0	0	30	0	30
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Dissatisfaction with Policy	Count	0	0	0	20	0	20
	% within Reasons for Termination	0.0%	0.0%	0.0%	100.0%	0.0%	100.0 %
Scheduling Problems	Count	0	10	0	10	0	10
	% within Reasons for Termination	0.0%	100.0%	0.0%	100.0%	0.0%	100.0 %
Better Employment	Count	0	0	0	18	26	44
	% within Reasons for Termination	0.0%	0.0%	0.0%	40.9%	59.1%	100.0 %
Job Abandonment	Count	0	0	2	7	3	12
	% within Reasons for Termination	0.0%	0.0%	16.7%	58.3%	25.0%	100.0 %
Personal Reasons	Count	0	3	0	18	5	26
	% within Reasons for Termination	0.0%	11.5%	0.0%	69.2%	19.3%	100.0 %
Other	Count	0	0	2	9	7	18
	% within Reasons for Termination	0.0%	0.0%	11.1%	50.0%	38.9%	100.0 %
Total	Count	45	110	42	250	53	500
	% within Reasons for Termination	9.0%	22.0%	8.4%	50.0%	10.6%	100%

The relationship between satisfaction and turnover has been consistent. In table 4.29, this indicates that overall job satisfaction modestly predicted turnover. On the overall level, 60.6% of employees who actually left their jobs agreed that satisfaction was appropriate; and another 8.4%re neutral. Among exiting

employees, 31% reported inappropriate satisfaction. This finding supported by the result of Chi Square Test in table 4.30 below:

Table 4.30: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	508.143	25	0.001

Based on Table 4.30 above, seem that the Asymp Significant level is 0.001 less than 0.05. It means the variables are significantly associated.

Overall the relationship between the most frequent reason for quitting and work factors seem in Table 4.31 below:

Table 4.31: Composite Chi- Square Test of Relationship between The Most Frequent Reason for Quitting and Work Factors

Work Factors	Pearson Chi – Square		
	Value	Df	Assymp. Sig. (2-sided)
Supervision	824.765	25	0.001
Work Environment	853.362	25	0.001
Communication	978.892	25	0.001
Job Satisfaction	508.143	25	0.001

From Table 4.31 above seen all result of Chi - Square Test of all items of work factors are 0.001 less than value alpha 0.05. It means there is relationship significantly between work factors and reason for quitting the job in hotel Industry in China.

4.8. Relationship between Demographic Factors and Reasons for Quitting the Job

To analyze the relationship between Demographic factors and Reasons for Quitting the Job, this study used Chi-Square approach. In this, Demographic Work Factor consists of gender, age, education level, length of service and employment classification.

4.8.1. Relationship between Genders with Reasons for Termination

Relationship between Gender and Reasons for Termination seen in Table 4.32 below:

Table 4.32: Association of Gender with Reasons for Termination

Reasons for termination		Male	Female	Total
Dissatisfaction with Supervisor Treatment	Count	234	12	246
	% within Reasons for Termination	95.1%	4.9%	100.0%
Dissatisfaction with Salary	Count	50	10	60
	% within Reasons for Termination	83.3%	16.7%	100.0%
Dissatisfied with Work Conditions	Count	30	4	34
	% within Reasons for Termination	88.2%	11.8%	100.0%
Dissatisfaction with Benefits	Count	0	30	30
	% within Reasons for Termination	0.0%	100.0%	100.0%
Dissatisfaction with Policy	Count	0	20	20
	% within Reasons for Termination	0.0%	100.0%	100.0%
Scheduling Problems	Count	0	10	10
	% within Reasons for Termination	0.0%	100.0%	100.0%
Better Employment	Count	0	44	44
	% within Reasons for Termination	0.0%	100.0%	100.0%
Job Abandonment	Count	10	2	12
	% within Reasons for Termination	83.3%	16.7%	100.0%
Personal Reasons	Count	16	10	26
	% within Reasons for Termination	61.5%	38.5%	100.0%
Other	Count	13	5	18
	% within Reasons for Termination	72.2%	27.8%	100.0%
Total	Count	353	147	500
	% within Reasons for Termination	70.6%	29.4%	100%

Table 4.32 above indicates the existence of significant strong association between reasons for quitting and gender. This was reflected in the percentage distribution of different reasons across males/females. Males leave their job mainly

due to Dissatisfaction with Supervisor Treatment; Dissatisfaction with Salary; Job Abandonment or Dissatisfied with Work Conditions. Females leave mainly for Dissatisfaction with Benefits; Dissatisfaction with Policy; Scheduling Problems or Better Employment. This finding supported by the result of Chi Square Test in table 4.33 below:

Table 4.33: Chi-Square Tests

	Value	Df	Assymp. Sig. (2-sided)
Pearson Chi-Square	309.473	5	0.001

Based on Table 4.33 above, seem that the Asymp Significant value is 0.001 less than 0.05. It means there is relationship significantly between Gender and Reasons for Termination.

4.8.2. Relationship between Age and Reasons for Termination

Relationship between Age and Reasons for Termination seem in Table 4.34 below:

Table 4.34: Association of Age Group with Reasons for Termination

Reasons for termination		18-25 years	26-30 years	More than	Total
Dissatisfaction with Supervisor Treatment	Count	246	0	0	246
	% within Reasons for Termination	100.0%	0.0%	0.0%	100.0%
Dissatisfaction with Salary	Count	58	2	0	60
	% within Reasons for Termination	96.7%	3.3%	0.0%	100.0%
Dissatisfied with Work Conditions	Count	0	34	0	34
	% within Reasons for Termination	0.0%	100.0%	0.0%	100.0%
Dissatisfaction with Benefits	Count	0	30	0	30
	% within Reasons for Termination	0.0%	100.0%	0.0%	100.0%
Dissatisfaction with Policy	Count	0	20	0	20
	% within Reasons for Termination	0.0%	100.0%	0.0%	100.0%
Scheduling Problems	Count	0	10	0	10
	% within Reasons for Termination	0.0%	100.0%	0.0%	100.0%
Better Employment	Count	0	44	0	44
	% within Reasons for Termination	0.0%	100.0%	0.0%	100.0%
Job Abandonment	Count	9	3	0	12
	% within Reasons for Termination	75.0%	25.0%	0.0%	100.0%
Personal Reasons	Count	14	8	4	26
	% within Reasons for Termination	53.8%	30.8%	15.4%	100.0%
Other	Count	13	5	0	18
	% within Reasons for Termination	72.2%	17.8	0.0%	100.0%
Total	Count	340	156	4	500
	% within Reasons for Termination	68.0%	31.2%	0.8%	100%

Table 4.34 above shows that the association of age group with reasons for termination. This was reflected in the percentage distribution of different reasons across age groups. While answerers' ages leave their job mainly due to

dissatisfaction with supervisor treatment and the older employees tend to leave mainly for personal reasons. This finding supported by the chi square test result in table 4.35 below:

Table 4.35: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	379.675	10	0.001

Based on Table 4.35 seem that The Asymp. Sig level is 0.001 less than 0.05.

It means there is relationship significantly between age and reasons for quitting.

4.8.3. Relationship between Education and Reason for Termination

Relationship between education and Reasons for Termination seem in Table 4.36 below:

Table 4.36: Association of Education and Reasons for Termination

Reasons for termination		Secondary school	Hotel School	Technical school	University degree	Total
Dissatisfaction with Supervisor Treatment	Count	130	116	0	0	246
	% within Reasons for Termination	52.8%	47.2%	0.0%	0.0%	100.0%
Dissatisfaction with Salary	Count	0	11	49	0	60
	% within Reasons for Termination	0.0%	18.3%	81.7%	0.0%	100.0%
Dissatisfied with Work Conditions	Count	0	0	34	0	34
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Dissatisfaction with Benefits	Count	0	0	30	0	30
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Dissatisfaction with Policy	Count	0	0	20	0	20
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Scheduling Problems	Count	0	0	10	0	10
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Better Employment	Count	0	8	31	5	44
	% within Reasons for Termination	0.0%	18.1%	70.5%	11.4%	100.0%
Job Abandonment	Count	0	9	3	0	12
	% within Reasons for Termination	0.0%	75.0%	25.0%	0.0%	100.0%
Personal Reasons	Count	0	20	0	6	26
	% within Reasons for Termination	0.0%	76.9%	0.0%	23.1%	100.0%
Other	Count	0	13	0	5	18
	% within Reasons for Termination	0.0%	72.2%	0.0%	17.8%	100.0%
Total	Count	130	177	177	16	500
	% within Reasons for Termination	26.0%	35.4%	35.4%	3.2%	100%

Table 4.36 shows the association of education level and reasons for termination. This was reflected in the percentage distribution of different reasons across different education levels. Secondary school and hotel school graduates

leave their job mainly due to Dissatisfaction with Supervisor Treatment while Technical school graduates leave their job mainly due to Dissatisfaction with Salary, Dissatisfied with Work Conditions, Dissatisfaction with Benefits, and Dissatisfaction with Policy, Scheduling Problems or Better Employment. Employees with a University degree tend to leave mainly for Personal Reasons.

Among Secondary school graduates, 52.8% are dissatisfied with Supervisor; follow by 47.2% among Hotel school graduates. While 70.5% of Technical school graduates left for Better Employment follow by 81.7% from the same educational level are dissatisfied with Salary. 23.1% among University graduates left their job for Personal Reasons follow by 11.4% left for better employment. This finding supported by the chi square test result in table 4.37 below:

Table 4.37: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	391.675	15	0.001

Based on Table 4.37 seem that The Asymp. Sig level is 0.001 less than 0.05.

It means there is relationship significantly between education level and reasons for quitting.

4.8.4. Relationship between Length of Service and Reason for Termination

Relationship between Length of Service and Reasons for Termination seem in Table 4.38 below:

Table 4.38: Association of Length of Service and Reasons for Termination

Reasons for termination		0-3 Months	4-6 months	7-9 months	More than	Total
Dissatisfaction with Supervisor Treatment	Count	50	196	0	0	246
	% within Reasons for Termination	20.3%	79.7%	0.0%	0.0%	100.0%
Dissatisfaction with Salary	Count	0	49	11	0	60
	% within Reasons for Termination	0.0%	81.7%	18.3%	0.0%	100.0%
Dissatisfied with Work Conditions	Count	0	0	34	0	34
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Dissatisfaction with Benefits	Count	0	0	30	0	30
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Dissatisfaction with Policy	Count	0	0	20	0	20
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Scheduling Problems	Count	0	0	10	0	10
	% within Reasons for Termination	0.0%	0.0%	100.0%	0.0%	100.0%
Better Employment	Count	0	0	31	13	44
	% within Reasons for Termination	0.0%	0.0%	70.5%	29.5%	100.0%
Job Abandonment	Count	0	3	9	0	12
	% within Reasons for Termination	0.0%	25.0%	75.0%	0.0%	100.0%
Personal Reasons	Count	0	22	0	4	26
	% within Reasons for Termination	0.0%	84.6%	0.0%	15.4%	100.0%
Other	Count	0	15	0	3	18
	% within Reasons for Termination	0.0%	83.3%	0.0%	16.7%	100.0%
Total	Count	50	285	145	20	500
	% within Reasons for Termination	10.0%	57.0%	29.0%	4.0%	100%

Table 38 shows the association of length of service and reasons for termination. It indicates the existence of significant moderate association between reasons for quitting and length of service. This was reflected in the percentage distribution of

different reasons across the length of service. As shown, among those having a length of service around 4-6 months, 81.7% are dissatisfied with salary; followed 70.5% among those who worked for 7-9 months and left for better employment. Another 20.3% among those who spent around 0-3 months are dissatisfied with supervisor treatment.

The analysis indicated that more than half the exiting employees had been employed less than one year. Significant differences exist among the reasons given for quitting based on employment status. The short term length of service leave their job mainly due to Dissatisfaction with Supervisor Treatment; Dissatisfaction with Salary. While those with longer length of service leave mainly for Better Employment, Dissatisfaction with Benefits or Dissatisfaction with Policy. This finding supported by the chi square test result in table 4.39 below:

Table 4.39: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	413.675	15	0.001

Based on Table 39 seem that The Asymp. Sig level is 0.001 less than 0.05. It means there is relationship significantly between Length of Service and reasons for quitting.

4.8.5. Relationship between Employment Classification and Reason for Termination

Relationship between Employment Classification and Reasons for Termination seen in Table 4.40 below:

Table 4.40: Association of Employment Classification and Reasons for Termination

Reasons for termination		FE	FBE	HKE	AE	Others	Total
Dissatisfaction with Supervisor Treatment	Count	32	135	43	23	13	246
	% within Reasons for Termination	13.0%	54.9%	17.5%	9.3%	5.3%	100.0%
Dissatisfaction with Salary	Count	13	25	12	10	0	60
	% within Reasons for Termination	21.7%	41.6%	20.0%	16.7%	0.0%	100.0%
Dissatisfied with Work Conditions	Count	5	10	14	5	0	34
	% within Reasons for Termination	14.7%	29.4%	41.2%	14.7%	0.0%	100.0%
Dissatisfaction with Benefits	Count	3	12	10	4	1	30
	% within Reasons for Termination	10.0%	40.0%	33.3%	13.3%	3.4%	100.0%
Dissatisfaction with Policy	Count	4	8	8	0	0	20
	% within Reasons for Termination	20.0%	40.0%	40.0%	0.0%	0.0%	100.0%
Scheduling Problems	Count	3	4	3	0	0	10
	% within Reasons for Termination	30.0	40.0%	30.0%	0.0%	0.0%	100.0%
Better Employment	Count	10	6	2	13	13	44
	% within Reasons for Termination	22.9%	13.6%	4.5%	29.5%	29.5%	100.0%
Job Abandonment	Count	3	3	3	3	0	12
	% within Reasons for Termination	25.0%	25.0%	25.0%	25.0%	0.0%	100.0%
Personal Reasons	Count	0	10	12	0	4	26
	% within Reasons for Termination	0.0%	38.5%	46.1%	0.0%	15.4%	100.0%
Other	Count	0	0	15	0	3	18
	% within Reasons for Termination	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%
Total	Count	69	217	122	58	34	500
	% within Reasons for Termination	13.8	43.4%	24.4%	11.6%	6.8%	100%

Table 4.40 shows the association of Employment Classification and reasons for termination. It indicates the existence of significant moderate association

between reasons for quitting and employment classification. This was reflected in the percentage distribution of different reasons, according the employment classification. In food and beverage department had 54.9% dissatisfied with supervisor, there are 30.0% in front office causing employee to quit their job is scheduling problem and in accounting department the most frequency reason for quitting job is better employment. This finding supported by the chi square test result in table 4.41 below:

Table 4.41: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	208.361	5	0.001

Based on Table 4.41 seem that The Assymp. Sig level is 0.001 less than 0.05. It means there is relationship significantly between Employment Classification and reasons for quitting.

Overall, there is a relationship between demographic factors and reasons for quitting the job like seem Table 4.42 below:

Table 4.42: Composition of Chi - Square Test Result of Relationship between Demographic Factors and Reason for Quitting the Job in Hotel Industry in China

Demographic Factors	Pearson Chi – Square		
	Value	Df	Assymp. Sig. (2-sided)
Gender	309.473	5	0.001
Age	379.675	10	0.001
Education	391.675	15	0.001
Length of Service	413.675	15	0.001
Employment Classification	208.361	5	0.001

From Table 4.42 above seen all result of Chi - Square Test of all items of demographic factors are 0.001 less than value alpha 0.05. It means there is relationship significantly between demographic factors and reason for quitting the job in hotel Industry in China

4.9. Hypotheses Test

In this study, hypotheses tested by Chi - Square Test with criteria:

If the value of Asymp. Sig (2 sided) < 0.05 , H0: rejected

Ha: accepted

If the value of Asymp. Sig (2 sided) > 0.05 : H0: accepted

Ha: rejected

In this study processing of hypotheses test use SPSS program with the result as follow:

4.9.1 Test of Hypotheses 1

Hypotheses 1:

H0: There is no relationship between work factors and reason for quitting the job in term employee turnover in the hotel industry in China.

Ha: There is a relationship between work factors and reason for quitting the job in term employee turnover in the hotel industry in China.

Hypotheses test result:

Table 4.43: Chi- Square Test of Hypotheses 1

	Pearson Chi – Square
	Assymp. Sig. (2-sided)
Work Factors	0.001

From Table 4.43 above seen that the result of Chi - Square Test for hypotheses 1 is 0.001 less than the value of alpha 0.05. It means H0 rejected and Ha accepted thus there is relationship significantly between work factors and reason for quitting the job in the hotel Industry in China

4.9.2. Test of Hypotheses 2

Hypotheses 2:

H0: There is no relationship between demographic factors and reason for quitting

the job in term employee turnover in the hotel industry in China.

Ha: There is no relationship between demographic factors and reason for quitting

the job in term employee turnover in hotel industry in China.

Hypotheses test result:

Table 4.44: Chi- Square Test of Hypotheses 1

	Pearson Chi – Square
	Assymp. Sig. (2-sided)
Demographic Factors	0.001

From Table 4.44 above seen that the result of Chi - Square Test for hypotheses 2 is 0.001 less than the value of alpha 0.05. It means H0 rejected and Ha accepted, thus there is relationship significantly between demographic factors and reason for quitting the job in hotel Industry in China.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Introuduction

This research centers on the influences of supervision, work environment, communication and job satisfaction with employee turnover in the five star hotels in China. This chapter based on the chapter 4 findings, suggesting company take measures to control and reduce employee turnover. Finally, the author pointed out a number of suggestions for future research, and summarized the entire study.

5.2. Conclusion

Based on finding result in Chapter 4, concluded that the most reason for quitting the job is dissatisfaction with supervisor treatment (49.2%), it means in their company have a poor relationship between the employees and managers. The second most frequent reason was salary (12%). This result supported by Mobley (1982) stated that employees are more likely to leave an organization when they are dissatisfied. In these employees desire good, fair supervision. Supervisors and managers who use a constructive "coaching" style when delivering feedback will nurture growth and learning among their employees. Conversely, supervisors that "police" for infractions and shortfalls will create fear and inhibit employees' growth potential. It has many studies provided the evidence that there is a negative relationship between job

satisfaction and turnover, higher job satisfaction will return lower employee turnover (Mobley et al., 1979). In this study also has the same result, because most of exit employees given the reason for leave are supervisor behavior, meaning there is a bad relationship between employees and leaders.

Furthermore, based on research found that in term work factors, work environment are the highest level of agreement in all respondents. After that, supervision and communication are lower rated and similar in agreement. Job satisfaction was the lowest rated work factor. Thus, overall most of the employees who left tends to agree with the goodness of the work environment aspects. Most agreed that the work conditions are good and that adequate equipment was available.

This study found also that Chi - Square Test for all items of work factors are 0.001 (Assymp.Sig.2-sided) where it's smaller than 0.05. It means there is a relationship between the most frequent reason for quitting and work factors

This study found also that there is a relationship between demographic factors and reasons for quitting the job. It is seen from the result of Chi - Square Test for all items of demographic factors are 0.001 (Assymp.Sig.2-sided) where it's smaller than 0.05. It means there is relationship significantly between demographic factors and reasons for quitting the job in the hotel industry in China.

The study's results cause employer's attention, because of in this study noted that some special factors influence employee turnover in the company. The data show that over 50 percentage employees who leave the company work less than half year in

their work place. Research findings of this study show us that the most significant reason for quitting the job in the hotel industry in China is management style. It means the relationship between employees and leaders is bad. The second important reason is dissatisfaction with salary and benefits.

5.3. Recommendations

Based on this research finding, suggested the company's management style need moderately change and improve. Employees want to be treated with respect at all positions of job. For the above reason, companies should change and improve their management style, for example treat their workers with the highest respect and meet the employee's expectation what they need. Bad supervision will increase employee turnover.

This study suggests that to find accurate information of intrinsic reasons because the employee turnover, it is better for companies to gain the both quantitative and qualitative information. To find the potential factors for employee turnover, qualitative data on the information way people left are useful. Based on this research finding, suggested for company in term turnover issue use the holistic way to make cooperation with the employee, such as enhancing company's commitment and quality of management style and paying a same or higher salary than proper market rates

Based on this research finding, for the future research employee turnover in hotel industry suggested to include an examination of turnover information to build whether

employee turnover is conformable high across the industry or to check whether there are some differences between institution in the same labor market. Its suggested for making better result of employee turnover research in the future in order to give a high value contribution in developing science and perfecting practices in managing hotel anywhere.

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