

**The underlying factors that affect an employee's intention to
leave an organization in the hospitality industry: a case
study of Y Hotel in China**

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Abstract

The rapid expansion of the hospitality industry requires a stable workforce, but there is a worrying trend of increasing staff turnover in hotels. It is important to note that this phenomenon has many negative effects on hotel management and operations. The stability of employees in the hotel industry directly affects service quality and employer brand building. Therefore, improving the stability of hotel employees is crucial to improving the competitiveness of the hotel industry. This is also the focus of much scholars' research. The purpose of this study is to explore the potential factors that affect the turnover of Y Hotel employees and find corresponding solutions to retain employees, reduce the turnover rate, and lay the foundation for the sustainable development of Y Hotel.

This research selects the resignation of Hotel Y from December 2022 to March 2023 as the research object, conducts quantitative research through questionnaire and collects primary data to gain an in-depth understanding of the underlying factors that lead to employee resignation in Hotel Y and find feasible measures to retain employees.

According to the survey results, it is found that the main factors affecting the resignation of Hotel Y employees include Poor salaries and benefits, excessive workload, difficulty in promotion and presence of potential risk-taking behavior at work. Given the above-influencing factors, specific solutions are proposed including First, different salary divisions are made for different positions, planned salary adjustment system, improvement of the hotel's welfare system. Second, full attention is paid to the personal needs and self-development of employees, share promotion assessment criteria with employees, offering different types of training programmer Third, workflow assessment, optimizing work arrangements, providing a pleasant

working environment, equipment and the necessary training and support. Finally, safety regulations and operating procedures, establish a safety risk monitoring and reporting mechanism, more training to employees and establish communication mechanisms.

Keywords: Employee turnover, Employee retention, Hotel industry

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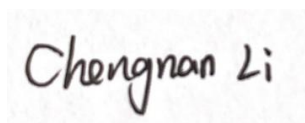
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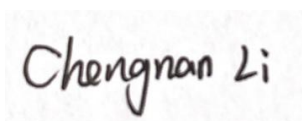
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Chapter1: Introduction

1.1 Background of the Dissertation

1.1.1 Serious staff turnover in the hotel industry

The tourism and hospitality industry is one of the most substantial industries in China and so has significant development potential in the country's overall economy. However, one phenomenon that has not been addressed but is becoming increasingly serious is the high level of staff turnover in hotels (Dipietro and Condly, 2007). Hotels are part of the service industry and employees belong to one of the core resources in hotels and are an essential component of the customer experience as they are the ones who create and deliver quality experiences and services to customers (Faldetta, Fasone and Provenzano, 2013). According to the data, the average staff turnover rate in China in recent years shows that the hotel industry has a turnover rate of approximately 19.8%, which is significantly higher than the turnover rate seen in Chinese places of work on average, that is 17.7%. Moreover, the turnover rate in highly developed cities or areas of mainland China may reach 30% to 40%, which is greater than the average hotel worker turnover rate (Wang, 2009).

1.1.2 The impact of high turnover

The hotel industry is a service-oriented industry with a complex staff structure, and a normal staff turnover rate is relatively normal, but if the turnover rate is too high it can often cause many problems for the stability and management of the team in the hotel staff's department. As mentioned by (Kysilka and Csaba, 2013) can result in increased management costs , Each position requires orientation and on-the-job training before starting work, and for some positions requiring special skills, the training content set by the hotel is even more complex, thus requiring a large number

of resources to be invested and these resources cannot be recovered after investment. When trained staff choose to leave at a later period, all these inputs will be lost as the staff leaves, resulting in a loss of hotel resources. Secondly, as mentioned by (Hancock et al., 2013), a high turnover rate will affect the performance of the hotel. The overall operation of a hotel requires a certain amount of workforce and resource costs, and during operation, staff turnover can lead to a decrease in service levels and result in lower performance. This is especially true for new and existing staff at the time of handover, as senior staff are already skilled in service and can quickly improve operational service efficiency based on their previous experience (Tracey and Hinkin, 2006). For new employees who have just joined the hotel, the unfamiliarity of their work can cause a reduction in service efficiency, which can lead to delays in the interface between departments, thus leading to a reduction in the overall operational efficiency of the hotel. Therefore, it has become increasingly necessary for the hospitality industry to understand the factors that contribute to high turnover rates (Qiu et al., 2015).

1.2 Description of the Y Hotel

Y Hotels is owned by InterContinental Hotels Group (IHG), one of the world's largest international hotel groups, headquartered in London, UK, with operations in over 100 countries and territories worldwide. Founded in 2003, the group is a combination of InterContinental Hotels & Resorts and other brands. The InterContinental Group is ranked second with a portfolio of 6,048 hotels and hotel brands worldwide, with over 884,000 rooms, according to the "Top 50 Global Hotel Companies 2021" report. InterContinental was named one of the "World's Most Luxurious Hotel Brands" (IHG, 2023).

The Y is a luxury five-star hotel located in a bustling city in southwest China with a well-developed business and tourism industry. The hotel has 536 rooms and suites equipped with modern facilities and amenities. In addition, the hotel offers a wide range of dining options, including Chinese, Western, and Asian cuisines, as well as

bars and cafes, and features several activities and facilities such as an indoor swimming pool, fitness center, spa, and business center to cater to the various needs of guests. The hotel's quality of service and level of facilities are highly rated and recognized by guests, and its diverse dining and event options, as well as the completeness of its business and conference facilities, attract many domestic and international businesspeople and travelers alike. Y has a high market position in the region and is one of the most recognizable luxury hotels in China.

1.3 Research Gaps and Research Questions

In organizational management, employees are one of the most important resources of an organization and their role in the development and performance of the business is irreplaceable. This is also the case in the hotel industry, where a high staff turnover rate can have a direct impact on customer satisfaction, hotel employer branding, and human resource management, making it vital to explore the issue of staff turnover in depth. Although many scholars have conducted many studies on the topic of turnover (MacIntosh and Doherty, 2010; Kang and Sung, 2017; Khaliq et al., 2022), most of them are about the theoretical dimensions of turnover, and few of them have focused specifically on the issue of turnover in a single hotel and found ways to reduce turnover rates to retain employees. Therefore, the problem of this study needs to fully understand the potential causes of staff turnover in Hotel Y and find corresponding solutions to the influencing factors in order to achieve the sustainable development of Hotel Y and the hotel industry.

1.4 Structure of the Dissertation

Chapter One: introduces the topic and provides the background to the study, the literature gap, and the structure of the chapters of this study.

Chapter Two: provides a review of the research to date on factors affecting employee turnover in organizations. It identifies the external factors that influence employee

turnover, including external employment opportunities, insecurity at work, and the presence of risk-taking behavior at work. It identifies the internal factors that influence employee turnover, including job satisfaction, pay and benefits, working hours, and learning and development. Research on employee retention is also explored, as is a brief analysis of the impact of high turnover rates. The combination of the above literature review identifies gaps in the literature and clarifies the gaps and research questions for this study.

Chapter Three: Identifying specific research questions and listing sub-questions.

Chapter Four: Discusses the specific methods used in this study and the specific steps taken to conduct the research. Positivist, deductive and quantitative methods of analysis were used. An online questionnaire was used to collect primary data and to identify the main issues that arose during the survey. In addition, the ethical considerations of this study are also documented.

Chapter Five: provides an overview of the survey data for this study and in the process of analyzing it in relation to the survey data, the analysis is based on both internal and external factors mentioned in the literature review. The external factors include external employment opportunities, insecurity at work, and the presence of risk-taking behavior at work, while the internal factors include job satisfaction, pay and benefits, working hours, and learning and development, and provide an analysis of the research findings and relevant observations from the literature review.

Chapter Six: Discusses the key findings of this research question. The findings from Chapter Five (Findings and Analysis) and Chapter Two (Literature Review) of the inquiry are compared and a summary of the underlying factors affecting staff turnover in Hotel Y is provided, with appropriate solutions offered based on the final influencing factors. Financial and practical implications are also considered in the recommendations section of this chapter.

Chapter Seven: provides a comprehensive summary of the current study. The contributions of this study, the findings, and a series of recommendations for future research are outlined, as well as the limitations of this study. Finally, a short personal statement of learning during the master's degree and for the final dissertation is included.

Chapter2: Literature Review

2.1 Introduction

The purpose of this chapter is to provide a comprehensive review of relevant research on the topic of turnover in order to identify research gaps and ultimately determine the research questions for this study. Specifically, it covers the definition of turnover, the tendency to leave, the factors that influence employee turnover, employee retention, and the impact of turnover on the study. Employees are an important resource and an integral part of an organization, and their stability may have a significant impact on an organization's performance. The challenge is therefore to understand the factors that influence employee turnover and to ensure that employees have a high level of stability in the company.

2.2 Turnover

2.2.1 Definition of employee turnover

Employee turnover is a widely studied phenomenon (Hom et al., 2017), and academic research on the topic of turnover has been going on for a long time. As early as the beginning of the 20th century, scholars started to explore the issue of employee turnover. (Mobley, 1982) pointed out that employee turnover generally refers to the termination of the relationship between employees and the organization, and the behavior of quitting the organization can be divided into two types: voluntary

resignation and passive resignation types. Voluntary resignation means that the employee mainly makes the resignation decision, generally referring to resignation; passive resignation means that the organization makes the resignation decision, including layoffs, dismissal, and other forms. And (Wanous, Stumpf and Bedrosian, 1979) research put forward another name for this kind of decision-making, that is, voluntary resignation and involuntary resignation. Voluntary resignation means that employees voluntarily apply to leave the company due to their wishes. Involuntary resignation means the outflow of enterprise personnel due to the reasons of the enterprise or other objective reasons and not the employee's will, including layoffs or dismissals. Among them, voluntary resignation has a greater actual impact on the enterprise, and because voluntary resignation has many unpredictable factors, the human resources department must make predictions in advance and take countermeasures. According to (Abbasi and Hollman, 2000), turnover refers to the movement of employees in the labor market and is one of the leading reasons of productivity loss and bad morale in both the public and private sectors.

In terms of employee turnover rate research, According to Price (1997) study, what is known as employee turnover rate indicates to the shift that occurs in the employee's employment status while the person is an employee of the organization. Employees take in and departure are both components of the turnover rate, employee promotion, employee demotion, employee jumping to other jobs or even other industries, etc. (Mobley, 1979) research also pointed out that the turnover rate of employees is defined as the member termination the connection between the organization and individuals, terminates the labor relationship with the enterprise, and stops receiving all forms of remuneration from the enterprise, financial capabilities. In terms of definition, scholars have reclassified the definition of resignation. (Dalton, Todor and Krackhardt, 1982) pointed out that from the perspective of the enterprise, there are two situations in which resignation is considered: one is the functional resignation in which employees who do not perform well at work voluntarily leave the enterprise, which has little impact on the enterprise Second, the resignation of individuals with

relatively good performance is called non-functional resignation, which will bring certain losses to others. Therefore, enterprises need to find out the reasons why employees leave their jobs. As a tertiary industry, hotels have huge room for development, and it is imminent to find out the main reasons why employees leave their jobs and take timely actions. At present, voluntary resignation has attracted more attention from scholars in the field of organizational behavior research, and a so-called "resignation research circle" has been formed. Therefore, the employee turnover problem in this study is caused by employees voluntarily choosing to leave rather than involuntarily leaving.

2.2.2 Turnover Tendency

Understanding the motivations for voluntary employee turnover is a primary focus of this industry. To reach this aim, turnover must be quantified, and the simplest method to do so is to measure a variable whose next step will induce workers to quit freely, which is turnover tendency. Employee turnover intention has always been an important research direction in the literature. (Porter and Steers, 1973) believe that the blows suffered by employees at work will cause them to have negative emotions and trigger a sense of escape. The main reason employees tend to leave is that they cannot meet their needs at present. The work plan, then the employee will take the actual act of resignation. (Mobley, 1978) believes that employees are dissatisfied with their current jobs, tend to leave, and may find other jobs, and under the combined effect of these factors, there will be resignation. However, according to many research, having a change of intention does not imply that workers will resigned, but that they have the idea of resigning, and employees do not necessarily leave the organization (Yanchus, Periard and Osatuke, 2017). What ultimately leads to employees' resignation behavior is their behavioral attitude. Employees have a sense of crisis because of the imbalanced interaction in the organization, which affects their behavioral attitude, and finally choose to resign (Kang and Sung, 2017).

2.3 External Factors Affecting Employee Turnover

2.3.1 External job opportunities

A better job opportunity offers employees a combination of fundamental factors such as higher pay, better benefits, possibilities for career growth and development, good work-life balance, a positive work atmosphere, and job security. (Liu, 2016) found that the external environmental factors of fierce competition among peers will affect the brain drain of enterprises. (Mosadeghrad, Ferlie and Rosenberg, 2008) surveyed hospital employees through stratified random sampling and found that external job market conditions will affect employees' commitment to the organization. Research (MacIntosh and Doherty, 2010) also shows that if employees are dissatisfied with their work in the organization, they may want to leave the current organization to find better external job opportunities, which also makes employees want to leave One of the important reasons for the organization. With the rapid development of the economy, people's material needs have been met, and more and more people are eager to achieve financial freedom and value realization through their efforts. In the case of increasingly fierce market competition, if employees are treated unfairly or their career development is restricted in the company, they usually choose to switch to companies with more advantages in the same industry. However, some studies hold the opposite view. (Doreen Shamala, 2017) found that external job opportunities are not an important predictor of employee turnover in a study of employee turnover intentions in the commercial banking sector in Kuala Lumpur. Because employees may be aware of the reality that there are not many job opportunities, they decide to stay with their original company, endure this difficult time, and hope to relocate to a more desirable location when the situation improves.

2.3.2 Job insecurity

Due to the changing working environment, academics and practitioners are increasingly concerned about the issue of unsafe working conditions (Sverke,

Hellgren and Näswall, 2006). Employees' subjective perception of unemployment possibility is considered in the article as job insecurity (Witte, Vander Elst and Cuyper, 2015). Research (Sverke et al., 2000) has shown that employee job satisfaction is negatively correlated with high levels of job insecurity, leading to changes in employee behavior and responses. Insecurity at work can redirect and encourage and accelerate employee turnover as employees are unsure if they will keep their jobs.

(Artz and Kaya, 2014). During times of economic crisis, job insecurity can lead to lower employee willingness to work and lower job satisfaction, which persisted for several years after the recession ended (Margalit, 2013). People cannot predict the duration and intensity of the crisis, Example: The impact of COVID-19 on the global economy is changing, raising sensitivity to job insecurity to extreme levels. (Khaliq et al., 2022) The study found that insecurity at work may cause another point of view of turnover. The new technologies adopted in the work of the hotel industry and the tourism industry often led to employees' lack of security at work and the intention to leave. During the epidemic, due to the intensification of the epidemic situation and the strict requirements of the government on the hygiene and safety of the hotel industry, as well as the rapid development of technology applications, most restaurants have begun to provide contactless ordering and payment. In the hotel industry, self-check-in is also provided for guests. In other words, artificial intelligence and robotic equipment are integrated into the work of the hotel industry to replace some jobs. For example, robots guide guests to their rooms and provide concierge services. These technologies continue to be used in the hotel industry. Although the contact between people has been reduced to a greater extent to curb the spread of the virus, it will raise questions about the work of hotel industry employees. From the perspective of employees, most employees will think that these innovative technologies will easily replace their daily work, which will cause a sense of insecurity at work and the intention to leave the job.

2.3.3 Risky Behavior at Work

Risk-taking behavior is the act of conscious and unconscious control over outcomes, interests, the body, the economy, and even the mind. Therefore, risk-taking behavior is a wide range of behaviors, and it may also lead to danger, such as (Storseth, 2006) mentioned that there may be injuries or accidents at work. (DeJoy et al., 2004) conceptually define risk-taking behavior at work, explaining that employees are exposed to hazardous materials, equipment, or other inappropriate working conditions in the workplace, and employees can also perceive risks in the workplace presence. (Chinazzi et al., 2020) Research shows that during the COVID-19 outbreak, many jobs in the tourism and hospitality industry are classified as high-risk. These jobs are second only to those in healthcare in terms of the likelihood of infection. During the COVID-19 pandemic, the increase in risk-taking behaviors in the workplace has made hotel employees prone to anxiety and depression at work, which reduces work motivation and job satisfaction, and even increases employees' intention to leave. Workers in the service sector tend to report higher levels of anxiety and unhappiness at work due to the widespread concern over disease transmission and the ensuing stringent safety measures. Therefore, during the COVID-19 pandemic, more risk-taking behaviors in the workplace are expected to reduce work motivation and satisfaction, while increasing employees' intention to quit. (Timms et al., 2015) found in the study that by creating a better working environment, employees can be more engaged in their work, and the turnover rate will also decrease.

2.4 Internal Factors Affecting Employee Turnover

2.4.1 Job Satisfaction

Job satisfaction involves how satisfied employees are with their employment, work atmosphere, supervisors and leadership, compensation, benefits, etc. This is a subjective concept because different employees will have different requirements and expectations, and their satisfaction with the same task will vary. Job satisfaction has

many benefits for both employees and businesses. For employees, it reduces stress and increases productivity. For businesses, it can improve employee loyalty and enhance the company's workplace reputation. Researchers have done a lot of research on the factors that lead to turnover intentions. (Zeffane and Bani Melhem, 2017) believe that job satisfaction is one of the most important aspects that affect employee turnover. (Baloch, 2009) found that job satisfaction is an important factor of organizational efficiency because it can be used to predict employee job productivity and turnover intention. Employees need to invest a lot of time throughout their working lives, so their job satisfaction is also one of the important factors that affect employee turnover. However, some studies hold the opposite view. (Mobley, 1977) think that there is a considerable continuous link between job satisfaction and employee turnover rate, but the strength of this link is not very great. This is mainly because job satisfaction is one of the influencing factors of employee turnover, not the only determining factor. Employee turnover is affected by many variables, including organizational factors (such as organizational culture, organizational atmosphere, etc.), social factors (such as economic status, job prospects, etc.), and so on.

2.4.2 Salary and Benefits

Employee compensation and benefits refer to the salary and different benefits that a company provides to employees, such as basic income, bonuses, insurance, retirement plans, vacations, training, health benefits, and more. Employee compensation and benefits are critical to attracting, retaining, and motivating workers, they increase employee satisfaction and well-being and support employee success and company growth. (Yan and Wen, 2018) found in a study on the impact of salary and benefits on employee stability that salary and benefits are an important factor affecting employee stability. (Adebayo et al., 2018) also found that employee compensation is an important factor in predicting worker turnover by investigating the relationship between corporate wages and labor turnover. Dissatisfaction with their pay has led many employees to plan to resign in search of a better position. Compensation and

benefits can be seen to meet the basic requirements of employees. Compensation and benefits are mainly to meet physiological and safety requirements. Food, shelter, health treatment, and basic wages are all examples of physical demands. Personal security and financial stability are ensured through security requirements such as health insurance, retirement plans, and health and safety initiatives. If businesses do not provide adequate compensation and benefits, employees may not be able to meet their basic physical and safety requirements. In such cases, employees may seek other attention to meet these basic needs. However, it is worth noting that (Allen, Bryant and Vardaman, 2010) show that compensation and benefits are not the only factors that lead to employee turnover. Other factors, such as workload, job stress, organizational culture, and work-life balance, are also likely contributing factors.

2.4.3 Workload

(Tiyce et al., 2013) pointed out that the uncertainty brought about by shifts and working hours is one of the sources of stress for employees. (Kucukusta, Denizci Guillet and Lau, 2014) Studies have indicated that extended working hours and inconsistent working hours are the biggest factors for workers' dissatisfaction with their jobs. Similarly, (Yang et al., 2017) conducted a questionnaire survey on nurses with more than one year of work experience in China. The results of the study indicated that among the factors that affect nurses leaving the industry, work pressure and workload are the most important reasons. (Firth et al., 2004) also came to the following conclusions when studying the problem of employee turnover: the pressure brought by the work itself to employees is one of the main factors leading to employee turnover.

Long hours and shifting schedules are reportedly the rule rather than the exception in the hospitality business (Tromp and Blomme, 2012). The role of employees in the organization is the key link between the organization's internal operations and external customers and plays a vital role in the implementation of the organization's strategy (Teare, 1990), Five-star luxury hotel employees play a vital role in creating a

positive customer experience in their hotel work, which is a key factor in customer satisfaction and service quality evaluation. However, at work, employees may tend to leave when faced with a heavy workload, and this phenomenon often occurs when their work-related anxiety weakens work motivation (Akgunduz and Eryilmaz, 2018). Therefore, it is also easy for employees to be dissatisfied with their jobs, and this leads to the intention to leave.

2.4.4 learning and Development

In past studies, scholars have extensively studied the reasons for employees resign from various dimensions. Development and learning opportunities are identified as one of the most important factors affecting employee retention. According to (Kim, 2012) research, employees are more likely to resign from their current positions if they believe that their opportunities for advancement are limited. Similarly, (Busari et al., 2017) research also found that employee development opportunities are an important component of employee retention. If the business does not provide development opportunities, employees may become dissatisfied, and less motivated to work, which eventually leads to turnover. Therefore, companies should recognize the value of development and learning opportunities and provide training and development opportunities for employees to improve employee retention. However, some studies hold a different point of view. (Lancaster and Di Milia, 2014) found that learning and development at work is not a factor that all employees pay attention to. Some employees may pay more attention to salary, company culture, work environment, etc. aspect. Because the needs of employees are different, it depends on whether the company values their opinions and whether they provide appropriate salaries and benefits. So, to sum up, many studies show the same point of view, and it is undeniable that learning and development have a great impact on the factors of employee turnover, but there are still studies that prove that employee turnover, but the impact should be more diversified and should not be limited and learning and development.

2.5 Employee Retention

Staff retention is also a topic of interest to many scholars. (Hom and Griffeth 1995) define employee retention as the process of motivating employees to stay with the company for a long time, even until a project is completed. (Wysocki, 1997) showed in the research that employee retention is an important and hot topic today. Because organizations increasingly recognize the benefits of retaining top talents, such as reduced recruitment and training costs, continuity, and overall productivity gains. Therefore, companies must prioritize retention strategies and ensure they are aligned with HR practices to promote a positive work environment that fosters employee satisfaction, engagement, and commitment. (Huang and Hao, 2018) found that for hotels, to solve the problem of employee turnover and retain talent, it is necessary to establish a people-oriented management concept, promote the improvement of the human management system, pay attention to training, and build a sound salary system and corporate culture. For example, the scope of employee positions can be extended, and the implementation of a job rotation mechanism can be adopted. (Kamalaveni, Ramesh and Vetrivel, 2019) pointed out that retaining the best employees is an important task that requires the development of sound personnel management policies and practices. Now, the key is to align HR practices such as employment and selection, training and development, performance appraisal, and compensation with the overall strategy. Numerous studies have shown that in the face of competition and changing environment, companies are implementing various policies and strategies to retain talent.

2.6 Impact of Turnover

Although the tendency and determinants of employee turnover are the most concentrated areas of turnover research, research on the consequences of turnover or the multiple effects of turnover has also made a lot of progress in recent years. The earliest studies on the consequences of resignation mainly focused on the cost accounting of resignation, and researchers accurately distinguished various costs

caused by resignation. According to research (Smith and Watkins, 1978), the cost of resignation includes recruitment cost, advertising cost, new employee training cost, and general management cost, which mainly involves the estimation of one-time cost loss caused by resignation from the organization. Subsequent scholars began to explore the continuous or multiple effects of turnover on organizational performance. Previous studies believed that leavers have largely cut off their connection with the organization after leaving the organization, so it is not easy to continue to have a follow-up impact on the original organization and colleagues (Krackhardt and Porter, 1985). However, the rapid development of the convenience of information and communication technology in recent years has created conditions for departing employees to maintain close and frequent contact and interaction with their former colleagues. (Ollier-Malaterre, Rothbard and Berg, 2013) believe that the professional connections and work boundaries of professional workers are undergoing tremendous changes, so the research on the continuous turnover consequences of resigned employees has gradually become the focus of attention in the new era. Many studies have shown that employee outflow harms corporate performance (Shaw, 2011). If human capital is highly specific to an organization, leaving may have serious consequences. For example, if the nature of the company is relatively special, and the tacit knowledge about the organization and business needs special protection, then the impact of resignation on the organization may be particularly serious because it is difficult to reconstruct and replace proprietary knowledge (Coff, 1997; Michele Kacmar et al., 2006).

For the hospitality industry, the cost of turnover has also received considerable attention. (Tracey and Hinkin, 2008) showed in their research that for the hotel industry, employee turnover may affect the consistency and quality of customer service. On the other hand, leaving employees will affect the ability of current employees to meet guest expectations, resulting in the Profitability and revenue of the hotel. At the same time, they also believe that the high turnover rate in the hotel industry will increase the cost of hotel operations. For example, the cost of job

advertisements has a direct financial impact, as does the cost of time spent interviewing candidates and training employees. In addition to this, there are importantly lost marketing opportunities, in other words, opportunity costs that are difficult to quantify, and these expenses will reduce the profitability of the organization (Simons and Hinkin, 2001).

Although many studies have focused on the negative effects of turnover consequences, many scholars hold different views on the research on employee turnover. The optimal turnover model proposed by (Abelson and Baysinger, 1984) is still recognized as the common theoretical model for making inferences the impact of turnover. This model relationship has a very intuitive basis: at a relatively low level of voluntary turnover, employees in organizations' work will become stagnant and conservative. In the process of transition from low level to medium level, the departure of some employees may bring the benefits of innovation, flexibility, and adaptability of the organization's workforce, so that the organization's performance can be restored or improved (Dalton and Todor, 1979).

2.7 Research Gap

A comprehensive review of the above-mentioned relevant literature shows that there is a lot of research on resignation, but from the perspective of theoretical significance, the current research on the entire hotel industry is relatively concentrated on the management dimension, while the research on employee resignation is mainly concentrated on the theoretical dimension. dimension and there are relatively few studies on a specific single hotel. From a practical point of view, the long-term development of corporate strategic goals is affected by the loss of employees, especially in the hotel industry, where the problem of turnover is even more serious. Therefore, to assist the management of Hotel Y to deal with this problem, and to provide reference and reference for similar human resource issues in similar hotels in the hotel industry, It must first deeply understand the reasons for the high turnover rate of representative hotels in this industry, and also need to base on the employee's

response and behavior To further study the reasons for resignation, and put forward relevant countermeasures, hoping to provide a supplement to this field.

Chapter3: Research Questions

Research Questions:

To explore the underlying factors that influence the intention of employees to leave Y Hotel in China.

1, Sub-questions: To explore the internal and external factors that are influencing the departure of employees in Y Hotel.

2, Sub-questions: To Provide recommendations on employee retention that can be implemented within the organization to increase retention levels for Y Hotel.

Chapter4: Methodology

4.1 Introduction

The section outlines the research methods chosen for this study and how they will be applied in this research and the reasoning behind the findings. The choice of the methodology adopted is justified by defining the research philosophy and will include a discussion of the research process and methods used to collect the data and analyze the results.

4.2 Research Philosophy

The origin, the natural world, and growth of knowledge are characterized as the

philosophy of research. There are three types of research philosophy: interpretivism, positivism, and post-positivism. Interpretivism is often employed in qualitative research because it emphasizes that study information is subjective rather than objective and that it may be expressed via language, cognition, and experience. Positivism, which emphasizes that the substance of study can be confirmed by investigation, experimentation, and mathematical and logical evidence, is often used to quantitative research. Thus, interpretivism and positivism are diametrically opposed. Whereas positivism and post-positivism are both practice-based, post-positivism asserts that our observations cannot always be trusted. As a result, post-positivism may be used to both qualitative and quantitative research.

This study adopts positivism, which is also the research position adopted by many scholars (Quinlan et al., 2019). Positivism stems from the philosophical position of the natural sciences, whose main research aim is to recognize the existence of social laws, and the discovery of natural laws has convinced them that there are also laws in society. Positivism focuses on the objective effects seen by the researcher rather than the subjective goals of the individual, and its discoveries may also be obtained by scientific procedures. (Alharahsheh and Pius, 2020). Suitable for research projects aimed at identifying objective, measurable, and empirical data. In this case, questionnaires enable statistical techniques to be used for quantitative data analysis. Using a positivist approach ensures that the research is systematic, rigorous, and objective. In addition, the positivist approach helps to establish relevance and generalizability in the research and enables reliable conclusions to be drawn about the relationship between employee turnover and other factors.

4.3 Research Approach

Inductive and deductive approaches are two universal research methods, and research methods are an important part of the overall research process (Saunders et al., 2019). Deductive methods draw specific conclusions from general principles and laws, while inductive methods draw general laws and conclusions from specific facts and

occurrences. Both research approaches have their strengths and weaknesses, in order to conduct successful research it is necessary to choose the approach that is most appropriate to the problem and characteristics at hand.

An inductive approach is a form of reasoning thinking and activity that involves induction and reasoning, from the individual to the general (Prince and Felder, 2006). Specifically, there are two major aspects: on the one hand, the movement from a specific degree of perspective on individual items to a relatively broader range of perspectives; on the other hand, the interpretative process of deducing general principles and principles from specific concrete instances. Both nature and human society in general exist in and through the individual and the phenomenal. At the same time, the general resides in specific things and occurrences, and only through knowing the particular can the general be gradually comprehended. As a result, while explaining a bigger subject, one often summarizes and highlights many concepts or principles using generalities from small and specific objects, and only then, on the basis of these principles or principles, may one then draw conclusions about individual things. The deductive approach is the opposite of the inductive approach. The deductive approach is a way of thinking that moves from the general to the specific. To examine a subject using the deductive technique, one must first understand the general principles and principles that serve as the guiding notion or the foundation for direction, and furthermore, to be able to deduce the conclusions that apply the general principles to a particular object, one must first have a thorough comprehension of the actual situation and the particulars of the subject and problem to be studied, and then have a comprehensive understanding of the subject and problem itself. For example, in the field of science, some basic principles and laws are experimentally verified, and again the deductive method is used to derive specific conclusions. It is worth mentioning that although inductive and deductive methods are different, they also have some similarities (Heit and Rotello, 2010). Firstly, both draw conclusions through inference, secondly, both reason on the basis of facts, and finally, both are widely used in scientific research.

The deductive approach was used in this study. because the logical reasoning of the deductive approach is compatible with the research design and purpose of the questionnaire. Questionnaires are easy to control and obtain accurate information about the factors affecting employee turnover. The deductive approach starts from theory and inferring conclusions by testing specific empirical facts, which is in line with the purpose and reasoning of questionnaires. On the other hand, the deductive method helps to control for errors and other confounding factors in the design process of influencing employee turnover and obtain accurate data, resulting in more reliable inferred conclusions.

4.4 Research Strategy

There are three common research strategies used in research strategies: quantitative, qualitative, and mixed methods (Saunders et al., 2019). The method through which a researcher examines a phenomenon from the viewpoint of the individual involved, or by studying a huge body of literature, to gain people's ideas, opinions, and emotions about an ingredient or phenomenon is known as qualitative research. It is also the process of refining an objective and comprehensive understanding of a thing through continuous exploration. Whereas quantitative research is where the researcher establishes a good theoretical basis in advance and then collects data and analyses it quantitatively to achieve a new understanding of a thing or phenomenon, a mixed research approach is a combination of quantitative and qualitative.

This study is a quantitative study as the purpose of this research is to explore the potential factors affecting staff turnover in Hotel Y. Data on underlying influences are collected and analyzed to determine the extent to which different factors may have an impact on employee turnover, with the final survey data drawing objective conclusions such as percentages and trends. As in the quantitative analysis used by (Emiroğlu, Akova and Tanrıverdi, 2015) in their survey of employee turnover intentions in five-star hotels in Istanbul, a large amount of data was collected to describe and explain the phenomenon that may influence employee turnover and to

quantify the results. This approach allows for a more objective study that accurately influences the potential factors affecting staff turnover at Hotel Y, so that appropriate solutions can be proposed to retain staff and reduce turnover rates.

4.5 Research methods

In order to elicit specific responses from participants in relation to the research topics, a questionnaire was chosen to be the most appropriate method of data collecting for this study. In this way, the actual thoughts, behaviors, and experiences of the respondents at work can be directly understood, making the data more standardized and thus allowing for better identification and analysis of the factors that influence staff turnover in Hotel Y, and finally finding suitable strategies to address them.

The questionnaire was divided into three sections (Appendix A):

The first section contains basic information about the employee, including gender, age, years of service at Hotel Y, department, and type of turnover.

The second part of the questionnaire is a Single-choice questions questionnaire, which is based on a review of the theoretical literature in Chapter Two and is based on two areas: external and internal factors. The external factors include external employment opportunities, job insecurity, and the presence risk-taking behavior at work, while the internal factors include job satisfaction, pay and benefits, working hours, and learning and development.

The third part is a multiple-choice question, to understand the employees' expectations of the hotel, and combine the factors of turnover to finally clarify which aspects the hotel should provide support to employees, so as to retain employees and reduce the turnover rate.

4.5 Data Collection

The data collection for this study was conducted on Survey Star, an online data collection tool with amazing data collection capabilities. In this study, data was collected through an online questionnaire, but no contact details were collected from

potential participants. The participants were anonymous in this study, and no one could identify who the participants were, which allowed the participants to express themselves more freely by sharing information that was posted to the participants. To ensure that participants volunteered to participate in this study, the beginning section of the questionnaire (Appendix A) has been used to inform respondents of the purpose of this survey, what will happen in this study, and how the information will be protected.

In terms of data sources, the research subjects for this study were employees who left Hotel Y from December 2022 to March 2023. This period of time was chosen because it is more representative of the overall departures in a quarter. On the other hand, choosing a whole quarter as the time period for the survey data ensures more stability of the data, and also facilitates data comparison and trend analysis.

4.6 Data Analysis

After obtaining primary data from the questionnaire, the data was sorted and summarized so that it could be better understood. Subsequently, the data were summarized and counted using Microsoft Excel. During the generalization process, graphical tools can be used to visualize the data in order to show the relationships and trends between the data more visually. Finally, based on the data results, conclusions can be drawn about the factors affecting staff turnover at Hotel Y, and solutions can be developed accordingly based on the influencing factors. In conclusion, through appropriate data processing and analysis, the data can be better understood and can provide strong support for decision-making.

4.7 Ethical considerations

The ethical aspect is one of the factors that must be considered in the research process of the methodology. The research process for this thesis will require a large amount of information and data to be collected and primary data may exist during the survey for

respondent information access, so it will be followed from the following aspects: Firstly, confidentiality is a vital ethical principle, ensuring that the personal information of the research subjects is protected from misuse or disclosure during the course of the research. Secondly, voluntary participation is another factor to be considered, as the research must be conducted with full knowledge and voluntariness, without any form of pressure or coercion, prior to the survey. Thirdly, the use of survey data must be reasonable and lawful. Data must be handled in a transparent and fair manner. At the same time, there is still a need to ensure the accuracy and integrity of the data and to avoid distorted or misleading interpretations of the data. Finally, the physical and psychological safety of the research participants is also a factor that needs to be considered to ensure that no harm is done to the physical or psychological health of the research participants during the research. In conclusion, ethical considerations are important factors that must be considered in methodological research, and researchers must adhere to ethical principles to ensure the reliability and validity of their research.

Chapter5: Findings & Analysis

5.1 Introduction

In this chapter, the results of the questionnaire survey of employees who left Hotel Y in the quarter of December 2022-March 2023 will be presented, followed by an appropriate analysis of the survey results to provide reliable data evidence to support the exploration of the underlying factors of employee turnover in Hotel Y, so as to find appropriate solutions to retain employees and reduce the turnover rate.

5.2 Basic information

A total of 51 valid questionnaire results were collected for this study. (Appendix B)

In terms of gender ratio, 50.98% were male and 49.02% were female.

In terms of age stage, 31-45 years old accounted for the most, 41.18%, 26-30

accounted for 33.33%, 46-55 years old and 18-25 years old both accounted for 9.8%, and 55 years old and above accounted for the least: 5.88%.

In terms of years of work, the greatest number of people have worked between 3-6 years: 21.57%, 13.73%, 17.65%, and 11.76% respectively.

Specifically, from the perspective of age and years of experience, most of the employees who left Hotel Y in this quarter belonged to senior staff with good working experience, who have accumulated a lot of working experience in the hotel, especially in the service industry, and have skilled customer service skills and rich working experience, so they belong to one of the more important components of the hotel's staff.

This study focuses on the underlying factors that influence the turnover of employees at Y Hotels, in particular, to find ways to retain staff and reduce turnover rates. The survey results from Table 1 shows that 96.08% of employees at Hotel Y during the period December 2022 - March 2023 were voluntarily leaving and only 3.92% were forced to leave. In other words, most employees who left Hotel Y during this period did so of their own choice. As mentioned in Chapter Two (Literature Review), there are many unpredictable factors for voluntary turnover, which need to be predicted and responded to by the HR department in advance, otherwise the more serious cases of turnover will greatly reduce the service quality and employer brand image of the hotel, leading to a negative impact on the operational efficiency of the hotel.

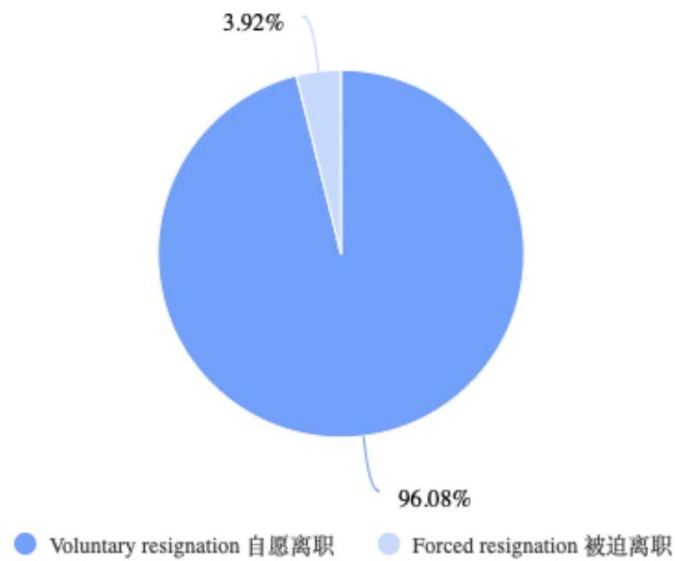


Table 1: Type of resignation

5.3 Finding and analysis of external factors

5.3.1 External employment opportunities

With the rapid increase in the number of hotels in the industry, the pressure from competitors is also increasing. In the questionnaire, the following question was asked about external employment opportunities: "How do you feel about finding a satisfying job now?". The responses are shown in Table 2, where 49.02% of the employees who left the company found it difficult to find such opportunities. The other aspect of external employment opportunities was then asked: "What do you think it is like for people with similar abilities to you to work in other hotels?". The responses are shown in Table 3, where 47.54% of the employees who left the company thought that employees with similar abilities to themselves were generally good at their jobs in other hotels, and 37.7% thought they were average.

This phenomenon demonstrates that as today's society progresses, the workplace is becoming more competitive. Both young people just entering the workforce and those with the appropriate work experience are faced with the challenge of finding a satisfying job opportunity. In such a background, most employees still choose to leave

Hotel Y, thus confirming the findings of (Doreen Shamala, 2017) in his study on the intention of employees to leave the commercial banking sector in Kuala Lumpur, where he showed that external job opportunities are not a significant predictor of employee turnover. Because employees may be aware of the reality that there are few job opportunities, they decide to stay with their previous company. However, according to the above two questions on external job opportunity factors for employees leaving Hotel Y, the results have the opposite aspect: although most employees think it is difficult to find satisfactory jobs, they think that colleagues with similar abilities to their own work in other hotels are generally good or average and still choose to leave Hotel Y. This indicates that external employment opportunities are not a direct factor affecting employees leaving Hotel Y but may be caused by other factors.

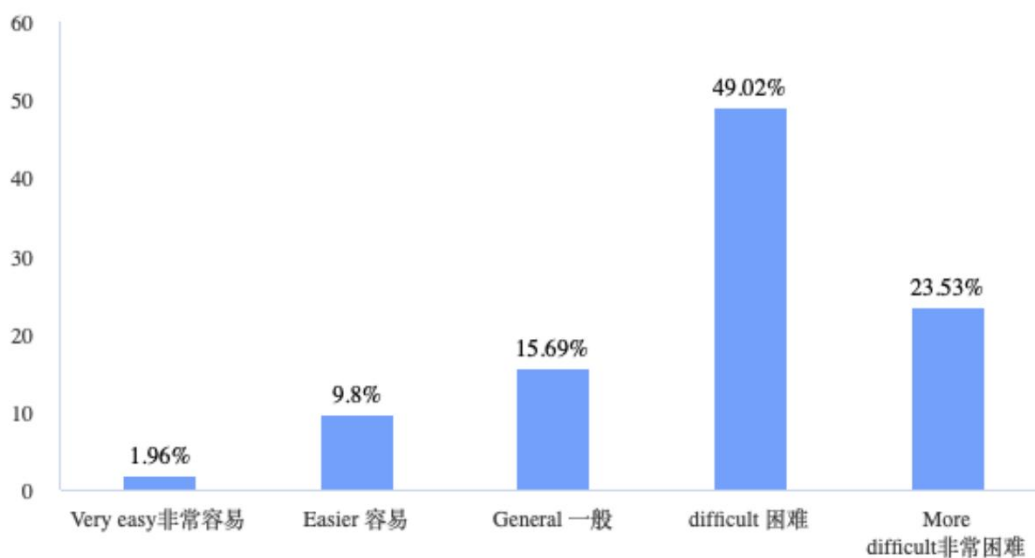


Table 2:Ease of finding external job opportunities

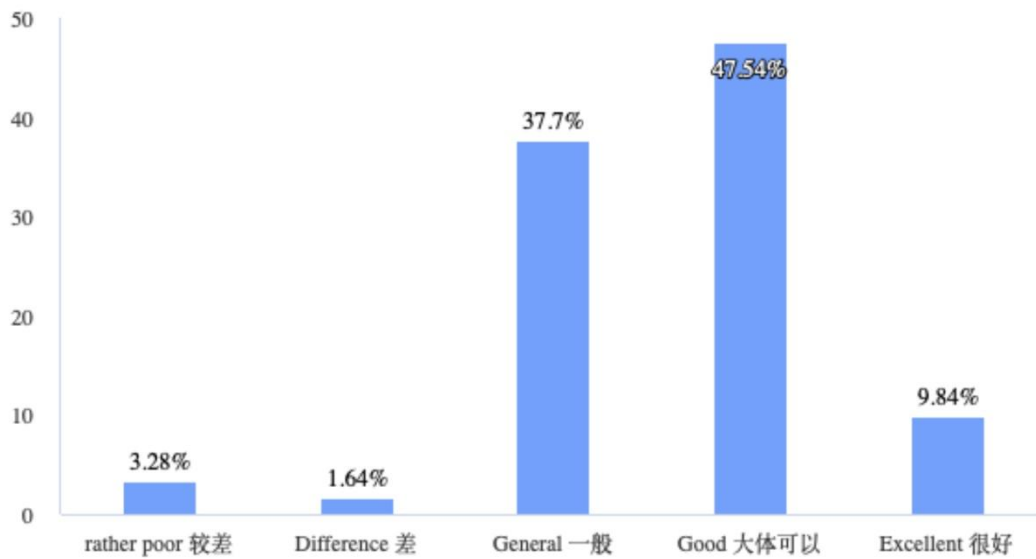


Table 3: The working status of people with similar ability in other hotels

5.3.2 Job insecurity

The hotel industry has been hit hard by the impact of COVID-19. Against this background, the focus of hotel management may have shifted, thus reducing the attention and commitment of employees to safety and health, so they will choose to go to relatively safe jobs, leading to a higher turnover rate. In the questionnaire, employees were asked, "Do you think the company takes the safety and health of its employees seriously?" The results of the survey are shown in Figure 4, with 62.75% of employees believing that overall, it is average. On the one hand, social distancing, and a sharp drop in the number of tourists have seen occupancy rates in the hotel industry fall dramatically.

For hotel employees, employment uncertainty has increased as a result of the spread of the epidemic. The number of people on leave has risen sharply and the number of staff working on a regular basis has fallen sharply. The hotel management, they have to face not only the operational difficulties caused by COVID-19 but also the staff management problems caused by the operational pressure. For example, if the business is difficult during an epidemic, redundancies may occur. On the other hand, as mentioned in Chapter Two (Literature Review), technology is constantly advancing

and the hotel industry is incorporating artificial intelligence and robotic devices to replace some jobs, thus posing a direct threat to the viability of employees at work. Therefore, hotels are affected by the safety and health issues of their employees.

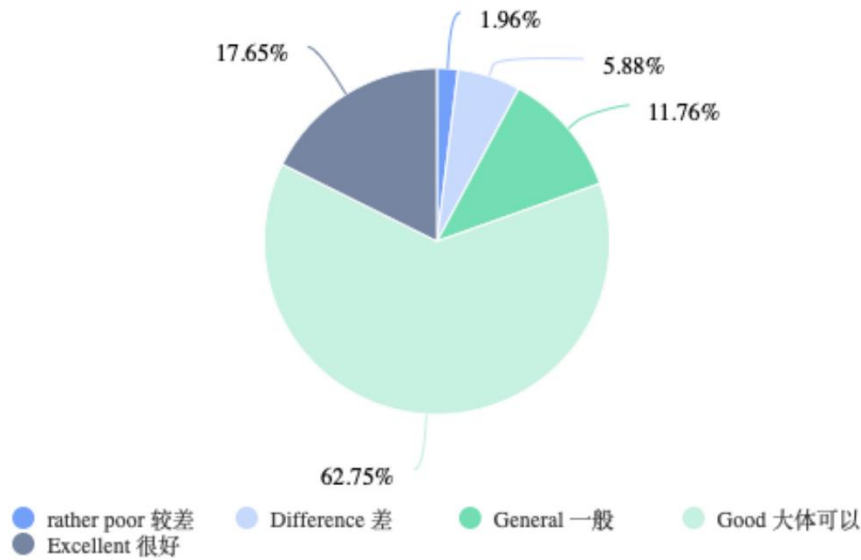


Table 4: The emphasis on employee health and safety

5.3.3 Risk-taking behavior

In the hospitality industry, there are a number of risky behaviors that can lead to physical injuries, most of which are related to the handling of customer service. In the questionnaire, employees were asked, "Do you think the company provides the necessary safety measures and training to ensure the safety of you and other employees at work?" The responses are shown in Table 5 with 52.94% more than half of the employees who left the company agreeing that the safety measures and training provided were average, followed by a poorer option at 21.57%. In the hospitality industry, jobs are more complex. Responsibilities vary from department to department, leading to a variety of risky behaviors at work. Examples include sprains, burns, skin irritation, and even sexual harassment.

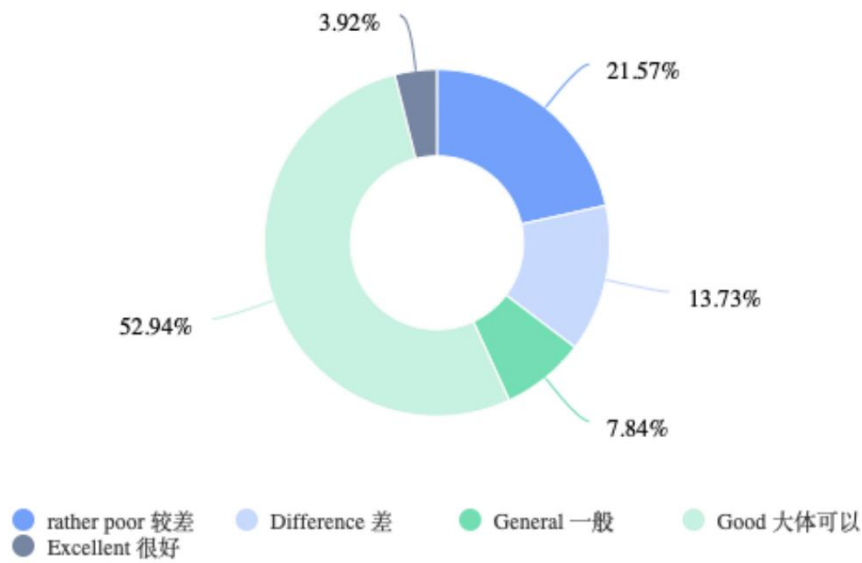


Table 5: Satisfaction with security measures and training provided

5.4 Finding and Analysis of internal factors

5.4.1 Job satisfaction

Employee job satisfaction is critical to the continued growth of the hospitality industry, and if employees do not have satisfying work experience, they are more likely to explore other job opportunities. This not only increases the labor cost of the organization but also damages the reputation of the hotel, as staff dissatisfaction usually affects the quality of service to guests. In the questionnaire, employees were asked, "How satisfied are you with the content of your job?", the results of which are shown in Table 6 with more than half of the employees saying they are generally, at 56.86%, followed by 17.65% who are satisfied.

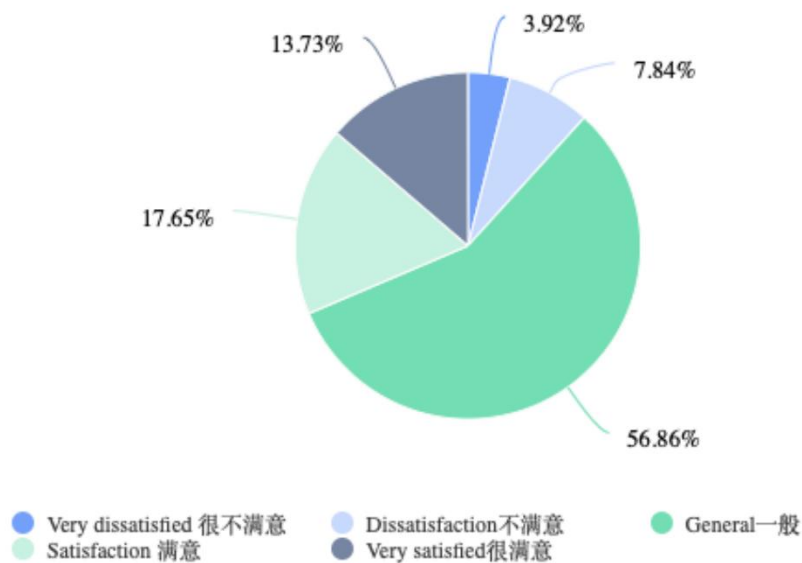


Table 6: Job Satisfaction

5.4.2 Salary and Benefits

Although the hotel industry is growing extremely rapidly, most employees are not well paid. In the questionnaire, the satisfaction level with salary and benefits is asked, "To what extent are you satisfied with your company's current salary and benefits?" The results of the survey, as seen in Table 7, show that no employees were satisfied with their salary and benefits during this quarter, with only a minimal proportion of 11.48% being satisfied with their salary and benefits package, the remaining almost half of employees were dissatisfied. This was followed by a question on the fairness of salaries, and the results of the survey, as seen in Table 8, show that 44.26% all felt that the fairness was average, followed by 31.15% of all departing employees who felt that they were paid unfairly for the same position at the Y Hotel and other hotels. Finally, another aspect of the salary and benefits factor was asked: if the other party was offered the same salary, would they choose to continue working at this hotel? As can be seen in Table 9, only 8.2% of the employees disagreed with this opinion, while the largest percentage of employees agreed with it, at 34.43%. In other words, employees prefer to stay at Hotel Y when two hotels offer the same salary. According to the findings of the above three questions, salary and benefits are of the important

factors affecting staff leave Y Hotel.

In the background section of the introduction, it is explained that Y Hotel has a high reputation in the industry. It has hosted a number of major hospitality commitments on government lines during this period, and while the recruitment criteria are certainly stricter than other hotels, the results of the salary satisfaction survey show that there is no advantage in terms of salary, which is very challenging to attract and retain staff. Therefore, this is one of the direct causes of staff leaving Hotel Y. Employees choose to leave once other higher or competitively paid job opportunities become available. In terms of the level of salaries and benefits, the hotel offers more limited benefits to its employees and the standard is low. Many employees use their salary as a measure of their worth. As a result, employees will be inclined to leave when they feel that their contribution is not proportional to the compensation they receive.

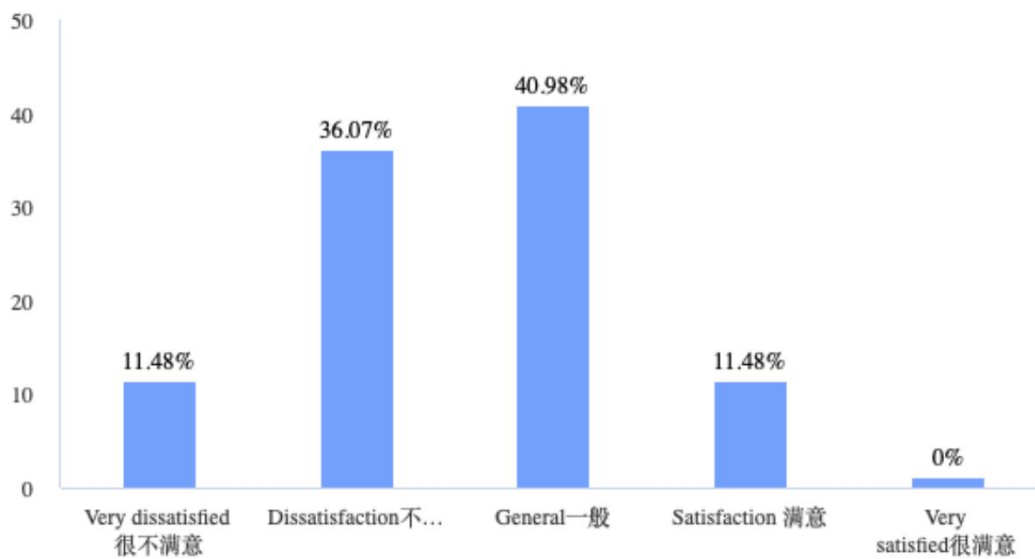


Table 7: Satisfaction with salary and benefits

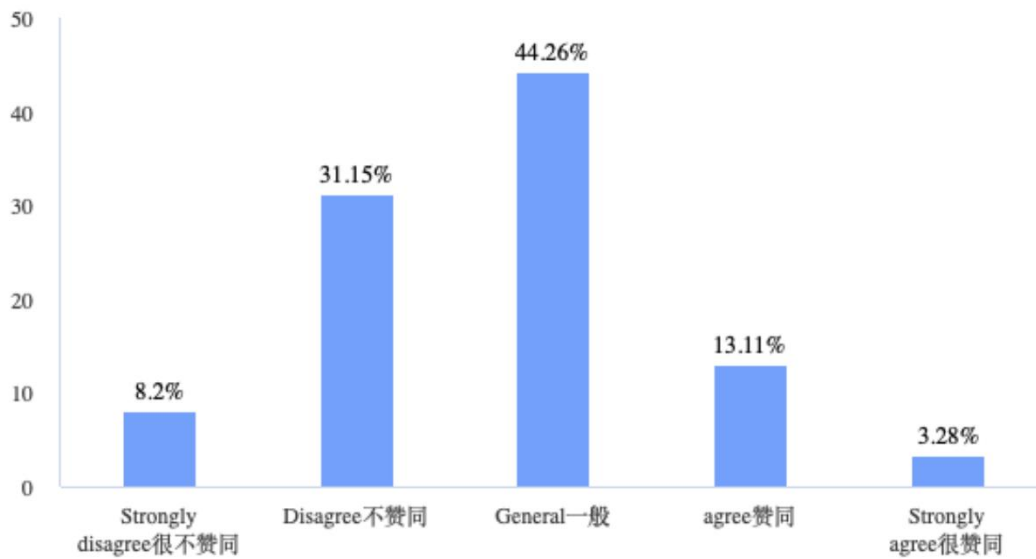


Table 8 :Salary Fairness

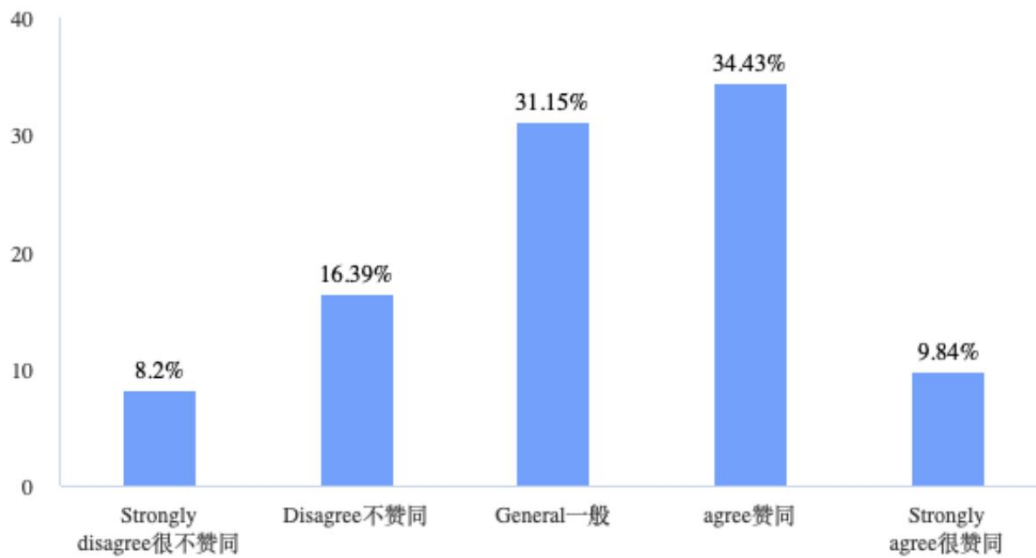


Table 9:Degree of agreement with other hotel offers the same opportunity

5.4.3 Workload

According to a literature review, the workload has always been one of the key factors of interest to academics. This is necessarily true for the hotel industry as well. Regarding staff workload factors, the questionnaire was designed to ask about the work situation: "How satisfied are you with the workload and the number of hours worked?" For workload, it can be seen from the results of the Table 10 survey that

dissatisfaction is overwhelming at 41.18% and only a very small percentage of 3.92% of employees are satisfied with their workload. For working hours, it can be seen from the results of the Table 11 survey that 50.98% of the employees are dissatisfied with the working hours and 21.57% of them are very dissatisfied. Therefore, the workload is also one of the factors affecting the turnover of employees in Hotel Y.

As hotels are part of the service industry, many international brand hotels operate on a 24-hour basis. To ensure the quality of hotel services, many hotel positions need to be held 24 hours a day, resulting in staff working shifts that may be in the early hours of the morning or at other irregular times. In times of peak tourist season, when the hotel has a room occupancy rate of 100%, much departmental staff basically do not leave work on time. In the restaurant, breakfast, lunch, and dinner are all full and the staff is busy from breakfast to dinner. The same goes for colleagues in the catering department. With many wedding banquets, annual company meetings, and large conferences taking place during the holidays and at the end of the year, the daily overload of work has become less than exceptional. During busier periods, it is difficult for staff to request holidays, they are not given a reasonable amount of time off, and even holiday arrangements are rolled over until the end of the peak season or even longer. It is also mentioned in the background section that the hotel industry has maintained a high density of attrition, and under such circumstances, it is a huge burden for staff to maintain high demanded service standards despite being overworked in all departments. In addition, according to the basic information feedback from the survey of this study (Appendix B), the majority of employees in Y Hotels who choose to leave their jobs are distributed in the age stages of 26-30 and 31-45 period. Compared to other industries, some staff in the hospitality industry have a relatively low to medium level of education, and the only way to grow more is to stay on the job all year round.

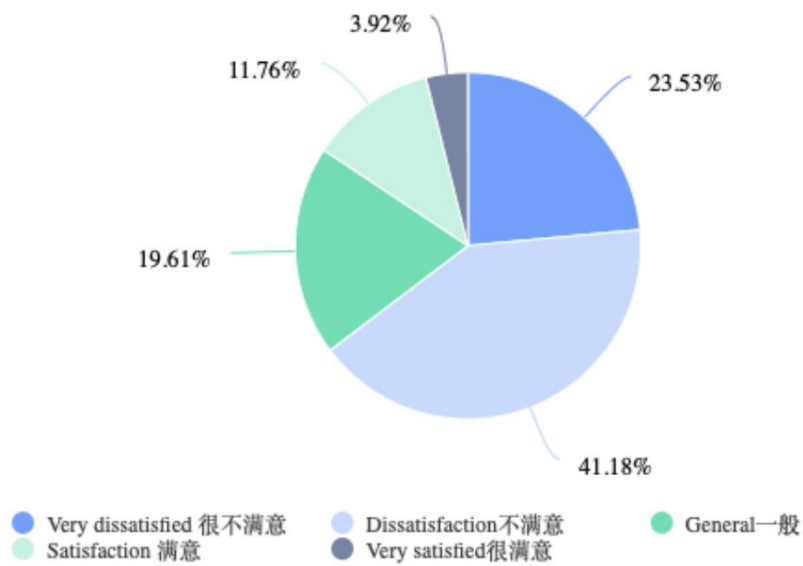


Table 10: Satisfaction with workload

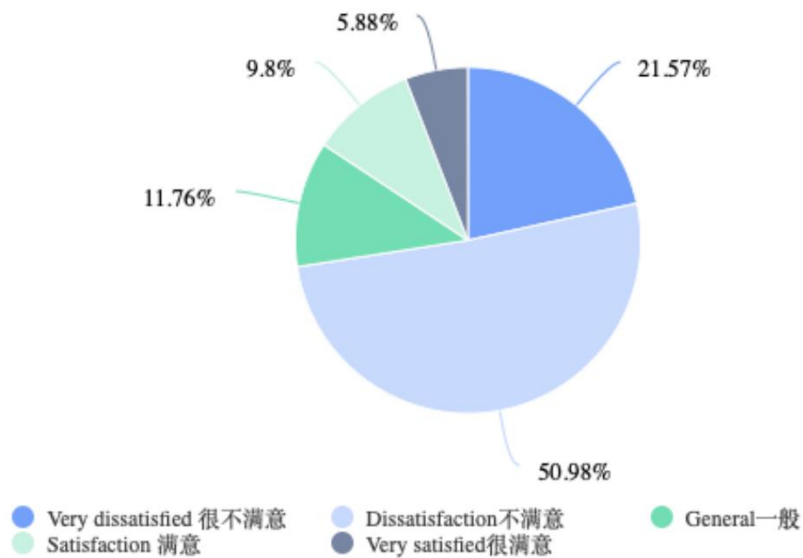


Table 11: Satisfaction with working hours

5.4.4 Learning and Development

In human resources management, one of the more important ways to plan for career development is through continuous improvement and learning. In the questionnaire, regarding the learning and development factor, employees were asked, "How satisfied are you with your current promotion opportunities?" The results of the Table 12 survey showed that 41.18% of employees were dissatisfied, followed by 23.53% of

employees who were generally satisfied. The results of the Table 13 survey then asked whether they were satisfied with their career planning prospects, and it was clear from the results that more than the average employee was dissatisfied with their career planning prospects at 52.94%, and second, only to that percentage was the average option at 25.49%. The combination of these two issues revealed that the overall feeling of dissatisfaction with learning and career advancement at Y Hotel during that period must also be a factor that should concern the management of Y Hotel.

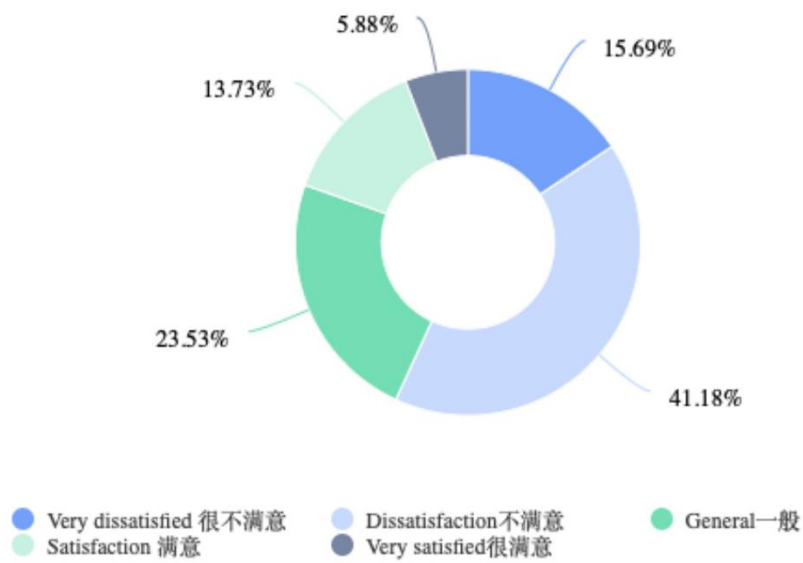


Table 12: Satisfaction with career planning

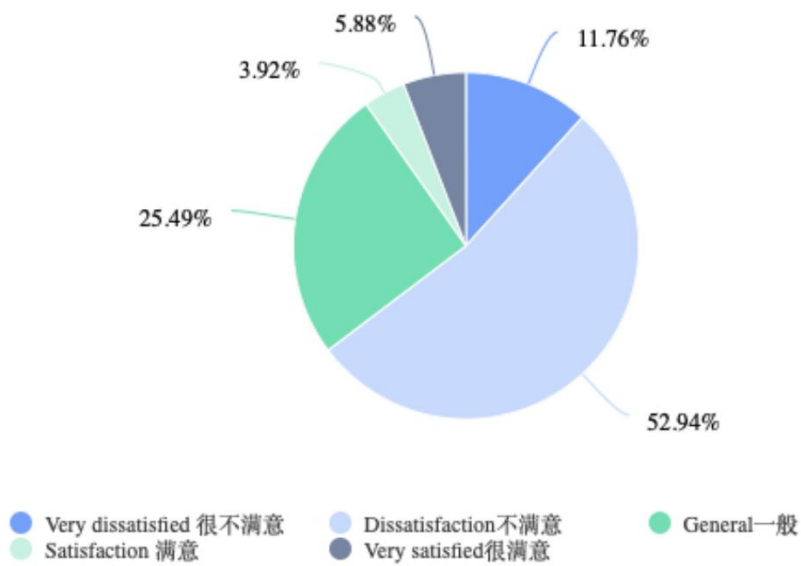


Table 13: Career Planning Prospect Satisfaction

5.5 Staff Retention

For the hotel industry, reducing turnover rates and increasing staff retention are both vital for hotels. It can reduce the hotel's labor costs and improve the quality of the hotel's service to guests, thus increasing the hotel's efficiency. In addition, staff retention helps hotels to build a stable, reliable employer image, which in turn attracts more customers and staff. In the questionnaire, employees were asked a multiple-choice question, "What aspects of the hotel would you like to be supported in?" The results of the Table 14 survey show that salary and benefits are what most employees would like to be helped with, at 84.31%, followed by training and development opportunities and room to grow, both at 78.43%.

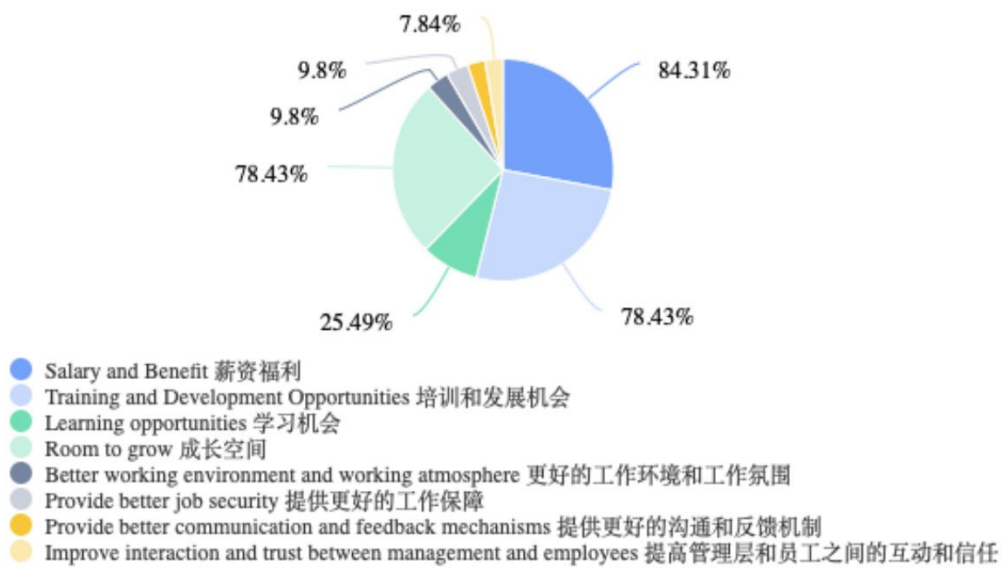


Table 14:Employee retention

5.6 Conclusion

The research question is to explore the underlying factors that influence staff turnover at Y Hotel and to find appropriate retention solutions based on the factors for turnover. The online questionnaire provided primary data that allowed the exploration of factors influencing staff turnover at Y Hotel to move forward, focusing on two main areas and sub-themes: external factors (external employment opportunities, job insecurity, and risk-taking behavior) and internal factors (job satisfaction, pay and benefits, working hours, and learning and development). A total of 51 valid responses were received after data collection. The findings showed that four factors, which are Poor salaries and benefits, excessive workload, difficulty in promotion and presence of potential risk-taking behavior at work, are potential factors influencing staff turnover in Y Hotel. This is in agreement with the findings of the scholars raised in the literature review section (Yan and Wen, 2018; Akgunduz and Eryilmaz, 2018; Busari et al) . Surprisingly, however, for employees who left Hotel Y this quarter, the external employment environment and the insecurity factor at work had little impact, which differs from previous studies (Khaliq et al., 2022; Liu, 2016).

Chapter6: Discussion

6.1 Introduction

The research question of this dissertation is to explore the underlying factors of staff turnover in Y Hotel and to try to find solutions so as to retain staff and reduce the turnover rate. In Chapter Two (Literature Review) of the thesis, relevant theoretical research by scholars on the factors of turnover and separation is described. In this chapter, the key findings and relevance of Chapter Five (Results and Findings) and Chapter Two (Literature Review) are compared. Financial and practical implications are also taken into account in the recommendations section of this chapter.

6.2 Summaries the Internal and external underlying factors that influence turnover

Through a questionnaire survey of employees who left Y Hotel this quarter, a comparison of previous scholarly literature on factors of turnover, and a cross-sectional summary of the characteristics of the phenomena and issues that emerged, the data from this study focused on the following four factors that influence employee turnover at Hotel Y: Poor Salaries and Benefits, difficulty in promotion, excessive workload, and the presence of potential risk-taking behavior at work. This confirms the literature review (Allen, Bryant and Vardaman, 2010) that there are many factors that influence employee turnover, and that one single factor is never the main and only factor.

6.2.1 Poor Salaries and Benefits

The survey data points to the fact that salaries and benefits are one of the most important factors influencing employee turnover, which is also the most important concern of the respondents, and confirms the view of the literature review (Yan and Wen, 2018). Salaries and benefits are an important link between a company and its employees, who are paid for their work in exchange for their labor. Compared to other

industries, the salaries and benefits in the hotel industry are not highly competitive. The majority of the employees who left Y Hotel this quarter had mostly been in their positions for 3-6 years. Most of the employees in this category have financial pressures from family and society, and as mentioned in the literature review section salaries and benefits are mainly to fulfill the daily requirements of the employees. Food, shelter, and health treatment are all important needs in daily life, so salary levels are their primary concern compared to the overall work environment and other factors. In conclusion, this study confirms the theory related to the literature review that salary and benefits are important factors influencing staff turnover in Y Hotel.

6.2.2 Difficulty in promotion

Based on the survey data, career development plans were also found to be one of the factors valued by departing employees at Y Hotel. This factor also confirms the literature review (Kim, 2012) that they are more likely to resign from their current position if promotion opportunities are limited. In modern times, talented people have high aspirations. Apart from salary, they also attach more importance to the value of their work and are more likely to choose a good industry and space for future development to showcase their talents so as to fulfil their career expectations.

6.2.3 Excessive workload

The study also found that more than half of the employees who left Y Hotel were dissatisfied with both their workload and their time, thus also confirming previous research (Akgunduz and Eryilmaz, 2018). The results reflect that Y Hotel is one of the most representative hotels in the hotel industry, with the high service requirements necessary, whether it is reception, room cleaning, food and beverage service or conference reception, which often requires a lot of time and effort from the staff to ensure the quality of service. This is particularly the situation when hotels are usually faced with higher traffic and more service demands during holidays or peak tourist seasons. When employees are faced with a heavy workload, the anxiety generated by

the work can weaken motivation for the job and lead to imagined departures. Overall, the results presented in this study show that the issue of excessive workload is also a factor that affects staff turnover at Y Hotel.

6.2.4 Presence of potential risk-taking behavior at work

The survey results also indicate that risk-taking behavior at work is also a factor that influences employees to leave their jobs, which is a concern for all respondents. As mentioned in the literature review section, (Storseth, 2006) defines risk-taking behavior at work as the possibility of injury or accident at work. The same is relevant for employees in the hospitality industry. For example: For engineering and concierge staff, the need to carry hotel supplies and guest luggage can lead to sprains and injuries. For staff in the housekeeping department, cleaning agents or other harmful liquids can pose a health risk to the skin or breathing. For kitchen and catering staff, burns can occur. For staff in other departments, dealing with customer complaints or grievances, sometimes customers may become impatient or angry and verbally or physically assault staff. There may even be sexual harassment, which can threaten the safety of staff.

However, there are still many factors that lead employees to believe that the hotel does not provide safety measures and appropriate training to ensure the safety of its staff. Firstly, the responsibilities of the various departments in the hotel vary greatly and it is difficult for hotel management to provide adequate training to each employee. Secondly, the safety measures and training provided were too simple. For example, simple fire extinguishers and alarms make it difficult to deal with a variety of complex emergencies. Finally, the hotel management was too focused on the operational profitability of the hotel and neglected the safety of the employees. These reasons made the employees dissatisfied with the safety measures and training provided by the hotel and believed that the hotel did not provide sufficient security for the employees.

6.3 Summaries the recommendations to improve staff retention

6.3.1 Recommendation one: In response to Poor Salaries and Benefits

The study of Y Hotel above found that the salaries and benefits system is one of the most significant factors influencing the reasons for leaving. Economic benefits are one of the purposes for which employees choose to work in a hotel, and the best way to stabilize and motivate employees is to increase the level of remuneration. Through the development of an efficient compensation management strategy, it is possible to create a good incentive for good talent, thus attracting and retaining talent, and thus driving up the interests of the hotel.

Firstly, different salary divisions are made for different positions. Because in the hotel industry, employees in different positions need to have different professional skills and knowledge, for example, receptionists need to have strong communication skills, housekeeping staff need to have strong cleaning skills, chefs need to have strong cooking skills and food safety knowledge etc. Their salary levels need to be reasonably divided according to their different duties and skills.

Secondly, a planned salary adjustment system can be developed according to other factors such as the length of service or service skills of the employee. For example, salary adjustments can be phased on an annual basis according to the length of service of the employee. The core of this is the need to measure the overall salary budget and the overall operation of the hotel, and to plan staff salaries within reasonable labor costs.

Thirdly, improvement of the hotel's welfare system. Salary performance can guarantee the basic income of employees, while a perfect welfare system can better enhance the recognition and happiness of employees towards the company. For example, more of the hotel's organizational culture is reflected, including holiday greetings, staff rate reservations, regular reunions, medical check-ups, and other aspects. These welfare policies should be set with reference to the different needs of employees. For basic welfare, the hotel can provide free staff restaurant, birthday gifts,

etc. Secondly, the hotel can increase the commercial insurance payment for the staff, which can protect the interests of the staff and can also reduce the burden of the enterprise in case of unexpected situations. Finally, it can combine personal performance and incentive leave, and appropriately relax the quota to employees' families, so that their families can also understand and identify with the corporate culture.

6.3.2 Recommendation Two: In response to difficulty in promotion

The most important aspect of the staff training system is the importance attached to the promotion system.

Firstly, full attention is paid to the personal needs and self-development of employees. Not all employees in the hotel industry are expected to progress to management positions. Managers can put themselves in the shoes of their employees and provide career advisory services to accommodate their development requirements. After new employees join the hotel, the hotel should invite career planners to test and assess the new staff's personal characteristics, abilities, and other aspects of the situation, so that they can have a clear and full understanding of themselves, to find out with their own abilities, interests and hobbies are more compatible with the work position, to help employees establish a complete career planning.

Secondly, share promotion assessment criteria with employees. Companies can help employees understand career development goals and strategies, while increasing enthusiasm and motivation and improving performance by opening promotion and career assessment criteria. In addition, communicating promotion assessment and evaluation criteria can help establish a fair and reasonable promotion process and eliminate misunderstandings or dissatisfaction among employees due to lack of understanding, thereby reducing internal disputes and conflicts. Recruiting and retaining talent, as well as building a positive company image and reputation.

Thirdly, hotels can develop the skills and knowledge of their staff by offering different types of training programmer, which can provide better career development

opportunities for employees and can also facilitate their professional development to improve the performance of the hotel. Such training may include job skills, communication skills, and leadership training, among others. Companies can provide different types of training courses to develop the skills and knowledge of their employees, thus providing better career development opportunities for employees to enhance their career development.

6.3.3 Recommendation Three: In response to Excessive workload

Staff workload has become a common problem in the hospitality industry. As a management in the hospitality industry, it is important to take various measures to reduce staff turnover and increase productivity to reduce staff workload. Firstly, a workflow assessment can be taken. Processes and work trends can be assessed to identify problems of duplication of work in the hotel. If problems are identified, hotels can minimize the workload of their staff by reorganizing operations, assigning appropriate duties, and setting appropriate working hours. In addition, by optimizing work arrangements, hotels can reduce the burden on workers. For example, shifts can be arranged to maximize available time, and employees can be well prepared for breaks to avoid working too many consecutive hours or overtime. Finally, hotels can help workers to be more productive and reduce their workload by providing a pleasant working environment, equipment and the necessary training and support.

In short, to help reduce the workload of employees, hotels can improve their working hours by assessing and optimizing work processes, rationalizing working hours and shifts, providing a good working environment and tools, and providing the necessary training and support.

6.3.4 Recommendation Four: In response to potential risk-taking behavior at work

Firstly, hotels should have clear safety regulations and operating procedures in place, with frequent training and drills to ensure that staff have the knowledge and ability to operate correctly, and safety equipment and facilities should be provided to protect

staff. Secondly, hotels can establish a safety risk monitoring and reporting mechanism to regularly monitor and analyze hidden hazards in the workplace and make timely adjustments and changes to protect the safety and health of their staff. Thirdly, respect the safety and health requirements of employees, open communication channels and encourage them to raise important concerns and suggestions and address them positively. Fourth, workplace hazards can be reduced by providing more training to employees. Training can help workers understand workplace hazards, react appropriately, and improve safety awareness and self-protection. Training in occupational safety knowledge, emergency response and safety procedures can also be provided to help employees understand workplace risks, use safety equipment, and respond to emergencies. Mock drills and on-site training can help employees prepare for a crisis.

6.4 Financial and practical implications

The Y Hotel will inevitably incur financial costs in putting these recommendations into action and will therefore need to budget for them. In the case of salary and benefits, it will cost money to re-programmed or increase the range of benefits. In the case of staff training, there is also a financial cost to hire consultants. However, the larger the hotel, the more time it takes to implement the recommendations before the improvements are significant. Therefore, during the implementation period, Hotel Y needs to plan annually, quarterly, and monthly so that financial resources are not concentrated in one month.

6.5 Conclusion

This study provides answers to the factors that influence employee turnover at Y Hotel, so that appropriate solutions can be proposed to address the influencing factors in order to reduce turnover rates and retain employees. This study recognizes that Poor salaries and benefits, excessive workload, difficulty in promotion and presence of potential risk-taking behavior at work are the main influencing factors that lead to

staff turnover at Hotel Y. Therefore, to address the poor salaries and benefits factor, pay is divided for different positions, and a planned payroll system is developed according to other factors such as different salary divisions are made for different positions, planned salary adjustment system, improvement of the hotel's welfare system. To address the factor of difficulty in promotion, full attention is paid to the personal needs and self-development of employees, share promotion assessment criteria with employees, offering different types of training programmer, help employees expand their skills and encourage their career development. To address the workload factor, workflow assessment, optimizing work arrangements, providing a pleasant working environment, equipment and the necessary training and support reduce their workload. Finally, to address the presence of risk-taking behavior at work, safety regulations and operating procedures, establish a safety risk monitoring and reporting mechanism, more training to employees and establish communication mechanisms.

Chapter7: Conclusions

7.1 To summaries this study

The appropriate talent has become a core competency for the development of all types of businesses, and the hotel industry is no exception, competition for human resources in the hotel industry is intensifying. Failure to retain the right talent will have a greater negative impact on the normal development of the hotel. This survey is to explore the underlying factors affecting the departure of staff at Y Hotel, and to suggest suitable and corresponding improvement methods and countermeasures for Y Hotel in order to enhance the competitiveness of the company and ensure that the hotel can develop in the long-term.

In order to understand in depth, a literature review of the field of separation research has been conducted. Based on previous scholarly research, it can be concluded that turnover has been one of the issues of interest to scholars. There is currently more

research on turnover, but theoretically, current research on the hotel industry as a whole is relatively focused on the management dimension, while not much research has been conducted on individual hotels. The hotel business suffers from unusually high levels of staff turnover, which has a direct impact on the long-term ability of companies to achieve their strategic objectives. Therefore, in order to assist the management of Y Hotel in dealing with the issue and to provide a useful and indicative reference for similar human resource issues in similar hotels in the hospitality industry, there is a need to first gain an in-depth understanding of the causes of the problem. An analysis of the high turnover rates in representative hotels in the industry, and in turn, further research into the causes of departures and suggest relevant countermeasures, provides additional and re-examined confirmation in this area.

During the data collection process, an anonymous questionnaire survey was conducted using the online software Survey Star as the primary data collection tool. The study collected 51 valid responses from employees who left Y Hotel from December 2022 to March 2023. In the process of questionnaire design, explored the internal and external factors mentioned in the literature review that affect the resigned employees. External factors include external employment opportunities, job insecurity factors and job risk-taking behaviors. Internal factors include job satisfaction, salary and benefits, workload, and learning and development.

7.2 Summary of underlying internal and external factors affecting staff turnover at Y Hotel

The Y Hotel has been developing very rapidly in recent years, and this paper found through the survey and research that the reasons affecting the turnover of employees in this hotel include the following: Firstly, poor salaries and benefits. The survey shows that most of the age group of employees who left more in that quarter had economic pressure from society and family, and the economic pressure forced them to choose jobs with more optimistic salaries. Secondly, the excessive workload. As a

representative of the industry, Hotel Y is undoubtedly required to host many very important government-type groups and large conferences. This also requires the staff of Y Hotel to guarantee the quality of service under high-intensity work situations. As an international brand, Y Hotels has a well-established management system and a large number of employees worldwide, but most of them have been working in basic jobs for a long time. With the diversification of employment, many employees who enter the hotel industry find that there are no good development opportunities or clear promotion paths in their hotels. In order to get better development to seek a bigger platform for development, they will reorganize their career plan and choose to leave. Finally, there are certain risks in the workplace that can cause concern for hotel staff. Examples include sprains from lifting things, cleaning chemicals and other toxic substances that can damage or irritate the skin and burns to kitchen and catering staff. Other departments must deal with the concerns of customers, whose impatience, anger, and sexual harassment can endanger staff safety. This range leads to a perception of a certain amount of risk-taking in the workplace by employees who choose to leave.

7.3 Summary of Recommendations

The second question in this study is to help Y Hotel retain staff and reduce turnover by exploring the potential factors affecting staff turnover at Hotel Y so that appropriate solutions can be found.

Firstly, the salary is divided for different positions, and a planned salary adjustment system is formulated according to other factors such as the length of service or service skills of the employees, and the welfare system of the hotel is improved by increasing the invisible benefits of the employees and enhancing their sense of well-being.

Secondly, pay close attention to the career development needs of employees and inform them of the criteria by which promotions are judged. This can be done by increasing the transparency of promotion and career assessment criteria to help employees understand career goals and strategies, increase enthusiasm and motivation,

and improve performance. Career development opportunities can also be enhanced by providing a variety of training courses to expand employees' skills and knowledge, encourage career development and improve hotel performance.

Thirdly, workflows are optimized to reduce unnecessary workflows and reduce workload. The process of optimization can help hotels cope with workplace challenges. If problems arise, redesigning workflows, assigning roles, and setting realistic working hours may reduce employee stress. To avoid long working hours and overtime, shifts should be optimized. A good workplace with appropriate equipment, training, and support may improve productivity and reduce workload.

Fourthly, hotels should clarify safety laws and operating procedures, and provide regular training and drills for staff to ensure correct operation. Hotels should also provide safety equipment for their employees. Maintain the safety and health of employees by implementing safety risk monitoring, regularly monitoring hidden hazards in the workplace, and making timely changes. Respect the safety and health of employees and establish communication mechanisms.

7.4 Limitations

The question of this research is to find out the reasons affecting the departure of employees in Y Hotel and to find the corresponding solutions. However, there are still certain limitations:

- 1, Research strategies can be optimized. Gaining insight into the potential factors affecting employee turnover at Y Hotel, was through an online questionnaire survey to collect first-hand data. However, there are still ways to continue to optimize the study. In addition to questionnaires, face-to-face exit interviews can also be conducted to find out why employees leave. The exit interview allows you to observe the facial expressions and physical reactions of the employees to certain influencing factors, thus providing you with a more accurate picture of how the employees work in the hotel. Therefore, the results obtained from the questionnaire alone are relatively homogeneous and the analysis may be skewed.

2, Population is not large enough. The population of this study is the departed employees of Hotel Y between December 2022 and March 2023. Due to time constraints, the sample of this study population is not large enough, and the sample size and reference data are relatively insufficient, which may also easily lead to possible bias in the study results.

7.5 Directions for future research

The tourism industry is already one of the more important industries in China and there are many hotels of the same size and operation as Y Hotel. The human resource management practices of different hotel groups may differ, and further research can be carried out on the factors that influence the departure of employees from the hotel industry according to the group's brand and size, in order to re-evaluate and expand the influencing factors in the area of departure.

7.6 Personal statement

I chose this thesis question because I have observed that many people who join hotels still choose to leave after a short period of time and that this phenomenon has been going on for a long time without being properly addressed. I realized that this phenomenon could have many negative effects not only on the business but also on the HR department. For the business, a high turnover rate can lead to negative effects such as inconsistent service quality, which can affect hotel operations. For the HR department, a high turnover rate can also add a lot of work and question the quality of their own work as HR practitioners. This sparked my interest in this study.

As someone who is passionate about the field of human resource management, I am aware that competition in this field is fierce and requires constant learning and growth. For me, this research is the most challenging research I have ever experienced.

I learned how to manage time well when faced with a project that takes a long time, how to anticipate risks or unexpected situations and to have a second backup plan. In

terms of learning, I learned how to construct arguments and support them with relevant evidence, how to make logical sequences between paragraphs in academic papers, and most importantly, how to think critically and use multiple perspectives to be thinking, analyze and solve problems. This will be of great help to me in my future career in HR.

Through the year of studying for the Master of Human Resources, I have gained a new understanding of the profession. The most important thing is to find the right career Planning for me and the one that interests me the most.

I will try to apply these skills and knowledge to my real life and work in the coming work challenges and refer to my work competencies through constant reflection and conclusion. The completion of this dissertation has reinforced my self-confidence, determination, and enthusiasm for advancing my career in human resources.

Chapter8: References

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List of Appendices

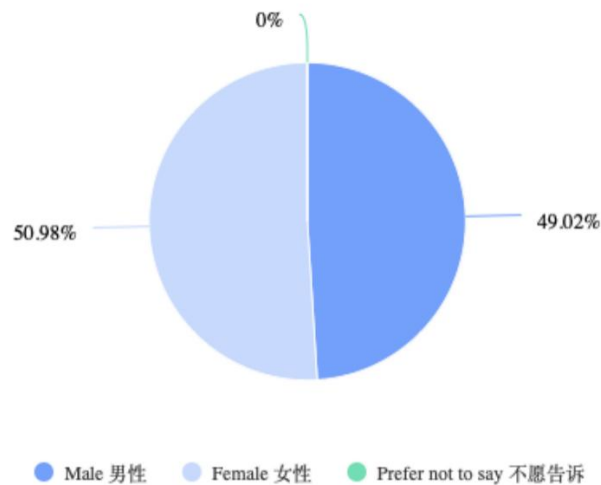
Appendices A:

To explore the underlying factors that influence the intention of employees to leave Y Hotel in China	
<p>An Invitation</p> <p>Hello, my name is Chengnan Li. I am a postgraduate student in Dublin, my major is Master of in Human Resource Management. This survey was carried out as a dissertation part of my master's research. This survey is anonymous and completely confidential. Your answers will be used for academic research only. It takes approximately 10 minutes to complete the questionnaire. If you would like to participate in this study, please answer all questions and submit when complete. If you are not interested in participating in this study, you may simply not submit it. Thank you in advance for your help with this questionnaire. Much appreciated.</p>	
<p>What is the purpose of this research?</p> <p>The purpose of this research is to find out the factors affecting staff turnover in Y hotel and find suitable ways to retain employees.</p>	
<p>How will my privacy be protected?</p> <p>Responses collected for this study will remain anonymous and neither I nor anyone else, including anyone who forwards you the link to the survey, will be able to identify you or your participation in this study. Your privacy will be fully protected as the data collected from you will only be accessible to me and my supervisors and will not be shared with any other parties.</p>	
<p>邀请</p> <p>大家好，我是李澄楠。我是都柏林某大学的一名研究生，我的专业是人力资源管理硕士。这项调查是作为我硕士研究论文的一部分进行的。这项调查是匿名的，并且是完全保密的。您的回答将仅用于学术研究。完成问卷大约需要 10 分钟。如果您想参与这项研究，请回答所有问题并在完成后提交。如果您对这项研究不感兴趣，您可以直接不提交。提前感谢您对本问卷的帮助。</p> <p>这项研究的目的是什么？</p> <p>本研究的目的是找出影响 Y 酒店员工流失的因素，并且找到合适的办法留住员工。</p> <p>你的隐私将如何受到保护？</p> <p>为本研究收集的回复将保持匿名，我和任何其他人（包括向您转发调查链接的任何人）都无法识别您或您参与本研究的身分。您的隐私将得到充分保护，因为从您那里收集的数据仅供我和我的教授访问，不会与任何其他方共享。</p>	
Part 1 – Basic Information 基本信息	
Basic Information 基本信息	1. Your Gender? 您的性别?
	2. Your Age? 您的年龄
	3. How long have you been working at this hotel (Year)? 您在酒店工作多长时间?
	4. Your Department? 您的部门?
	5. Voluntary resignation or forced resignation? 自愿离职还是被迫离职?
Part 2 – External Factors 外部因素	
External Job Opportunities 外部工作机会	6. How do you feel about finding a satisfying job now? 您是怎样认为现在找到一份令人满意的工作?
	7. What do you think people with similar abilities to you are doing in other hotels? 您认为和您能力差不多的人在其他酒店的工作是怎样的?
Job insecurity 工作不安全感	8. Do you think the company provides the necessary safety measures and training to ensure the safety of you and other employees at work?
	9. Do you think the company is serious about the safety and health of its employees? 您认为公司对于员工的安全和健康是否重视?
Risk-taking behavior at work 工作中的冒险行为	10. Do you think there are risk-taking behaviors at work? 您认为工作中存在冒险行为吗?
	11. How challenging do you think your current job is? 您认为当前工作的挑战性程度是?
Part 3 – Internal factors 内部因素	
Job satisfaction 工作满意度	12. How satisfied are you with your work in the hotel? 您在本酒店工作整体感到满意程度是?
	13. How satisfied are you with your job content? 您对自己工作内容的满意程度是?
	14. How satisfied are you with your sense of accomplishment at work? 您对在工作中成就感的满意程度是?
Salary and Benefits 薪资福利	15. How satisfied are you with the company's current salary package? 您对公司当前的薪酬待遇感到的满意程度是?
	16. Compared to other hotels in the same position, you think your salary is fair? 与其他酒店同职位相比，你认为你的薪资是公平的?
	17. Will choose to continue working in this hotel if the other party offers the same salary? 如果对方提供同样工资，会选择继续在本酒店工作?
Workload and work atmosphere 工作量和氛围	18. What is your level of satisfaction with your current workload? 您对当前工作量的满意程度是?
	19. How satisfied are you with your current work hours? 您对当前工作时间的满意程度是?
	20. How satisfied are you with your current job stress level? 您对当前工作压力的满意程度是?
	21. How satisfied are you with your current work atmosphere? 您对当前工作氛围的满意程度是?

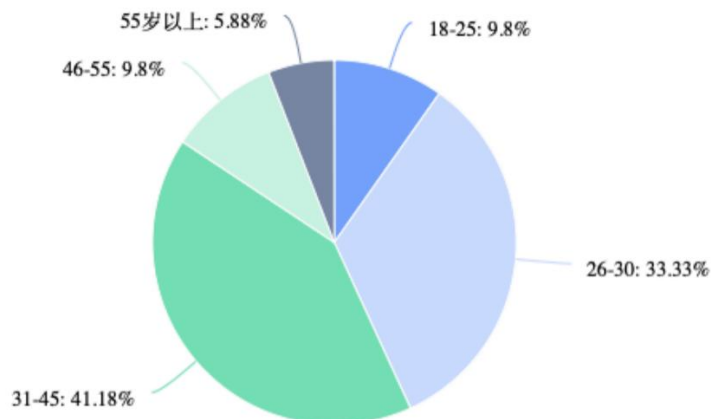
Learning and Development 学习和发展	22. How satisfied are you with your current promotion opportunity? 您对当前晋升机会的满意程度是?
	23. How satisfied are you with the fairness and transparency of your current promotion opportunities? 您对当前晋升机会公正性和透明性的满意程度是?
	24. Are you satisfied with your current career plan? 您对当前职业规划是否满意?
	25. Are you satisfied with the support provided by your current career plan? 您对当前职业规划提供的支持是否满意?
	26. Are you satisfied with your current career planning prospects? 您对当前职业规划前景是否满意?
	27. Are you satisfied with the learning opportunities currently on offer? 您对当前提供的学习机会是否感到满意?
Part 4 – Employee Retention 留任	
Employee Retention 员工留任	28. What support would you like from the hotel? 你希望得到酒店的哪些支持? [Multiple choice多选题]* <input type="checkbox"/> Salary and Benefit 薪资福利 <input type="checkbox"/> Training and Development Opportunities 培训和发展机会 <input type="checkbox"/> Learning opportunities 学习机会 <input type="checkbox"/> Room to grow 成长空间 <input type="checkbox"/> Better working environment and working atmosphere 更好的工作环境和氛围 <input type="checkbox"/> Provide better job security 提供更好的工作保障 <input type="checkbox"/> Provide better communication and feedback mechanisms 提供更好的沟通和反馈机制 <input type="checkbox"/> Improve interaction and trust between management and employees 提高管理层和员工之间的互动和信任

Appendices B:

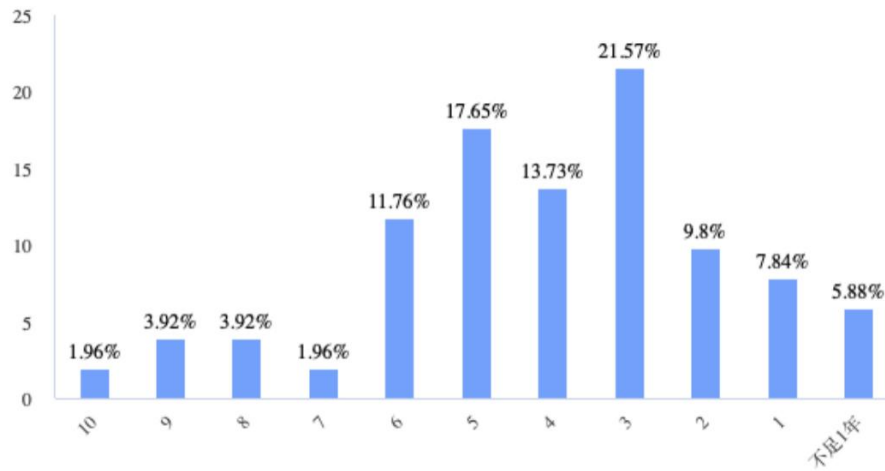
1, Gender ratio:



2, Age ratio



3, Proportion of working years



4, Department ratio

