Factors affecting hotel employees' attrition and turnover: Application of pull-push-mooring framework

Kavitha Haldorai[a], Woo Gon Kim[a,*], Souji Gopalakrishna Pillai[a], Taesu (Eliot) Park[b], Kandappan Balasubramanian[c]

[a] International Center for Hospitality Research & Development, Dedman School of Hospitality, Florida State University, 288 Champions Way, UCB 4117, P.O. Box 3062541, Tallahassee, FL 32306, United States
[b] Mongolia International University, 13th Khoroo, Bayanzurkh District, Ulaanbaatar, Mongolia
[c] School of Hospitality, Tourism and Events, Faculty of Social Science and Leisure Management, Taylor's University, 47500 Subang Jaya, Selangor, Malaysia

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ABSTRACT

This study aims to investigate the turnover intentions of hotel employees in the short-, medium-, and long-term using the pull-push-mooring framework. An extensive review of the literature resulted in eight push, five pull, and one mooring factors. A total of 308 five-star hotel employees participated in this research endeavor. The authors collected data using a survey questionnaire from five-star hotel employees in the Kuala Lumpur region. The researchers used PLS-SEM to empirically test the proposed hypotheses. Among the eight push factors identified, six factors were supported overall, and three factors were supported in short-, medium-, and long-term turnover intention. Among the five pull factors identified, two factors were supported in short-, medium-, and long-term turnover intention. The moderation effect was significant only in the medium-term. The discussions and implications include how the results are useful to hospitality HR managers and professionals for improving employee retention. The authors also discuss the limitations and directions for future research.

1. Introduction

The Malaysian people-oriented industry is growing at an unparallel rate. In recent years, the growth of the Malaysian hospitality industry has been in line with the growth of the global hospitality industry. Malaysia's hospitality and tourism industry has transformed itself as the pillar of the nation's economic success by being the third largest contributor to the nation's economy (WTTC, 2017). The Malaysian hotel industry is tremendously growing with a steady inflow of tourists, business travelers, and as a MICE (Meetings, Incentives, Conventions, and Exhibitions) venue. The developments of hotel projects are propelled to promote Malaysia as a tourist destination and as a regional center for trade and commerce. And yet, employee turnover remains an endemically challenging issue in the Malaysian hotel industry.

In service industries, employee turnover is a common phenomenon, and it is remarkably high in the hospitality industry because of the 24/7 nature of jobs. The negative impact of employee turnover involves increased costs in terms of multiple stages of HR tasks, such as recruitment and selection, training, and development. The hotel industry is even more negatively affected by turnover since employees are the catalyst to create and render services. Employee turnover in the hospitality industry is a widely researched topic, and many researchers have investigated the predictors that either positively or negatively influence employee turnover intention: long 'anti-social' working hours and work life conflict (Zhao and Ghiselli, 2016), emotional exhaustion (Brown et al., 2015), poor pay, work overload and working environment (Poulston, 2008; Zhao et al., 2016), and career progression (McGinley et al., 2014). However, a dearth of research has empirically investigated community fit as a predictor of turnover intention in the hospitality context.

Furthermore, Pull-Push-Mooring (PPM) theory is widely used in travel and tourism literature from the customers' travel decision making perspective but has seen limited application in the hospitality context. Also, to the authors' knowledge, no research has been carried out to determine the factors influencing the short-term, medium-term and long-term turnover intentions of hotel employees. Therefore, this research attempts to fill the gap by determining the factors that encourage and dissuade individuals from joining the hotel industry (Pull-Push-Mooring factors) and its impact on short-term, medium-term and long-term turnover intention. The findings of this study will contribute to the

* Corresponding author.
E-mail addresses: khaldorai@fsu.edu (K. Haldorai), wkim@fsu.edu (W.G. Kim), cgopalakrishnapillai@fsu.edu (S.G. Pillai), tspark@miu.edu.mn (T.E. Park), kandappan.bala@taylors.edu.my (K. Balasubramanian).

literature by enabling hospitality human resources to frame policies to identify appropriate retention strategies as the hotel industry heavily relies on its human capital to attain a competitive advantage.

2. Theoretical background and hypotheses development

2.1. Pull-Push-Mooring (PPM) theory

This research will apply the PPM framework to determine the factors that encourage individuals to join (or leave) the hotel industry. To date, the pull-push framework is one of the most popular and commonly used models for understanding human migration (Hou et al., 2014). The origin of the PPM theory links back to human migration studies (Lee, 1966), which considers migration as an outcome of the interaction between push and pull effects from an origin place to a destination (Chang et al., 2014). This theory was first developed as the pull-push model, and Moon (1995) extended the theory by further adding mooring factors. In migration theory, mooring factors include the personal, social, or cultural variables that hinder or facilitate a migratory decision (Moon, 1995). The negative factors or unfavorable conditions (e.g., loss of employment, natural disaster, poor working conditions, limited fringe benefits, and limited opportunity for development) that force an individual to move from the origin are the push factors. There is a conceptual similarity between the push factors from migration studies to that of the factors that encourage turnover intention such as low pay, work overload, job dissatisfaction, etc. On the other hand, those positive factors (e.g., high pay, better opportunities, job security, organizational culture, and reputation) that attract individuals towards a destination are considered the pull factors. Both pull and push factors are characteristics of the place and are not related to the migrant himself/herself (Jung et al., 2017). Mooring factors are either positive or negative factors that moderate pull and push factors.

The PPM model that originated from the human migration theory is a cornerstone for understanding turnover intention since migration does not only indicate movement across geographical locations but further extends to other daily activities. In other words, one can consider moving across jobs and industries as a type of migration.

2.2. Push factors and turnover intention

This section will focus on the push factors, namely low pay, long hours, work overload, career advancement, interpersonal tension, emotional labor, and work-life conflict (work interfering with personal life and personal life interfering with work) and its relationship to turnover intention.

2.2.1. Low pay, long working hours and work overload

Insufficient and relatively low pay is a global challenge faced by the hotel industry that affects the turnover intention of employees. Long working hours and inadequate pay created a poor reputation of the hospitality industry and thus lead to lower commitment level. Previous studies concluded that poor wages and long working hours are the main causes for staff turnover in the hospitality industry (Zhao and Ghiselli, 2016). Lu et al. (2016) reported that front-line employees in the hospitality industry are more likely to change and quit jobs since they receive relatively low pay. Work overload is a stressor that is frequently experienced by frontline employees in the hospitality industry due to excessive task demand (Zhao et al., 2016). Buttner and Lowe (2017) noted that compared to other industries in the private sector, hospitality industry employees receive relatively low pay, triggering the intention to quit. Hotel industry job characteristics, including long and irregular work hours and work overload, also resulted in high turnover rates (Mohamed, 2015).

2.2.2. Interpersonal tension

O'Neill and Davis (2011) stressed the importance of effective interpersonal relation among co-workers in the hospitality industry. They further reported that employees who experienced relatively high interpersonal tension at work were more likely to leave their current job to pursue employment in other industries. Tang et al. (2015) found high levels of interpersonal tension and poor socialization led to higher turnover rates in the hospitality industry. Wong et al. (2017) concluded Gen Y employees emphasized the need for a cordial interpersonal relationship among co-workers as an important factor for remaining in the hospitality industry. Employees who experienced healthy interpersonal relations in the form of cooperative team members and supportive supervisors had reported lower intentions to quit (Nei et al., 2015).

2.2.3. Career progression

Organizations that provide career pathways for their employees create a mutual investment type of relationship with their employees. McGinley et al. (2014) found that a perceived lack of career progression was one of the prime factors in hotel managers' decision to leave the industry altogether. Wong et al. (2017) found that fair promotions and clear career paths were essential for Gen Y to remain in the hospitality industry. Zopiatis et al. (2014) identified career progression as a prime factor driving employee retention, specifically, long-term career development are the key motivators for Gen Y employees. Intention to quit was lower among promotable employees since they considered they were guided and mentored by their supervisors to perform higher roles (Chan et al., 2016)

2.2.4. Emotional labor

In the hospitality industry, service employees' work is not only intellectual and physical in nature but also involves a great deal of emotional labor when dealing with guests. Emotional labor refers to how employees manage their feelings and expression in order to match the requirements of the job (Brotheridge and Lee, 2003). Goh and Lee (2018) identified emotional labor as one of the key challenges in the hospitality industry among Gen Z. Emotional labor has become a critical factor in the hospitality industry due to the high demands placed on service quality (Shani et al., 2014). Xu et al. (2017) found surface acting was positively related to turnover since employees feel strained when they are forced to display an emotion that does not match their authentic emotion. Humphrey et al. (2015) contended that emotional labor leads to burnout and turnover based on the frequency of display. Previous researches have well documented the relationship between emotional labor and turnover intention (Jung and Yoon, 2014; Li et al., 2018).

2.2.5. Work-personal life conflict

Women's employment in Malaysia has seen rapid growth between 2010 and 2016. Health and hospitality services saw the highest influx of female participation in the workforce (HR in Asia, 2018). The influx of the younger generation with a different set of work attitudes (Brown et al., 2015) in the workforce has necessitated the need to further explore the association between work and life of hospitality employees. Richter et al. (2015) empirically demonstrated that the interface between work and life is bidirectional in nature; for example, work interfering with family life and family life interfering with work. Chen et al. (2018a, 2018b) investigated the impact of work-life and life-work on intention to quit among Chinese and US hotel employees. They found the association was stronger for Chinese women employees. Their results indicated a positive association between work interfering with life and turnover intention. Deery and Jago (2015) emphasized that the hotel industry can improve its retention rate by securing the work-life balance of its employees. In an investigation across seven countries, Haar et al. (2014) concluded ensuring work-life fit essentially reduced intention to quit. Work-life conflict in the hospitality industry was well recorded in previous researches (Zhao and Ghiselli, 2016; Wang et al., 2017).

Hence, it can be hypothesized that:

H1. Push factors (Low pay, long working hours, work overload, low career progression, interpersonal tension, emotional labor, work interference with personal life, and personal life interference with work) are positively related to turnover intention.

2.3. Pull factors and turnover intention

This section will focus on pull factors (creative industry, social status, travel opportunities, opportunity to meet people, and community fit) and their relationship to turnover intention.

2.3.1. Creative industry

The hospitality industry is increasingly embracing creativity and innovation as key drivers to engage their customers. Creative employees tend to be more efficient and productive and are more satisfied with their work (Tongchaiprasit and Ariyabuddhiphongs, 2016). They demonstrated that creativity was negatively related to turnover intention among chefs. In a similar vein, Wang et al. (2014) found hotel firms that promote creative self-efficacy among their employees could minimize their employees' intention to quit. Also, Kattara and El-said (2014) contended Egyptian upscale hotel employees reported lower intention to quit when the hotel firms valued their creativity and encouraged them to utilize their creative ability to the fullest. In addition, Robinson and Beesley (2010) and Chen et al. (2018a), (2018b) confirmed that creativity helps reduce employees' intention to quit.

2.3.2. Social status

The hospitality industry is stereotyped as one with poor pay, inadequate working conditions, and low social status. Pizam (2007) mentioned that hospitality jobs do not enjoy a high status in Eastern Europe. Social status was considered to be one of the largest unique obstacles to the commitment to work in the hospitality industry (Kusluvan and Kusluvan, 2000). However, countries with developing economies perceive an employment opportunity in a hospitality organization as a high status since there are not many opportunities to work in service industries with high compensation. Mohsin and Lengler (2015) further noted that employees regarded hospitality work to be of low social status, resulting in dissatisfaction and intention to turnover. Wan et al. (2014) found that social status enhanced potential young employees' intention to enter and commit to the Chinese hospitality industry. Like China, in Malaysia, due to the assumed high social status of working in luxury hotels, social status is expected to serve as a pull factor.

2.3.3. Travel opportunities and opportunity to meet people

The hospitality industry provides employees with the rare opportunity to meet people from different cultural backgrounds, socialize with people, and travel as a part of work. Brown et al. (2015) found that travelling and opportunity to meet people were two of the desirable traits for considering a career in the hospitality industry. They further concluded that Gen Y pursued a career in the hospitality industry because they expected travel opportunities as a part of their employment package. Similarly, Goh and Lee (2018) asserted that Gen Z considered a career in the hospitality industry as fulfilling with its unique travelling opportunities and the ability to network with people. Gen Z employees had a strong desire to travel to other countries to gain global exposure during their careers (Schawbel, 2016) and preferred working in firms that had ethnic diversity where they could interact with employees from other cultures (Hsiao, 2017).

2.3.4. Community fit

Some consider community fit as compatibility to or comfort with the community and surrounding environment. Lee et al. (2014) believed that a person's fit to a job and his organization can be extended to community dimensions, such as weather, amenities, and general culture. When an employee experiences better fit with the community, he is professionally and personally bonded with the organization. Qiu et al. (2014) found community fit was a new emerging theme that explained the intention to quit among employees in China's hotel industry although it was not tested empirically. Research on community fit as a predictor of turnover intention is few and even more sparing in the hospitality industry context.

Hence we hypothesize that:

H2. Pull factors (creative industry, social status, travel opportunities, opportunity to meet people, and community fit) are negatively related to turnover intention.

2.4. Mooring factor as a moderator

Mooring factors are those personal factors that can either hinder prospective migrants in their place of origin or encourage migration to a new destination. According to migration theory, the mooring variable can moderate push-pull variables and the actual migration decision (Lee, 1966). Scholars have widely explored mooring variable as a moderator in tourism studies (Chang et al., 2014; Jung et al., 2017). Chang et al. (2014) found the mooring variable, switching costs, moderated the relationship between dissatisfaction and customers' switching intention.

2.4.1. Personal life involvement and turnover intention

The anti-social and long working hours in the hospitality industry builds up high levels of stress in employees who want to manage their work and at the same time get involved in family and other personal activities, including hobbies, interests, community activities, etc. Gursoy et al. (2013) reported that hospitality employees found that the boundaries between work and personal life disappearing. Work and personal life are two separate domains, and their interference with each other (work interference with life and life interference with work) can cause stress and lead to turnover intention. Conflict originating in work can affect a person's personal life, and personal life issues can affect an individual's work. Since employees without family responsibilities may have other non-work factors, including hobbies and interest that influence their work life, the term personal life involvement is used in this research in a broader sense to cover family centrality, family involvement, and personal life.

In many cases, individuals hold their personal life involvement higher than work since higher levels of involvement in personal life gives them an identity. Work family conflict research conducted by Bagger et al. (2008) studied family centrality as a moderator. Bagger et al. (2008) investigated the moderating role of family identity salience on the relationship between family interference with work and work-related outcomes. They found that when employees have high family centrality, work interference with family led to a higher intention to quit. Similarly, Hsieh et al. (2009) found that involvement in personal life moderated the relationship between work interfering with life and the turnover intention among managers. He found that higher the involvement level in personal life, the effect of work interfering with life on employees' intention to quit was more intense. Since family centrality and, in a broader perspective, personal life involvement as a moderator has been studied in previous research (Bagger et al., 2008; Hsieh et al., 2009); this study will treat personal life involvement as a mooring factor. Hence the authors hypothesize the following:

H3. The negative relationship between work interfering with personal life and turnover intention will be moderated by personal life involvement.

H4. Personal life involvement will moderate the relationship between personal life interfering with work and turnover intention.

2.4.2. Community fit and turnover intention

When individuals perceive that the community meets their needs (activities and interests), there is a negative intention to quit (Lee et al., 2014). When an individual has a high number of social relationships within his/her community, the less likely he is to have high turnover intention (Mitchell et al., 2001). Ramesh and Gelfand (2010) concluded that there is a negative association between community fit and intention to quit. The relationship is even stronger for those with high family centrality. That is to say, with high levels of personal life involvement, the negative relationship between community fit and turnover intention is stronger. Hence, the authors hypothesize the following:

H5. Personal life involvement will moderate the relationship between community fit and turnover intention.

3. Methodology

3.1. Questionnaire development and measurement

To assess the PPM factors, the authors developed a multi-dimensional and multi-item scale. A review of the literature resulted in fourteen dimensions. The researchers received assistance from a native speaker with full professional proficiency in English to review and edit the questionnaire. Afterwards, they separately invited three faculty members and three industry professionals to assess the content validity. The academic panel included three full time professors with nearly three decades of teaching and researching experience in hotel management from reputed universities. The industry panel included managers from three different 5-star hotels in Malaysia at the senior management level with more than two decades of experience. Both the expert panels not only assessed the content validity but also assisted in refining the items for further use. On completion of this process, the researchers pre-tested the questionnaire on 30 employees from 5-star hotels before they finalized it. Based on the feedback and the results of the pre-test, they further revised the questionnaire to eliminate redundant questions and clarify unclear expressions.

The questionnaire consisted of three sections along with a cover letter. The cover letter introduced the purpose of the survey and explained respondents' confidentiality and anonymity. It also included a brief instruction on the answering procedure. All three sections of the questionnaire had closed end questions. The first section dealt with questions related to the fourteen dimensions. The second section had questions to check if the respondents were sincere and honest in providing their responses and whether the respondents took adequate time to read the questions carefully. The last section focused on the demographic characteristics of the respondents.

Wherever possible, the authors adopted measurement items for constructs in this research from previous validated research. The wordings of the items were carefully revised to ensure the items meet the relevance to this particular research context. They asked respondents to what extent they agreed with the items on a five-point Likert scale ranging from 1-strongly disagree to 5-strongly agree.

This study measured pay and working hours using single items adopted from Poulston (2008).The authors assessed work overload construct using four items from Price (2001). Example statement include: "I do not have enough time to get everything done in my job." They operationalized interpersonal tension using five items from Janssen et al. (1999). Sample items include: "Personal relationships were always excellent here" and "Some members visibly disliked each other." The authors reverse coded negative worded items before analysis. They tailored items to reflect the interpersonal tension existing between co-workers and teams. They also adopted the work interference with personal life (WIP) construct from Stephens and Sommers (1996) and adopted the personal life interference with work (PIW) construct from Gutek et al. (1991). Both scales had three items each. The authors adapted the three-item personal life involvement (PIL) from Parasuraman et al. (1992). Please note that we modified the WIP, PIW and PIL scales from work-family conflict to better reflect personal life. For instance, "I was too tired to be effective at work because of family responsibilities" was reworded to "I was too tired to be effective at work because of personal responsibilities." Lastly, the authors adopted the 8-item emotional labor scale from Brotheridge and Lee (2003) since it was developed to measure emotional labor among service employees.

The authors also measured creative industry using seven items from Robinson and Beesley (2010). They measured social status using three items that were adapted and modified from Kusluvan and Kusluvan (2000). They also adapted the 3-item career progression scale from Iverson and Deery (1997). The authors operationalized community fit using five items from Mitchell et al. (2001). They also adapted opportunity to meet people and travel opportunities from Brown et al. (2015) and Goh and Lee (2018). Both had two items each.

The authors adapted and modified the tuurnover intention scale from Moynihan and Pandey (2008) to measure short-term, medium-term, and long-term turnover intention each with a single item. Since there are no existing scales to measure short-, medium-, and long-term turnover intention, the authors operationalized them as follows: For short-term, they used a single item "I am actively looking for alternative employment." This item will help to distinguish an active job seeker from a person who has the intention to leave at some point in the future in the medium-term. The authors used "I will resign from this organization at the earliest possible opportunity" to measure medium-term turnover intention. "I am thinking of resigning from this industry" reflects that an employee does not consider his current job a lifetime employment and does not consider his workplace an environment where he can spend the rest of his career (Moynihan and Pandey, 2008). Hence, the authors used this item to measure long-term turnover intention or attrition.

3.2. Sample and data collection

The authors collected data from currently employed full-time five-star hotel employees with a minimum of one-year working experience. First, they obtained the list of hotels in Malaysia from Smith Travel Research (STR). As per STR, there are 2724 hotels in Malaysia, out of which, 248 hotels are in the 3-5-star category. Malaysia consists of East Malaysia and West Malaysia, and different immigrant requirements determine entry to both regions. Since the research team had legal permission to enter only West Malaysia, they collected data from West Malaysia. In West Malaysia, there are 95 five-star hotels, out of which 28 are in Kuala Lumpur. The researchers collected data from Kuala Lumpur, which is the national capital, as well as the largest Federal Territory of Malaysia.

The researchers then contacted the HR departments of these hotels to seek permission to include their employees in the study. Out of 28 contacted hotels, fourteen five-star hotels voluntarily agreed to participate in this research endeavor. The researchers gave the HR managers sealed envelopes containing the questionnaire and cover letter. In order to reduce potential bias, the researchers asked employees to drop their surveys in a drop box, and the researchers visited each property to collect the completed questionnaires. The cover letter explained the purpose of the research and assured confidentiality and anonymity of the responses. The research team gave the potential participants 10 days to fill in and return the questionnaires. Before proceeding to the survey questions, the questionnaire required participants to agree to the informed consent. The questionnaire explained to employees that their participation in the research was voluntary. The data collection took place between May-July 2018. Out of 700 surveys distributed, the researchers received 376 surveys and eliminated 68 questionnaires due to not meeting the criteria of a minimum of one-year experience and full-time employee status. The authors retained 308 surveys for further analysis and had a response rate of 44%.

3.3. Data analysis

Since the authors collected data using a self-reported questionnaire, they also had to examine the Common Method Variance (CMV) (Podsakoff et al., 2003). We adopted procedural remedies, including ensuring the anonymity and confidentiality of the participants, informing participants that there were no preferred or correct answers, and the authors desired participants' honest appraisals of the item. Furthermore, the researchers adopted a combination of statistical procedures suggested by Podsakoff et al. (2003) to examine CMV. First, they performed Harman's single factor test. Since none of the factors accounted for the majority of the covariance among the measures, no serious method bias exists. Second, using PLS, all variance inflation factors (VIF) resulting from a full collinearity test was lower than 3.3, indicating the models were free of common method bias (Kock, 2015). Third, the researchers obtained the first unrotated factor from the principal component analysis. These scores formed the "general factor." The addition of the "general factor" did not significantly increase the R^2 of the endogenous construct. Fourth, the researchers adopted the measured latent marker variable approach. The findings indicated that the change in the R^2 value was of a very small magnitude compared to the original model without the marker variable. The difference in variance on adding the marker variable was 0.013, 0.02, and 0.018 for the short-, medium-, and long-term, respectively. These differences prove that common method bias was not a serious concern in this study.

The researches utilized SmartPLS version 3 (Ringle et al., 2015) to analyze the data because it matches the researchers' prediction-oriented objective. Moreover, the data was not normally distributed, and the model had a large number of latent variables.

4. Results

4.1. Demographic profile of respondents and descriptive statistics

Among the 308 respondents, there was nearly an equal distribution of male (48%) and female (52%) respondents. 47.7% of the respondents had less than five years of experience in the hotel industry, the maximum was 32 years of experience. More than three fourth of the respondents (88.6%) had less than five years of experience in the current hotel, maximum was 20 years. The average age of the respondents was 39 years, and the maximum was 58 years. 15.1% were above 42 years, and 80% of the respondents belonged to age group 24–41 years. 4.9% were less than 24 years of age. The age distribution is in line with the global workforce distribution. By 2020, more than three fourth of the global workforce will be Gen Y, and 5% will be post-millennials (Catalyst, 2018). One-half of the respondents were diploma holders. Participants with foundation qualifications and degree holders were equally distributed (16.9%). Regarding their affiliated department, one third of the participants were from front-of-the house of the food and beverage (F&B) department, while 17% were from back-of-the house (kitchen) of F&B. One-fifth of the respondents were from front office and housekeeping. The remaining 30% were from other service departments, including HR, accounting, marketing and sales, and engineering.

The mean value of all latent variables ranged from 2.717 to 3.896 with the standard deviation ranging from 0.552 to 1.078 on a five-point Likert scale. However, the mean values of all variables were above the midpoint 2.50. Opportunity to meet people scored the highest, with a mean value of 3.896, while personal life interfering with work showed the lowest mean value at 2.717. The standard deviation was highest for work hours at 1.078 and lowest for interpersonal tension at 0.763. The descriptive statistics (mean and standard deviation) for the latent variables were: low pay (3.461,0.969), work hours (3.211, 1.076), work overload (3.377, 0.747), work interference with personal life (2.962, 0.908), emotional labor (3.073, 0.701), creative industry (3.819, 0.577), social status (3.714, 0.693), career progression (3.464, 0.740),

Table 1
Reliability and validity for short-term turnover intention.

Model Construct	Measurement Items	Cronbach Alpha	Loading	Composite Reliability	AVE
Community Fit (CF)	CF2	0.838	0.931	0.931	0.771
	CF3		0.896		
	CF4		0.844		
	CF5		0.839		
Creative Industry (CI)	CI1	0.912	0.852	0.929	0.650
	CI2		0.827		
	CI3		0.770		
	CI4		0.791		
	CI5		0.780		
	CI6		0.839		
	CI7		0.782		
Career Progression (CP)	CP1	0.893	0.801	0.919	0.792
	CP2		0.978		
	CP3		0.881		
Emotional Labor (EL)	EL1	0.728	0.733	0.914	0.605
	EL2		0.791		
	EL3		0.801		
	EL4		0.883		
	EL5		0.777		
	EL6		0.744		
	EL7		0.700		
Interpersonal Tension (IPT)	IPT2	0.812	0.721	0.877	0.708
	IPT3		0.962		
	IPT4		0.823		
Opportunity to Meet People (OMP)	OMP1	0.786	0.721	0.836	0.723
	OMP2		0.962		
Pay	P1	1.000	1.000	1.000	1.000
Personal Life Interfering with Work (PIW)	PIW1	0.832	0.838	0.899	0.748
	PIW2		0.881		
	PIW3		0.875		
Social Status (SS)	SR1	0.855	0.845	0.905	0.762
	SR2		0.960		
	SR3		0.805		
Travel opportunities (TO)	TO1	1.000	1.000	1.000	1.000
Working Hours (WH)	WH1	1.000	1.000	1.000	1.000
Work Interference with Personal Life (WIP)	WIP1	0.908	0.915	0.942	0.843
	WIP2		0.920		
	WIP3		0.919		
Work Overload (WOL)	WOL1	0.822	0.887	0.892	0.734
	WOL2		0.860		
	WOL3		0.823		
Personal Life Involvement (PLI)	PLI1	0.749	0.796	0.854	0.662
	PLI2		0.835		
	PLI3		0.809		

Note: AVE represents average variance extracted score.

short-term turnover intention (3.234, 0.864), medium-term turnover intention (2.984, 1.022), and long-term turnover intention (2.841, 1.004).

4.2. Reliability and validity

Before proceeding to test the hypotheses, the authors assessed the validity and reliability. In this study, there are three models: Model 1: 13 predictors of short-term turnover intention with three moderation effects, Model 2: 13 predictors of medium-term turnover intention with three moderation effects, and Model 3: 13 predictors of long-term turnover intention with three moderation effects.

This study validated Model 1 by testing its internal consistency, indicator reliability, convergent validity, and discriminant validity. The authors measured the internal consistency reliability using composite reliability scores and Cronbach's alpha (Hair et al., 2014). The internal consistency scores ranged from 0.854 to 0.942, exceeding the threshold of 0.7 (Hair et al., 2014), and the Cronbach's alpha coefficients

Table 2
Discriminant validity- Heterotrait-Monotrait Ratio (HTMT).

	CF	CI	CP	EL	TOI	IPT	OMP	PAY	PIW	SS	TO	WH	WIP	WOL
Community Fit (CF)	–													
Creative Industry (CI)	0.409													
Career Progression (CP)	0.307	0.729												
Emotional Labor (EL)	0.096	0.116	0.074											
Turnover Intention (TOI)	0.041	0.181	0.343	0.054										
Interpersonal Tension (IPT)	0.130	0.176	0.111	0.150	0.200									
Opportunity to Meet People (OMP)	0.281	0.613	0.494	0.060	0.142	0.068								
Pay	0.043	0.115	0.081	0.130	0.129	0.343	0.043							
Personal Life Interference with work (PIW)	0.151	0.170	0.242	0.325	0.397	0.358	0.142	0.173						
Social Status (SS)	0.514	0.715	0.629	0.116	0.188	0.243	0.610	0.099	0.138					
Travel Opportunities (TO)	0.325	0.437	0.413	0.160	0.144	0.172	0.188	0.122	0.236	0.427				
Working Hours (WH)	0.072	0.089	0.130	0.146	0.200	0.202	0.021	0.366	0.351	0.165	0.079			
Work Interference with Personal Life (WIP)	0.127	0.096	0.155	0.268	0.446	0.338	0.044	0.361	0.615	0.132	0.210	0.610		
Work Over Load (WOL)	0.064	0.177	0.114	0.366	0.339	0.478	0.060	0.381	0.396	0.176	0.134	0.662	0.609	–

fluctuated between 0.728 and 0.912, exceeding the threshold of 0.7. To assess the indicator reliability, the authors examined the factor loadings. Table 1 show that the loadings are above 0.5 (significant at p < 0.01). The authors removed five items (WOL4, IPT1, EL8, TO2, CF1) since their loadings were less than 0.5. Hence, we can consider the model as satisfactorily reliable.

Next, the authors assessed the validity by testing the convergent validity and discriminant validity. They measured the convergent validity using Average Variance Extracted (AVE). All the AVEs were above the recommended value of 0.5 (Hair et al., 2014), between 0.65 and 0.843 in Table 1. The authors adopted Heterotrait-Monotrait Ratio (HTMT) to test the discriminant validity (Henseler et al., 2015). Table 2 indicates that discriminant validity was achieved at $HTMT_{0.85}$. Thus, the model can be considered as satisfactory with the evidence of adequate reliability, convergent validity, and discriminant validity.

Similarly, the authors assessed the reliability and validity for medium-term and long-term turnover intention, employing the same procedures discussed above. For both the medium-term and long-term, the authors achieved adequate reliability and validity.

4.3. Hypotheses testing

The authors tested the five hypotheses discussed earlier and assessed the significance levels with 500 bootstrap runs. The first hypothesis stated that there was a positive relationship between the push factors and turnover intention. Among the eight push factors identified, overall 6 factors [work overload (t = 4.145), low career progression (t = 1.788), interpersonal tension (t = 2.992), emotional labor (t = 1.953), work interference with personal life (t = 1.734) and personal life interference with work (t = 3.343)] were supported, and two (low pay and work hours) were not supported. The second hypothesis posited that the pull factors negatively related to turnover intention. Among the five pull factors identified, community fit (t = 2.982) and travel opportunities (t = 1.901) were supported. Furthermore, opportunity to meet people (t = 1.956) and social status (t = 2.553) were supported only under medium-term and long-term, respectively. The third and fourth hypotheses proposed that the mooring variable (personal life involvement) moderates the link between work interfering with personal life/personal life interfering with work and turnover intention. However, moderation effect was significant only in the medium-term turnover intention. In the medium-term, personal life involvement moderated the link between personal life interfering with work (t = 1.761)/work interfering with personal life (t = 1.728) and turnover intention. The fifth hypothesis proposed that personal life involvement moderates the positive relationship between community fit and turnover intention. However, it was not supported. The results are summarized in Table 3.

Both, the R^2 and the path coefficients show the extent to which the

data supports the hypothesized model (Hair et al., 2014). The variance explained for short-term turnover intention was 22.7% (R^2 = 0.227), for medium-term, the variance explained was 42% (R^2 = 0.420), and for long-term turnover intention, the variance explained was 38.1% (R^2 = 0.381). According to Cohen (1988), the R^2 values for the endogenous latent variables are assessed as 0.26-substantial, 0.13-moderate, and 0.02-weak. Therefore, the R^2 values were high enough for the models to achieve a substantial level of explanatory power. Hence the authors conclude the variances explained are deemed adequate.

5. Discussions and academic implications

The current study investigated the applicability of PPM factors introduced by migration studies on short-term, medium-term and long-term turnover intentions of 5-star hotel employees in the Malaysian hotel industry. The results indicated that the PPM factors have a significant impact on turnover intention. A number of findings emerged from this study. First, the authors will discuss the push factors affecting turnover intention followed by the pull factors. Next, we will discuss the mooring factor affecting turnover intention. Finally, we compare short-, medium- and long-term turnover intention to identify the factors that lead to exit from the hotel organization and exit from the hotel industry.

5.1. Push factors affecting turnover intention

Respondents confirmed the push factors (work overload, interpersonal tension, and emotional labor) are positively related to turnover intention in the short-term, and this result indicates that the factors are significant predictors of employees leaving the hotel organization. In the medium-term, interpersonal tension, personal life interfering with work, work interfering with personal life, and work overload led to turnover intention, indicating that these factors are significant predictors of employees leaving the hotel organization. Emotional labor, interpersonal tension, personal life interfering with work, work overload and work interference with personal life had a positive influence on long-term turnover intention, and it indicates that the factors are significant predictors of employees leaving the hotel industry. It can be noted that the prime factors leading to turnover intention in the Malaysian hotel industry are emotional labor, interpersonal tension, personal life interfering with work, and work overload.

This study provides valuable insights on understanding emotional labor as a prime contributor of employee turnover in the Malaysian hotel industry. The findings are similar to that of previous research (Jung and Yoon, 2014). Since performing emotional labor may have potential personal and organizational costs, it is significant to understand the nature and impact of emotional labor on turnover intentions.

Table 3
Summary of hypotheses testing.

Path	Short- term turnover intention			Medium-term turnover intention			Long-term turnover intention		
	Path coefficients	t-value	Status	Path coefficients	t-value	Status	Path coefficients	t-value	Status
Push Factors→Turnover Intention (TOI)									
Pay→TOI	0.003	0.055	NS	0.008	0.321	NS	0.001	0.002	NS
Career Progression →TOI	0.008	0.078	NS	0.046	0.132	NS	0.150	**1.788***	S
Emotional Labor →TOI	0.189	**1.953***	S	0.066	0.198	NS	0.168	**1.864***	S
Interpersonal Tension →TOI	0.106	**1.655***	S	0.168	**2.992****	S	0.157	**1.853***	S
Personal Life Interference with Work →TOI	0.130	**1.673***	S	0.208	**3.343****	S	0.201	**3.194****	S
Working Hours →TOI	0.057	0.947	NS	0.048	1.412	NS	0.041	1.099	NS
Work Interference with Personal Life →TOI	0.049	0.700	NS	0.272	**1.664***	**S**	0.144	**1.734***	S
Work Overload →TOI	0.193	**2.001***	S	0.278	**4.145****	S	0.263	**3.787****	S
Pull Factors→Turnover Intention (TOI)									
Opportunity to Meet People →TOI	−0.024	0.273	NS	−0.164	**1.956***	S	−0.056	0.764	NS
Community Fit →TOI	−0.219	**2.982****	S	−0.248	**2.171***	S	−0.190	**1.740***	S
Social Status →TOI	−0.070	0.720	NS	−0.043	0.241	NS	−0.219	**2.553****	S
Travel Opportunities →TOI	−0.194	**1.760***	**S**	−0.226	**1.654***	**S**	−0.161	**1.901***	**S**
Creative Industry →TOI	−0.216	**2.362****	S	−0.201	**1.650***	S	0.041	0.121	NS
Mooring Factor→Turnover Intention (TOI)									
Personal Life Involvement →TOI	0.116	0.402	NS	0.144	**1.898***	S	0.205	**3.241****	S
Moderation effect 1 (Personal Life Involvement on Work Interference with Personal Life) →TOI	0.058	0.616	NS	0.141	**1.728***	S	0.098	1.007	NS
Moderation effect 2 (Personal Life Involvement on Personal Life Interference with Work) →TOI	0.013	0.169	NS	−0.142	**1.761***	S	0.052	0.521	NS
Moderation effect 3 (Personal Life Involvement on Community Fit) →TOI	−0.036	0.508	NS	−0.044	0.153	NS	−0.054	0.541	NS

Notes: $* p < 0.5$, $** p < 0.01$, (based on 1-tailed). S-Significant, NS-Not Significant.

The second important factor leading to turnover was interpersonal tension. Interpersonal tensions are harmful to both employees and organizations, leading to negative outcomes. This finding further confirms the findings of O'Neill and Davis (2011) that interpersonal tensions among co-workers create a stressful environment that leads to increased turnover intention. Personal life interfering with work emerged as another important factor leading to turnover intention. The results suggest that when employees experience interference from personal life on work, it may intensify the pressure on hotel employees and make it difficult to fulfill family and personal demands. Thus, quitting a job that interfered with an employee's personal life reduced his level of stress. This finding is consistent with the findings of Brown et al. (2015). Another factor leading to turnover intention in the five-star hotel employees was work overload. This finding further supports the findings of previous studies (Mohamed, 2015; Zhao et al., 2016) that work overload leads to turnover intention. When employees are overwhelmed by the work load they face, it is possible for the employees to start considering a career that has lower level of job demand.

However, the two most cited factors for turnover in the hotel industry, low pay and work hours, did not contribute to turnover intention in the short-, medium-, and long-term. This finding contrasts with the conclusions of most previous hospitality literature but is in agreement with the findings of Goh and Lee (2018) who found that pay was not an important factor among Gen Z employees. Since majority of the survey participants fall in the Gen Y age group, and the Gen Y hotel employees accept long working hours as a norm in the hotel industry, work hours may not contribute to turnover intention. This finding is supported by Brown et al. (2015) where Gen Y employees consider irregular working hours as discouraging but an anticipated norm in the hotel industry.

5.2. Pull factors and turnover intention

Pull factors including community fit, creative industry, and travel opportunities were negatively related to short-term turnover intention, and this finding indicates that these factors encourage employees to remain with their hotel organizations. The pull factors that emerged in

the short-term, along with opportunity to meet people, negatively influenced turnover intention in the medium-term, indicating these factors are the motivators for remaining in the hotel organization. Beside community fit and travel opportunities, social status contributed to negative turnover intention in the long-term, and it indicates that these factors prevent employees from leaving the hotel industry. It is noteworthy that creating community fit and providing travel opportunities to employees are important paths to reducing turnover intention in the Malaysian hotel industry.

The Malaysian hotel employees perceived social factors like community fit and travel opportunities as attractive features of working in a hotel industry. Lee et al. (2014) demonstrated that when employees perceive the community meets their needs in terms of activities and interests, the social factors negatively related to turnover. When employees have a higher number of social relationships within the community, their intention to leave (Mitchell et al., 2001) the organization is less. Ryan et al. (2011) demonstrated that employees continue to remain in organizations because of their peer group since these social relationships create a sense of belongingness that mitigates stress. Additionally, Malaysia is a collectivistic society with an Individualism Index score (IDV) of 26 (Hofstede, 2007). IDV values range between 0–100; scores close to 0 stand for the most collectivist, scores close to 100, the most individualist society. This score reflects that long-term commitment to family, extended family, or extended relationships and family unification are perceived to be of greater importance among Malaysians. Findings on positive attitude towards travel opportunities are consistent with the findings of Brown et al. (2015). Furthermore, they asserted that Gen Y employees (80% of the participants in this research) regard leisure and vacation highly. The findings provide further evidence that employees enjoyed the travelling opportunities provided by the hotel industry and had a community fit. Although these factors are not distinctive to the hotel industry alone, a combination of all these together may be difficult to find in any other industry in the Malaysian context.

5.3. Mooring factor and turnover intention

The mooring variable, personal life involvement, did not have any major impact on turnover intention in the short- and long-term. However, it did influence the medium-term turnover intention. When the level of involvement in personal life was higher, stronger was the relation between personal life interference with work and intention to quit. This study also found that higher the level of involvement in personal life, the effect of work interfering with personal life on employees' turnover intention was stronger. These results are congruent with the findings of Zhao and Ghiselli (2016). In the Malaysian hotel industry, potential leavers quoted "too tired to spend time with family" as the main reason for turnover (Ryan et al., 2011).

5.4. Comparison between short-, medium- and long-term turnover intention

The strongest predictor of turnover was work overload in the short-, medium-, and long-term, and work overload had the highest prediction ($t = 4.145$) in the medium-term. Hotel employees are very often required to fulfill increasing demand during the peak seasons and, at the same time, have to maintain the quality standard. This work overload leaves employees stressed. A majority of them are also involved in directly dealing with customers, requiring a great deal of emotional labor, the second strongest predictor of turnover. Work overload and emotional labor in the long-term accelerate burnout and, eventually, quitting the hotel industry. Work interfering with personal life was not significant in the short-term but was significant in the medium- and long-term. The reason for the insignificant impact of work interference with personal life on short-term employee turnover is that employees may not seriously consider work interference as serious as emotional labor or interpersonal tension. Hence, it did not serve as an important reason to leave the hotel organization. However, it slowly burns out hotel employees and will lead to their exit from both the hotel organization and hotel industry. Moreover, 52% of the respondents were women. Additional demands on women in developing countries like Malaysia arise from a tradition in which women must play several roles, including caretaker of aging parents, mother, wife, and daughter. Work interference with these additional demands in the long-run leads to physical and mental exhaustion and aggravates the intention to quit the industry. On the other hand, personal life interference with work is significant in the short-, medium-, and long-term and attributed to the Gen Y participants who value their personal lives more than their work lives. Furthermore, respondents who experience the negative impact of non-work related stress arising from personal life on their work might have little motivation to invest their energy (physical and mental) in their current workplace or in the industry. Interpersonal tension was significant in the short-, medium- and long-term. Interpersonal tensions are the negative affective reaction of work overload. Since work overload was significant in the short-, medium-, and long-term, interpersonal tension will also be significant in all these terms. High levels of interpersonal tension and workload serve as major drivers of both an intention to leave the current organization and an intention to leave the industry. The strongest pull factor is community fit both in the short-, medium- and long term but having a higher prediction in the short-term ($t = 2.982$). This significant relationship could be due to Malaysia's collectivistic culture.

In sum, this study contributes theoretically to hospitality management literature in several ways. The first theoretical contribution is the applicability of the PPM framework for an in-depth understanding of employee turnover intention in the hotel industry. Secondly, to the authors' knowledge, this is the first study to determine the factors that influence turnover intention in the short-, medium-, and long-term. The proposed model is comprehensive and can be applied to all generations of employees in the hospitality industry. The researchers identified that even if hotel firms take the necessary steps to minimize the effect of push factors to reduce turnover, their strategy might not work, and they

must also equally optimize and invest in pull factors. This further advances the literature by shedding light on the relationship between pull-push-mooring factors and turnover intention. The results also indicate that employees stayed in their current jobs because they did not want to lose their community links. In particular, the study shows that employees have a strong inclination towards their social environment impacting their short-, medium-, and long-term turnover intentions. The researchers believe the finding will provide an extension to "off-the-job-embeddedness" literature.

6. Practical implications

The results derived from this study have significant practical implications in assisting hotel human resource (HR) managers better understand and control factors that may lead to employee turnover intention both at the organizational and industry levels. For any organization to succeed, the role of its employees is imperative, and, hence, attracting and retaining them has become prudent. Failure to realize their needs can have detrimental effects to the organization. Understanding employees' needs and the ability to satisfy them are of strategic importance to the service industries and especially the hotel industry as they heavily depend on the service quality provided by employees to meet customers' demands. The hotel HR should take effort to develop tailor made policies to meet employee needs since the findings indicate that social factors like community fit and travel opportunities are the ways to retain employees. They should also develop HR policies and procedures that address interpersonal tension, emotional labor, and work overload as they are the main contributors to turnover intention and attrition.

The 24/7 nature of the hotel industry creates a stressful environment and interpersonal conflicts. Hence the authors suggest during the hiring process, hiring managers should give importance to demeanor and communication style to assess if a candidate will be a good fit. Companies should train employees in social and personal competence. "Social competence" will increase their ability to realize how other employees feel, and "personal competence" will help them to express their emotions maturely and effectively. Hotel firms may provide special rewards or bonus for team success to promote teamwork and co-operation. They can also provide "peer-to-peer rewards" by asking each employee to nominate someone he or she works with. In doing so, conflict can be creatively reframed in such a way that employees see the good in other employees. Employees must be coached for positive conflict, which will allow them to respect and accept others' views. Also, during performance appraisals, supervisors may reflect on significant conflict-provoking behaviors and integrate goals for harmonious collaborative behaviors. To curb interpersonal conflicts, conflict management training, stress reducing exercise, anger management, and workshops can be conducted for intensely angry and aggressive employees. Strong employee relations can be built through soft skill training, including interactive communication, role plays to manage emotional exchange, active listening, and trust building exercises.

To reduce conflict and friction among different generations of employees, besides mentoring, the authors suggest hospitality managers promote reverse mentoring to "reconfigure" relationships and roles. By promoting reverse mentoring, the younger generation employees feel they are recognized and valued for their contributions, motivating them to stay at their jobs. Reverse mentoring not only reduces the turnover intention among Generation Y employees who are predominant in the current workforce but can also foster inclusivity and help hotel firms to maintain competitive advantage through knowledge advancement. The turnover intention of older employees will also shrink as they learn new skills in a non-pressurized environment, thus allowing them to regain a sense of control in digitally transformed hotel firms. Reverse mentoring also fosters effective communication and collaboration among hotel employees.

To develop effective interpersonal relationships among supervisors

and employees, the authors suggest training in transactional analysis (TA). According to TA theory, individuals operate from three distinct personalities called ego states: the parent, the adult, and the child. For successful communication and effective interpersonal relations among co-workers or between supervisor-employee, the workplace requires complimentary transactions. That is, when an employee initiates a communication from the parent-child ego state, the response should be from the child-parent ego state. The authors further explain this with an example: When a supervisor reprimands an employee for being late, he communicates from the parent-child ego state. When the employee apologizes and promises not to repeat, he communicates from the child-parent ego state. Similarly, when there is a conflict between an F&B employee and chef when a food order is not ready for pick up, if both the co-workers decide to figure out what went wrong, they are communicating from the adult-adult transaction. These transactions are complimentary and can lead to effective interpersonal relations. On the other hand, crossed transactions lead to interpersonal conflicts. Hence, the authors believe TA training can help in achieving effective interpersonal relation among co-workers and supervisor-employee, thereby reducing interpersonal conflicts.

The authors suggest hotel HR be data driven. Hotels can leverage from workforce analytics. Prior to hiring, hiring managers should use holistic data about candidate's previous employment history and patterns of work-culture to determine if the candidate would fit into the organization in terms of skill and personality. On selection, the hiring manager should explain to the new entrants how the current organization is different from other organizations and how their employment plays an important role using the real time data of existing employees. They should also discuss the new entrants' career graph with them, so they develop an emotional attachment to the hotel firm. Each and every employee should be made to understand how his or her work is aligned with organizational goals and how his or her unique contribution will help in organizational growth. This knowledge motivates employees to plan for a long-term career with the organization. The hotel HR can carefully observe the "resignation segments" to identify if any particular age, group (top performers, managers), or department of employees are frequently quitting. This will give the hotel HR and managers an insight on how these segments are responding to their work experience. Hiring managers should also use "predictive analytics" to determine which of the organizational and personal factors are affecting a particular segment's turnover intention. At the same time, hotel HR should identify which employees are performing well and why; is it because of their supervisors, previous experiences, their personality or culture of the hotel firm? Understanding the reasons for success can give a better foundation for understanding what works in the hotel firm.

Next the authors suggest hotel firms consider focusing on emotional labor intervention strategies that encourage deep acting rather than surface acting. During surface acting, employees are forcing themselves to display an action that does not match their authentic emotion. This may gradually wear down employees, ultimately resulting in intention to quit. Supervisors should be sensitive to the emotional needs of their employees, and in turn, employees will be sensitive to the emotional needs of customers. Hotel HR managers should aim at recruiting employees who score high on their extraversion dimension of personality for the front office positions that are in constant contact with customers. These extrovert employees will be in a position to deal with the emotional demands of the work and will be less likely affected by the negative consequence of emotional labor.

In addition, we suggest hotel HR managers to identify the type of leavers (high performing employee, a central employee in a network) and where they are heading (joining competitor hotel or exiting from the industry). Additionally, HR departments can also gather data on employees who reluctantly stay back or reluctantly leave due to other external factors. For those employees who are reluctantly staying back, efforts must be undertaken to ensure there are a person-job fit and a

cordial relationship with supervisors and co-workers. Similarly, identifying reluctant leavers (due to spouse relocation or unsolicited job offers) will allow the hotel to be prepared for future turnover by planning ahead the manpower required, and managers also can take measures, like providing additional family support to counterbalance the challenges posed by these external factors.

Community fit was identified as the strongest pull factor, encouraging employees to stay back at their current work. The authors suggest hotel firms further increase community fit by organizing social and cultural events such as "annual family day" or "networking evening" where employees can invite their families and relatives to the hotel firm. The families get to see the workplace and interact with other employees and their families in an informal environment. This can further strengthen the community fit and serve as a tool for retention.

7. Limitations, future research and conclusion

A major limitation with this research is its geographical limitation to Malaysia and, hence, the findings may not be generalized. Since the survey participants are from 5-star hotels in Malaysia, the results may not be generalized to the entire Malaysian hotel industry. HR departments of hotels distributed the questionnaires on behalf of the researchers. There are chances that their involvement might have affected the responses of the participants although there is no evidence of that. Also, the authors did not consider the various ethnic groups within Malaysia. Future research should determine if socio-demographic factors cause any significant variations in turnover intention. Future studies could also explore the effect of generational difference on turnover intention. We collected all the data from a single source. Although common method bias was not a serious concern in this study, future studies may collect data from multiple sources to minimize common method bias.

To conclude, this study is one step ahead in understanding the short-, medium-, and long-term turnover intentions of five-star hotel employees in the Malaysian hotel industry context. The results identified interesting and surprising factors that lead to turnover and attrition; this knowledge would aid hotel HR managers in taking preventive action on time. In addition, the authors hope that these outcomes will serve as a platform for more comprehensive research on turnover intention in the hotel industry.

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